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Support for Peaceful Democratization in Indonesia (SPD)

Semi-Annual Report – 1 August 2005 to 31 January 2006

March 2006

This publication was produced for review by the United States Agency for International Development. It was prepared by Development Alternatives, Inc.

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USAID Contract No. DOT-I-03-800-00004-00

Task Order No. 800, Under the SWIFT II IQC

USAID Contractor: Development Alternatives, Inc. (DAI)

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1. Introduction

Indonesia has experienced tremendous political, economic and social change since the end of authoritarian rule in 1998. The country now enjoys one of Asia's most pluralist and critical media, and has held internationally accepted general elections in 1999 and 2004. The transition from authoritarianism to democracy has not been free of serious complications and setbacks, however. One of the most disturbing effects of the breakdown of repressive state control has been the eruption of communal and separatist violence in many areas of the archipelago. Bottled-up and nurtured by decades of authoritarian rule, tensions between religious, ethnic and other social groups have come to the surface and plagued Indonesia since 1998.

The USAID Support for Peaceful Democratization Program (SPD) is a three-year program implemented by Development Alternatives, Inc. (DAI) under the Support Which Implements Fast Transition II (SWIFT II) IQC. This program assists local organizations in their work to address violent conflict across Indonesia. While a range of conflicts affect every society, SPD aims to address violent conflicts between groups with incompatible interests regarding the distribution of resources, control of power and participation in political decision making, identity, status, or values. SPD support is rapid and flexible, addressing urgent needs and overarching causes of conflict.

2. Aceh Earthquake and Tsunami Disaster Response: Community-Based Recovery Initiative

Beginning in March 2005, SPD began to work directly with disaster-affected communities on long-term recovery through the Community-Based Recovery Initiative (CBR). This initiative focuses on strengthening civil society at the village level through efforts to rehabilitate and rebuild communities affected by the tsunami. The strategy comprises three key elements: ensuring community participation in all aspects of the recovery process; encouraging partnership between communities and local government in this endeavor; and achieving measurable livelihood improvement.

CBR aims to empower civil society by building their capacity and capability to determine, plan, implement and manage the rehabilitation of their communities effectively and efficiently. Recognizing the environment in Aceh, and the SPD Program mandate to develop sustainable capacity for building peace and resolving conflict, CBR seeks to ensure that its initiatives do “double duty”—that is, empower civil society through recovery initiatives that lead to measurable improvement in target communities *and* build foundations for the peaceful resolution of disputes.

The major results (planned outputs) of the program include:

- Substantial and sustainable improvement in livelihoods in target communities;
- Good governance practiced and nurtured in target communities; and
- A process for integrated, community-driven recovery and development that can be adopted and adapted in other areas of Aceh.

Fifty-six communities—having a total population of more than 31,000 persons (about 8 percent of the estimated total affected population)—participate in this initiative.

2.1. CBR Livelihoods Grants

Following on the successful implementation of CBR “Entry Grants,” SPD awarded a second series of grants—called “Livelihoods 1 Grants”—to 51 CBR villages (the term Livelihoods 1 implies that SPD expects to award additional Livelihoods Grants).¹ The total value of these grants is more than \$2.4 million. Implementation of grant-funded activities is expected to continue through March 2006.

Livelihoods 1 Grants support a continuation of cash-for-work clean-up, to ensure completion of work initiated with Entry Grant funding. More than 212,000 person-days of labor will be created and over \$784,000 paid to workers through these initiatives. Communities will also use SPD funds to construct and rehabilitate public infrastructure, including 19 community centers, 38 village offices and 35 recreation facilities.

Partner communities gain immediate benefit and prepare a foundation for future self-reliance through activities implemented with this grant funding. Cash-for-work initiatives inject a large amount of money into CBR villages—thousands of families have use this cash to purchase food, clothing and other necessities. Many buy seeds, plow fields, and plant rice and other crops. Rehabilitated and newly constructed public buildings provide space for community discussion of needs and preparation of recovery plans and a venue for local cultural and religious events.

An important output of activities funded by these grant awards is the clearing of an estimated 673 hectares of rice land, fields that can be planted in the coming months. The rice crop harvested from a single crop planted in this area—an estimated 2,600 tons valued at more than \$645,000—will enable thousands of people to move from dependency on relief supplies of rice to self reliance. (Entry grants cleared an additional 1,656 hectares of rice land. The rice crop harvested from land cleared with Entry and Livelihoods 1 Grant funding is an estimated 9,300 tons valued at more than \$2.2 million.)

Figure 1. CBR Initiative Participating Community Locations



¹ See Support for Peaceful Democratization in Indonesia (SPD), Semi-Annual Report – 1 February to 31 July 2005 for more information on entry grants awards.

These and other grant outputs to date have helped create an environment that is conducive to quick and sustainable recovery, and which enables community members to envision a prosperous future.

2.2. The CBR Training Program

Achieving substantial and sustainable recovery depends largely on the governing skills of community leaders—their willingness to lead people, manage community resources, and work with government officials and donor agencies. CBR empowers village leaders and managers of 56 newly formed village-based organizations by building their capacity and capability to determine, plan, implement and manage the rehabilitation of their communities. It aims to strengthen the capacity of local leaders by improving their skills in participatory planning and monitoring; communication and facilitation; needs assessment; and conflict management and resolution.

In November and December 2005, SPD worked with village-based CSO managers to organize and strengthen their newly formed organizations. CSO managers participated in training events focusing on bookkeeping, financial planning, and organizational management. Training included discussion of equitability, accountability and transparency in the use of funds. This prepared village CSOs for managing loan funds that will support livelihoods development activities, planned for implementation beginning in March 2006.

CBR Initiative Grant Outputs		
	Entry Grant (actual)	Livelihoods 1 Grant (planned)
Community Center	17	19
Village Office	2	38
Recreation Facility	3	35
Irrigation Canal Cleaned	19.8 km	42.3 km
Drainage Ditch Cleaned	25.4 km	12.3 km
Village Area Cleaned	1,063 ha	26 ha
Agriculture Land Cleaned	3,311 ha	1,345 ha
Tree Seedlings	6,400	93,000
Person-days Labor	227,000	212,000
Workers Employed	9,790	6,050
Cash/Food Payment	\$1,018,000	\$784,000

In January, SPD Coordinators and Facilitators began conducting 3-day personal empowerment training events in CBR communities, involving all village leaders—including women, youth and sectoral leaders (e.g., farming and fishing groups). Approximately thirty persons from each community participated in these events that promoted and nurtured an attitude toward and acceptance of individual responsibility that is conducive to effective participatory planning, project management and implementation, and monitoring and assessment.

Before facilitating the final steps in formulating mid-term village recovery plans (scheduled for February and March 2006), DAI provided training in participatory planning to community leaders. Recognizing that USAID funding is not adequate to meet all the diverse short- and long-term needs in each community, CBR will also provide basic training to village CSO managers in each community on methods and approaches to writing successful proposals. As action plans are finalized and gaps in funding become apparent, village leaders will be able to prepare proposals for submission to donors.

To facilitate village-level livelihoods training, USAID funded capacity building grants in each CBR community. Community leaders will use these funds to organize and implement training events based on the communities' assessments of their own needs. Grant funds will be used to implement village training events, purchase training resources, and facilitate the participation of community

members in external training activities. It is foreseen that most village-based and external training events will focus on income generation topics, such as carpentry, farming, aquaculture, post-harvest processing of agriculture and fishery products, and tailoring.

2.3. Community Action Plans

After completing personal empowerment and CSO management training, facilitators will assist community leaders and other representatives to prepare 2006-2007 Community Action Plans. The Action Plans will be implemented using USAID funds, as well as funds from Government of

USAID SPD Private Sector Partnerships in CBR

ConocoPhillips Indonesia

USAID and ConocoPhillips Indonesia (COPI) signed an MOU on 2 August 2005, in which COPI pledged \$1.2 million for recovery activities in five villages in Peukan Lhoong/Lambeso: Saney, Utamong, Teumareum, Bahagia, and Kuala. As of the end of January 2006, \$381,680 had been awarded in 10 grants to these communities.

Unocal Foundation

USAID and Unocal Foundation signed an MOU on 27 July 2005, in which Unocal Foundation pledged \$1.5 million for recovery initiatives in six villages in Blang Mee Sub-district: Umong Seuribee, Tengoh Blangmee, Baroh Blangmee, Lamkuta Blangmee, Baroh Geunteut, and Tengoh Geunteut. As of the end of January 2006, \$432,119 had been awarded in 12 grants to these communities.

Indonesia (GoI) agencies and other donors. SPD, in collaboration with other organizations, will work with community leaders to increase their understanding of the resource requirements of various components of their Action Plan, and to develop strategies to address them, including the use of revolving loans, micro-credit, and direct grants.

Community Action Plans also represent critical CBR output and impact milestones. Facilitated by local leaders, the planning process that leads to the formulation of the plan will increase community participation and ownership of local development initiatives, a clear indication of good governance being practiced in target villages. It will also reveal the capacity of local leaders to prevent and mitigate conflict as community members discuss and debate village development priorities. Finally, preparation of a planning document, with clear activity statements, start and end dates, funding requirements and potential donors, is a clear indicator of effective leadership and efficient management of local resources.

In CBR villages, the two- to three-day participatory planning process comprises the following steps.

Step 1. Orientation—Why planning is important for community success

SPD Community Facilitators motivate and prepare community leaders to initiate the process by reminding them of the importance of long-term thinking, planning and leadership for achieving peace and prosperity in the community. They will discuss with community leaders the objectives, expected outputs and implementation process of the Planning Workshop.

Step 2. Develop community goal for 2010

Participants include the village leader, and representatives of all village sectors (e.g., aquaculture, health, women, and youth). To start discussion, village leaders are asked to explain the importance of having goals and how they contribute to success, and to present key lessons from SPD-sponsored leadership training events. Next, sector leaders will present their sector goals to the group. The group then synthesizes these statements into a shared community five-year goal. With this goal clearly written on a flipchart, sector leaders will be asked to come before the group and sign their names on the paper, representing their agreement with the goal statement, commitment to achieving it, and their ownership of the goal and its outputs.

Step 3. Develop community leader mission statement

Community leaders are asked why a clear mission statement is important for achieving success. Then, the SPD Facilitator will present to the group a process they can use to develop a mission statement. The draft mission statement is then written on a flipchart for review and discussion by the community at a later date. The SPD Facilitator will ask all community leaders sign the paper, representing their agreement with the mission statement, commitment to achieving this mission, and their ownership of it.

Step 4. Establish development principles

Community leaders are asked why development principles are important for community success. Discussion follows on the difference between principles and policies. Community Leaders establish (a) human/human relationship principles; (b) human/earth relationship principles; and (c) community resource use principles. The resulting statements are written as development principles on a flipchart. Community leaders add their signatures, representing their agreement with the principles, commitment to abiding by the principles, and their ownership of them.

Step 5. Develop sector work plans for 2006-2007

Participants are separated into sector groups (e.g., agriculture, fisheries, health and education). The SPD Facilitator presents the steps to developing a sector plan, and asks each group to begin work developing a draft plan that includes as many specific activities as necessary. If a community or sector has already developed its plan (e.g., with the assistance of another donor) they can simply review and update it as appropriate. As plans are completed, sector groups write a summary of it on a flipchart for presentation to the larger group.

Step 6. Consolidate Sector Plans into a Community Action Plan 2006-2007

Sector leaders or representatives present their plans to other sector groups. A question-and-answer session follows each presentation, and participants help summarize each sector plan as elements of the Community Action Plan. Before proceeding to another sector, participants confirm that all information is presented accurately and completely in the Action Plan. At the end of this process, the Community Action Plan is reviewed by sector leaders, refined if necessary, and prepared for presentation to the community by village leaders for comment and suggestions. Following this validation exercise, village leaders are asked to sign a document stating their commitment to the implementation of the plan, and to the village goal, mission and development principle statements.

This village-level process is expected to conclude in early March 2006. Thereafter, SPD will review the planning process followed in each community and the content of each Community Action Plan. The SPD review process is not meant as a review of initiatives that SPD might support, but rather as an assessment



Community leaders sign their names to planning documents, representing commitment and ownership

of the degree to which a broad cross-section of community members participated in the design process and how the overall plan addresses local needs and aspirations within the context of local resources. It is also not an “approval” process, or opportunity to impose our own ideas on the community. For many villages, their Action Plan represents a first attempt at formulating a medium-term community plan. As such, it is a first step in their learning process—our role is to help them move through this process at their own pace. It can be counterproductive to be overly critical in the review of early planning outputs, and can diminish community ownership and commitment to their plans—key aspects that will largely determine whether or not implementation of planned activities is successful.

The SPD review process will also take account of the gender-specific needs and interests of community members regarding security, health care, education, and livelihoods. Gender issues should be addressed within community needs assessments, development frameworks and discussions of project impact. This implies that community action plans should address the needs and interests of both men *and* women—conducting gender analysis as we facilitate local development planning will help us achieve this goal.

2.4. Allocating Funds Across Communities

The tsunami destroyed most—and in many cases all—community and family assets, leaving affected villages with few resources with which to start rebuilding. Management of the recovery process, particularly of the large amount of donor funding pouring into affected communities, including that from USAID, requires very strong leadership if tensions and jealousies are to be avoided. Strong leadership and good governance at the village level can also help ensure that funds are used efficiently and in a transparent and clearly accountable fashion.

