

29 April 2009

Project No: **00058434**

Dear Ms. Khan,

**Subject: Submission of AGTP Inception Report**

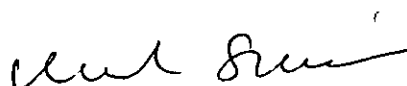
Reference is made to your dated 11 December 2008 on AGTP Inception Report and our letter dated 24 December 2009 on submission of AGTP Phase II and AGTP Inception Report. As stated in the letter UNDP is required to submit an Inception Report, which needs to include (i) description of how gender is mainstreamed in the project. (ii) detailed explanation of the Results and Resources Framework with solid indicators and (iii) budget justifications for the workplan.

Following our previous submission of the AGTP Inception Report as attached to our letter dated 24 December 2008, we have received constructive feedbacks through the Secretariat's focal point on this matter, Ms. Lina Lo, which led us to further refine the document.

It should be noted, therefore, that the current version of the Inception Report has been updated with a view to not only address three main issues referred above but also to include recent progress and achievements that have been made by the project. This approach, in our view, would allow us to present more comprehensive information about the current challenges related to transition in Aceh and how project responds to them.

We are hereby pleased to formally submit the updated AGTP Inception Report and we look forward to working with you to support a successful implementation of the AGTP project.

Yours sincerely,



Kristanto Sinandang  
Head of CPRU a.i

Ms. Shamima Khan  
Manager  
Multi Donor Trust Fund for Aceh and Nias  
World Bank Office, Jakarta



**United Nations Development Programme**

**And**

**Provincial Government of Nanggroe Aceh Darussalam**

## **Aceh Government Transformation Programme**

### **Inception Report**

**Prepared for**

**Multi-Donor Fund for Aceh and Nias**

**April 2009**



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## Acronyms and Abbreviations

AGTP	Aceh Government Transformation Programme
BAPPENAS	Badan Perencanaan Pembangunan (National Development Planning Agency)
BKPP	Badan Kepegawaian Pelatihan dan Pendidikan (Human Resource and Training Agency)
BRR	Badan Rehabilitasi dan Rekonstruksi (Rehabilitation and Reconstruction Agency for Aceh and Nias)
CPRU	Crisis Prevention Recovery Unit
Gol	Government of Indonesia
LOA	Letter of Agreement
MDF	Multi Donor Fund
MIS	Management Information System
MoHa	Ministry of Home Affairs
MTR	Mid-term Review
NAD	Nangroe Aceh Darusalam
NPD	National Project Director
NPM	National Project Manager
PAD	Project/Programme Appraisal Document (for MDF)
PMU	Programme Management Unit
RRF	(UNDP) Results and Resources Framework
SKPA	Satuan Kerja Perangkat Aceh (Aceh Provincial Government Agency)
STA	Senior Technical Advisor
<i>Tim Asistensi</i>	Governor's Advisory Team (in Output 1)
UNDP	United Nations Development Programme

# Introduction<sup>1</sup>

***The Aceh Government Transformation Programme (AGTP) provides strategic and essential support to the transition from recovery to sustainable development in Aceh by ensuring that the provincial government has the necessary capacity and institutional strength to take over projects, assets, functions, capacities and resources from BRR and other reconstruction and recovery programs at the end of their mandate.***

The provincial government faces a big challenge in picking up the reconstruction and recovery baton from BRR. Time is of the essence and the AGTP is applying an innovative approach to capacity strengthening – exposing the province to possibilities and opportunities and supporting follow-up – rather than swamping them with international consultants and complicated systems. The first chapter of this inception report details the progress to date and the second outlines the management, implementation and M&E arrangements of the project. For ease of reference the chapters are concise; referring to detailed material in annex.

## Progress to date

This chapter briefly outlines the history of AGTP and lists the progress to date including an analysis of the budget delivery.

### ***Project history, rationale and outcome***

The successful conclusion of Aceh's first gubernatorial elections was a key milestone towards normalization of post-disaster provincial governance had been reached. The next step was managing the relations with, and transition from the Reconstruction and Rehabilitation Body (BRR) to this new administration. The newly elected government was acutely aware of the assets, programmes and responsibilities it would inherit from BRR and others as the recovery process concluded. It also saw the need to secure the legacy of the immense reconstruction effort and to programme its own resources, including the Otsus and Migas grants, in line with the work already undertaken – thus promoting continuity and sustainability. A further challenge was the mainstreaming of the capacity building efforts that have taken place under the auspices of BRR and other institutions.

AGTP was designed by the provincial government and BRR to address these issues. UNDP provided financing from March 2007 to April 2008. Multi Donor Fund (MDF) resources were approved in May 2008, though they did not come on stream until November. There were three principle achievements from the UNDP financing: Firstly a professional and open selection process was used to identify new heads of department for the

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<sup>1</sup> This inception report was mandated by the MDF Steering Committee that approved the USD 14m AGTP proposal in May 2008. It was submitted informally to the Multi Donor Fund for Comment in September 2008. Written comments were received and incorporated in a second submission in December 2008. However the first draft of the report (Sep 2008) was written prior to the signing of the AGTP project document between UNDP and the Ministry of Home Affairs, prior to the finalization of implementation arrangements, and before the full mobilization of the AGTP PMU. By the time of the second submission (Dec 2008) the project document had been signed by the Government and the first meeting of the AGTP Steering Committee to approve the annual workplan was imminent. It was then agreed to delay the formal submission of the report until the AGTP Steering Committee and PEMDA approve the 2009 workplan and the budget. Negotiations between participating SKPA were concluded in April 2009 enabling the conclusion of the report. It should be noted that the report now contains two sections. Part A – which details project progress since PAD approval and Part B – which outlines some of the implementation arrangements for the project (as requested by the MDF Steering Committee in May 2008).

provincial government agencies; secondly, urgent policy support was provided to the provincial government resulting in the initial transition contacts with BRR at a technical level; finally a concept note for the full \$14m project was developed and presented by the Vice Governor to the MDF Steering Committee in December 2007, where it was approved. In the subsequent Project Appraisal Document (PAD) the AGTP had the following structure:

**Output 1. Support to Provincial Executive**

Outcome: Enhanced capacity of the Provincial Executive to create the institutional and policy framework for successful transition and recovery.

**Output 2. Support to Provincial Government Agencies (SKPA)**

Outcome: Enhanced operational capacity of key provincial government agencies (SKPA) to effectively fulfill their transition and recovery responsibilities.

**Output 3. Provincial Training and Human Resources Agency (BKPP)**

Outcome: Enhanced capacity of the Provincial Training & Human Resource Body (BKPP) to retain, manage and transfer to provincial and district government agencies the knowledge and skills required for successful transition and sustainable recovery.

A fourth output will support central government initiatives for the continuation of the Aceh recovery. This includes working with the Ministry of Home Affairs, Directorate General for Regional Autonomy (MoHA) and with BAPPENAS. Output 4 will also cover Monitoring and Evaluation and other overhead costs for the project including support to the Project Management Unit.

**Early results of MDF financing**

MDF financing enabled the full staffing of the AGTP Project Management Unit (PMU) and the acceleration of activities. A technical meeting of the AGTP Steering Committee was held in Bogor in February 2009 to discuss the "workstreams" proposed in the workplan.<sup>2</sup> Each workstream represents a defined transition priority and work on the most urgent and consensual workstreams began in January based on approval during 2008. Given the scale of the transition and the support needed by provincial agencies it proved difficult to produce a final set of agreed resources for each workstream. The final budget breakdown shown in Table 2 of this report was finally approved during the third week of April, following a visit from MoHA to the province. Key highlights of the progress during 2008 and 2009 include:

- *Local Government Budget Process:* AGTP led a major reform leading to this year's budget approval in January 2009 - compared with 2008 when the budget was not approved until August of the same year. It is expected that the 2010 budget will be approved during 2009 – returning the province to internationally accepted standards, and meeting one of the key recommendations of the Aceh Public Expenditure Analysis. AGTP will now undertake the strengthening of the Special Autonomy Funds mechanism to complement improved budgetary performance. Furthermore, improved disbursement rates - another consistent weakness – will be pursued through coaching and support from the Government of Surabaya (Indonesia's second city and one of its most efficient local governments) to introduce e-government.

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<sup>2</sup> See section on management for details on composition of AGTP Steering Committee

- *Anti Corruption:* Improved public expenditure flows require solid anti-corruption measures in order to maintain the standards and legacy of the BRR. AGTP has facilitated MoUs between the Province, the Corruption Eradication Agency (KPK) and the Financial Transaction Reports and Analysis Centre (PPATK) that will fast track investigations and ensure transparent and accountable procurement processes.
- *Asset Transfer and Verification:* This process is now in full swing – guidelines have been approved and the over IDR 500 billion in BRR assets have been verified by the Provincial Government and are being lodged with the Ministry of Finance. AGTP is supporting a rapid due diligence process prior to transfer to local government, which has already received the full range of databases and GIS systems used by BRR.
- *Support to Central Government:* The AGTP management structure is designed as an integral part of the transition from BRR. The Ministry of Home Affairs chairs a steering committee containing the provincial government, BAPPENAS and UNDP enabling smooth coordination between the province and Jakarta on the mainstreaming of post recovery issues. This committee met in the first quarter 2009 to approve AGTP annual workplan+. The Ministry of Home Affairs has requested AGTP support for drafting legislation and regulations pertaining to Aceh.
- *Institutional capacity strengthening (1):* With UNDP resources AGTP supported the provincial government's innovative open recruitment process for new heads of department and worked with the provincial training and human resource agency (BKPP) to make sure the relevant parts of the post tsunami capacity building programmes are incorporated into the mainstream training curriculum.
- *Institutional capacity strengthening (2):* Under MDF financing AGTP has continued to support BKPP and has recruited a task force to carry this work forward. The Ministry of Home Affairs has requested that AGTP support BKPP Aceh in becoming a pilot for the reform of local civil service training. BKPP also has plans to become a centre of excellence in civil service training for governance in situations of natural disaster.
- *Support to provincial policy making for the transition:* The project supports the innovative "Tim Assistensi" comprised of local policy advisors. These have already strengthened key elements of the provincial government including policy on legal representation for government agencies, how to handle transition of responsibilities from BRR, how to ensure an anti corruption focus and strengthening policy on human resource management.
- *Promotion of Gender Equality:* AGTP will support the new Provincial Agency for Women's Empowerment and Child Protection in a programme designed with UNIFEM. One of the objectives of this will be to establish gender focal points in each SKPA and to promote gender budgeting in the 2010 ABPA. This important initiative will pick up from BRR's *gender exit strategy* and ensure that continuity is given to this central issue.

### ***Budget delivery***

The results outlined above have been achieved through disbursement of UNDP funds to November 2009 and MDF funds from that date. UNDP was reimbursed against the AGTP budget for expenditure from 1 April 2008. Full project operation kicked in from the receipt of MDF funds in November. Table 1 shows the allocation of the MDF financing for the life of the project.

**Table 1: AGTP fund allocation**

<b>MDF Fund allocation</b>	<b>Output 1</b>	<b>Output 2</b>	<b>Output 3</b>	<b>Output 4</b>	<b>Total</b>
<b>2008</b>	1,888,968	201,343	66,940	285,000	2,442,251
<b>2009</b>	2,413,558	1,292,940	1,367,855	535,000	5,609,353
<b>2010</b>	0	2,458,749	1,341,429	420,000	4,220,178
<b>2011</b>	0	548,662	735,564	420,000	1,704,226
<b>unallocated</b>	164				164
<b>TOTAL</b>	4,302,690	4,501,693	3,511,788	1,660,000	13,976,171

Source: UNDP Indonesia

The table illustrates the phasing of the project activities. Output 1 - (Support to the Provincial Executive for policy making) is planned to phase out during 2009. Output 2 (Immediate transition support to provincial government agencies) will peak in 2009 and 2010 whilst Output 3 (mainstreaming capacity strengthening also continues to 2011). Output 4 disbursement (M&E, support to PMU, etc) is evenly spread throughout the life of the project).