At the outset of the CBR Initiative, DAI decided not to inform participating villages of potential USAID funding levels in order to ensure that discussion of budgets and funding did not drive the process of needs identification and prioritization. Instead, CBR Facilitators focused on helping communities design projects

Visitors to SPD Initiatives in Aceh

September

Baitul Qiradth Permuda Mubammadiyah

Lori Forman, Regional Director, Community Affairs, Asia Pacific, Microsoft

October

CBR Initiatives in Lamteungob and Gurah Villages

Eric John, Deputy Assistant Secretary, Bureau of East Asia and Pacific Affairs, State Department

Paul Berg, US Consulate, Medan

November

CBR Initiatives in Lampuuk Village Cluster

Jim Kunder, Assistant Administrator, USAID Washington

William Frej, Mission Director, USAID Indonesia

Rob Cunnane, Deputy Mission Director, USAID Indonesia

December

CBR Initiatives in Lampuuk Village Cluster

Andrew Natsios, Administrator, USAID Washington

Bill Frej, Mission Director, USAID

Louis Amsclem, Charge d’Affair, US Embassy Jakarta

Azwar Abubakar, Acting Governor, Aceh Nanggroe Darussalam

Edy Purwanto, Deputy Director, BRR

CBR Initiatives in Peukan Lboong/Lambeso

Krishna Imaputra, ConocoPhillips, Jakarta

CBR Initiatives in Lam Lampu, Lampuuk, Gurah, and Lamteungob Villages

NBC News crew

January

CBR Initiatives in Lboong Cluster

Peter Yao, U.S. House International Relations Committee Member, Washington

Doug Anderson, U.S. House International Relations Committee Member, Washington

CBR Initiatives in Lampuuk Cluster

Scott Berenberg, Special Agent-in-Charge, Office of Inspector General, Washington

Noel Anderson, Special Agent, USAID Regional Inspector General, Manila

to jump-start village recovery. Funding levels for these activities were largely determined by immediate needs and opportunities in each village.

As implementation of these projects proceeded, SPD held numerous discussions on how to ensure equitable fund distribution across all villages. Equity was defined as a function not only of USAID funding, but also of the activities and funding inputs of other donors. In mid-2005, community priorities and the plans and potential interventions of other donors became clearer. At the same time, SPD gained greater understanding of the resources, opportunities and challenges facing each community.

In October 2005, SPD made final village-level allocations and brought financial considerations into the village planning process. This helped ensure that village leaders considered carefully what other donors might offer and what communities can do for themselves using their own or USAID resources.

SPD determined village-level funding allocations using a multi-step process involving a number of staff members closely involved with the CBR Initiative. The process comprised the following steps:

1. Revisit discussion of factors that define “equitable” distribution: village population and needs; donor activity; and, previous USAID allocations.
2. Rank CBR villages by amount of USAID funding required, using the equity factors, to provide a starting point for allocating funds to be used through the end of 2005 and into mid-2006.
3. Establish maximum and minimum remaining fund amounts to ensure that every village can implement at least one additional initiative in order to address priorities unmet by other donors.
4. Review the rank of each village, confirm its position relative to other villages, and determine a “first-cut allocation” of funds for each village.
5. Review all allocations, make adjustments, and agree that distribution meets stated criteria.

SPD Coordinators and Facilitators presented final USAID fund allocations to each village for use in planning and priority-setting discussions. Importantly, the process presented above did not result in the allocation of all USAID CBR funds. SPD set aside more than \$2 million as an “opportunity fund” that can be used to address unmet needs and new opportunities in 2006. CBR will include village leaders, and *kemukiman* and *kecamatan* level leaders in the discussion of how these funds might be allocated.

2.5. CBR Progress Assessments

CBR has taken strong first steps towards nurturing substantial, sustainable livelihoods recovery and improvement for 56 tsunami-affected communities in Aceh. In the near term, the program ensures that USAID, GoI and other donor support are managed by communities for communities. In the longer term, and through the comprehensive approach adopted by SPD, villages will be better able to determine their future and work constructively with local and provincial government to ensure peaceful and democratic development.

To ensure CBR continues to achieve desired results, and stays on track to attain stated outputs and the overall goal, SPD implements quarterly progress assessments. These assessments focus on quick

learning, uncovering information and identifying alternatives which might help managers make better program decisions. They facilitate and encourage a cycle of learning that steadily builds SPD staff member and project stakeholder knowledge of what works and what does not. Impact assessments also help illuminate the success of particular activities in relation to their objectives, and the extent to which intended beneficiaries have really benefited.

SPD conducted two progress assessments during the reporting period. The first CBR progress assessment was conducted in September 2005, helping to establish a baseline from which SPD can measure progress in future assessments. A number of lessons were learned during this assessment that DAI has applied to CBR management systems and implementation strategies.

- CBR is a complex initiative working in a very dynamic and difficult environment, requiring skilled and experienced practitioners—particularly at the village level—to achieve stated goals and outputs. The skills of SPD Community Facilitators will have to be improved continually, particularly in regards to community development issues.
- SPD Facilitators and Coordinators will have to maintain regular—almost daily—contact with participating villages in order to achieve stated goals and outputs.
- Villager expectations are very high and will need to be managed by SPD Facilitators (by providing accurate information on CBR goals, expected outputs and plans) and village leaders; this will require strong conflict mitigation skills.
- While “entry grants” provided necessary short-term assistance to participating communities, it is necessary for CBR to turn to more sustainable approaches and away from cash-for-work activities in order to avoid undermining the traditional self-help culture that is characteristic of this area. Local leaders also felt this change was necessary to encourage more long-term thinking in local communities, to encourage and facilitate proper planning and prioritization, and foster ownership and accountability of the recovery process.
- Leadership, planning and technical skills need to be developed in participating communities to prepare a foundation for future growth and prosperity.

A second Progress Assessment was conducted in December 2005, with a focus on assessing the impact of CBR activities on the quality of leadership in participating communities. As with the initial assessment, the SPD Monitoring and Evaluation Manager and Information Officer conducted focus group discussions in several communities, involving eight to ten men, women and youth representing a cross-section of the community in each discussion. They also held focus group discussions with village leaders, women’s group leaders, village elders and village-based CSO managers, and key informant interviews with SPD Coordinators and Facilitators (see Aceh Progress Assessment 2, Key Questions in the Appendix).

Important lessons highlighted during these discussions include the following:

- Initial leadership and empowerment training was appreciated by village leaders, but they requested additional training to meet the immense tasks that lay ahead of them, including the need to build strong relations within and between various groups in the villages.
- Village-based CSOs, formed with the assistance of SPD, play an important role in village management and unity. Improved governance, brought about in part by the activities of the CSO, brings more trust in village leaders that, in turn, helps to mitigate jealousies and suspicions

that can hinder the recovery effort. At the same time, some villages reported that their leaders were not including enough villagers in planning discussions, and that consultation was not adequate.

- Women need targeted training to improve their leadership and management skills. Some men stated a belief that women should wait for projects to come to them, and that gender specific projects should not be developed, beliefs that clearly compromise the role of women as leaders and role models in villages.
- At first glance, it might appear that all villages have very similar needs and aspirations. CBR should not assume this is the case, and should be flexible enough to meet village-specific needs as they arise.
- Some villages reported that a major issue they face is competition and lack of coordination between NGOs working in their community. These communities requested CBR assistance in resolving this issue, and in preparing village leaders to take a more productive and active role in coordinating the work of NGOs.
- The large number of unemployed youth remains an important issue in many communities. Job creation schemes and opportunities for long-term employment are needed to address this issue.

The next CBR progress assessment is planned for late-April 2006 and will focus on village leadership development. Additional assessments will be conducted through the end of CBR, helping to ensure that SPD maintains steady progress toward stated goals and outputs.

2.6. Medan Planning Session

SPD senior managers from Jakarta and Banda Aceh met for a two-day planning session in Medan on 9-10 January 2006 to review CBR and ACEO objectives, discuss CBR progress to date, and identify major program milestones. The end result was a concise statement of milestones (and target dates) for the CBR Initiative and detailed four-month work plans for CBR and the Aceh Community Engagement and Ownership Initiative (ACEO; see Appendix for more work plan details).

Following an overview of CBR Initiative objectives, funding resources, and implementation timeframe, the SPD Information Officer gave a brief review of the findings of the most recent Progress Assessment mission to Aceh (see section 2.5, above). This led to a discussion on CBR successes and lessons learned, and provided a foundation for discussion of CBR plans for 2006. Participants identified progress indicators, or milestones, and tasks to be achieved in the coming months, assigning completion dates and staff members responsible for each task. A draft four-month work plan was formulated from this discussion.

Discussion of similar issues regarding the ACEO initiative was necessarily brief, as the initiative was in the very earliest stages of implementation. Discussion began with an overview of work accomplished on community selection, village mapping, and data collection, as well as general program objectives and expected outputs. Participants then defined initiative tasks, assigned completion dates and staff responsibility to each, resulting in a draft four-month work plan. (See section 4.2 of this report for more details on the ACEO initiative.)



Art For Recovery

In December 2005, SPD sponsored the Art for Recovery initiative, a drawing competition for children from villages participating in the CBR Initiative. The theme of the competition was “The Future.” The process leading to the awards ceremony was documented by several media crews, including NBC Nightly News and Aladdin Productions (producer of public service announcements for USAID).

The award ceremony was held in Gurah Village on 24 December 2005, to coincide with the one-year anniversary of the earthquake and tsunami. Several dignitaries attended the event, including Tom Morris, US Government Representative in Aceh; Krishna Ismaputra of ConocoPhillips Indonesia; and reporters from the Aceh Media Center. In addition to the presentation of awards, women from Miruk Village performed a traditional dance, and a drumming group from Gurah Village displayed their skills.

Each village selected three drawings to enter into the final competition. SPD staff members selected 12 finalists from these drawings, and a panel of judges from USAID and SPD selected the three winning drawings. Each winning artist received a bicycle, and nine honorable mention artists received backpacks with school and art supplies.

Key to the development of CBR and ACEO work plans was an assessment of human resources available for these initiatives. The SPD Chief of Party provided clarification on the roles and responsibilities of new Jakarta- and Banda Aceh-based positions, and potential positions given expanding CBR and ACEO requirements.

3. Baitul Qiradh Pemuda Muhammadiyah Institutional Development Initiative

In August 2005, SPD began a long-term initiative to build the institutional capacity of the Baitul Qiradh Pemuda Muhammadiyah (micro-credit program; BQPM). SPD funding will support business planning activities that will establish a clear direction for institutional development and growth, and specific plans and financial requirements for achieving these objectives. Staff management and technical skills will be improved through direct involvement in the business planning exercise. Microsoft provided \$200,000 in support of this initiative.

DAI engaged two consultants, Ms. Lauren Mitten, a microfinance specialist from Development Alternatives, Inc. (DAI), and Ms. Leesa Wilson Shrader, an independent microfinance consultant, to complete an in-depth review of the Baitul Qiradh Pemuda Muhammadiyah. The experts reviewed BQPM management structures, credit and lending approaches, and methods, impact, and borrowers' impressions of program.

The main findings of the review suggest that while BQPM has potential for growth due to its solid reputation and the strong market for microfinance, there are key structural issues which might prove to be significant risks in its future development. These key issues include:

- Possibility of very high delinquency (50%), given the short duration of lending operations;
- high risk use of short-term savings to fund portfolio growth and cover operational costs;
- inability to reach sustainability based on current interest structure and income-sharing requirements of the Pemuda Muhammadiyah parent organization;
- lack of staff capacity in strategic management, financial management, information systems and credit management;
- significant institutional development required for effective implementation of large new grant funding for which the institution has but a very preliminary vision;
- major start-up activities in microfinance can be expected over the next six months, particularly in Banda Aceh, which may significantly impact the market for BQPM;
- problematic legal status, which may lead to a merger with another credit program and transformation to a Bank Perkreditan Rakyat (rural bank).

The major recommendation of the review is to ensure that provision of significant technical assistance is included as a condition for and part of future funding. The key bottleneck for BQPM is the lack of staff and insufficient management and technical skills. The proposed funding will not achieve long-lasting results if provided as a simple infusion of cash; it should be an investment that develops institutional capacity and builds organizational assets (see the consultants' *Aceb Micro-Credit Survey and Assessment* report for more information).

Consultant recommendations provide a foundation for SPD-BQPM activities, the first of which was begun in September 2005 with objective to formulate an institutional development plan and a business plan, and a strategy for implementing these plans. In order to ensure quick progress toward

long-term initiative objectives, the following performance targets were to be achieved prior to the initiation of the next round of activities:

- Profitability—Operational Sustainability = 35%;
- Profitability—Financial Sustainability = 25%;
- Portfolio Quality—Portfolio at Risk = 10%;
- Portfolio Quality—Cumulative Write-offs = 2%;
- Efficiency—Operating Efficiency = 35%;
- Efficiency—Loans per Loan Officer = 80;
- Outreach—% women = 30%; and,
- Outreach—Average Loan Size = IDR1.5 million.

An important component of this grant award was the development of the BQPM business plan for 2006-2010. DAI hired Ms. Lauren Mitten to return to Aceh in December to assist BQPM in the development of this plan. Before facilitating discussions that led to the writing of the business plan, Ms. Mitten conducted a thorough assessment of BQPM operations, portfolio, and human resources.

The completed business plan comprises three main parts: (1) a strategic plan, outlining the mission, objectives, and strategy of the organization; (2) an operational plan, describing the activities and resources (internal and external) needed to take BQPM from its current position to where it wants to be at the end of 2010; and (3) a financial plan, including the funding needed to implement the operational plan and the anticipated financial projections.

For BQPM to achieve its business plan goals and objectives by December 2010, key institutional development needs must be addressed: improving delinquency management and collection practices; evaluating client needs and preferences and modifying credit and savings products to better meet the needs and requirements of the target clients (including women, who currently make up 30% of the loan portfolio); implementing sound accounting practices, based on microfinance best practices; standardizing practices for loan processing and developing a credit policies and procedures manual; installation of a robust management information system (MIS), including a loan portfolio tracking system and accounting system; and improving human resource management functions.

Before proceeding further, BQPM must make a critical decision on whether to become a member of Permodalan Nasional Madani (PNM), a nation-wide secondary cooperative of financial cooperatives. The decision will affect its future operational and financial sustainability, and requires a significant investment (which SPD could fund). With membership, BQPM will gain access to a strong management information system and standard operating procedures designed for micro-finance institutions. It will also receive eight months of technical training and assistance.

4. Aceh Peace Process

4.1. General Initiatives in Support of the Peace Process

Socialization of the MOU

To facilitate socialization of the MOU, SPD provided more than \$85,000 to Yayasan Inovasi Media Aceh to produce public service announcements to be aired by 30 radio stations throughout the province (via Info Aceh). The main objective of this initiative was to disseminate information on the MOU to as wide an audience as possible. The announcements were packaged in a variety of formats, including testimonials and folksongs, to make them accessible to the general public.

To encourage reconciliation and communication between various Acehese communities, and to disseminate information on the MOU, SPD awarded a grant of nearly \$70,000 to the Tambo Media Center to conduct a series of “peace concerts” throughout the province. The concerts were held in conflict-prone areas, including the districts of Pidie, Bireuen, Lhokseumawe, Aceh Utara and Aceh Timur in November 2005, with an estimated total audience of 200,000 persons. The aim of the concerts was to disseminate information about the peace process through traditional performances to victims of conflict and local GoI and GAM leaders. Because for decades residents of these areas were unable to enjoy outdoor entertainment out of fear and sometimes on account of strict curfews, these well-attended concerts also gave hope to these communities that they are now able to gather peacefully and enjoy traditional entertainment together.

In effort to spread information on the MOU via print media, SPD provided nearly \$450,000 to the Aceh Recovery Forum (ARF) for the production of *Aceh Magazine*, targeting approximately 480,000 readers throughout the province. Formerly mainly a newsletter about post-tsunami relief efforts, SPD funding enabled the magazine to broaden its scope to include information on the peace process. Recent issues covered news critical to the peace process, including local elections, information on the Draft of Law on Governing Aceh, and aid to conflict-affected persons. In addition to the magazine, ARF also designs and produces information campaigns using various print media (posters, stickers, books, and public service announcements) for printing in local newspapers and posting in public places.

Disarmament, Demobilization and Reintegration (DDR) Workshop

USAID, in coordination with international donors, the GoI and local NGOs, conducted a three-day disarmament, demobilization, and reintegration (DDR) workshop. Eight international experts in DDR initiatives and conflict transformation were invited to lead local stakeholders in discussions on building solid foundations for peace. More than one hundred people attended this event, sharing global perspectives on peace initiatives, and discussing strategies to increase local investment and engagement in the peace process and approaches government and civil society groups might use to accelerate and deepen reintegration.

Each day, focus groups discussed issues central to the peacemaking and reintegration process and shared findings with the larger workshop audience. A range of issues were considered, including: amnesty, justice, and human rights; criteria for or profiles of ex-combatants and beneficiaries eligible to receive reintegration support; the role of government, civil society, and international bodies; community-based reintegration; and sustainable livelihoods programs.

Although the number of participating government officials and academics was less than ideal, and there were no immediate follow-on activities to publicize workshop results, the event was a positive first step to bringing DDR issues into the public domain. Participants agreed that reconciliation requires a marathon mentality because it is a means to an end, not the end in itself. Conflict will always exist; however, the means by which conflict is transformed is the key to a prosperous and peaceful future. One encouraging element shared by the DDR experts was that the Aceh peace process is unique in that it begins with disarmament and moves onto reintegration and reconciliation activities, whereas in other conflicts, disarmament is usually the last phase of the process.

Joint Forum

The mandate of the *Forum Bersama Pendukung Perdamaian* (Joint Forum to Support Peace) is to support the effective implementation of the MOU between the GoI and GAM, beginning with

reintegration, social welfare, and livelihood components of the GAM's former members, prisoners, and conflict-affected populations in general. Crucial to this support is the Forum's role in providing a physical space for information-sharing (in order to maintain a common vision of the status of MOU implementation and challenges to the process) and for joint problem-solving. In order to assist the Forum in providing this locus for dialogue, SPD supported the renovation and refurbishment of the building to be used as the secretariat in Banda Aceh. With SPD funding of \$8,263, the Joint Forum installed new partitions, repaired damaged windows and doors, restored the building's electricity and sanitation systems, equipped new offices, and refurbished several meeting rooms.

4.2. Aceh Community Engagement and Ownership Initiative (ACEO)

The ACEO Initiative focuses on strengthening civil society at the village level through the development of leadership capacity and activities to build relationships between communities on all sides of the conflict. This approach recognizes that peace cannot be built through activities that involve separately only one side of the conflict, or through efforts to win converts to one side or another. It seeks to develop multiple cross-linking relationships that encourage interdependence among people and communities, helping them envision and look forward to a shared future.

In the context of the ACEO Initiative, "community" refers to a group of people bound together by shared social, economic or spiritual needs, goals and aspirations. Community therefore encompasses village-centered communities, as well as political groups, civil society organizations, ex-combatants, and agricultural producer and marketing groups. This viewpoint helps optimize ACEO's ability to spark and sustain social change.

Particular focus will be placed on helping village-communities (hereafter referred to as "villages") and government agencies to move away from the lack of trust and hostility that now characterizes their relationship, to a more constructive and purposeful one. Emphasis will also be placed on facilitating interaction between tsunami-affected communities and conflict-affected communities to draw upon the leadership skills and experience of communities recovering from the tsunami and to construct networks of people active in building a new, peaceful Aceh.

Three principles underpin the strategy: develop capacity for community-driven participation in the peace process; link and build relationships between communities that are not like-minded; and pursue opportunities that keep communities in sustainable creative interaction.

The objective of the ACEO Initiative is to *engage conflict-affected communities in the peace process by building effective relationships between them and other, not-like-minded communities*. It will focus effort and resources on most-affected communities and areas seen to be critical to—and which provide the best opportunity for—building a durable foundation for peace in Aceh.

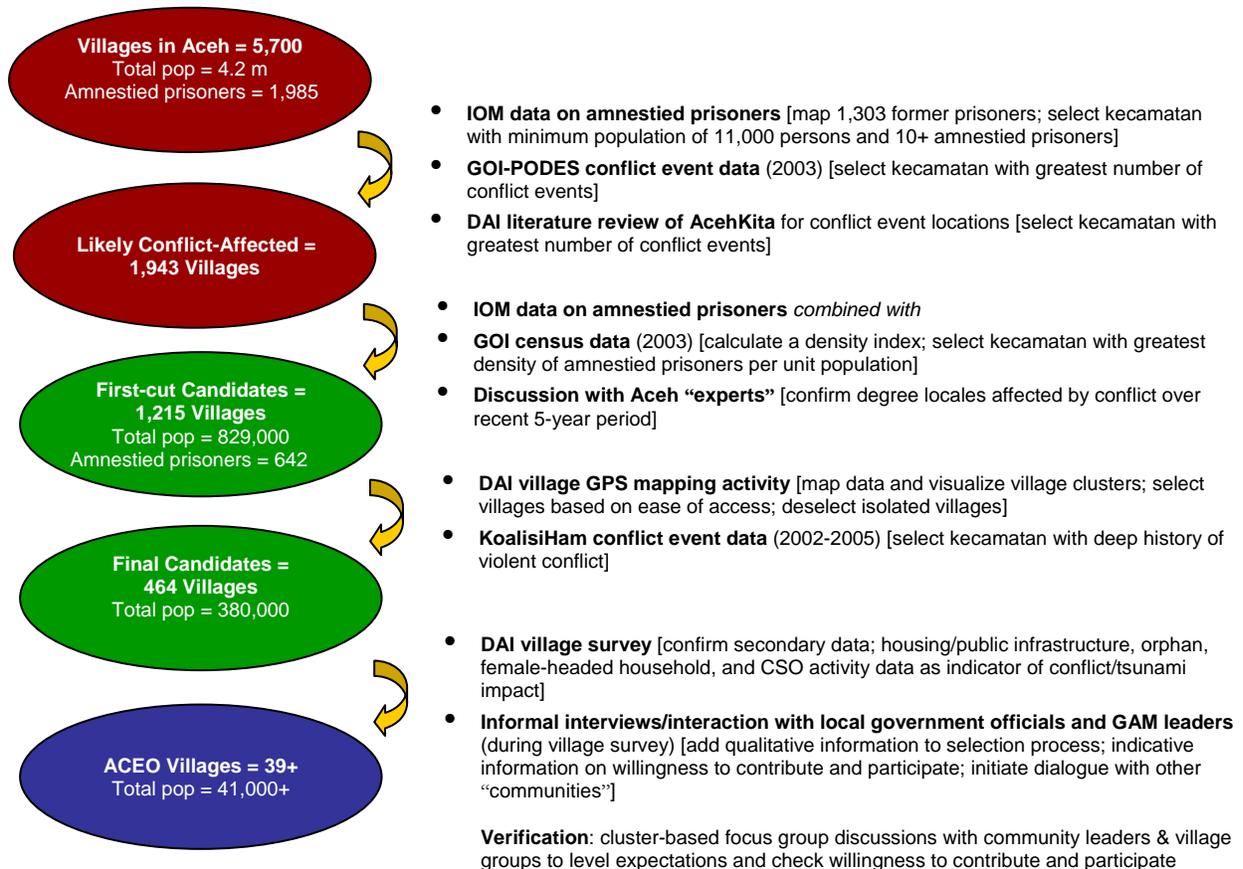
The planned outputs are:

- Good governance practiced and nurtured to promote and sustain peace;
- Networks of constructive relationships between communities on all sides of the conflict; and
- Sustainable improvement in livelihoods in conflict-affected villages.

Implementation will proceed in three overlapping stages: preparation, platform building, and livelihoods development.

Stage 1: Preparation. In October 2005, SPD began the process of selecting villages using clearly defined criteria, including number of released prisoners and ex-combatants in the locale, history of conflict-related violence in the village, physical infrastructure destroyed as a result of the conflict, the size and composition of the current population, geographic location, and expressed willingness of the village to participate and contribute. Data were collected from a range of sources and analyzed using GIS technology. The steps to this process and data used are presented in Figure 2.

Figure 2. Community Selection Process and Data



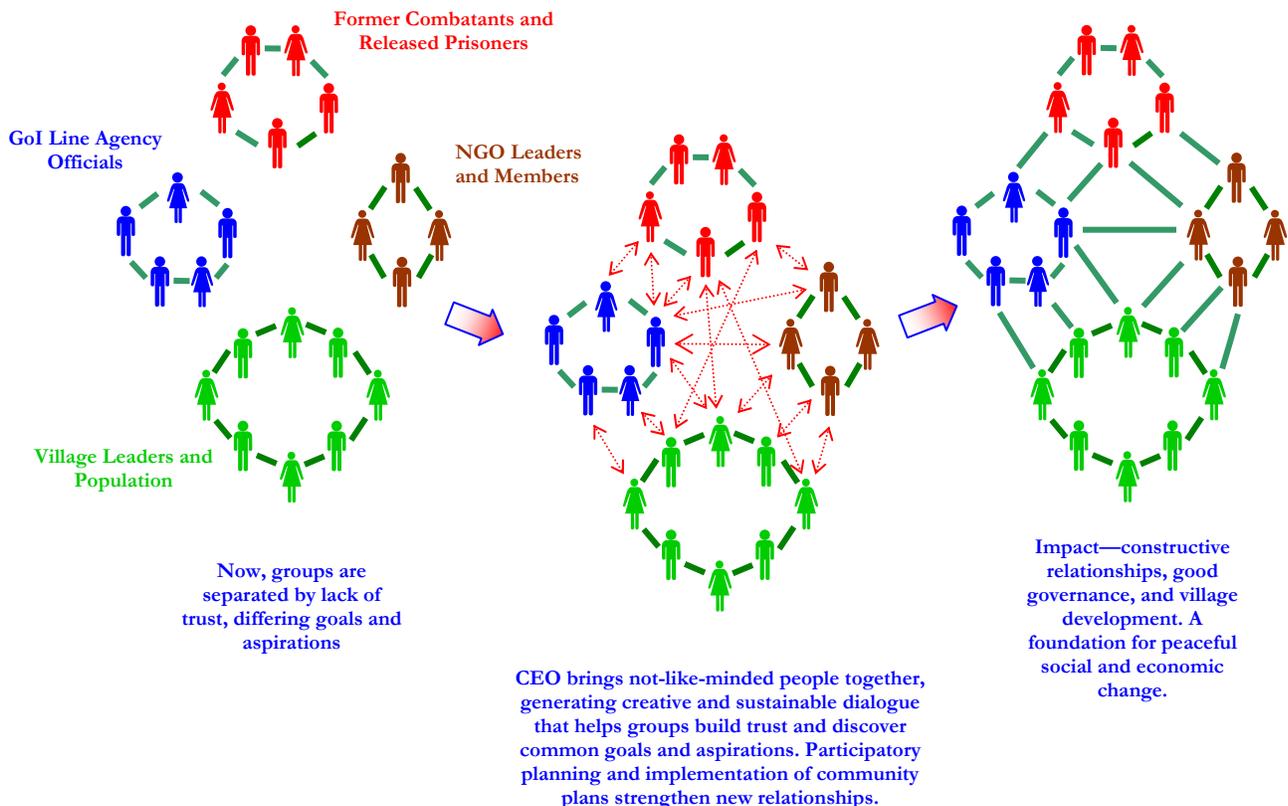
Three issues circumscribed the selection process. First, accurate village-level data on a range of issues associated with conflict and its impact do not exist, making it difficult to select *most-affected* villages for program interventions. Second, access to many conflict-affected villages was problematic, making it difficult to conduct a rapid comprehensive survey. Third, the peace process dictates a quick selection of target villages. As a result, and in order for the process to proceed quickly, site selection relied greatly on data collected by other organizations (e.g., IOM data on released prisoners and ex-combatants, and GoI data on village population). As a final step in the selection process, DAI collected primary data in 464 villages and held informal interviews with local officials and leaders in the survey area. The resulting data were analyzed, leading to the selection of villages that might participate in ACEO.

To obtain optimal impact, ACEO selected clusters of villages, based on *kemukiman*, a local administrative unit below a sub-district (*kecamatan*). This approach will build a critical mass at the village level that can help shape governance performance and practices at the sub-district level that will promote and sustain peace. It also will reduce jealousies that could arise between villages participating in the program and those that are not. Concurrent with village selection, SPD began the process of identifying other community stakeholders—for example, line agency officials, women and youth group leaders, and NGO leaders.

The initial selection process concluded in January, with the selection of 39 villages to participate in ACEO. This list was approved by the USAID SPD CTO (see Appendix).