Table 2 illustrates the delivery for 2008 and 2009 to end March 2009. As detailed below, funds are fully committed to the end of 2009 and will require some additional resources to be brought forwards from 2010 if existing objectives are to be met.

The left hand column of Table 2 shows the full AGTP budget approved by the MDF Steering Committee for the AGTP Concept Note in December 2007. When the Steering Committee approved the PAD in May 2008 it was agreed to divide this into two tranches - An initial payment of \$9.9m as a first payment followed by a second tranche of \$4m - because MDF could not commit funds beyond the end of 2009 until its own extension had been approved. This has now happened and documentation for the second tranche was submitted for virtual approval in March 2009.

The table highlights the expenditure for 2008 – 2009. This is divided into four categories. The "Budget allocation" column illustrates the initial expenditure estimates for this period (based on the availability of resources from MDF and early programming by the provincial government). The "Spent" column shows disbursed resources to end March 2009. "Committed" indicates those funds for which contracts have been signed – including Letters of Agreement with provincial government agencies.<sup>3</sup> "Programmed" includes those resources for which detailed expenditure schedules and activities are approved but have yet to be disbursed. As referred to above, project activities covered by the 2009 workplan have been in full implementation during the first quarter of the year. These are divided into workstreams as illustrated in Annex 2. The approval of the workplan in April 2009 simply ties down the total budget and final scope of activities for each workstream. This required a series of detailed negotiations amongst the provincial authorities. The 2009 workplan therefore includes items in the "Spent", "Committed" and "Programmed" columns.

<sup>3</sup> Letters of Agreement are contracts between UNDP as partner agency and the respective government body through which project outputs are delivered. See Chapter 2.



Table 2: AGTP budget delivery and programming

Budget Allocation (phase I FAA + phase II)	Budget allocation 2008 -	Spent 2008	2009 (from approved workplan)					Balance after 2008 &	Budget allocation 2010 - 2011	Proposed 2010	Proposed 2011	Overall AGTP Balance
			Spent 2009	Committed* 2009	Programme d 2009	Total 2009	2008 &					
<b>Output 1</b>	<b>4,302,690</b>	<b>4,302,526</b>	<b>2,209,382</b>	<b>316,837</b>	<b>1,348,579</b>	<b>2,407,676</b>	<b>-314,532</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-314,532</b>
<b>Output 2</b>	<b>4,501,693</b>	<b>1,494,282</b>	<b>210,107</b>	<b>357,777</b>	<b>0</b>	<b>1,557,777</b>	<b>-273,601</b>	<b>3,007,411</b>	<b>2,458,749</b>	<b>548,662</b>	<b>0</b>	<b>-273,601</b>
<b>Output 3</b>	<b>3,511,788</b>	<b>1,434,795</b>	<b>91,270</b>	<b>70,945</b>	<b>1,400,000</b>	<b>1,470,945</b>	<b>-127,420</b>	<b>2,076,993</b>	<b>1,341,429</b>	<b>735,564</b>	<b>0</b>	<b>-127,420</b>
<b>Output 4</b>	<b>1,660,000</b>	<b>820,000</b>	<b>85,867</b>	<b>92,000</b>	<b>55,553</b>	<b>678,120</b>	<b>56,013</b>	<b>840,000</b>	<b>420,000</b>	<b>420,000</b>	<b>0</b>	<b>56,013</b>
<b>Total</b>	<b>13,976,171</b>	<b>8,051,604</b>	<b>2,596,626</b>	<b>837,559</b>	<b>3,079,146</b>	<b>6,114,518</b>	<b>-648,872</b>	<b>5,924,403</b>	<b>4,220,178</b>	<b>1,704,226</b>	<b>0</b>	<b>-659,540</b>

Source: UNDP Indonesia

## **Challenges ahead**

AGTP is designed as a flexible and responsive platform that can fill gaps and provide both immediate transition support on the one hand and ensure that this is translated into mainstream activities on the other hand. As the project progresses funds are becoming anchored to the transition workstreams identified in the workplan. (see Annex 2 for details). This is beginning to limit the capacity to respond to other priorities that are emerging. There are three categories of additional request for support that the province is dealing with – some of which it is unable to support with the current budget. These are:

- *New institutions that did not exist at the time of the PAD approval* – for example the provincial agency for continuing the recovery of Aceh (BKRA) and the provincial agency for women's empowerment and child protection (BP-PA) were not around in May 2008 when AGTP was approved. Nevertheless the PAD anticipated some readjustment in the list of agencies to be supported and AGTP is able to support both these new bodies a limited extent.
- *Transition priorities had not yet been articulated at the time of PAD approval* – in 2008 the provincial government was not yet aware of the full gamut of activities and responsibilities it would inherit. Since PAD approval many new transition priorities have come to light and AGTP is requested to address these. Two examples: Firstly, physical planning – the post tsunami settlements now have to update their land-use plans;<sup>4</sup> secondly, orientation of incoming DPRD members on the context of the transition and their responsibilities towards ongoing programmes.<sup>5</sup>
- *Requests for support from districts* – The PAD stresses that AGTP (especially through output 3) will respond to support for transition capacity strengthening from districts and municipalities. BKPP will ensure that the mainstreamed best practices from the recovery period are available to all districts. Yet there are currently limited resources for this. At the time of PAD approval the possibility was left open for additional resources to be committed to cover this gap.

Discussions have taken place with BAPPENAS about a potential top-up financing to enable these gaps to be fully covered. In the meantime AGTP is committed to applying its own resources to ensure that these issues are minimally supported and are not totally ignored. A second challenge relates to the project phasing. AGTP is designed to provide support to policy development, immediate transition support, and mainstreaming of capacity strengthening. These three outcomes are planned to occur in a sequential but overlapping timeframe. A risk is that this arrangement will get out of synchronization: The policy support (output 1) may take longer than planned or the mainstreaming of capacity strengthening (output 3) may neglect the transition issues and follow a more "standard" human resource management path. Some initial indications are that both these risks have been identified and that the PMU and project management are working to mitigate them. A final challenge for AGTP is the integration of the three parallel provincial objectives of securing the legacy of the post-disaster recovery, maintaining the post-conflict peace and accelerating the development of the poorer districts of the province, some of which were

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<sup>4</sup> BRR raised the issue of the spatial planning implications of the recovery at CFAN III in April 2007 (section 3.10 of BRR document Mid Term Review and the Way Forward") The local governments are responsible for taking this forward and meeting the central government deadlines on updating spatial plans.

<sup>5</sup> At the request of the Governor, AGTP has programmed some resources for this issue. The project is working closely with the USAID funded LGSP project in Aceh to reinstate the successful collaboration between the two projects in training and orientation for the newly elected Bupatis in 2007 – using the initial UNDP funding of AGTP.

less affected by both Tsunami and conflict. AGTP is supporting the province in applying public expenditure to meet these three complementary but different goals and is working closely with BAPPENAS on the framework for the acceleration of the development of Aceh.<sup>6</sup>

BAPPENAS and the provincial government at the Technical Meeting of the AGTP Steering Committee in February highlighted these challenges. The transition means completing the recovery and smoothly moving from this to sustainable development. Indeed the MDF portfolio itself is undergoing a similar transition. In short, the province needs to be *transformed* into a development agent – hence the AGTP title.

## **Project Management**

This chapter details the management arrangements, implementation modalities and M&E systems to be applied by the project.

### ***Management arrangements***

The project will be managed under UNDP arrangements as agreed with the Government of Indonesia. These management arrangements are described in Annex 3 which is the project document signed by the two parties. The key features of the arrangements follow the UNDP National Execution (NEX) project modality with elements of the Direct Implementation (DIM) modality for 2009. The MDF Standard Operating Procedures recommend the application of partner agency's own arrangements to the projects they are responsible for.

In summary this arrangement works as follows. A Project Management Unit staffed by people recruited with AGTP funds is based in the provincial government. The PMU reports to the National Project Director (NPD) a government civil servant appointed to represent the Governor. The NPD is the "budget owner" and responsible for the project. A Project Board provides oversight and guidance to the project. This is comprised of UNDP Banda Aceh, the Governor and his representative (NPD) and representatives of the project beneficiaries. At national level a Project Steering Committee (SC) contains the Ministry of Home Affairs, BAPPENAS, the Provincial Government and UNDP. The SC is responsible for the strategic orientation of the project.

Funds are either transferred to the project account (to be managed under GoI regulations) or managed by UNDP (under UNDP rules). Prior to the establishment of the full project account activities may be carried out under contracts (letters of agreement) with respective government departments within which GoI regulations apply to those activities directly managed by the respective departments with resources provided by AGTP. A consolidated budget shows is signed off by the National Project Director. The diagram and Table 3 below provide an illustration of these arrangements. Detailed description can be found in Annex 3.

The project is complex and multifaceted. Its design includes the following features to ensure effective coordination of project activities:

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<sup>6</sup> Whilst the MDF mandate is primarily concerned with the post Tsunami recovery – its portfolio includes projects such as Support for Poor and Disadvantaged Areas (SPADA) and the Aceh Forest and Environmental Project (AFEP). These rightly recognize that recovery can only be fully secured if it is seen in a wider context than infrastructure rehabilitation.

- Key steering role for the Project Steering Committee chaired by Directorate General of Regional Autonomy of DEPDA GRI with representatives of key stakeholders such as BAPPENAS, other relevant directorate generals within DEPDA GRI, Ministry of Finance and BPKP to ensure overall insertion into national policy framework. It will provide a forum in which to highlight and troubleshoot strategic implementation issues.
- Strong overall role for the Project Board. This body will be chaired by the Designated Senior Official of the NAD Governor's Office and will include representatives of key stakeholders such as UNDP as Senior Supplier and the relevant SKPA as Senior Beneficiary. Governor of NAD and also the Secretary to the Provincial Government of NAD will attend and direct the Project Board as required.
- Different output coordinators are responsible for delivering their respective outputs. This breaks the project down into manageable parts, with the National Project Manager playing a troubleshooting and coordinating role.
- Strong technical support. The project and its staff will receive technical back up and support from two layers. Firstly, a Senior Technical Advisor within the PMU will report to the National Project Manager and provide hands-on technical assistance to output managers, advising on additional short-term assistance that may be necessary. Secondly, UNDP Jakarta will continue to provide significant overall technical support and guidance to the project through the programme management team and the UNDP Decentralisation Advisor. This Jakarta level advice is a key component of the project design and provides external quality control from outside the PMU and Provincial Government.
- Coordination support from the Aceh/Nias Field Programme Office under its Coordinator and UNDP Aceh Operations Centre, with the management, procurement, logistical and administrative services that are currently provided to other UNDP projects in Aceh. AGTP will take advantage of these economies of scale.