Stage 2: Platform Building. SPD Community Facilitators will first work with community leaders (i.e., village leaders, women and youth group leaders, government officials and NGO leaders) to plan for and implement activities to strengthening local governance in support of peace. Initially, ACEO will focus on training local leaders on topics related to their four key roles and responsibilities: giving clear direction on peace and reconciliation to people in their communities, moving them together in that direction, motivating and empowering them to reach their goals, and, most important, resolving conflicts that occur along the way. Discussions will also be held on the many types and consequences of corruption, focusing on how peace cannot be sustained in environments where corruption thrives. When possible, ACEO training events will be conducted in cooperation with the World Bank Kecamatan Development Program (KDP) and include KDP community facilitators as participants. Training will begin as communities join ACEO.

**Figure 3. Engagement and Ownership
Promoting Reconciliation by Bringing Together Not-Like-Minded**

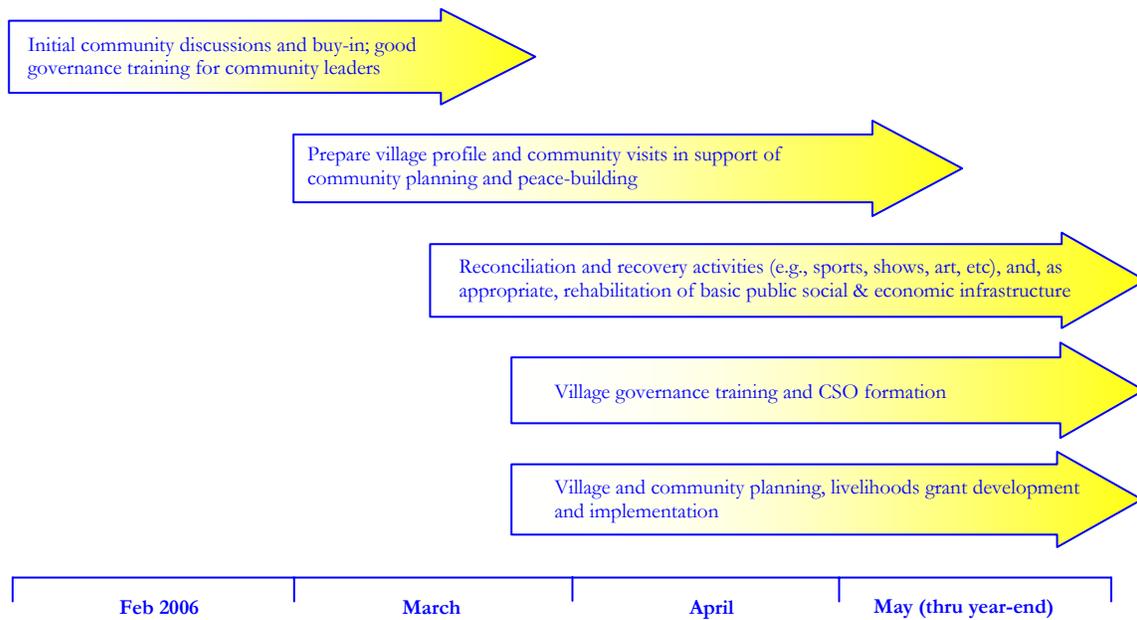


At the same time, Facilitators will work with community leaders to initiate relationship-building activities, bringing their communities into constructive contact with other, not-like-minded communities. At the outset of the ACEO Initiative, links will be established with villages participating in the CBR Initiative, local government agencies and offices, and Indonesian NGOs. The aim of this interaction is to share lessons learned in designing and implementing leadership and livelihoods development initiatives.

As training and community visits proceed, SPD will work with villages to survey local resources, compiling this information into village profiles. To facilitate more efficient management of local social and economic development, and to enable villages to receive and manage donor funds directly, SPD will assist villages in forming CSOs. Villages will utilize their profiles to formulate long-term development plans that include capacity building and long-term employment generation initiatives. It is foreseen that ACEO planning activities will complement and support those of the KDP. The profiles and village plans will be used by government line agencies, NGOs and donors in their planning and delivery of services and support.

Depending upon the needs and priorities of participating villages, basic public social and economic infrastructure (e.g., schools, clinics, markets) might be rehabilitated using SPD funding in the early stages of the initiative. These activities will further facilitate constructive interaction between villages and local government agencies and NGOs. They will also provide a sense of security and confidence among participants that progress is possible and, more important, facilitate hope for a peaceful future.

Figure 4. Platform Building and Livelihoods Development Timeline



Stage 3: Livelihoods Development. Facilitators will work with village leaders to identify needs and priorities through a process that engages the entire community, including government officials and NGO leaders. In March 2006, villages will establish development goals for the year and formulate plans to improve livelihoods and expand economic opportunities. SPD will help support implementation of these plans through the provision of grant awards for long-term employment generating activities and livelihoods initiatives that will produce tangible returns to participants. It is likely that funding will flow to individuals for livelihood development through micro-credit or revolving funds managed by participating villages. ACEO will assist villages to submit projects, as appropriate, for KDP funding to encourage and facilitate transition to long-term GoI development assistance mechanisms.

Strong effort will be made to facilitate the transition of former combatants and prisoners from their roles in the insurgency to new roles as productive citizens in a peaceful and stable economy. Community Facilitators will work with these individuals and villages in which they reside to identify potential jobs, design necessary training activities and ensure access to resources to develop new livelihoods. Trauma and psycho-social counseling will be made available in all ACEO communities.

Community Facilitators and community leaders will also ensure that women, youth and other vulnerable groups participate in the decision-making and planning processes and that they also have equal access to ACEO Initiative and community resources. In addition, facilitators will work with community leaders to design and install mechanisms to monitor the use of donor and village resources, thereby minimizing the potential for corruption in project implementation. Target villages will likely design a number of livelihood development activities that could be implemented with funding through other USAID/SO initiatives or those of other donors. Additionally, communities will identify activities they will implement without external assistance.

The project planning and implementation process reinforces the key elements of the overall strategy. First, training activities prepare leaders for community planning exercises that encourage creative dialogue and help groups build trust and discover common goals. Second, project design and implementation activities bring together not-like-minded groups, mending torn relationships and giving birth to new ones. Finally, the process facilitates improved governance and sustainable livelihoods development in conflict-affected villages—achievements that provide a foundation for peaceful social and economic change.

5. Civilian Military Relations

During the reporting period, SPD continued its support of efforts to increase the capacity of civilian institutions in overseeing the armed forces. In December, the security sector reform working group coordinated by Propatria held a training workshop for parliamentary staffers, aiming to improve their technical skills in monitoring the military's budget and conduct. The workshop was attended by the Deputy Speaker of Parliament and the Chairman of Commission I, which is in charge of security and political affairs.

The workshop addressed a major institutional shortcoming of Indonesia's Parliament, namely the absence of an effective apparatus of staffers. Unlike parliaments in advanced democracies, the Indonesian legislature does not provide its members with skilled assistants who can provide expertise and material on important legislative processes. The training aimed to develop expertise on defense and security in the very limited number of staff assigned to the party factions and the

commissions. The staffers and their superiors viewed the event as a success, and asked that similar workshops be held in the future.

In addition, SPD also continued to support the creation of new legislation that promotes democratic civilian control over the armed forces. Propatria received assistance for drafting its version of the National Security Bill, and discussing it with officials at the Department of Defense. The bill was expected to complete the subordination of the armed forces under the Department of Defense, and to better regulate the relationship between the military and the police. At the end of the reporting period, the bill was still being drafted in a cooperative effort between the Department of Defense and Propatria representatives.

SPD also assisted local efforts to increase the transparency of military financing. SPD supported the establishment of a working group organized by The Indonesian Institute that developed policy recommendations on the planned transfer of military businesses to the government. The group drafted a presidential decree for the hand-over, which it submitted to the Minister of Defense. The decree is scheduled to be issued by the end of 2006, when the government will have finalized its list of military businesses that qualify for take-over by the state.

6. Administration

6.1. Staffing

DAI hired additional staff and reassigned several Jakarta-based staff during the reporting period in order to meet new program requirements. Of particular importance was the creation of four “Community Livelihoods Officer” (CLO) positions in Banda Aceh. The CLOs will participate in the development of grant proposals and monitoring associated activities, with a focus on livelihoods improvement activities in tsunami- and conflict-affected communities. They are responsible for managing the implementation of community-based grant agreements.

Another important addition to the SDP staffing profile was the Aceh Program Implementation Manager post, based in Banda Aceh. With a focus on community-based program activities in Aceh, the Aceh Program Implementation Manager is responsible for managing implementation of recovery and peace-building grant agreements. In December, DAI hired Mr. Richard Bleakley to fill this post.

Also in December, USAID and DAI agreed to move management responsibilities for CBR community facilitators, field coordinators and regional coordinators to DAI from Syiah Kuala University. While USAID and DAI remained satisfied with the performance of the University, the growth of CBR and its changing staffing requirements made it necessary to move this management function to DAI. This change provides DAI with more control over daily management of staff and associated operations issues, offers more flexibility to increase (or decrease) staff numbers when necessary, and facilitates closer interaction between these field staff and SPD technical staff, leading to a more solid team spirit and approach. To ease the administrative burden of absorbing these 35 persons, DAI outsourced payroll, pension, medical and other associated personnel functions to a local sub-contractor with expertise in managing short-term employment agreements.

In January, Mr. Ignacio Sainz departed SPD to become Chief of Party of a DAI contract in Sri Lanka. He was replaced by Ms. Sonia Martin-Wild, who joined DAI SPD in December.

DAI contracted the services of several experts on short-term assignments during the reporting period.

- *Mr. Stephen Menard*, DAI Geographic Information Specialist (GIS) Development Specialist, 3 September to 3 November 2005. Mr. Menard worked with SPD staff to initiate development of the SPD GIS. He held discussions with USAID and SPD staff to ensure that the GIS meets their specific information needs (including grant management, and impact and performance monitoring) and trained staff to use GIS software. He also prepared data from the SPD TAMIS for integration into the GIS.
- *Ms. Lauren Mitten*, DAI Micro-Credit Advisor and *Ms. Leesa Shrader*, Micro Credit Specialist (independent consultant), 25 July to 14 August 2005. Ms. Mitten and Ms. Shrader completed a micro-credit survey and assessment in Aceh. The assignment comprised two components. The first component involved a survey of credit programming in Aceh and an assessment of the options for community-based microfinance in the SPD-supported communities; the second involved an in-depth review of the Baitul Qiradh Pemuda Muhammadiyah (micro-credit program).
- *Ms. Lauren Mitten*, DAI Micro-Credit Advisor, 5-25 December 2005. Ms. Mitten provided expert advice and guidance to BQPM in the context of their SPD-funded Institutional Development Initiative (see section 3 of this report for more information on this assignment).
- *Ms. Paula Cornejo*, DAI Management Information Systems Development Specialist, 14-29 January 2006. Ms. Cornejo strengthened and enhanced the efficiency of the program database (TAMIS) and provided training to key personnel in the use and maintenance of the database. She also met with GDA partners to discuss delivery of program information to them via custom-built websites.

6.2. Aceh CBR Office

As noted in section 6.1., in December SPD assumed management responsibilities for CBR community facilitators, field coordinators and regional coordinators. This, in turn, necessitated the leasing of office space in which these staff could work. In December, DAI signed a lease for a house to be used primarily by SPD staff working on the CBR program. The house is located adjacent to the DAI SPD Office and Guesthouse buildings in Banda Aceh.

6.3. SPD Team Building Session

On 8-9 September 2005, SPD held its annual team building session in Jakarta. The theme of the session was “Changing the way we work together,” and its objectives were to (1) reflect on SPD achievements to date, (2) strengthen SPD team relationships, and (3) discuss the continued relevance of and begin to alter SPD systems and procedures in order to increase our potential to achieve overall program goals.

The session was led by Johannes Go, SPD Senior Grants Manager, and Ketty Kadarwati, SPD Monitoring and Evaluation Manager/Program Development Specialist. Outputs of the program included:

- Clearer understanding of SPD vision, mission and purpose;
- Improved appreciation of SPD achievements in last 12 months;

- Awareness of new challenges in next 12 months
- Agreement on the proper mindset and changes in working habits required to meet the new challenges; and
- Strengthened relationships between staff members based in Aceh and in Jakarta.

The session concluded with discussion of follow-on tasks to be accomplished, and assignment of completion dates and staff members responsible for each task. The next team building session is scheduled for September 2006.

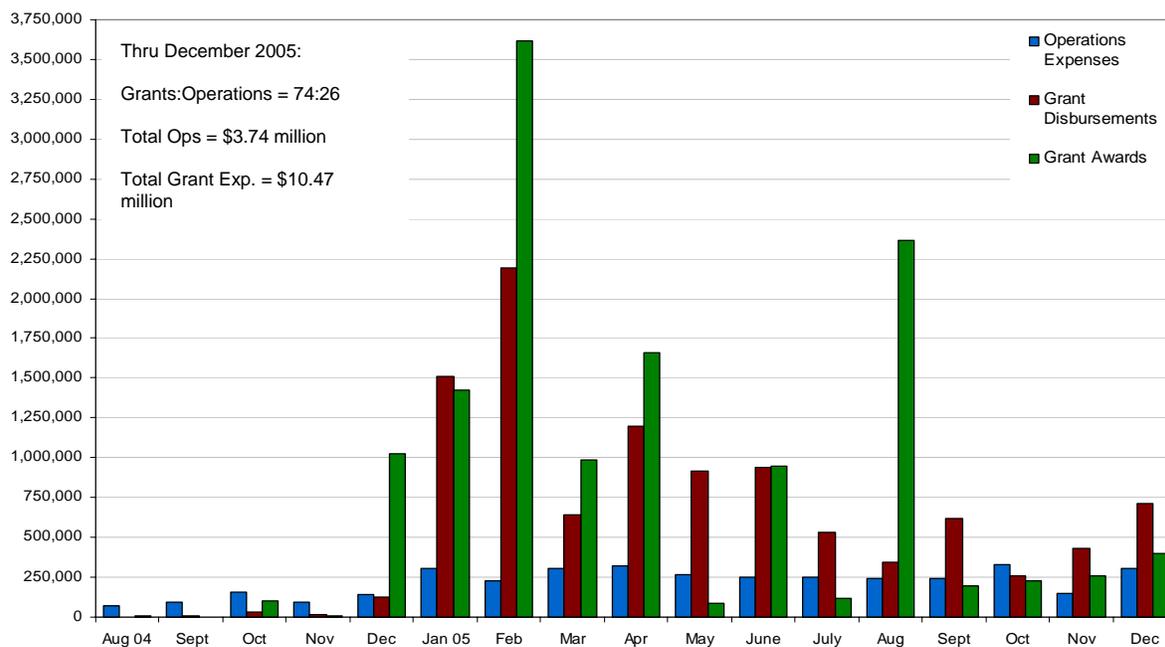
7. Finances

In October 2005, USAID modified the contract to revise the scope of work to include tsunami response and peace process support activities in Aceh. In order to accomplish these new tasks, the total SPD contract budget was raised to \$44,000,000 from \$18,792,056. Of this new budget figure, more than \$33.5 million is for program activities (grant awards) and the remainder for operations costs and fees. The modified contract also includes a new completion date of 30 September 2007.

During the reporting period, DAI awarded \$3.80 million in grants to local and international partners, bringing the total value of all SPD grant awards to \$13.79 million. As of December 2005 (January 2006 figures were not available at the time this report was written), DAI had disbursed more than \$10.47 million in support of grant-funded initiatives and incurred more than \$3.74 million in operations costs related to program implementation. During the reporting period, average monthly grant awards were \$632,000; for the period August-December 2005, average monthly grant disbursements were \$474,000 and operations costs \$254,000.

SPD has been successful in encouraging grantees and other donors to contribute their own resources in support of USAID-funded activities. Since the beginning of SPD, grantees have contributed more than \$1.82 million and other international donors more than \$280,000 in support of these initiatives—more than 15 percent of the value of USAID funding for these grant awards.

Figure 5. Monthly Operations Expenditures, Grant Disbursements and Grant Awards



Appendix 1: Aceh Community-Based Recovery Initiative Facilitator and Coordinator Training Events

Topic	Date	Trainer
GPS and Mapping	April 2005	Eri Rustamaji, DAI
Grant Proposal Development	6 April 2005	Johannes Go, DAI
Personal Empowerment and Leadership (OPERACY), <i>Part 1</i>	9-14 May 2005	Christopher Lee, DAI
Team Building	18-24 May 2005	Christopher Lee, DAI
Village Mapping	June 2005	YRPD/Syiah Kuala Univ.
Preparing Training Material: Flipcharts	2-7 August 2005	Christopher Lee, DAI
First Aid	31 August to 1 September 2005	Indonesian Red Cross
Training-of-Trainers for OPERACY	26-29 September 2005	Christopher Lee, DAI
Proposal Writing	19 November 2005	Christopher Lee, DAI
<i>Weekly Mentoring Sessions</i>		
Facilitation Skills	since April 2005	Christopher Lee, DAI
Conflict Management	since May 2005	Christopher Lee, DAI
On-the-Job Training and Mentoring	since March 2005	Program Development Specialists, FCs, and advisors from DAI
Participatory Planning	since October 2005	Christopher Lee, DAI

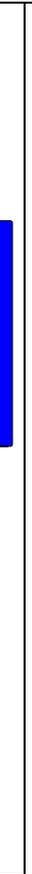
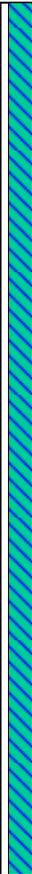
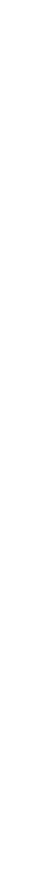
USAID SPD – Aceh CBR Initiative 4-Month Workplan (Actual; June to September 2005)

ID	Task Name	Start	Finish	Jun 2005			Jul 2005			Aug 2005			Sep 2005									
				5/22	5/29	6/5	6/12	6/19	6/26	7/3	7/10	7/17	7/24	7/31	8/7	8/14	8/21	8/28	9/4	9/11	9/18	9/25
1	Discussion and Briefing with other USAID, other Donors, Organizations (KDP, BPM, YIDP, CHF, CARE, etc.) [DP, CL, Fachrizal, FC, IS]	2/8/2005	6/30/2007																			
2	Entry Grant Implementation	3/29/2005	8/30/2005																			
3	Focus Group Discussions (Review of Entry Grants) [CF, FC]	8/8/2005	8/22/2005																			
4	Entry Grant Report Drafted [CL]	8/9/2005	8/9/2005																			
5	Community Leader Training 1 (in Banda Aceh, 1 Male, 1 Female from each community) [CL]	7/25/2005	7/28/2005																			
6	Community Training Materials Preparation [CL]	4/1/2005	6/12/2005																			
7	Implementation of Community Facilitator Grants	3/29/2005	11/30/2005																			
8	On-the-Job Training of CF and FC [CL, Fachrizal, GM, FC]	3/29/2005	3/30/2007																			
9	Community Organizing and Planning (in villages) [CF, FC]	6/6/2005	9/28/2005																			
10	Local Governance Training for Community Leaders – Formal and Hands-On Training, by Facilitators [CF, FC]	6/6/2005	3/30/2007																			
11	Community Capacity-Building Grant Development	8/15/2005	10/7/2005																			
12	Livelihoods 1 Grant Development	6/1/2005	10/3/2005																			
13	Livelihoods Grant Implementation	6/17/2005	3/30/2007																			
14	Discussions with Provincial and Local Government on CBR (buy-in) [CL, Fachrizal, FC]	6/6/2005	6/30/2007																			
15	Progress Assessment -- Entry Grant Outputs and Impact [KK, CF]	9/19/2005	10/3/2005																			
16	Facilitating Community Interaction with and Support by other Donors	6/1/2005	6/30/2007																			

USAID SPD – Aceh CBR Initiative 3-Month Workplan (Actual; October to December 2005)

ID	Task Name	Start	Finish	Oct 2005			Nov 2005			Dec 2005					
				10/2	10/9	10/16	10/23	10/30	11/6	11/13	11/20	11/27	12/4	12/11	12/18
1	Discussion and Briefing with other USAID, other Donors, Organizations (KDP, BPM, YIDP, CHF, CARE, etc.) [DP, CL, Fachrizal, FC, IS]	2/8/2005	6/30/2007												
2	Grant Award Milestone 2 (\$3.1 million new; \$5.4 million total)	10/17/2005	10/17/2005	◆											
3	Community Training Materials Preparation [CL]	11/1/2005	11/30/2005												
4	Implementation of Community Facilitator Grants	3/29/2005	11/30/2005												
5	On-the-Job Training of CF and FC [CL, Fachrizal, GM, FC]	3/29/2005	3/30/2007												
6	Preparation of Community Dev't Plan 2006-2010 & Action Plan 2006 [CL, C.F./F.C, R.C.]	12/15/2005	2/28/2006												
7	Local Governance Training for Community Leaders – Formal and Hands-On Training, by Facilitators [CF, FC]	6/6/2005	3/30/2007												
8	Livelihoods 2 Grant Development	12/1/2005	4/30/2006												
9	Livelihoods Grant Implementation	6/17/2005	3/30/2007												
10	Community Capacity-Building Grant Implementation	12/1/2005	7/31/2006												
11	Psychological Recovery Grant Development (Pulih) [Fachrizal, CL]	10/15/2005	2/1/2006												
12	Psycho-Social Activities: Art for Recovery [Fachrizal, CL, FC, CF]	9/1/2005	12/31/2005												
13	Discussions with Provincial and Local Government on CBR (buy-in) [CL, Fachrizal, FC]	6/6/2005	6/30/2007												
14	Progress Assessment -- Village Leadership 1 [KK, CF]	12/1/2005	12/31/2005												

USAID SPD – Aceh CBR Initiative 4-Month Workplan (Planned; January to April 2006)

ID	Task Name	Start	Finish	Jan 2006			Feb 2006			Mar 2006			Apr 2006									
				1/1	1/8	1/15	1/22	1/29	2/5	2/12	2/19	2/26	3/5	3/12	3/19	3/26	4/2	4/9	4/16	4/23		
1	Discussion and Briefing with other USAID, other Donors, Organizations (KDP, BPM, YIDP, CHF, CRS, GDA partners, etc.) [DP, CL, SM, RB, R.C.]	2/8/2005	6/30/2007																			
2	Village Profile Data Collection – Update [Alfian, DA, CL, RB, Eri, DP, SM, CF, C.F./F.C.]	1/16/2006	2/16/2006																			
3	Community Leader Training 2 Material Preparation [CL, DA, T.A.]	3/1/2006	3/31/2006																			
4	Community Leader Training 2 (in Banda Aceh, 1 Male, 1 Female per community) [CL, T.A.]	4/1/2006	4/5/2006																			
5	On-the-Job Training of CF and FC [CL, T.C.]	3/29/2005	3/30/2007																			
6	Preparation of Community Dev't Plan 2006-2010 & Action Plan 2006 [CL, C.F./F.C., R.C.]	12/15/2005	2/28/2006																			
7	Local Governance Training for Community Leaders – Formal and Hands-On Training, by Facilitators [CL, T.C.]	6/6/2005	3/30/2007																			
8	Livelihoods 2 Grant Development [RB, C.F./F.C., CLO]	12/1/2005	4/30/2006																			
9	Grant Award Milestone 3: Livelihoods 2 Grant Agreements Signed – 28 Villages [RB, C.F./F.C., CLO]	3/30/2006	3/30/2006	◆																		
10	Grant Award Milestone 4: Livelihoods 2 Grant Agreements Signed – 28 Villages (total 56) [RB, C.F./F.C., CLO]	4/30/2006	4/30/2006	◆																		
11	Village 2006 Budget Discussion and Allocation Exercise (w/Camat) [CL, R.C., C.F./F.C.]	4/15/2006	4/29/2006																			
12	Livelihoods Grant Implementation	6/17/2005	3/30/2007																			
13	Community Capacity-Building Grant Implementation [CL, CF/FC, TC]	12/1/2005	7/31/2006																			
14	Village-to-Village Visits [CL, R.C., C.F./F.C.]	3/1/2006	3/30/2007																			
15	Livelihoods 1 Grant Focus Group Discussion [C.F./F.C.]	2/1/2006	3/31/2006																			
16	Psychological Recovery Grant Development and Implementation (Pulih) [CL, R.C.]	10/15/2005	10/30/2006																			
17	Human Interest Stories Initiative 1 (outside expert) [SM, DP, CF]	2/1/2006	5/1/2006																			
18	Psycho-Social Activities (sports, competitions, art) [CL, C.F./F.C., R.C.]	9/1/2005	3/30/2007																			
19	Information Sharing with Provincial and Local Government [C.L., R.C.]	6/6/2005	6/30/2007																			
20	Progress Assessment -- Village Leadership 2 [KK, CF]	4/1/2006	4/22/2006																			

Appendix 3: Aceh Community-Based Recovery Initiative Progress Assessment 2, Key Questions

USAID Support for Peaceful
Democratization in Indonesia (SPD)



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USAID SPD CBR Progress Assessment 2 Interview Questions on Community Leadership

Purpose: To assess and learn of the impact of CBR activities on the quality of leadership in the community.

Method and Approach:

1. Focus Group Discussions involving 8 to 10 men, women and youth representing a cross section of the community.
2. Key informant interviews with DAI Field Coordinators and Community Facilitators.
3. Focus Group Discussions with village leaders (geuchik), women leaders, members of Tuha Peut and Tuha Lapan, and village-based CSO managers.

A. Questions for Community Focus Group Discussions

Role model

1. Do you feel your community leaders are good role models, especially for youth in the community? Ask participants to rank their leaders on this issue: Most of them – 4; Some of them – 3; Small number only – 2; None of them – 1. Ask for specific examples to stimulate discussion.
2. Do you feel your community has effective leadership from women? Ask participants to rank women leaders on this issue: Most of them – 4; Some of them – 3; Small number only – 2; None of them – 1. Ask for specific examples to stimulate discussion.

Setting Direction

3. How much do you understand about your village recovery plan for 2005? Ask participants to rank their understanding: Very well – 4; Quiet well – 3; Not well – 2; Not at all – 1. What is this village's plan to help people to recover incomes from fishing or farming?
4. Do you believe that community livelihoods will improve in the next 12 months? Ask participants to rank their optimism on this issue: Significantly – 4; Sufficiently – 3; A little – 2; Not at all – 1. Ask for specific examples to stimulate discussion.

Aligning People

5. How well did your leaders disseminate to and discuss with you information related to the recovery of your community? Ask participants to rank the level of communication of their leaders on this issue: Almost all the time – 4; Often – 3; Rarely – 2; Not at all of the time – 1. Ask for specific examples to stimulate discussion.
6. How fair was the distribution of USAID and other donor resources to the community, particularly to those most in need? Roughly what percent of all families in the village received support? Ask participants to rank the fairness of the distribution of donor resources: Very fair – 4; Sufficiently Fair – 3; Not fair to many people – 2; Unfair to majority of people – 1. Ask for specific examples to stimulate discussion.

Empowering People

7. How much did the community participate in making decisions regarding the use of USAID and other donor resources? Ask participants to rank their level of participation: Majority of people and groups well represented – 4; Sufficient number represented – 3; Not enough people represented – 2; Most people not represented – 1. Ask for specific examples to stimulate discussion.
8. How well did your leaders assist individuals and village groups to improve their incomes and overall well-being? Ask participants to rank the actions of their leaders on this issue: Very well – 4; Sufficiently well – 3; Not very well – 2; Very poorly – 1. Ask for specific examples to stimulate discussion.

Resolving Conflict

9. How well do you believe community leaders were able to resolve inter-personal conflicts within the community? Ask participants to rank their leaders' capabilities on this issue: Almost all the time – 4; Many times – 3; Rarely – 2; Never – 1. Ask for specific examples to stimulate discussion.
10. What is the quality of the relationship between the community and its leaders? Why? Ask participants to rank the quality of this relationship: Most leaders are liked and respected by the community – 4; Many leaders – 3; Some leaders – 2; Only very few leaders – 1. Ask participants to give at least one example to illustrate this point, and to stimulate discussion.