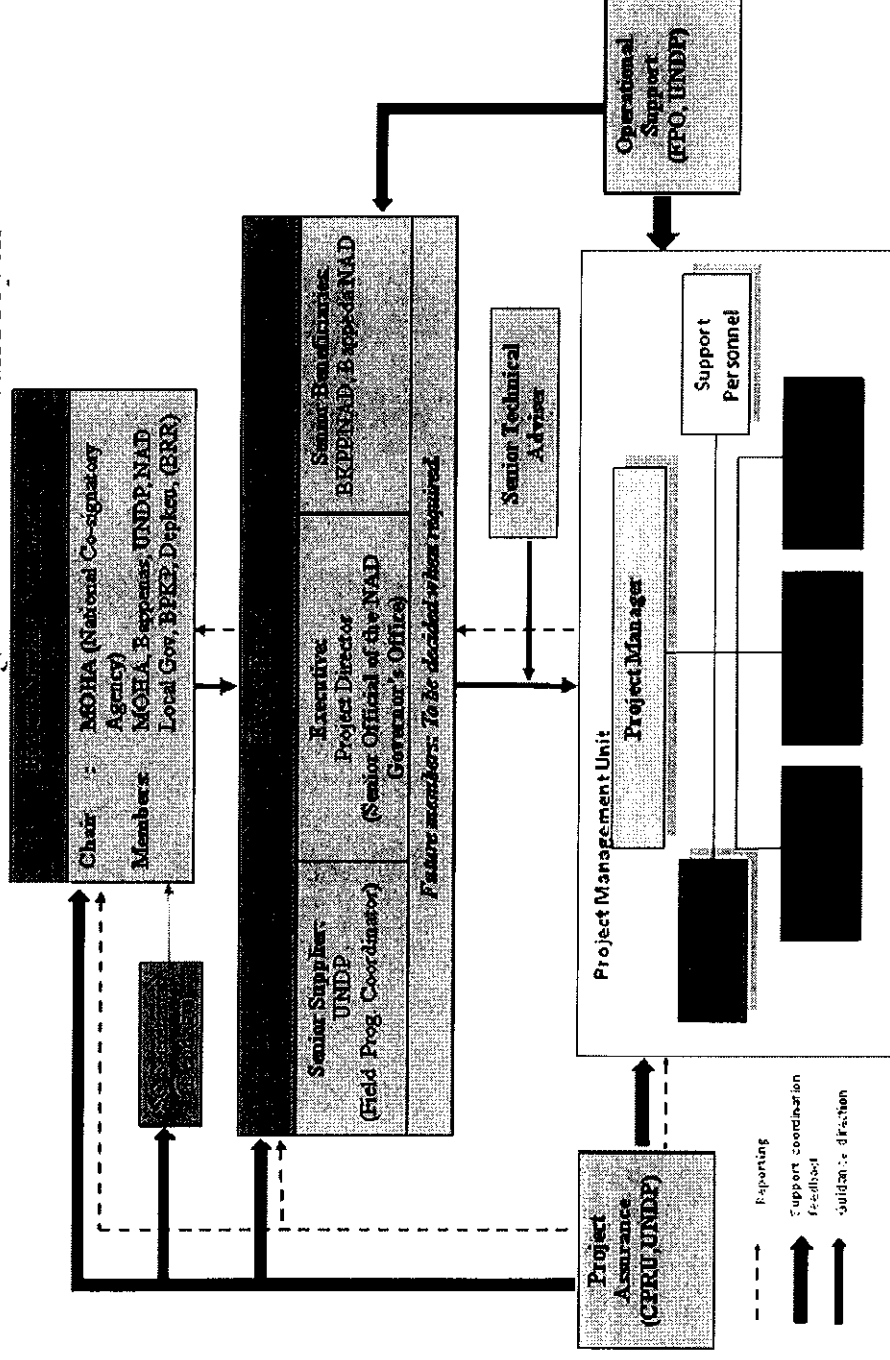
This structure is illustrated in the table and diagram on the following pages.

**Table 3: AGTP Implementation responsibilities**

<b>Implementation task</b>	<b>Performed by</b>	<b>Supervised by</b>	<b>Approved by</b>
1) Strategic direction of programme	Project Steering Committee	DEPDAGRI / BAPPENAS	National Project Coordinator
2) Overall management of programme execution	Project Board	Governor of NAD / Secretary to the Provincial Government of NAD (Sekda)	National Project Director (Project Executive)
3) Preparation and delivery of workplans and budgets	National Project Manager	Project Board	National Project Director
4) Execution of AGTP core activities	AGTP PMU and counterpart agencies	Output Coordinators	National Project Manager
5) Implementation of AGTP core activities	SKPA, BKPP, Lembaga Manajemen, MOHA, Bappenas	Output Coordinators	National Project Manager
5) Procurement and contract management (of consultants and sub-contracted or delegated activities)  Administrative support (Logistics and travel arrangements)	UNDP Field Programme Office in Aceh: Operations Centre UNDP Jakarta	National Project Manager, UNDP Aceh/Nias Field Programme Coordinator Head of CPRU, UNDP	National Project Director
6) Technical assistance to programme	Senior Technical Advisor, Decentralisation Advisor, and contracted consultants	National Project Manager	National Project Director
7) Quality control and further management and technical support & guidance	UNDP Jakarta (Programme manager, Programme officer, Decentralisation Advisor)  UNDP Banda Aceh Programme Coordinator	Head of UNDP Crisis Prevention and Recovery Unit	Project Board and Project Steering Committee
8) Monitoring of outputs and sub outputs	AGTP PMU and Monitoring and Evaluation section of UNDP Aceh/Nias Field Programme Office	UNDP Aceh/Nias Field Programme Coordinator Project Assurance, CPRU-UNDP	Project Board
9) Donor reporting and evaluation (e.g. Mid Term Evaluations)	UNDP Jakarta (Strategic Planning and Monitoring Unit)	Head of UNDP Crisis Prevention and Recovery Unit	UNDP Country Director
10) Audit	BPKP and UNDP audit	BPKP and MOHA and UNDP Indonesia	BPKP and UNDP HQ

**Figure 1: Project Organisation Chart**

Gambar 1. Usulan Struktur Organisasi Pelaksanaan Proyek



## **Monitoring and Evaluation Systems**

This section of the Inception Report covers the programme monitoring and evaluation system agreed between the Government of Indonesia and UNDP. It is an extract from the Project Document agreed with the Ministry of Home Affairs. As this document is now signed these arrangements are final.

The proposed monitoring and evaluation system will:

- Inform the PMU and programme management with information to guide improvement of processes and outcomes.
- Provide transparent information on performance (training, process and financial) that is shared and provides benchmarks for improving performance.
- Be implemented by AGTP staff and stakeholders so anecdotal feedback and experience are captured and used to improve AGTP and, reconstruction and rehabilitation and transition implementation.

To the end of 2009, AGTP monitoring and evaluations activities will focus on improving processes to manage and support reconstruction and rehabilitation activities. The longer term objective is to enhance the agency capacity to fulfill its ongoing responsibilities as a provincial agency under the GOI government system.

### **Reporting**

The following programme of reporting will be implemented based on the UNDP processes:

#### **Monthly Reports:**

Each *Tim Asistensi* and SKPA will provide summaries of significant achievements, outputs against outcomes, and significant challenges in their monthly reports to the PMU. These reports will provide the trigger for disbursement of AGTP funds not specified in studies and other activities with defined outputs under the LOAs. The reports will concisely report on progress and achievement of outputs. More importantly, they will indicate potential or actual problem areas which require PMU assistance to address.

Progress against outputs is tracked using agreed upon indicators established by the senior technical adviser (STA) and approved by the UNDP Monitoring and Quality Assurance group. They should include information contributing to the Output 1 indicators as set out in the Results and Resources Framework - (see Annex 1). The log frames will be used to indicate a results chain towards proximate and ultimate outcomes.

#### **Quarterly Reports:**

Monthly reports will be summarized into a concise quarterly report for submission to the AGTP Project Board and the MDF. The quarterly report format is uniformly applied by all programmes executed under UNDP-CPRU. The template is periodically revised to reflect ongoing discussions with donors and implementing partners, as well as GOI.

#### **UNDP Reporting Processes**

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- A project Lessons learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

## Mid Term Review

The mid term review (MTR) provides an opportunity to review programme progress and outcomes, particularly for Components 1 and 2. The MTR will be a valuable process to allow the stakeholders to review the progress of the Programme and, more importantly, decide on the priorities and directions of the Phase II activities. Given the programme emphasis on capacity building, the MTR team would include stakeholders<sup>7</sup> as well as 2-3 independent specialist consultants and be designed as a learning process for the PEMDA NAD and the AGTP stakeholders to evaluate the reconstruction and rehabilitation programme and processes and have direct inputs into improving the processes. The leader of the MTR would work with the Project Board, Provincial Executive and PMU to review the MTR TOR, supervise implementation of any AGTP outcome studies and review AGTP reports to identify any additional information needed before the MTR team is mobilized.

- Each *Tim Asistensi* will be asked to work with each of their counterpart SKPA to assess implementation of the priority TORs, particularly the main outcomes of the studies proposed and how the results and recommendations have been used to improve policies, strategies or implementation of transition activities. These will also contribute to the Phase I completion report.

In addition, the *Tim Asistensi* will be asked to collate the policy advice they gave provided to the Provincial Executive and to describe how the information has been used. This will be supported by the other specified outcome indicators.

- In addition to reviewing the TOR work, each SKPA will work with BKPP to assess the outcomes of the short term capacity building activities and plan outputs and activities for the second two years in Phase II. This assessment and planning report will be one of the main benchmarks for continued participation of the SKPA in AGTP Phase II.

## Completion Report

At the end of Phase II, the STA will coordinate and collate a completion report including assessments from each participating SKPA on the changes of capacity in the SKPAs. If the *Tim Asistensi* are still functioning, they would be contracted to work with their counterpart SKPA to update the assessments made for the MTR. In addition to these assessments, the STA will ensure that all high level indicators are documented in the completion report. This report will be the base document for a completion evaluation, if implemented.

The following table summarizes AGTP's monitoring and reporting schedule which has been developed in consultation with the PEMDA NAD and MDF.

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<sup>7</sup> Stakeholders would not be asked to evaluate activities in which they had direct responsibilities. The large number of programme *Tim Asistensi* and SKPAs will allow AGTP participants to be allocated to evaluate (and learn from) other *Tim* and SKPA activities. Stakeholders contributing to the MTR would be reimbursed on an outputs basis.



**Table 4: AGTP Monitoring and Evaluation Processes<sup>8</sup>**

Event	Description	Comment
Field implementation monitoring	Ongoing monitoring of field implementation by the AGTP PMU, STA and stakeholders (implementing partners and donors) including field verification of <i>Tim</i> /SKPA monthly reports, review of progress reporting and analysis of financial expenditure.	Monthly
Monthly report	Concise progress report highlighting issues to be addressed by the PMU and/or SKPA	
Updating UNDP ATLAS	ATLAS logs will be updated monthly by the programme manager for: Issues; Risks; and, Lessons Learned. In addition, a Monitoring Schedule Plan will be activated in Atlas and updated quarterly to track key management actions/events	
<i>Tim</i> and SKPA quarterly reports	Summarize monthly reports and make initial assessment on progress towards outcomes and objectives planned for the agency and component	Quarterly
Quarterly Progress report	Collates <i>Tim</i> and SKPA reports and focuses on issues to be addressed by AGTP board	Quarterly
Quarterly and Annual Reviews	Quarterly meetings of the Project Board to review progress, address issues and provide programme and policy guidance.	Quarterly
Impact Assessment	As detailed in section 5.3 above, this will focus on defining the baseline for the project and on measuring its impact using an innovative approach of six impact studies and a survey at the at the towards the beginning and towards the end of project activities.	Prepared by each <i>Tim</i> and SKPA.
Mid Term Review	Mid term evaluation to assess progress towards programme results articulated in the logframe and Results Framework, and provide recommendations on what changes should be made to improve progress to achieving programme objectives.	In November 2009 as <i>Tim Asistensi</i> activities are completed.
Final Programme Evaluation (if requested by PEMDA NAD, MDF or UNDP)	Final programme evaluation to appraise the draft completion report and assess achievement of programme results articulated in the Results Framework, and document lessons learned.	Undertaken before funding is completed.
Audit	Annual audit to meet UNDP and GOI rules and regulations.	Annual

### Targets, indicators and outcomes

The Results and Resources Framework and the associated workplan in annex contain a collection of targets, indicators and outcomes. Clearly these will not all be measured to the same intensity. One of the functions of the Impact Assessment (see following sub-section) is to define baseline indicators and to explore which targets have greatest impact on desired outcomes.

The RRF is designed to focus on this information. In broad terms the targets and outcomes expected from each output can be summarized as follows.

#### Output 1

- *Individual Tim Asistensi*

The main outcomes will be generated from the policies and Terms of Reference to be implemented by the respective SKPAs. In their monthly reports each *Tim* will report on the

<sup>8</sup> An additional process that could be included is a six monthly short technical advisory mission (not supervision as that implies a World Bank type activity). The team would include an MDF representative with technical skills (it could be a specialist nominated by an MDF funding partner) an independent consultant and a representative of PEMDA NAD. The UNDP governance programme leader and STA would provide technical inputs and support. This process is to assist in facilitating links between the stakeholders and providing a mechanism to address emerging issues quickly.

progress and implementation of the TORs and recommendations arising from the ToR and policy implementation.

- *All Tim Asistensi*  
The indicators focus on the interaction between the *Tim Asistensi* and the Provincial Executive and SKPA, in particular in the field of mainstreaming in a sustainable fashion the recovery policies produced by the *Tim Asistensi*
- *Provincial Executive capacity*  
There has been limited reference to direct inputs to capacity building for the executive from *Tim Asistensi*. Unless a structured needs assessment is undertaken, the only indicator will be training courses undertaken.

It is noted that no capacity strengthening is planned at present for the *Tim Asistensi*, beyond supporting them. This decision should be reviewed if the Governor indicates that he intends continuing the *Tim* advisory support structure.

## Output 2

### *Individual SKPA*

The main targets and indicators will relate to how well the SKPA carry out their recovery tasks, including those responsibilities inherited from BRR and the policies identified by the *Tim Asistensi* (and supported by discussions with the relevant SKPA). In some cases, the indicator is a setting up a functioning process (for example the transition / reconstruction and rehabilitation and anti-corruption MISs functioning with regular reports). In all cases, the impact assessment baselines will attempt to capture this. The indicators will also pick up changes in processes needed (legislative, budgetary) or actual changes in performance arising (budget execution, budget acceptance).

## Output 3

The BKPP component outcomes will be reviewed after BKPP and the AGTP consultants have undertaken the institutional review and needs analysis. The current indicators focus on capacity building aspects but may also include development and introduction of a performance based compensation package for public servants, and development of consolidated personal databases for public servant with information on qualifications, capacity development activities, previous and current positions, and needs (and requests) for further HR development activities.

## **Impact Assessment<sup>9</sup>**

Unlike physical recovery and reconstruction activities, it is much more difficult to assess the outcomes and impacts of a programme designed to enhance institutional capacity. However, the sustainability of the recovery investments are mostly dependent on the ability of the provincial and district governments to implement their designated responsibilities. The purpose of the Impact Assessment is to:

- Assess the effectiveness of AGTP / UNDP innovations in strengthening governance systems in Aceh; and,
- Contribute to emerging body of knowledge on post-conflict governance interventions ... we understand the importance of effective state institutions, but what capacity development goals should be set and how should they be realized in post-conflict environment.

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<sup>9</sup> The international tender for the AGTP Impact Assessment was advertised in February 2009 and bids are currently being evaluated.

**Approach.** A challenge for the outcome and impact assessment will be to add value to, and differentiate from routine project monitoring the activities and outputs. This will require a broad approach and a multi-dimensional view of AGTP in the context of governance reform, institutional strengthening and realization of autonomy, centre-provincial relations etc.

Another challenge will be to establish and demonstrate the causal linkages between the AGTP impact of inputs and those provided through other programs, policies and projects.

Finally, the impact assessment may help the clarification and refinement of the Key Performance Indicators in order to achieve a useful and relevant project evaluation. The next section outlines the initial indicators defined during the project design and inception phase.

**Example Research questions.** To meet the objectives of the impact assessment, a number of research questions need be posed. These could include:

- How does AGTP strengthen executive ability to make and implement policy?
- How does AGTP contribute to evidence-based policy making?
- How have the advisory teams related to the government structure? How have they affected executive relationship with bureaus, legislature, district government, central government? What has been their contribution, if any, to post-conflict stability – i.e. by understanding/representing different constituencies in policy making?
- What was the effect of the replacement of all department heads by the incoming Provincial government administration?
- What has AGTP contributed to institutional reform in Aceh?
- What are the lessons from AGTP for state institution building in post-conflict environments?

These are only suggestions – a final list of research questions will be produced following and inception mission.

### **Tools and Approaches**

The comprehensive results framework (Tables 3 and 4) suggests a number of evaluation tools, which include:

- Qualitative
  - Case studies of policy process and advisory team work in specific sectors
  - Agency staff self assessment and interviews with key players.
  - Critical assessment of new initiatives in strategy and policy development
- Quantitative
  - Survey of government officials at provincial and district level (surveys can be designed to capture other useful data for GOI/UNDP). This will be a questionnaire to be filled in by government staff. It is not required to budget for costs of training interviewees.
  - Baseline survey (province wide) of citizen perceptions of government performance. This will be an opinion poll type exercise using a representative sample of approx 500. It will require training of interviewees or selection of an appropriate firm. The costs of this training and the travel / logistical costs etc associated with the exercise will be borne directly by the AGTP project. The consultant team will be responsible for the design and supervision of the process.
  - Changes in government performance in preparing, accepting and disbursing budgets and in other activities (to be measured by secondary data).
  - Data from the Aceh Human Development Report (currently under preparation).
  - Repeat of Survey of government officials and of questionnaire at end of study period.

The challenge for the contracted organisation is to use innovative approaches that are cost-effective and, more importantly, contribute to the learning processes of the stakeholders and, where possible, make use of stakeholders as the evaluators so the experiences and lessons are internalised.

### **Impact Assessment Work Plan**

An indicative timeline for the assessment is provided below:

Timeline: 3 years (total of 540 consultant days over three years divided between three consultants according to specifications in 3.7 below)

**Year 1**

- Deliverable 1: Inception report and methodology design
- Deliverable 2: Baseline survey referred to in bullet points above. This will include 1) questionnaire be filled in by government staff, 2) opinion poll type survey of public attitudes (sample size 500 max), and 3) mapping of secondary data on government budget performance etc. Secondary sources to use 2005, 2006 and 2007 data in order to develop time series and allow for pre Tsunami comparison (this data already exists in WB studies, official statistics etc). These three inputs will be combined into a baseline report together with appropriate analysis.
- Deliverable 3: Preliminary comments/observations and final list of up to six research questions, each of which will lead to a 10,000 word research paper to be produced in year 2.

**Year 2**

- Deliverable 4, 5 and 6: Three quality analytical papers (10,000 words each) representing detailed critical responses to the research questions.

**Year 3**

- Deliverable 7, 8 and 9: Three more analytical papers of 10,000 words (either on separate topics or extending the analysis of the first series of papers)
- Deliverable 10: Review of baseline survey and analysis of change in indicators
- Deliverable 11: Final report (50 – 100,000 words in total) with papers as annexes or as basis for chapters. This final deliverable will be the basis for a publishable monograph on the AGTP experience and lessons learnt for state building in post conflict environments.

**Qualification of team**

The work will be carried out by a three member team comprising: 1) Team leader with established academic track record and at least 10 years experience as development practitioner/researcher. 2) Team member with proven research experience - including at least five years experience in research/report writing. 3) Team member with proven research experience on public sector reform in Indonesia and with fluent knowledge of written or spoken Indonesian. Knowledge of Indonesia and Indonesian language is not compulsory for team members 1 and 2 where emphasis will be on proven quality of research. The team may be from single academic institution/a consortium of institutions or a consulting company.

**Table 5: AGTP M&E Implementation Schedule**

Project Phase	Responsible Party	2008				2009				2010				2011			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>1. Preparation Phase</b>																	
1.1 Finalization of M&E plan and methodology	UNDP				X												
1.2 Preparing and introducing <i>Tim</i> and agency reporting formats	STA			X													
<b>2. Baseline information</b>																	
2.1 Baseline data	Impact Assessment					X											
2.2 Initial satisfaction survey	Impact Assessment						X										
2.3 Baseline data for analyzed and reported in quarterly report	Impact Assessment						X	X	X	X	X	X	X	X	X	X	X
<b>3 Impact Assessment</b>																	
3.1 Impact Assessment peer reviewed papers	Impact Assessment							X	X	X		X	X	X			
<b>4. Mid Term Review</b>																	
4.1 Mid term assessment of SKPA progress in CB and CB plan for Phase II	BKPP						X										
4.2 Draft completion reports from <i>Tim Asistensi</i>	<i>Tim Asistensi</i>							X									
4.3 Update satisfaction survey	STA							X									
4.4 MTR and Phase II planning	PMU, UNDP							X									
<b>5. Programme Completion</b>																	
5.1 Agencies prepare draft completion reports including assessment of changes in capacity	<i>Tim Asistensi</i> SKPA															X	
5.2 Completion satisfaction survey	Impact Assessment															X	
5.3 Budget planning process survey	STA															X	
5.4 Draft completion report prepared and submitted to Project Board	STA																X
5.5 Completion evaluation (if requested)	AGTP, UNDP																X
5.6 Final Impact Assessment study	Impact Assessment																X

# AGTP - Monitoring and Evaluation Plan

		2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Enhanced effectiveness and efficiency of the recovery process	Planned Gov't of NAD reconstruction and rehabilitation activities and disbursements supported by AGTP are on budget, on schedule and completed				x				x
	Client (community and sub-district gov't) perceptions of the technical aspects and usefulness of the transition activities		x					x	
	Document review								
Output									
	1. Enhanced technical capacity of the provincial executive to develop policies and programmes, to appraise proposals and to monitor implementation	x	x	x	x				
	Document review								
2. Selected provincial government agencies effectively fulfil their roles and responsibilities in the transition process	No. and type of transition and coordination processes/procedures put in place by Tim Asistensi in target dinas'		x		x				
	% of work plan completed on time and on budget				x		x		x
	% of planned procurement processes completed on time				x		x		x
	% of projects and procurement processes which fully comply with Gol requirements			x	x		x	x	x
3. The Provincial Training and Human Resource Agency retains, manages	No. and type of complaints of alleged corruption within the selected dinas' reported to Internal Audit, Police, Prosecutor and KPK, and % investigated		x	x	x		x	x	x
	% of civil servants in the selected dinas' who have been evaluated against standardised methodology/form				x				x
	Document review								

		2009					2010			
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4
and transfers to provincial and district agencies the knowledge and skills required for a successful and sustainable transition	No. and type of civil servant training programmes and certified trainers offered by BKPP				x					x
	% of civil servants undertaking training in direct response to the needs identified in their performance evaluation				x					x
	Ratio of demand for trainings vs. BKPP capacity to supply trainings in a timely manner (target: within 6 weeks of request)			x			x		x	x

## Annex 1 - AGTP Results and Resources Framework

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>		
UNDAF Outcomes: Protecting the Vulnerable and Reducing Vulnerability / Support to Master Plan for Aceh and Nias / Promoting Good Governance CPAP Outcomes: Rehabilitation and Reconstruction of NAD / Promoting Democratic Governance / Strengthening participatory and democratic processes		
<b>Applicable MYFF Service Line:</b> Service Line Recovery		
<b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> Ensuring improved governance functions post crisis		
<b>Outcome/ Project Development Objective:</b> Enhanced effectiveness and efficiency of the recovery process (= outcome 5 from Results framework of MDF)		
<b>Indicators:</b>		<b>Means of Verification</b>
<b>Overall:</b> (i) Planned Government of NAD reconstruction and rehabilitation (R&R) activities and disbursements supported by AGTP are on budget, on schedule and completed (ii) Client (community and sub-district government) perceptions of the technical aspects and usefulness of the transition activities. (Start of AGTP, Mid term review (MTR) and End of project (EOP))		Aceh Government annual budgets and reports on reconstruction and rehabilitation activities Impact assessment contractor surveys and stakeholder feedback
<b>Partnership Strategy</b> Implementation of this programme will be undertaken in collaboration with the provincial government of NAD and the Multi-Donor Fund for Aceh and Nias (MDF) established by the World Bank and several donors. Activities funded by this programme will be undertaken through partnerships with local and national government authorities, national NGOs, civil society groups, the private sector, and international organizations.		
<b>Project title and ID (ATLAS Award ID):</b> Aceh Government Transformation Programme ( <b>Project Number 00000000</b> )		