B. Questions for Key Informant Interviews (e.g., with DAI Community Facilitators and Field Coordinators) and Small Focus Group Discussions with Community Leaders

Role model

1. Do you feel you and other community leaders (or the leaders in the communities in which you work) are good role models, especially for youth in the community? Ask key informant to rank their leaders on this issue: Most of them – 4; Some of them – 3; Small number only – 2; None of them – 1. Ask for specific examples to stimulate discussion.
2. Do you feel your community (or the communities in which you work) has effective leadership from women? Ask key informant to rank their leaders on this issue: Most of them – 4; Some of them – 3; Small number only – 2; None of them – 1. Ask for specific examples to stimulate discussion.

Setting Direction

3. How much do you and other community leaders (or leaders in the communities in which you work) understand about the village recovery plan for 2005? Ask key informants to rank their understanding: Very well – 4; Quiet well – 3; Not well – 2; Not at all – 1. What is this village's plan to help people to recover incomes from fishing or farming?
4. Do you believe that community livelihoods will improve in the next 12 months? Ask key informant to rank their optimism on this issue: Significantly – 4; Sufficiently – 3; A little – 2; Not at all – 1. Ask for specific examples to stimulate discussion.

Aligning People

5. How well did you and other community leaders (or leaders in communities in which you work) disseminate to and discuss with the community information related to the recovery of your community? Ask key informant to rank the level of communication on this issue: Almost all the time – 4; Often – 3; Rarely – 2; Not at all of the time – 1. Ask for specific examples to stimulate discussion.
6. How fair was the distribution of USAID and other donor resources to the community, particularly to those most in need? Roughly what percent of all families in the village received support? Ask key informant to rank the fairness of the distribution of donor resources: Very fair – 4; Sufficiently Fair – 3; Not fair to many people – 2; Unfair to majority of people – 1. Ask for specific examples to stimulate discussion.

Empowering People

7. How much did the community participate in making decisions regarding the use of USAID and other donor resources? Ask key informant to rank their level of participation: Majority of people and groups well represented – 4; Sufficient number represented – 3; Not enough people represented – 2; Most people not represented – 1. Ask for specific examples to stimulate discussion.
8. How well did you and other community leaders (or the leaders in the communities in which you work) assist individuals and village groups to improve their incomes and overall well-being? Ask key informants to rank the actions of their leaders on this issue: Very well – 4; Sufficiently well – 3; Not very well – 2; Very poorly – 1. Ask for specific examples to stimulate discussion.

Resolving Conflict

9. How well do you believe you and other community leaders (or leaders in communities in which you work) are able to resolve inter-personal conflicts within the community? Ask key informant to rank their capabilities (or community leaders') on this issue: Almost all the time – 4; Many times – 3; Rarely – 2; Never – 1. Ask for specific examples to stimulate discussion.
10. What is the quality of the relationship between you and other community leaders and the community (or between leaders and community members in the villages in which you work)? Why? Ask key informant to rank the quality of this relationship: Most leaders are liked and respected by the community – 4; Many leaders – 3; Some leaders – 2; Only very few leaders – 1. Ask for at least one example to illustrate this point, and to stimulate discussion.

Appendix 4: Aceh Community Engagement and Ownership Initiative Work Plan

USAID SPD – Aceh CEO Initiative 4 Month Workplan (Planned; Jan-Apr 2006)

ID	Task Name	Start	Finish	Jan 2006				Feb 2006				Mar 2006				Apr 2006			
				1/1	1/8	1/15	1/22	1/29	2/5	2/12	2/19	2/26	3/5	3/12	3/19	3/26	4/2	4/9	4/16
1	Training of First Batch C.F. (DAI policies & procedures, OPERACY) [CL, JG, KK]	1/1/2006	3/27/2006																
2	Discussion and Briefing with Government, GAM, donors, GDA Partners (KDP, IOM, GTZ, EC, UNDP, Local NGOs, AMM, etc.) [DP, CL, SM, CF, T.C., R.C.]	1/1/2006	9/30/2007																
3	Psychological Recovery – Partner Identification & Preliminary Discussion [CL, T.C.]	1/16/2006	2/15/2006																
4	Psychological Recovery – Grant Development and Implementation [T.C, CLO]	2/16/2006	4/29/2006																
5	On-the-Job Training of C.F./F.C., R.C. [CL, T.C.]	1/1/2006	7/27/2007																
6	Secondary Data Collection & Analysis for First-Group Village Selection (IOM Released Prisoner & Ex-Combatant; NGO Conflict Event Dbase; GOI data)	1/1/2006	5/3/2006																
7	ACEO Milestone: USAID Approval of 1st-Round Villages	1/22/2006	1/22/2006																
8	Field Survey of First-Group Villages (463) & Selection of First Round Communities (3 Kecamatan)	1/1/2006	1/27/2006																
9	Locate and Establish Field Office/Recruit Staff (dependent upon final village locations, likely in Lhokseumawe) [DP]	1/1/2006	3/29/2006																
10	Preparation of Program Information & FGD Questions/ Format prior to 1st meetings w/ Community Stakeholders (understanding Social Geography) [DP, CL, CF, DA]	2/1/2006	2/27/2006																
11	Initial Village Discussions/Buy-in (level expectations) [CL, CF, T.C., R.C., C.F./F.C.]	2/28/2006	3/21/2006																
12	Identification & Dialogue with Community Stakeholders; "Working Group" identification (e.g., line agency officials, youth group leaders, CSO leaders, womens' group leaders, etc.)—3 Kecamatan [CL, CF, T.C., R.C.]	2/7/2006	3/5/2006																
13	Village Profile – Data collection and analysis [CL, DA, Alfian, RB, DP, SM, CF, T.C., R.C., C.F./F.C.]	3/1/2006	3/29/2006																
14	Community-to-Community Visits [CL, T.C., R.C., C.F./F.C.]	3/1/2006	4/29/2006																
15	Community Leader Training 1 in Good Governance, Conflict Management, Planning and Community Development [CL, T.C.]	3/1/2006	3/29/2006																
16	Community Planning (line agencies, CSOs, & private sector groups) [CL, T.C., R.C.]	3/7/2006	4/6/2006																
17	Community Technical Training and Support for Livelihoods Initiatives (line agencies, CSOs, and private sector groups) [CL, T.C.]	4/8/2006	4/29/2006																
18	Village Organizing (formation of village CSOs, cooperatives, etc.) [C.F./F.C.]	2/28/2006	3/29/2006																
19	Village Training in Leadership, Conflict Management, and Community Development [CL, T.C., C.F./F.C.]	3/15/2006	4/29/2006																
20	Village Planning [CL, T.C., C.F./F.C.]	3/21/2006	4/20/2006																
21	Village CSO grant management training [JG, C.F./F.C.]	3/21/2006	4/20/2006																
22	Village Technical Training and Support for Livelihoods Initiatives [CL, T.C.]	4/21/2006	4/29/2006																
23	Activities for Reconciliation & Recovery (sports, competitions, art) [C.F./F.C., R.C.]	3/21/2006	4/29/2006																
24	Capacity-Building Grant Dev't [CL, RB, T.C., R.C., C.F./F.C., CLO]	2/15/2006	4/29/2006																
25	Livelihoods Grant Development [CL, RB, T.C., R.C., C.F./F.C., CLO]	3/15/2006	4/29/2006																
26	Establishing the Baseline -- Community Relationships [KK, CF]	2/28/2006	3/27/2006																

Appendix 5: Aceh Community Engagement and Ownership Initiative Village Survey Form

Village Survey Form

	GPS Code _____	
Desa		Kecamatan
Kemukiman		Survey Date
		Surveyor

1. Village Structure

	Name	Contact Information
Kepala Desa/Guecik		
Imum Meunasah		
Tuha Peut		
Tuha Lapan		

2. Demographics

	Female	Male	Total	
Total Persons				Total Families
< 6 years old				Widow
6 - 12 years old				
13 - 15 years old				
16 - 18 years old				
19 - 35 years old				
36 - 50 years old				
> 50 years old				
Orphans due to Conflict (<18 years old), Lost one parent				
Lost both parents				
Disabled due to Conflict				
Tsunami IDPs Residing in Village				

Post-Peace Process MOU

	Female	Male	Total
Amnestied Prisoners			
Returned Combatants			

3. Village Infrastructure

	Yes	Lost in Tsunami	Lost in Conflict	Never Had One
Village Office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Puskesmas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TPA School	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MIN/SD School	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MTsN/SMP School	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SLTA School	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Housing

	# units
Units Damaged Due to Conflict (past three years)	
Units Damaged Due to Tsunami	

5. Income Generation (major source of income)

Rank: 1 = most important ... 4 = 4th most important

Rice Farming	
Livestock	
Fishing (fresh and salt water)	
Fish Farming (fresh and salt water)	
Civil Servant	
Merchant/Shopkeeper	
Other: _____	

6. Impact of Tsunami

Level of Infrastructure Damage by Tsunami None Little Impact Some Impact Great Impact

Level of Economic Damage by Tsunami None Little Impact Some Impact Great Impact

Organizations Currently Providing Tsunami-Recovery Assistance (International and Local):

Name	Sector
_____	Education <input type="checkbox"/> Health <input type="checkbox"/> Agriculture <input type="checkbox"/> Infrastructure <input type="checkbox"/> Other <input type="checkbox"/>
_____	Education <input type="checkbox"/> Health <input type="checkbox"/> Agriculture <input type="checkbox"/> Infrastructure <input type="checkbox"/> Other <input type="checkbox"/>
_____	Education <input type="checkbox"/> Health <input type="checkbox"/> Agriculture <input type="checkbox"/> Infrastructure <input type="checkbox"/> Other <input type="checkbox"/>
_____	Education <input type="checkbox"/> Health <input type="checkbox"/> Agriculture <input type="checkbox"/> Infrastructure <input type="checkbox"/> Other <input type="checkbox"/>

7. Interaction with Local NGOs (non-Tsunami; past 5 years)

Name	Duration (months)	Sector
_____	_____	Education <input type="checkbox"/> Health <input type="checkbox"/> Agriculture <input type="checkbox"/> Infrastructure <input type="checkbox"/> Other <input type="checkbox"/>
_____	_____	Education <input type="checkbox"/> Health <input type="checkbox"/> Agriculture <input type="checkbox"/> Infrastructure <input type="checkbox"/> Other <input type="checkbox"/>
_____	_____	Education <input type="checkbox"/> Health <input type="checkbox"/> Agriculture <input type="checkbox"/> Infrastructure <input type="checkbox"/> Other <input type="checkbox"/>
_____	_____	Education <input type="checkbox"/> Health <input type="checkbox"/> Agriculture <input type="checkbox"/> Infrastructure <input type="checkbox"/> Other <input type="checkbox"/>

FORMULIR SURVEY DESA

4. Perumahan

Jumlah

Rusak akibat konflik (dlm 3 th terakhir)	
Rusak akibat Tsunami	

5. Penghasilan

Urutkan dari no. 1 yg terpenting s/d no. 4

Petani	
Peternak	
Nelayan	
Petambak	
Pegawai Negeri	
Pedagang	
Lain2x : _____	

6. Dampak Tsunami

Tingkat kerusakan infrastruktur akibat Tsunami	<input type="checkbox"/> Tidak ada	<input type="checkbox"/> Kecil	<input type="checkbox"/> Sedang	<input type="checkbox"/> Besar
Tingkat kerusakan ekonomi akibat Tsunami	<input type="checkbox"/> Tidak ada	<input type="checkbox"/> Kecil	<input type="checkbox"/> Sedang	<input type="checkbox"/> Besar

Organisasi yg saat ini memberikan bantuan pemulihan akibat bencana Tsunami (Internasional dan Lokal) :

Nama Organisasi	Bidang				
_____	<input type="checkbox"/> Pendidikan	<input type="checkbox"/> Kesehatan	<input type="checkbox"/> Pertanian	<input type="checkbox"/> Infrastruktur	<input type="checkbox"/> Lain2
_____	<input type="checkbox"/> Pendidikan	<input type="checkbox"/> Kesehatan	<input type="checkbox"/> Pertanian	<input type="checkbox"/> Infrastruktur	<input type="checkbox"/> Lain2
_____	<input type="checkbox"/> Pendidikan	<input type="checkbox"/> Kesehatan	<input type="checkbox"/> Pertanian	<input type="checkbox"/> Infrastruktur	<input type="checkbox"/> Lain2
_____	<input type="checkbox"/> Pendidikan	<input type="checkbox"/> Kesehatan	<input type="checkbox"/> Pertanian	<input type="checkbox"/> Infrastruktur	<input type="checkbox"/> Lain2

7. Interaksi Dengan LSM Lokal (non-Tsunami; 5 tahun terakhir)

Nama Organisasi	Durasi (bulan)	Bidang				
_____		<input type="checkbox"/> Pendidikan	<input type="checkbox"/> Kesehatan	<input type="checkbox"/> Pertanian	<input type="checkbox"/> Infrastruktur	<input type="checkbox"/> Lain2x
_____		<input type="checkbox"/> Pendidikan	<input type="checkbox"/> Kesehatan	<input type="checkbox"/> Pertanian	<input type="checkbox"/> Infrastruktur	<input type="checkbox"/> Lain2x
_____		<input type="checkbox"/> Pendidikan	<input type="checkbox"/> Kesehatan	<input type="checkbox"/> Pertanian	<input type="checkbox"/> Infrastruktur	<input type="checkbox"/> Lain2x
_____		<input type="checkbox"/> Pendidikan	<input type="checkbox"/> Kesehatan	<input type="checkbox"/> Pertanian	<input type="checkbox"/> Infrastruktur	<input type="checkbox"/> Lain2x
_____		<input type="checkbox"/> Pendidikan	<input type="checkbox"/> Kesehatan	<input type="checkbox"/> Pertanian	<input type="checkbox"/> Infrastruktur	<input type="checkbox"/> Lain2x