## AGTP Results and Resources Framework

INTENDED OUTPUTS	OUTPUT TARGET	INDICATIVE PROJECT OUTCOMES See detailed work plan for actions and timeframe	RESPONSIBLE PARTIES	Budget (USD)
<b>Outcome 1: The Government Executive coordinates and facilitates transition more effectively</b>				
<b>Output 1</b> Enhanced technical capacity of the provincial executive to develop policies and programs, to appraise proposals and to monitor implementation. <u>Baseline:</u> Impact Assessment report by August 2009 <u>Indicators:</u> No. and % of Tim Asistensi-prepared policies approved by Provincial Executive No. and type of transition and coordination processes/procedures put in place by Tim Asistensi in target Dinas'			Technical Advisers for technical inputs  PEMDA for day to day supervision and accountability  AGTP PMU for reporting UNDP for quality assurance and financial monitoring	4,302,690
			DISHUBKOMINTEL/ MIS Group  Government Administration Bureau, MIS Group	
			Activity Result 1: Existing management information systems are identified, assessed, and integrated based on an overall design of the provincial MIS. Activity Result 2: Existing spatial data and information are gathered, reconciled, and consolidated in one repository for easy access. Activity Result 3: The reconciled and consolidated spatial data are disseminated to all concerned parties.	
<b>Work Stream 1: Management Information System</b>				
<b>Work Stream 2: Legal Framework and Instruments</b>			Legal Bureau / Legal Group	
<b>Work Stream 3: Human Resources Management</b>	Report by Nov 2009	Activity Result 1: The performance of all Echelon II officials is evaluated. Activity Result 2: All jobs in the provincial government bureaucracy are covered by job analysis.	BKPP, HR Group Cooperating SKPA	
<b>Work Stream 4: Economic Development</b>		Activity Result 1: The EDFP PMU is mobilized and its procurement procedures and guidelines established.	Coordination Team, Sekda,	

INTENDED OUTPUTS	OUTPUT TARGET	INDICATIVE PROJECT OUTCOMES See detailed work plan for actions and timeframe	RESPONSIBLE PARTIES	Budget (USD)
		Activity Result 2: Development projects utilizing Otsus and Migas are included in the 2010 proposed budget.  Activity Result 3: A policy framework as well as criteria, procedures, and guidelines for establishing regional public enterprises are established. Activity Result 4: The policy framework, criteria, procedures, and guidelines are publicized.	Bappeda, Economic Affairs Bureau	
<b>Work Stream 5: Transition (Reconstruction and Rehabilitation Asset Management)</b>		Activity Result 1: Guidelines for asset transfer is formalized as a tripartite agreement among BRR, the Ministry of Finance, and the provincial Department of Financial and Asset Management (Dinas Pengelolaan Keuangan dan Kekayaan Daerah or DPKKA). Activity Result 2: An inventory of reconstruction and rehabilitation assets form BRR is conducted.	Asset Inventory Team, DPKKA, Working Group	
<b>Work Stream 6: Anti-Corruption</b>		Activity Result 1: The capacity building needs of the Office of Inspectorate is assessed. Activity Result 2: Additional auditors are recruited. Activity Result 3: A training program is developed to improve the competence of auditors.	Inspectorate, BKPP Assessment Team	
<b>Work Stream 7: Communication</b>		Activity Result 1: A communication strategy for the province prepared.  Activity Result 2: Regular meetings with different stakeholders held. Activity Result 3: Information on the transition and related issues is regularly released to the media.	DISHUBKOMINTE L Project Team	
<b>Total for Work Streams</b>				
<b>Total Management Fee for LM-UNSYIAH</b>				
<b>TOTAL FOR OUTPUT 1</b>				
<b>Outcome 2: Selected Provincial Government Agencies effectively fulfil their roles and responsibilities in the transition process</b>				
<b>Output 2</b>				4,501,693

INTENDED OUTPUTS	OUTPUT TARGET	INDICATIVE PROJECT OUTCOMES See detailed work plan for actions and timeframe	RESPONSIBLE PARTIES	Budget (USD)
<p>Enhanced operational capacity of seven key provincial government agencies to manage the transition in a timely, efficient and transparent manner</p> <p><u>Baseline:</u> Established by Impact assessment contractor surveys and stakeholder feedback by August 2009</p> <p><u>Indicators:</u> For each participating SKPA: % of work plan completed on time and on budget % of planned procurement processes completed on time % of projects and procurements processes which fully comply with Gol requirements No. and type of complaints of alleged corruption within the selected Dinas' reported to Internal Audit, Police, Prosecutor and KPK</p>				
<p><b>Work Stream 1: Overall Management and Coordination of the Transition</b></p>		<p>Activity Result 1: Technical / support staff are recruited Governor's office Activity Result 2: Support staff are recruited for the Office of the Head of Provincial Secretariat Activity Result 3: Standard operating procedures and guidelines pertaining to the technical and financial aspects of AGTP implementation are established. Activity Result 4: An international law firm is retained to provide legal advice to the Governor as needed. Activity Result 5: A public relations firm is retained to provide advice to the Governor on external communication and relationship management as well as execute the provincial government's communication programs.</p>	<p>AGTP PMU Office of Governor  PPD, Legal Bureau  UNDP, Legal Bureau  UNDP, Community Relations Bureau</p>	
<p><b>Work Stream 2: Development Planning, Programming and Annual Budgeting (Bappeda)</b></p>		<p>Activity Result 1: A rationalized and improved allocation formula for Otsus and Migas is developed and agreed to by provincial, regency, and city governments. Activity Result 2: The preparation of proposals for utilizing Otsus and Migas is streamlined. Activity Result 3: Guidelines and criteria for appraising and</p>	<p>Bappeda /</p>	

INTENDED OUTPUTS	OUTPUT TARGET	INDICATIVE PROJECT OUTCOMES See detailed work plan for actions and timeframe	RESPONSIBLE PARTIES	Budget (USD)
		<p>selecting/approving proposals for utilizing the allocated Otsus and Migas are formulated and accepted by Aceh's provincial, regency, and city governments.</p> <p>Activity Result 4: The procedures and guidelines for the disbursement of allocated funds as well as for monitoring and evaluation of and reporting on funded projects/activities are established.</p> <p>Activity Result 5: The regulation (Qanun) for the allocation and administration of Otsus and Migas is reviewed and revised to better accommodate the spirit and principles of decentralization.</p> <p>Activity Result 6: A database management system for Otsus and Migas is designed and installed.</p> <p>Activity Result 7: A refresher training/orientation is designed and conducted as a prelude to the annual budget formulation process.</p> <p>Activity Result 8: BKRA is established, manned, and rendered operational.</p>	Coordination Team	
<b>Work Stream 3: Procurement Management</b> (Integrated Project Tendering Services Unit (ULTP))		<p>Activity Result 1: ULTP is established, manned, and rendered operational.</p> <p>Activity Result 2: Costs associated with Work Stream 2 are mainstreamed and included in the Provincial Revenue and Expenditure Budget (APBA) for 2010.</p>	Organizational Bureau ULTP Secretariat DPKKA	
<b>Work Stream 4: Environmental Management</b>		<p>Activity Result 1: The implementation of EMPs of previous constructions projects is monitored and evaluated.</p> <p>Activity Result 2: The public is informed of the results of Bapedal's monitoring and evaluation activities.</p> <p>Activity Result 2: The implementation of EMPs of previous constructions projects is monitored and evaluated.</p> <p>Activity Result 4: Costs associated with Work Stream 4 are mainstreamed and included in the Provincial Revenue and Expenditure Budget (APBA) for 2010.</p>	Bapedal / Advisory Team / KLH	
<b>Work Stream 5 Management and Rehabilitation of Reconstruction Assets</b>		<p>Activity Result 1: Handed-over assets are properly valued and recorded in the books of accounts of the provincial government.</p> <p>Activity Result 2: Handed-over assets are turned over to appropriate technical departments as users.</p> <p>Activity Result 3: Adequate capacity is built to properly operate and maintain the assets.</p>	DPKKA Valuation Teams BKPP Technical agencies	

INTENDED OUTPUTS	OUTPUT TARGET	INDICATIVE PROJECT OUTCOMES See detailed work plan for actions and timeframe	RESPONSIBLE PARTIES	Budget (USD)
<b>Work Stream 6: Information Management</b>		Activity Result 1: A Centre for Information Management (CIM) is established within DISHUBKOMINTEL. Activity Result 2: Costs associated with Work Stream 7 are mainstreamed and included in the Provincial Revenue and Expenditure Budget (APBA) for 2010.	DISHUBKOMINTEL	
<b>Work Stream 7: Gender Mainstreaming</b>		Activity Result 1: The planning mechanism for gender mainstreaming is set up within the provincial government. Activity Result 2: Gender awareness is developed among provincial government officials and within provincial government agencies. Activity Result 3: GFPs are revitalized within provincial government agencies. Activity Result 4: A provincial gender policy is developed. Activity Result 5: A gender-responsive budgeting is implemented. Activity Result 6: The internal capacity of the BPPA to undertake its transition functions is improved. Activity Result 2: Costs associated with Work Stream 8 are mainstreamed and included in the Provincial Revenue and Expenditure Budget (APBA) for 2010.	BPPA, UNIFEM, Bappeda	
<b>Total For Work Streams</b>				
<b>Contingencies</b>				
<b>TOTAL FOR OUTPUT 2</b>				
<b>Outcome 3: The Provincial Training and Human Resource Agency retains, manages and transfers to provincial and district agencies the knowledge and skills required for a successful and sustainable transition</b>				3,511,788
<b>Output 3</b> Enhanced capacity of the provincial training and human resource agency (BKPP) to retain, manage and transfer to			Sekda BKPP head, Technical Adviser	

INTENDED OUTPUTS	OUTPUT TARGET	INDICATIVE PROJECT OUTCOMES See detailed work plan for actions and timeframe	RESPONSIBLE PARTIES	Budget (USD)
<p>provincial and district government agencies the knowledge and skills required for successful transition and sustainable recovery</p> <p><u>Baseline:</u> Established by Impact assessment contractor surveys and stakeholder feedback by August 2009</p> <p><u>Indicators:</u> % of civil servants in the selected Dinas' who have been evaluated against standardized methodology/form</p> <p>No. and type of civil servant training programmes and certified trainers offered by BKPP</p> <p>% of civil servants undertaking training in direct response to the needs identified in their performance evaluation</p> <p>Ratio of demand for trainings vs. BKPP capacity to supply trainings in a timely manner (within 6 weeks of request)</p>			<p>BKPP specialist consultants BKPP for day to day supervision AGTP PMU for monitoring and reporting</p>	
<p><b>Work Stream 1: Training Management and Management Information System</b></p>		<p>Activity Result 1: The required external expertise to assist in the strengthening of BKPP is put in place.</p> <p>Activity Result 2: Policies and strategies for the training arm of BKPP are formulated and approved.</p> <p>Activity Result 3: BKPP is properly organized and sufficiently manned to implement sustained capacity building for the provincial and local governments of NAD.</p> <p>Activity Result 4: A BKPP Advisory Council is established to provide policy guidance, feedback, and advice on BKPP's capacity-building strategies and programs.</p> <p>Activity Result 5: Collaboration between BKPP and national and international training organizations is established.</p> <p>Activity Result 6: A faculty development plan is formulated and</p>	<p>AGTP PMU, UNDP HR, BKPP Head, Technical advisers</p>	

INTENDED OUTPUTS	OUTPUT TARGET	INDICATIVE PROJECT OUTCOMES See detailed work plan for actions and timeframe	RESPONSIBLE PARTIES	Budget (USD)
<b>Work Stream 2: Training Needs Identification and Analysis</b>		Implemented. Activity Result 7: A Knowledge Resource Centre (KRC) is planned and established. Activity Result 8: A Training Management Information (TMI) module is designed and installed as an integral part of BKPP's overall Human Resource Management Information System (HRMIS).		
		Activity Result 1: A training needs identification and analysis system is designed. Activity Result 2: The training needs identification system is institutionalized.	BKPP and technical advisers	
<b>Work Stream 3: Curriculum Development</b>		Activity Result 1: Existing training curricula are accredited and mainstreamed. Activity Result 2: New training curricula are developed. Activity Result 3: The procedures and guidelines for curriculum development and accreditation are institutionalized.	BKPP and technical advisers	
		Activity Result 1: Existing training courses and course wares are reviewed, accredited, and mainstreamed. Activity Result 2: New courses and course wares are developed. Activity Result 3: The procedures and guidelines for course and courseware development and accreditation are institutionalized.	BKPP and technical advisers	
<b>Work Stream 4: Course and Courseware Development</b>		Activity Result 1: A rolling medium-term training program is prepared. Activity Result 2: The standards, procedures, and guidelines for training programming are institutionalized. Activity Result 3: Adequate financial resources are allocated/mobilized for the various training activities of BKPP. Activity Result 4: The procedures and guidelines for training budgeting and budget disbursement are institutionalized. Activity Result 5: Courses included in the approved budget are implemented. Activity Result 6: The procedures and guidelines for training implementation are institutionalized.	BKPP Training Implementation Unit Technical advisers	
<b>Work Stream 5: Training Programming, Budgeting and Implementation</b>				
<b>Work Stream 6: Training Monitoring and Evaluation</b>				

INTENDED OUTPUTS	OUTPUT TARGET	INDICATIVE PROJECT OUTCOMES See detailed work plan for actions and timeframe	RESPONSIBLE PARTIES	Budget (USD)
		Activity Result 1: A training monitoring and evaluation system is developed and installed in BKPP.  Activity Result 2: The procedures and guidelines for training monitoring, evaluation, and reporting are institutionalized.	BKPP Training Implementation Unit Technical advisers	
<b>Work Stream 7: Training Support to Career Development of Provincial Government Personnel</b>		Activity Result 1: A management succession plan is established.  Activity Result 2: A training scheme is developed to support the management succession plan. Activity Result 3: A performance-based staff appraisal system is designed.	Governor's Office	
<b>Total for Work Streams</b>				
<b>Contingencies</b>				
<b>TOTAL FOR OUTPUT 3</b>				
<b>TOTAL FOR AGTP</b>				



## Annex 2 - AGTP 2009 Workplan

### RINGKASAN RENCANA KERJA AGTP TAHUN 2009

#### KELUARAN 1: Kerangka kerja kelembagaan dan kebijakan untuk transisi dan pemulihan

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 1: MIS</b>		
1	Pemberian masukan dalam perumusan kerangka kerja kelembagaan dan kebijakan di bidang MIS	Tim MIS	100,636
2	Identifikasi, penilaian dan integrasi sistem informasi manajemen yang ada	Tim MIS/DISHUBKOMINTEL	20,654
3	Penyusunan program dan operasionalisasi Sekretariat Aceh Green, tindak lanjut Tipereka (Tim Penyusun Rencana Strategis Kehutanan Aceh) dan pengarusutamaan program Aceh Green	Tim MIS/DisHut/Bappeda/PU/Bapedalda/Distan/BPM	175,000
4	Pelaksanaan Proyek Reducing Emission through Deforestation and Degradation (REDD) Ulu Masen dan Pelaksanaan Verified Emission Reduction Purchase Agreement (VERPA)	Tim MIS/Sekda (Biro Administrasi Pembangunan)	50,000
5	Finalisasi rencana tata ruang wilayah propinsi (RTRWP) dan integrasi RTRWP dan rencana tata ruang wilayah kabupaten/kota (RTRWK)	Tim MIS/Sekda (Biro Administrasi Pembangunan)	50,000
6	Evaluasi konsesi dan integrasi data konsesi dengan kabupaten/kota	Tim MIS/Sekda (Biro Administrasi Pembangunan)	25,000
7	Penyusunan Atlas dan rencana strategis (Renstra) kalautan dan perikanan	Tim MIS/Dinas Kelautan dan Perikanan	80,000
8	Pembuatan Atlas kehutanan Aceh	Tim MIS/Dinas Kehutanan	25,000

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 2: Kerangka dan Instrumen Hukum</b>		
1	Pemberian masukan dalam perumusan kerangka kerja kelembagaan dan kebijakan di bidang hukum	Tim Legal	111,273
2	Perumusan petunjuk penyusunan peraturan pemerintah (PP)/peraturan presiden (PerPres) untuk kepentingan Aceh	Tim Legal/Sekda (Biro Hukum)	9,091
3	Pengawasan penyusunan peraturan pemerintah dan peraturan presiden tentang pelaksanaan Undang-undang Pemerintahan Aceh (UUPA)	Tim Legal/Sekda (Biro Hukum)	26,274
4	Penyusunan draft naskah akademik dan rancangan Qanun Aceh tentang hibah dan pinjaman langsung	Tim Legal/Sekda (Biro Hukum)	15,249

5	Penyusunan draft naskah akademik dan rancangan Qanun Aceh tentang modal dan kerjasama	Tim Legal/Sekda (Biro Hukum)	10,000
6	Penyusunan rancangan Qanun Aceh tentang anti korupsi	Tim Legal/Sekda (Biro Hukum)	10,000

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 3: Pengelolaan Sumber Daya Manusia</b>		
1	Pemberian masukan dalam perumusan kerangka kerja kelembagaan dan kebijakan di bidang pengelolaan sumber daya manusia	Tim HR	84,273
2	Penilaian kinerja pejabat Eselon II	Tim HR/BKPP	9,230
3	Analisis jabatan	Tim HR/Sekda (Biro Organisasi)	121,800
4	Analisis beban kerja PNS di lingkungan Pemerintah Aceh	Tim HR/Sekda (Biro Organisasi)	31,937
5	Analisis skim insentif	Tim HR/Sekda (Biro Organisasi)	19,909
6	Pelaksanaan program beasiswa Pemerintah Aceh	Tim HR/Sekda (Biro Organisasi)	221,095

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 4: Ekonomi</b>		
1	Pemberian masukan dalam perumusan kerangka kerja kelembagaan dan kebijakan di bidang pengembangan ekonomi	Tim Ekonomi	111,273
2	Pembentukan PMU serta perumusan pedoman pengadaan EDFF	Bappeda	71,273
3	Penggunaan dana Otsus dan Migas dalam APBA 2009 dan RAPBA 2010	Sekda/Tim Koordinasi Otsus dan Migas/Bappeda	25,679
4	Penyusunan dan penerapan kerangka kebijakan untuk badan usaha milik Aceh (BUMA)	Tim Ekonomi/Sekda (Biro Perekonomian)	25,000
5	Pembentukan lembaga untuk pengembangan unit usaha (jasa lingkungan, geothermal, minyak dan migas, hydropower)	Tim Ekonomi/Sekda (Biro Perekonomian)/Bapedalda/Disamben	15,000
6	Penyusunan kebijakan pengembangan koperasi dan usaha kecil/ menengah (KUKM)	Tim Ekonomi/Sekda (Biro Perekonomian)/Disperindag & PKM (Prop dan Kab/Kota)	30,000

7	Verifikasi proposal KUKM	Tim Ekonomi/Sekda (Biro Perekonomian)/Disperindag & PKM (Prop dan Kab/Kota)	50,000
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ALUR KERJA DAN HASIL KEGIATAN			
No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 5: Transisi</b>		
1	Pemberian masukan dalam perumusan kerangka kerja kelembagaan dan kebijakan di bidang transisi	Tim Transisi	120,273
2	Inventarisasi aset yang akan diserahkan kepada Pemerintah Aceh dari BRR	Tim Transisi/DPKKA	41,290
3	Penyusunan petunjuk penyerahan aset BRR ke pemerintah Aceh	Tim Transisi/DPKKA	0
4	Identifikasi danantisipasi masalah serta inventarisasi <i>lessons learned</i> dari program rehabilitasi dan rekonstruksi	Tim Transisi/ DPKKA	13,000

ALUR KERJA DAN HASIL KEGIATAN			
No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 6: Anti-Korupsi</b>		
1	Pemberian masukan dalam perumusan kerangka kerja kelembagaan dan kebijakan di bidang anti-korupsi	Tim Anti-Korupsi	111,273
2	Pengadaan kurikulum anti-korupsi untuk sekolah menengah	Tim Anti-Korupsi/Dinas Pendidikan	50,000
3	Penyusunan kebijakan pengadaan serta pembentukan dan operasionalisasi ULPT	Tim Anti-Korupsi/Tim HR/Sekda (Biro Organisasi)/DPKKA	150,000
4	Penelusuran aset BRR tidak tercatat	Tim Anti-Korupsi/DPKKA	40,000

ALUR KERJA DAN HASIL KEGIATAN			
No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 7: Komunikasi</b>		
1	Pemberian masukan dalam perumusan kerangka kerja kelembagaan dan kebijakan di bidang komunikasi	Tim Komunikasi	120,273

2	Penyusunan strategi komunikasi	Tim Komunikasi/ DISHUBKOMINTEL	23,951
3	Pertemuan rutin dengan para stakeholders	Tim Komunikasi/ DISHUBKOMINTEL	66,357
4	Penyebaran informasi tentang transisi dan isu terkait	Tim Komunikasi/ DISHUBKOMINTEL	35,888

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 8: Koordinasi dan Bantuan Pengelolaan Tim Asistensi</b>		
1	Koordinasi kegiatan Tim Asistensi	Koordinator Tim Asistensi	80,909
2	Pengelolaan keuangan dan pelaporan kegiatan Tim Asistensi	LM-UNSYAH	29,818

#### KELUARAN 2: Peningkatan kapasitas SKPA

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 1: Manajemen dan Koordinasi Peningkatan Kapasitas Pemerintah Propinsi dan Kabupaten/Kota (Kantor Gubernur/Sekretaris Daerah)</b>		
1	Pengrekrutan staf teknis dan staf pendukung untuk Kantor Gubernur dan Sekda	AGTP PMU/Sekda	75,000
2	Pengangkatan Direktur Proyek Nasional (NPD), penyiapan dan dukungan kantor NPD, dan penyusunan SOP untuk pelaksanaan AGTP	Gubernur/AGTP PMU	60,000
3	Penyusunan dan pelaksanaan strategi sosialisasi dan komunikasi AGTP	NPD/AGTP PMU	50,000
4	Pengadaan perusahaan hukum internasional	UNDP/Sekda (Biro Hukum)	380,000
5	Peningkatan kapasitas public relations Pemerintah Aceh	UNDP/Sekda (Biro Hukum)	100,000
6	Pengarusutamaan Alur Kerja 1	Sekda	5,000

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
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<b>Alur Kerja 2: Program Pembangunan Ekonomi Aceh</b>			
1	Perumusan kebijakan, strategi, dan rencana tindakan pembangunan ekonomi Aceh	Sekda (Biro Ekonomi)	80,000
2	Fasilitasi pengembangan investasi	Sekda (Biro Ekonomi)	80,000
3	Pengarusutamaan Alur Kerja 2	Sekda (Biro Ekonomi)	5,000

<b>No.</b>	<b>ALUR KERJA DAN HASIL KEGIATAN</b>	<b>PENANGGUNG JAWAB</b>	<b>ANGGARAN (USD)</b>
	<b>Alur Kerja 3: Perencanaan, Pemrograman, dan Penyusunan Anggaran</b>		
1	Perbaikan formula alokasi Otsus dan Migas	Sekda (Biro Administrasi Pembangunan)/Tim Otsus/Migas	20,000
2	Perbaikan proses penyusunan proposal penggunaan dana Otsus dan Migas	Sekda (Biro Administrasi Pembangunan)/Tim Otsus/Migas	20,000
3	Perumusan kriteria evaluasi dan persetujuan proposal pendanaan dari dana Otsus dan Migas	Sekda (Biro Administrasi Pembangunan)/Tim Otsus/Migas	22,000
4	Penyusunan prosedur pencairan dana Otsus dan Migas serta monitoring dan evaluasi pelaksanaan kegiatan	Sekda (Biro Administrasi Pembangunan)/Tim Otsus/Migas	16,000
5	Revisi Qanun untuk administrasi dana Otsus dan Migas	Sekda (Biro Administrasi Pembangunan)/Tim Otsus/Migas	8,000
6	Pembentukan sekretariat tetap untuk Otsus dan Migas	Sekda (Biro Administrasi Pembangunan)/Tim Otsus/Migas	45,000
7	Pelaksanaan kursus penyegaran tentang penyusunan anggaran tahunan	Bappeda/BKPP	45,000
8	Penyiapan BKRA dan penyusunan Inpres percepatan pembangunan Aceh serta penggalangan pendanaan	Bappeda/Biro Organisasi	200,000
9	Pengarusutamaan Alur Kerja 3	Bappeda	5,000