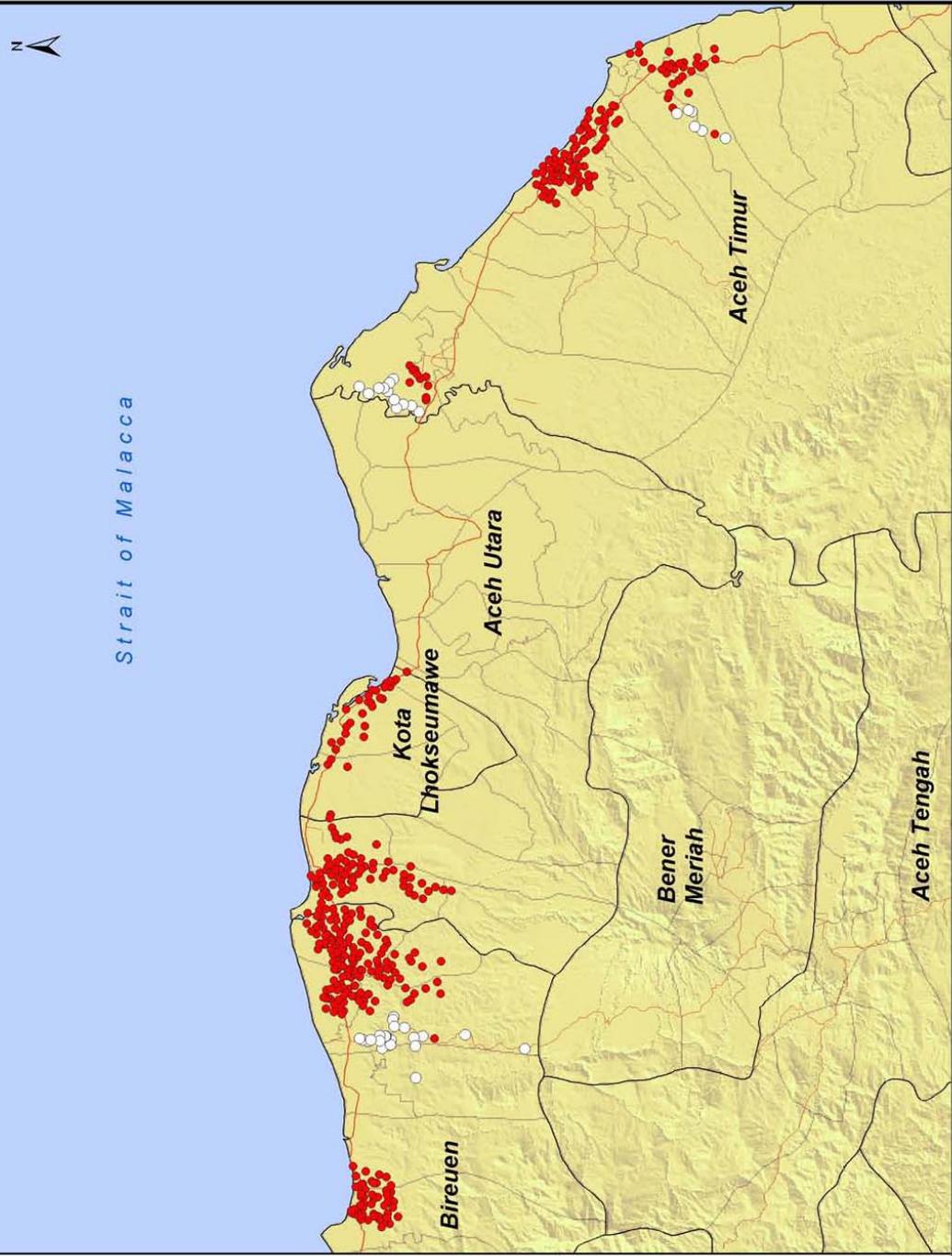
Appendix 6: Aceh Community Engagement and Ownership Initiative Proposed Village Name List

**USAID SPD -- Aceh Community Engagement and Ownership Initiative (ACEO)
Proposed First Round Village List (30 January 2006)**

NO	VILLAGE	KABUPATEN	KECAMATAN	KEMUKIMAN	POPULATION	FAMILIES	AMNESTIED PRISONERS, DAI SURVEY	AMNESTIED PRISONERS, IOM SURVEY	RETURNS COMBATANTS	WIDOWS	# HOUSES DAMAGED IN CONFLICT	# HOUSES DAMAGED IN TSUNAMI	DIVIDEND IOM PEACE VILLAGE
1	CEK MBON	ACEH TIMUR	PEUREULAK	Mukim Blang Simpoo	667	157	8	2	0	34	734	0	No
2	LEUBUK PEMPENG	ACEH TIMUR	PEUREULAK	Mukim Blang Simpoo	955	417	0	0	42	39	750	0	No
3	BUKET PALA	ACEH TIMUR	PEUREULAK	Mukim Blang Simpoo	854	204	1	1	10	30	4	0	No
4	BLANG SIMPO	ACEH TIMUR	PEUREULAK	Mukim Blang Simpoo	444	245	0	0	57	39	180	0	No
5	PAYA KALUT	ACEH TIMUR	PEUREULAK	Mukim Blang Simpoo	220	49	1	1	0	10	2	0	No
6	PAYA MEULIGOU	ACEH TIMUR	PEUREULAK	Mukim Blang Simpoo	896	172	1	1	35	15	21	0	No
7	SEUNEUBOK PIDIE	ACEH TIMUR	MADAT	Mukim Madat	1,448	295	4	2	3	17	4	0	No
8	BLANG ANDAM	ACEH TIMUR	MADAT	Mukim Madat	786	177	8	1	0	42	2	0	No
9	BINTAH	ACEH TIMUR	MADAT	Mukim Madat	1,437	307	4	3	20	40	3	0	Yes
10	BLANG AWE	ACEH TIMUR	MADAT	Mukim Madat	1,017	124	3	3	17	70	8	0	No
11	PANTE MEUREUBO	ACEH TIMUR	MADAT	Mukim Madat	950	195	2	2	5	50	4	0	No
12	LUENG SA	ACEH TIMUR	MADAT	Mukim Madat	2,211	447	1	0	22	49	43	0	Yes
13	LUENG PEUT	ACEH TIMUR	MADAT	Mukim Madat	611	116	4	2	10	16	2	0	No
14	LUENG DUA	ACEH TIMUR	MADAT	Mukim Madat	360	80	1	0	0	12	3	0	No
15	MATANG GURU	ACEH TIMUR	MADAT	Mukim Madat	870	158	0	0	6	30	70	0	No
16	PANTE BAYAM	ACEH TIMUR	MADAT	Mukim Madat	1,168	236	0	0	1	51	5	0	No
17	MEUNASAH TINGKEUM	ACEH TIMUR	MADAT	Mukim Madat	660	142	2	0	10	40	4	0	No
18	MEUNASAH ASAN	ACEH TIMUR	MADAT	Mukim Madat	1,283	254	0	1	8	12	15	0	No
Aceh Timur, Total					16,837	3,775	40	19	246	596	1,854	0	2
Aceh Timur, Average					935	210	2	1	14	33	103	0	0
19	SEUNEUBOK PEURADEN	BIREUEN	JULI	Mukim Juli Barat	650	132	2	2	1	16	6	0	No
20	ALUE UNOU	BIREUEN	JULI	Mukim Juli Barat	225	58	0	0	0	12	3	0	No
21	BATEE RAYA	BIREUEN	JULI	Mukim Juli Barat	500	185	2	1	20	57	70	0	No
22	JULI MEE TEUNGOH	BIREUEN	JULI	Mukim Juli Barat	1,442	350	0	0	9	73	100	0	No
23	GEULUMPANG MEUJIMIM	BIREUEN	JULI	Mukim Juli Barat	340	98	0	0	10	14	16	0	No
24	KRUENG SIMPO	BIREUEN	JULI	Mukim Juli Selatan	1,449	472	2	2	0	220	275	0	Yes
25	TEUPIN MANEE	BIREUEN	JULI	Mukim Juli Selatan	2,016	529	2	2	0	83	10	0	Yes
26	BUNYOT	BIREUEN	JULI	Mukim Juli Selatan	1,600	304	2	2	0	35	25	0	No
27	PAYA CUT	BIREUEN	JULI	Mukim Juli Selatan	1,205	207	1	1	0	50	30	0	Yes
28	SUKA TANI	BIREUEN	JULI	Mukim Juli Selatan	400	86	0	0	0	15	35	0	No
29	SIMPANG JAYA	BIREUEN	JULI	Mukim Juli Selatan	650	200	1	1	0	40	30	0	No
30	PANTE BARO	BIREUEN	JULI	Mukim Juli Timur	1,591	367	0	0	0	70	5	0	No
31	MANE MEUJINGKI	BIREUEN	JULI	Mukim Juli Timur	225	52	1	1	2	13	0	0	No
32	ABEUK BUDI	BIREUEN	JULI	Mukim Juli Timur	486	152	1	2	0	20	2	0	No
33	BLANG KEUTUMBA	BIREUEN	JULI	Mukim Juli Timur	1,469	433	0	0	3	30	0	0	No
34	SEUNEUBOK GUNCI	BIREUEN	JULI	Mukim Juli Timur	728	176	0	0	16	27	8	0	No
35	JULI SEUPENG/LAMPOH	BIREUEN	JULI	Mukim Juli Utara	881	217	7	0	24	50	4	0	No
36	JULI TAMBO/TANJONG	BIREUEN	JULI	Mukim Juli Utara	1,642	458	4	3	24	100	60	0	Yes
37	JULI MEUNASAH SEUTUY	BIREUEN	JULI	Mukim Juli Utara	2,026	600	4	1	0	40	0	0	No
38	JULI COT MESJID	BIREUEN	JULI	Mukim Juli Utara	2,981	606	6	1	18	131	10	0	No
39	JULI KEUDEE/DUA	BIREUEN	JULI	Mukim Juli Utara	1,373	299	6	1	17	60	140	0	No
Bireuen, Total					23,879	5,981	41	20	144	1,156	829	0	4
Bireuen, Average					1,137	285	2	1	7	55	39	0	0
Overall Total					40,716	9,756	81	39	390	1,752	2,683	0	6
Overall Average					1,044	250	2	1	10	45	69	0	0

Note: DAI survey data for amnestied prisoners in bold italics represents questionable data. Data in bold italics is taken from IOM (7 villages).

**USAID SPD Aceh Community Engagement and Ownership Initiative:
Proposed First-Round Villages (39 locations)**



Legend

- Proposed Villages
- DAI Surveyed Villages
- ⊞ Kecamatan (Sub-District)
- ⊞ Kabupaten (District)
- Provincial Road
- National Road

Note:
DAI surveyed 461 villages during December 2005 to January 2006. The survey covered the 39 proposed first-round villages and 422 other villages.



Source:
Administrative data provided by Biro Pusat Statistik;
1:250,000 road data from Bakosurtanal;
90-meter elevation data provided by USGS SRTM;
Village data developed by DAI SPD
Map Produced by DAI SPD
Date: January 20, 2006

0 4.5 9 18 Kilometers

Appendix 7: DAI SPD Occasional Programmatic and Field Reports

DAI SPD Occasional Programmatic Reports

Title	Date	Author(s)	Pages
1. Earthquake and Tsunami Disaster Response Report	01/03/2005	Chris Felley, David Pottebaum	2
2. Earthquake and Tsunami Disaster Response Report--Future Directions	01/05/2005	David Pottebaum, Chris Felley	3
3. Aceh Emergency Response Cash-for-Work Summary (Planned)	02/25/2005	SPD Team	1
4. SPD Security Sector Reform Component	02/28/2005	Marcus Mietzner	1
5. Aceh Emergency Response Grant Outputs	03/31/2005	SPD Team	4
6. Community-Based Recovery Villages and Entry Grants	04/07/2005	SPD Team	5
7. Violence and Local Elections	04/07/2005	Marcus Mietzner	1
8. Success Story: Local NGOs and Aceh Emergency Response	04/15/2005	Chris Felley	1
9. Technical Assistance to BAPPENAS: Development of the GOI Off-Budget Aid Tracking System (GOBATS)	04/22/2005	John Cann	61
10. Military Reform in Post-Soeharto Indonesia	04/28/2005	Marcus Mietzner	9
11. Local Elections Brief: Central Kalimantan	05/27/2005	Marcus Mietzner	6
12. Local Elections Brief: Surabaya	05/27/2005	Marcus Mietzner	5
13. Local Elections Brief: South Kalimantan	05/27/2005	Marcus Mietzner	5
14. Aceh Disaster Response: Mitigating Conflict, Transforming Relationships	06/07/2005	Chris Lee, David Pottebaum	2
15. Local Elections Brief: Central Sulawesi Program Impacts	07/12/2005	Chris Felley	1
16. Local Elections Brief: North Sulawesi	07/22/2005	Marcus Mietzner	8
17. Local Elections Brief - West Irian Jaya	07/29/2005	Marcus Mietzner	7
18. Local Elections Brief - West Sulawesi	07/29/2005	Marcus Mietzner	4
19. Local Elections Brief - Gowa	08/01/2005	Marcus Mietzner	4
20. Aceh Micro-Credit Survey and Assessment	08/30/2005	Lauren Mitten, Leesa Shrader	33
21. OFDA Short-Term Employment Grant Final Outputs	09/15/2005	Chris Felley, David Pottebaum	1
22. CBR Entry Grants Final Outputs	09/15/2005	Chris Felley, Ketty Kadarwati, David Pottebaum	2
23. USAID SPD CBR Grant Outputs	12/01/2005	Chris Felley, David Pottebaum	7
Total, 23 reports			173