<b>No.</b>	<b>ALUR KERJA DAN HASIL KEGIATAN</b>	<b>PENANGGUNG JAWAB</b>	<b>ANGGARAN (USD)</b>
	<b>Alur Kerja 4: Pengelolaan Lingkungan</b>		
1	Monitoring pasca AMDAL dan DPPL yang berkaitan dengan pembangunan rekonstruksi dan rehabilitasi	Bappedal	58,000

2	Publikasi hasil monitoring AMDAL	Bapedal	57,000
3	Pengarusutamaan Alur Kerja 5	Bapedal	5,000

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 5: Pengelolaan Aset Rekonstruksi dan Rehabilitasi</b>		
1	Lanjutan verifikasi aset	DPKKA	100,000
2	Pengarusutamaan Alur Kerja 5	DPKKA	5,000

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 6: Pengelolaan Informasi</b>		
1	Pembentukan Sentra Pengelolaan Informasi	DISHUBKOMINTEL	59,777
2	Pengarusutamaan Alur Kerja 8	DISHUBKOMINTEL	5,000

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 7: Pengarusutamaan Jender</b>		
1	Penerapan mekanisme perencanaan untuk pengarusutamaan jender	BPP-PA	5,000
2	Pengembangan kesadaran jender di kalangan pejabat pemerintah	BPP-PA	8,000
3	Revitalisasi <i>gender focal points</i> (GFPs)	BPP-PA	
4	Penyusunan kebijakan jender pemerintah Aceh (berdasarkan <i>BRR Gender Exit Strategy</i> dan Rencana Strategis BPP-PA)	BPP-PA	21,000
5	Peyusunan anggaran responsif jender	BPP-PA/Bappeda	13,000
6	Peningkatan kapasitas BPP-PA	BPP-PA/BKPP	
7	Pengarusutamaan Alur Kerja 7	BPP-PA	5,000

**Keluaran 3: Peningkatan kemampuan BKPP untuk menyimpan, mengelola dan mentransfer pengetahuan dan ketrampilan**

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 1: Pengelolaan Diklat dan Sistem Informasi Diklat</b>		
1	Mobilisasi ahli eksternal	AGTP PMU/UNDP HR/BKPP	31,000
2	Perumusan kebijakan dan strategi diklat	BKPP	11,600
3	Penyusunan rencana pengembangan organisasi dan staf	BKPP	11,600
4	Pembentukan Dewan Penasehat BKPP	BKPP	15,600
5	Pembentukan kerjasama lembaga pelatihan nasional dan internasional	BKPP	33,600
6	Perumusan dan pelaksanaan rencana pengembangan fakultas	BKPP	18,600
7	Pendirian Pusat Ilmu Pengetahuan	BKPP	190,600
8	Desain dan instalasi Informasi Manajemen Diklat sebagai modul dari Sistem Informasi Manajemen Sumber Daya Manusia/SIMPEG	BKPP	17,600

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 2: Identifikasi dan Analisis Kebutuhan Diklat</b>		
1	Penyusunan sistem identifikasi dan analisis kebutuhan diklat	BKPP	43,400
2	Pelebagaan sistem identifikasi dan analisis kebutuhan diklat	BKPP	39,400

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 3: Pengembangan Kurikulum</b>		
1	Evaluasi, akreditasi dan pengarusutamaan kurikulum yang ada	BKPP	28,400
2	Pengembangan kurikulum baru	BKPP	28,400
3	Pelebagaan sistem pengembangan kurikulum	BKPP	31,400

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 4: Pengembangan Kursus dan Perlengkapan Kursus</b>		
1	Evaluasi, akreditasi dan pengarusutamaan kursus dan perlengkapan kursus yang ada	BKPP	22,400
2	Pengembangan kursus dan perlengkapan kursus baru	BKPP	38,400
3	Pelembagaan sistem pengembangan dan akreditasi kursus dan perlengkapan kursus	BKPP	49,400

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 5: Pemrograman, Penganggaran dan Pelaksanaan Diklat</b>		
1	Persiapan <i>rolling</i> program diklat jangka menengah	BKPP	18,200
2	Pelembagaan sistem pemrograman diklat	BKPP	34,200
3	Pengalokasian sumber daya keuangan untuk diklat BKPP	BKPP	16,200
4	Pelembagaan sistem penganggaran dan pencairan anggaran diklat	BKPP	34,200
5	Pelaksanaan/penyelenggaraan diklat	BKPP	434,200
6	Pelembagaan sistem pelaksanaan diklat	BKPP	29,700

No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	<b>Alur Kerja 6: Monitoring dan Evaluasi Diklat</b>		
1	Pengembangan dan aplikasi sistem monitoring dan evaluasi diklat	BKPP	31,400
2	Pelembagaan monitoring dan evaluasi diklat	BKPP	52,400



No.	ALUR KERJA DAN HASIL KEGIATAN	PENANGGUNG JAWAB	ANGGARAN (USD)
	Alur Kerja 7: Dukungan Diklat untuk Pengembangan Karir		
1	1. Penyusunan rencana suksesi manajemen	BKPP	27,200
2	2. Penyusunan skema dukungan diklat untuk pelaksanaan rencana suksesi manajemen	BKPP	54,200
3	3. Rancangan dan aplikasi sistem penilaian kinerja staf	BKPP	57,600

### **Annex 3 - AGTP Project Document**

The following page shows the signed cover of the AGTP project document signed between UNDP and the Ministry for Home Affairs on 20 October 2008. This document forms the legal basis for the execution of AGTP at provincial and central level and was the product of a detailed negotiation process involving PEMDA, BAPPENAS, MoHA and UNDP. The full document is circulated in a separate file and contains details of the management and implementation arrangements agreed between the parties.

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are needed to see this picture.

## Annex 4 - AGTP Gender Strategy

The table below illustrates the gender strategy that was proposed during the appraisal process and will be applied by the PMU during project implementation. This will be measured by gender related to the output and outcome indicators referred to in the Results and Resources Framework above.

**Table: AGTP Gender Strategy**

<b>Project Outputs</b>	<b>Gender related action plan/qualitative measures</b>
<i>1. Enhanced capacity of the Provincial Executive to create the institutional and policy framework for successful transition and recovery</i>	Gender competence, including those relevant to NAD's critical issues of peace building and conflict resolution and special autonomy, is part of the criteria in recruiting the advisory teams, with particular focus on the Human Resource team, Economics Team, Transition Team, Legal Team (and on Qanun), MIS, communication, and management. An intermittent gender expert is proposed as part of the advisory teams.
<i>2. Enhanced operational capacity of key provincial government agencies (SKPA) to effectively fulfill their transition and recovery responsibilities.</i>	Support to Women's Empowerment and Child Protection Agency as Workstream 7 in the workplan including the following: <ol style="list-style-type: none"> <li>1. Set up of gender planning mechanism</li> <li>2. Development of gender awareness among provincial government personnel</li> <li>3. Revitalization of gender focal points (GFPs)</li> <li>4. Formulation of provincial gender policy</li> <li>5. Implementation of gender-responsive budgeting</li> <li>6. Capacity building of BPPA</li> <li>7. Mainstreaming of Work Stream 7</li> </ol>
<i>Enhanced capacity of the Provincial Training &amp; Human Resource Body (BKPP) to retain, manage and transfer to provincial and district government agencies the knowledge and skills required for successful transition and sustainable recovery</i>	Gender related capacity building action plan is produced Gender sensitivity and responsiveness are considered in the development of curriculum, planning development, execution, and accreditation of the <ul style="list-style-type: none"> <li>o framework (capacity-building policy, program strategy and planning, performance targets);</li> <li>o institutional strengthening (organizational, legal, and regulatory environment for improved governance, organizational learning);</li> <li>o human resources management (systems and methods, including merit based recruitment and promotion system);</li> <li>o human resources development (training and education, including gender empowerment training, communication with stakeholders etc); and</li> <li>o financing, budgeting, and planning (sustainable systems).</li> </ul>
<b>Operation of overall PMU</b>	<ul style="list-style-type: none"> <li>• Achievements of gender equality promotion of the project are reported and issues and challenges are reported and followed up.</li> <li>• Familiarity and experience on establishing tracking system of gender related activities is required.</li> </ul>

An important initial activity for BKPP will be creating awareness of gender issues in agency HR planning and development activities and introducing tools for BKPP staff to use to integrate gender sensitive approaches into their support to all SPKAs. This will be partially carried out through support to the new Woman's Empowerment and Child Protection Agency in Aceh.

The remainder of this annex is an extract from the Terms of Reference agreed between the Woman's Empowerment and Child Protection Agency and AGTP. This terms of reference forms the basis of a

Letter of Agreement that will enable AGTP to support Gender mainstreaming in Aceh including a Gender focal point in each provincial SKPA and the beginning of Gender Budgeting in the province.

## **Terms of Reference: MAINSTREAMING GENDER WITHIN THE PROVINCIAL GOVERNMENT OF NANGGROE ACEH DARUSSALAM**

### **1. Background.**

The Rehabilitation and Reconstruction Agency (BRR) was established in the aftermath of the 2004 Boxing Day Tsunami in Aceh, North Sumatra. The mandate of the BRR was twofold: to provide assistance to the government, donors and partners in coordinating efforts to rebuild Aceh, as well as; to meet the needs of the community through post-tsunami recovery programmes. In 2009, the mandate of the BRR will officially come to an end. All responsibilities, functions, resources and assets shall then be transferred to the provincial and district/city governments.

The Aceh Government Transformation Programme (AGTP) was designed to address the urgent need to strengthen the capacity of the Aceh Government in assuming the responsibilities, functions, resources and assets that it shall inherit from the BRR in 2009. This UNDP programme aims to address critical gaps in the government's policy making and technical capacities.

The AGTP has three components which address gaps in:

1. The Provincial Executive's capacity to create the institutional and policy framework for successful transition and recovery;
2. The provincial and district government agencies (SKPAs) operational capacity to effectively fulfil their transition and recovery responsibilities, and;
3. The Provincial Training and Human Resource Body's (BKPP) capacity to retain, manage and transfer to provincial and district government agencies the knowledge and skills required for successful transition and sustainable recovery

Gender mainstreaming initiatives are considered an integral part of Component 2 of the AGTP. The inclusion of gender focused activities within Component 2 is a response to the urgent need to address gender equality concerns. Various analyses carried out by the Asia Development Bank (ADB) and other donor organisations during the post recovery period demonstrate that improving gender equity is a vital issue in Aceh and that there are serious inequalities in basic civic services delivery<sup>10</sup>. The BRR has endeavoured to achieve gender equality in all its reconstruction and recovery projects. The BRR has formulated a Gender Exit Strategy that articulates how the gains it has made can be sustained as the provincial government assumes its responsibilities and functions in mid-April 2009.

In the meantime, the provincial government has upgraded the Women Empowerment and Child Protection Bureau or *Pemberdayaan Perempuan dan Perlindungan Anak* to an Agency level, with the new title 'Women Empowerment and Child Protection Agency' (Badan PP-PA). This demonstrates its commitment to the implementation of gender equality principles in its programmes and development work. Upon its creation, Badan PP-PA for its part embarked on the development of its own Strategic Plan using BRR's Gender Exit Strategy as one of its basic references and points of departure. The newly created agency is also a key player in the implementation of gender mainstreaming initiatives in Aceh.

UNDP, in consultation with UNIFEM, has identified the urgency to build the institutional capacity of Badan PP-PA to implement programmes and activities that address gender equality and women empowerment in Aceh. It is hoped that Badan PP-PA will lead efforts to institutionalise gender mainstreaming within the Aceh government and strengthen the capacity of the overall provincial

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<sup>10</sup> For example see, Southeast Asia Regional Department (2006) *Country Gender Assessment – Indonesia*. Manila: ADB, July.

government agencies in gender mainstreaming. Therefore, the AGTP has identified Badan PP-PA as one of the SKPAs that will be prioritized for capacity strengthening and immediate transition support during the transition process.

**“Mainstreaming Gender within the Provincial Government of Nanggroe Aceh Darussalam”** will be carried out by Badan PP-PA through this LoA with UNDP. Technical and other support will be provided by the AGTP Project Management Unit (PMU). Under its quality assurance role, UNDP will supply further technical and managerial inputs. These arrangements are described in the project document that comprises Attachment 1 to this agreement.

UNIFEM played a major role in initiating this proposal, in drafting the Terms of Reference (hereinafter referred to as the TOR) and in facilitating its finalization. The contents of the TOR have been discussed with Badan PP-PA, UNIFEM and the UNDP. Several changes have been made to the original TOR. As a result, the ‘Description of Services’ that comprises Attachment 2 to this agreement will serve as the final TOR in the implementation of the LoA. Badan PP-PA will work closely with UNIFEM to monitor and support the implementation of the LoA and will report its progress to SETDA and the Provincial Governor.

The remainder of Attachment 2 comprises a detailed account of the objectives, activities and outputs of the LoA along with a Gantt Chart and budget. Attachment 3 describes the services to be provided by Badan PP-PA and the payments to be made by the UNDP. Attachment 4 includes the expenditure report to be completed by Badan PP-PA following each disbursement.

## **2. Objective and Outputs of the project “MAINSTREAMING GENDER WITHIN THE PROVINCIAL GOVERNMENT OF NANGGROE ACEH DARUSSALAM”**

The table below outlines the objective and the outputs (or key deliverables) of the project.

Objective	Outputs
1. To strengthen the institutionalisation of gender mainstreaming within the Aceh government.	1.1. Established planning mechanism for gender mainstreaming within the provincial government. 1.2. Revitalised Gender Focal Points (GFPs) within provincial government agencies. 1.3. Enacted provincial gender policy. 1.4. Implemented gender-responsive budgeting.
2. To strengthen the capacity of provincial government agencies and Badan PP-PA to implement gender mainstreaming during the transition period.	Developed gender awareness among provincial government officials and within provincial government agencies. Improved internal capacity of Badan PP-PA to undertake its transition functions.

The following table describes the ‘Description of Work’ to be performed by Badan PP-PA Aceh. It specifically outlines the activities to be implemented in order to produce each output. The table also outlines the inputs required for each output.

*Table 2: Description of Work*

Objective/output	Activities	Inputs
1.1.	1.1.1. Advertise Badan PP-PA opening posts in local newspapers, collect CVs, pre-select candidates to be interviewed (one newspaper at one time	Badan PP-PA will advertise, recruit and contract the Monitoring and Evaluation (M&E) Officer for 28 days. The national remuneration rate is applied.  Badan PP-PA will advertise, recruit and contract the Project Officer for the duration of the project. The

	<p>and on website).</p> <p>1.1.2. Recruit additional staff (interviews, selection of candidates).</p> <p>1.1.3. Organize a series of consultations between Badan PP-PA and other provincial government agencies.</p> <p>1.1.4. Document the results of these consultations in a planning mechanism that encompasses policy coordination on, institutionalization of, and political support of gender mainstreaming.</p> <p>1.1.5. Secure approval for the gender mainstreaming plan.</p>	<p>national remuneration rate is applied.</p> <p>The M&amp;E officer will undertake monitoring and evaluation of all activities under this project and prepare and submit reflective reports, which includes further recommendations based on lessons learned.</p> <p>In consultation with UNDP, the M&amp;E officers will carry out capacity-building needs assessment and facilitate training for Badan PP-PA.</p> <p>Badan PP-PA will provide office space, meeting space and facilities as well as basic office furniture.</p> <p>UNIFEM will provide technical assistance to BADAN PP-PA to assume its transition and recovery responsibilities.</p> <p>Badan PP-PA will liaise with UNDP, provincial government agencies to get commitment and political support for the gender mainstreaming plan.</p> <p>Badan PP-PA will liaise with the Governor to secure approval for the gender mainstreaming plan.</p>
1.2.	<p>1.2.1. Prepare proposed selection criteria and terms of reference (TOR) for GFPs.</p> <p>1.2.2. Consult with concerned provincial government officials and finalize the selection criteria and the TOR.</p> <p>1.2.3. Identify prospective GFPs and select the final GFPs.</p> <p>1.2.4. Promulgate a formal/legal basis for the designation of the GFPs.</p> <p>1.2.5. Identify and analyze the training needs of GFPs.</p> <p>1.2.6. Train GFPs on their duties and responsibilities.</p> <p>1.2.7. Provide mentoring and technical assistance to GFPs.</p>	<p>Project officer will facilitate consultation meetings on GFPs with relevant stakeholders.</p> <p>Badan PP-PA, in consultation with UNIFEM, will monitor and carry out the selection process, training needs assessment and training of GFPs.</p> <p>Badan PP-PA and UNDP will provide mentoring and technical assistance to GFPs.</p> <p>Badan PP-PA and UNDP will provide meeting space and operational support for the output delivery.</p> <p>UNIFEM will provide technical assistance to Badan PP-PA to ensure that all activities are carried out effectively, efficiently and in a timely manner.</p>
1.3.	<p>1.3.1. Organize a series of consultations with strategic stakeholders (government institutions, CSOs, etc.).</p> <p>1.3.2. Prepare a draft policy for mainstreaming gender</p>	<p>Badan PP-PA will provide meeting space for consultations and liaise with strategic stakeholders.</p> <p>Project officer will facilitate consultation meetings on preparation of policy draft with relevant stakeholders.</p>

	<p>in all development sectors and activities.</p> <p>1.3.3. Present the draft policy to all concerned stakeholders.</p> <p>1.3.4. Draft the legal framework for the adoption of the policy.</p> <p>1.3.5. Secure approval for the legal framework.</p> <p>1.3.6. Launch the Gender Policy.</p> <p>1.3.7. Provide technical assistance to Badan PP-PA in policy implementation.</p>	<p>Badan PP-PA will liaise with the Governor to secure approval for the provincial gender policy.</p> <p>Badan PP-PA will liaise with UNDP and the Governor on the launching of the gender policy.</p> <p>UNIFEM will provide technical assistance to Badan PP-PA to ensure that all activities are carried out effectively, efficiently and in a timely manner</p>
1.4.	<p>1.4.1. Conduct training in gender-responsive budgeting.</p> <p>1.4.2. Provide mentoring/technical assistance in the preparation of gender-responsive budgets for 2010.</p> <p>1.4.3. Establish a monitoring and accountability mechanism.</p> <p>1.4.4. Monitor and publicize results of gender mainstreaming in the draft 2011 annual budget.</p>	<p>Badan PP-PA will facilitate training space and provide trainers/facilitators for gender responsive budgeting.</p> <p>Project officer will facilitate the establishment of a working group to work on the development of gender-responsive budgets for 2010.</p> <p>Badan PP-PA and the established working group will develop a monitoring and accountability mechanism to monitor the implementation of gender-responsive budgeting and gender mainstreaming in the drafting of the 2011 annual budget.</p> <p>Badan PP-PA, in consultation with UNIFEM, will supervise and monitor the activity.</p> <p>UNDP will provide operational support for the output delivery payable to the project account on a tranche payment basis.</p>
2.1.	<p>2.1.1. Design a gender-awareness workshop based on the BRR Gender Exit Strategy, Badan PP-PA's Strategic Plan, and Government of Aceh's Commitment to Gender Equality.</p> <p>2.1.2. Conduct the workshop and guide provincial government officials and agencies in developing action plans for gender mainstreaming.</p> <p>2.1.3. Establish a team for monitoring and evaluating the implementation of the action plans.</p> <p>2.1.4. Provide continuing</p>	<p>Project officer will facilitate design of and implementation of gender awareness workshop.</p> <p>Badan PP-PA, in consultation with UNIFEM, will monitor and provide guidance for provincial government officials in developing gender mainstreaming action plans.</p> <p>Project officer will facilitate the establishment of a working group to monitor and evaluate the implementation of government agencies' gender mainstreaming action plans.</p> <p>UNIFEM will provide technical assistance to Badan PP-PA to ensure that all activities are carried out effectively, efficiently and in a timely manner.</p> <p>UNDP will provide operational support for the output delivery payable to the project account on a tranche payment basis.</p>



	mentoring/technical support to agencies in the implementation of their gender mainstreaming action plans.	
2.2.	<p>2.2.1. Undertake capacity-building needs assessment.</p> <p>2.2.2. Identify the priorities among the identified capacity-building needs, with emphasis on Badan PP-PA's transition and recovery responsibilities.</p> <p>2.2.3. Implement training and other interventions to respond to the priority capacity-building needs.</p> <p>2.2.4. Provide continuing technical assistance and mentoring to Badan PP-PA.</p> <p>2.2.5. Conduct monitoring and evaluation activities.</p>	<p>The M&amp;E officer will undertake monitoring and evaluation of all activities under this project and prepare and submit reflective reports, which includes further recommendations based on lessons learned.</p> <p>In consultation with UNDP, the M&amp;E officers will carry out capacity-building needs assessment and facilitate training for Badan PP-PA.</p> <p>Badan PP-PA will provide office space, meeting space and facilities as well as basic office furniture.</p> <p>UNIFEM will provide technical assistance to BADAN PP-PA to assume its transition and recovery responsibilities.</p> <p>Badan PP-PA will liaise with UNDP, provincial government agencies to get commitment and political support for the gender mainstreaming plan.</p> <p>Badan PP-PA will liaise with the Governor to secure approval for the gender mainstreaming plan.</p>

The personnel to be recruited for this project are described in table 3 below.

*Table 3: Personnel Qualifications*

Qty.	Position	Requirements	Task/Responsibilities
1	Project Officer	<ol style="list-style-type: none"> <li>1. Masters Degree in Social Sciences, Gender or Development.</li> <li>2. Minimum 5 years experience in Gender Policy Planning and Management.</li> <li>3. Good command of English and Bahasa Indonesia.</li> <li>4. Competent in Microsoft word and excel.</li> </ol>	<ol style="list-style-type: none"> <li>1. To develop gender mainstreaming mechanisms.</li> <li>2. To develop gender awareness amongst provincial government officials and within provincial government agencies.</li> <li>3. To revitalise Gender Focal Points (GFPs) within provincial government agencies:</li> <li>4. To implement gender responsive budgeting</li> <li>5. To improve the internal capacities of Badan PP-PA in undertaking its transitions functions.</li> </ol>
1	Monitoring and Evaluation officer	<ol style="list-style-type: none"> <li>1. Masters Degree in Social Sciences or related field.</li> <li>2. Minimum 5 years experience working in evaluation, and at</li> </ol>	<ol style="list-style-type: none"> <li>1. To monitor and evaluate project through desk reviews, interviews, FGDs, consultations, and so on.</li> <li>2. To undertake a capacity-building needs assessment for</li> </ol>

		<p>least 2 years experience evaluating development programmes.</p> <p>3. Experience in working with multi-stakeholders and in capacity development.</p> <p>4. Ability to produce well written reports demonstrating analytical ability and communication skills.</p> <p>5. Good command of English and Bahasa Indonesia.</p>	<p>BADAN PP-PA based on the preliminary findings of the mid-term project evaluation.</p> <p>3. To prepare monthly internal reports, quarterly donor reports, and a final donor report on each of the output deliveries</p> <p>4. To facilitate training and other interventions to respond to prioritised capacity-building needs.</p>
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