DAI Field Reports

Title	Date	Author(s)	Pages
1. Central Sulawesi Field Report	12/16/2004	Ketty Kadarwati, Chris Felley	2
2. National Issues Field Report	12/16/2004	Marcus Mietzner	2
3. Papua Field Report	12/16/2004	Chris Felley	2
4. Maluku Field Report	12/16/2004	Chris Felley	2
5. National Issues Field Report--The Tsunami, Military Reform and Civil Society in Aceh	02/15/2005	Marcus Mietzner	2
6. Aceh Field Report	02/15/2005	Chris Felley, David Pottebaum	2
7. National Issues Field Report--Truth and Reconciliation Commission and Civilian Control of the Military	04/15/2005	Marcus Mietzner	1
8. Aceh Field Report	04/15/2005	Chris Felley	2
9. Central Sulawesi Field Report	07/07/2005	Chris Felley	2
10. CBR Update Field Report	10/24/2005	Chris Felley, Chris Lee, David Pottebaum	4
11. Papua Field Report	10/15/2005	Marcus Mietzner	1
12. National Issues Field Report--Challenges to Military Reform	10/15/2005	Marcus Mietzner	1
13. Aceh Field Report	10/15/2005	Marcus Mietzner	1
14. Central Sulawesi Field Report	10/15/2005	Chris Felley	2
15. Papua Field Report	12/14/2005	Marcus Mietzner	2
16. Aceh CBR Field Report	12/14/2005	Chris Felley, David Pottebaum	2
Total, 16 reports			30

Appendix 8: Field Reports (October and December 2005)



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FIELD REPORT

October 15, 2005
Office of Democratic and Decentralized Governance
Conflict Prevention and Response (DDG/CPR)
Support for Peaceful Democratization Program (SPD)
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Local Elections and Implementing Special Autonomy in Papua

While much of the domestic and international focus has been directed towards Aceh, many issues in Papua remain largely unaddressed. Despite the absence of effective armed resistance, separatist sentiments in Papua may very well be stronger than those in Aceh. Many of Papua's bureaucrats make no secret of their preference for independence, if that choice was available to them. In July, a delegation of Papuan parliamentarians visited President Susilo Bambang Yudhoyono in Jakarta and threatened to declare independence if the government proceeded with its plans to hold gubernatorial elections in the disputed province of West Irian Jaya. The polls were cancelled at the last minute, but frustration with the central government has persisted. In August, the *Dewan Adat Papua* (DAP), an influential body of Papuan leaders, proclaimed that the 2001 Special Autonomy plan had failed. During a large demonstration in Jayapura, the DAP symbolically returned the Special Autonomy Law to the government.

In September, four years after the law was passed, Jakarta moved to implement one of the central stipulations of Special Autonomy: "elections" for the *Majelis Rakyat Papua* (MRP, Papuan People's Council), a body designed to represent the interests of Papua's diverse social and cultural groups. The central administration had been reluctant to establish the council, fearing that it could give a voice to separatist aspirations. After years of negotiations and delays, however, many Papuans were so disillusioned with Jakarta that they refused to participate in the council. The DAP has boycotted the MRP elections and religious leaders politely declined offers to sit on the council. As of mid-October, the problems associated with the establishment of the MRP had not been resolved.

The delay in establishing the MRP has also affected Papua's gubernatorial elections, which initially had been scheduled for 10 October. One of the tasks of the new council will be to certify that each gubernatorial candidate is a "native" Papuan. This regulation is certain to create tensions as at least two of the candidates are not "ethnic" Papuans, although they have lived in the province for decades. The central government has suggested that the candidates be announced before the MRP has been sworn in, supposedly in order to avoid further delays to elections, but clearly also to escape heated debates over the ethnic backgrounds of key political leaders.

Regardless of the exact date of the gubernatorial elections, they will play an important role in introducing new elements of democratic accountability to Papuan politics. Accordingly, SPD will support efforts to ensure professional and transparent elections. In September, an SPD-funded workshop trained members of local electoral bodies in the existing rules and regulations governing the polls. SPD will assist Papua's Electoral Supervisory Body to observe the elections and report on any violations. Once the campaign period begins, SPD will also support public debate between the candidates.



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FIELD REPORT

Challenges to Military Reform

October 15, 2005
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The October terrorist attacks in Bali highlighted the continued danger posed by radical Islamist cells in Indonesia and further setback attempts to reform the country's deeply problematic armed forces. Shortly after the bombings, President Bambang Yudhoyono publicly asked the military to play a more significant role in Indonesia's counter-terrorism efforts. Although the President mentioned no specifics, TNI Commander Endriartono Sutarto interpreted this to be a presidential instruction to revive and expand TNI's territorial units. Endriartono quickly summoned his senior officers, ordering them to mobilize territorial units in order to collect intelligence about potential terrorists.

While the effectiveness of the new move is questionable, it is almost certain to further delay the already very slow process of military reform. Since Suharto's fall in 1998, TNI has fiercely opposed all attempts to restructure its territorial command system. Developed in the 1950s, the territorial units have been the military's tool to engage in local politics and access regional economic resources. Much of the off-budget funds that have allowed TNI to remain relatively independent from the central government have traditionally been raised through the territorial network. Accordingly, TNI has staunchly defended this system in the post-Suharto era.

Civil society groups, often supported by international donors (including USAID), have for the past seven years pushed for a comprehensive overhaul of the territorial system, arguing that it exacts a heavy economic and political burden, and that it fails to address the needs of a modern military. As a result, the government launched reform initiatives in 2000 and 2001; unfortunately they collapsed due to strong resistance from the officer corps. In 2004, civilian politicians tried to include a paragraph in the Armed Forces Bill that called for the gradual disbandment of the territorial commands. In the bill that was passed, however, the paragraph had been watered down to such an extent that disbandment was no longer legally binding. Against this background, the most recent announcement by Endriartono is yet another effort by the TNI leadership to shield the territorial system from reform.

In addition to consolidating its territorial power base, TNI also continues to defend its institutional business enterprises. Shortly after assuming office, the Susilo government asked the military to submit an inventory of its enterprises by September 2005, documentation that was supposed to facilitate the transfer of military-run enterprises to state control. SPD supported the establishment of a working group of civilian experts that advises the Minister of Defense on the political, economic and legal aspects associated with the planned transfer of military businesses to the state. In October, the group presented a draft of a Presidential Decree regulating the transfers to the Ministry of Defense and President Yudhoyono. The military, however, has begun to sell-off profitable businesses before the take-over, and has refused to notify the government about how the proceeds will be used. Endriartono has also insisted that cooperatives are not to be considered for hand-over, despite the fact that they comprise one of the largest elements in the military's business empire. Continued pressure from the government and civil society is needed to ensure that transfers of military enterprises are conducted in a transparent manner, and that military reform does not falter completely.



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Aceh Peace Process Update

On August 15, 2005, the Indonesian government and the Free Aceh Movement (Gerakan Aceh Merdeka, GAM) signed a Memorandum of Understanding (MoU) in Helsinki to end almost thirty years of armed conflict in Aceh. The agreement was reached after an intensified government offensive against the rebels since 2003, and after the tsunami of December 2004 that not only devastated the coastal areas of Aceh, but also undermined the military capacities of both sides. In the MoU, GAM set aside its demand for independence in exchange for wide-ranging political and economic concessions, including an amnesty for its members, the right to establish an Aceh-based political party that can contest local elections, and revisions to the existing Special Autonomy Law.

Given that a similar attempt to settle the conflict had failed in 2003, and that stipulations in the MoU addressed many highly sensitive issues, most observers were skeptical about chances for success of the peace process. The successful implementation of the first stages of the agreement has provided new grounds for optimism, however. The government has released GAM prisoners, withdrawn significant numbers of police and military troops, and provided reintegration funds to former rebels. It has also moved quickly to draft a new Special Autonomy Law (or Law on the Governance of Aceh, as formulated in the MoU), and postponed local elections to allow GAM to better prepare its strategy for entering the political arena. GAM, on the other hand, has surrendered weapons as called for in the MoU, and held meetings with field commanders that clearly propagated the end of the fight for independence.

These developments stand in stark contrast to the 2002/2003 peace process, which was brokered by the Geneva-based Henry Dunant Centre (HDC). Then, GAM did not surrender weapons, had no intentions to participate in political processes, and told its members the peace deal was the first step to independence. The Indonesian military, for its part, openly opposed the agreement, refused to withdraw troops and allowed civilian militias to attack peace monitors, ultimately leading to the collapse of the peace process.

The reasons for this contrast with previous settlement efforts are manifold. First, the government has shown a stronger commitment to a peaceful settlement than the previous administration. Vice-President Yusuf Kalla in particular has a significant stake in the outcome of the peace process, which he had supported even before assuming office. Second, GAM was in a much weaker position when entering into the Helsinki talks than it was in 2002. In early 2005, GAM had been cornered by the military offensive, isolated from its funding base, and without much hope that its situation could improve. Third, the impact of the tsunami was such that both sides saw clearly that continued conflict would alienate both the Acehnese population and the international donor community, which is providing billions of dollars in reconstruction funds to the province.

SPD is supporting the peace process through a variety of programs. At this early stage, SPD will assist the Aceh Recovery Forum in its efforts to disseminate the contents of the peace agreement to the citizens of Aceh. SPD will cooperate with several partners in the media sector, aiming to spread information about the MoU and its progress as widely as possible. In the longer term, SPD plans to provide economic recovery and development assistance to villages most affected by the conflict. With former GAM guerillas returning to their communities, the outcome of the peace process will to a large extent depend on the ability of village economies to offer livelihoods to ex-combatants, many of whom only know only a culture of violence, not peace and prosperity.



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October 15, 2005
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Field Report

Central Sulawesi Electoral Support: Lessons Learned

Much of the violence in Poso District can be linked to changes in the balance of political power between Christian and Muslim leaders. In 1999, *bupati* (district head) elections triggered bloody clashes between these groups and, despite the 2002 peace accord, the region remains unstable. Thus, with *bupati* elections scheduled in Poso for June 2005, many observers were concerned that this open struggle for political power could spark violence. Polls were also scheduled in two of Poso's neighboring districts, the newly established Toli Toli and Tojo Una Una. Created in the wake of the Poso clashes, these *Kabupaten* are also vulnerable to violent clashes.

Against this background, SPD supported efforts for peaceful elections in the three districts through nine grant awards valued at more than \$150,000. Six local CSOs received grants to support increased community participation in and awareness of political processes, and three election administration agencies were provided with resources to improve electoral procedures and services.

Campaigning, polling and ballot counting proceeded smoothly, and despite allegations of fraud and money politics, violence did not occur. This was largely due to the fact that political leaders in the three areas, and specifically in Poso, had refrained from religiously inspired campaigns. All five pairs of candidates in the Poso elections were multi-religious tickets. In addition, none of the losing teams were able to successfully challenge the credibility of the polls. In mid-September, SPD staff visited grantees and beneficiaries to assess the impact of the local election initiatives and learn lessons on ways to improve future election related grants in other regions.

Lessons Learned

Timing. Timing of grant development—when the process starts, how it proceeds, and when it is finalized—is extremely important, especially in regards to implementing project workplans and achieving planned outputs that are based on events outside the control of the grantee (e.g., campaign periods, polling days). Election related violence can be linked to preparations for elections, activities during campaign and polling periods, and processes that determine the outcome of the elections. *It is therefore important to engage with electoral bodies and local CSO as early as is feasible to ensure successful project implementation.*

In Central Sulawesi, SPD personnel began grant development six weeks prior to the election. While this provided sufficient time to deliver most of the material support, many civil society organizations expressed a need for more time to prepare their programs. For example, two SPD partners in Tojo Una Una were unable to register as official electoral observer groups because the registration period had ended before SPD could sign grant awards.

Partner, Message and Site Selection. *Selecting competent partner organizations that share SPD goals, can impart desired messages, and have networks through which to deliver these messages is crucial to ensuring the effectiveness of SPD initiatives.* In Central Sulawesi, SPD CSO partners were ideally qualified to deliver project goals, having proven experience implementing voter education and election observation projects. They also

represented a wide demographic constituency focusing on women's rights, civil-military relations, human rights and free speech.

Site selection must complement partner expertise and project goals in order to maximize impact in conflict-prone environments. SPD should focus resources on areas where tensions are high, partners have an active presence and its initiatives can have measurable impact in mitigating conflict. It is difficult to predict potential for conflict, or levels of communal tension, especially in areas where SPD has not previously worked. Extensive field visits, monitoring and assessment trips and flexibility in grant development contribute to the success of SPD initiatives.

In Central Sulawesi, SPD had in the past supported initiatives largely in the Poso area, making it difficult to gauge potential for conflict in other locales. For example, SPD knew that Tojo Una Una District was prone to conflict and decided to support projects in the area. Partners were selected that had expertise and extensive local networks, and were free to select specific locations in which to implement their activities. Unfortunately, they tended to focus their work in areas with low levels of communal tension. In hindsight, with better local knowledge, SPD could have directed these partners to work in more tension laden locations.

Working with public institutions such as KPU and *Panwasda* also proved challenging. As the government bodies responsible for administering and monitoring elections, resolving issues and certifying winners, they can play an important role in mitigating conflict. Therefore, improving their operational capacity and ability to implement electoral regulations is essential. Unfortunately, technical cooperation in this regard proved problematic. Most significantly, USAID, KPU and *Panwasda* regulations limited the type and form of assistance that could be provided and received. SPD provided some operational support, for example, through short-term lease arrangements, which did not encourage a sense of ownership on the part of KPU/*Panwasda* and was therefore managed inefficiently.

Another issue was the lack of a working relationship between SPD and these government agencies. SPD staff lacked experience in working with the administrative systems and project implementation schemes of these groups. This ultimately created confusion over the assistance package provided, mode of delivery and point of contact responsible for receiving SPD support—some KPU-Poso staff, for example, stated that they were uncertain of the kind of support provided, when it was received or who received it.

Coordination. *Formal coordination between multiple organizations working in the same region, and particularly in the same sector, should be encouraged whenever possible.* Cooperation strengthens relationships between organizations and can increase program outputs and impact. At the same time, cooperation between grantees can help SPD be more efficient in the use of its funding and in the provision of technical assistance. Whether due to inter-personal or inter-organizational issues, coordination among SPD partners was not ideal in Central Sulawesi. In Tojo Una Una, for example, CSO grantees may have been able to register as official observers if SPD had made this an informal part of its agreement with *Panwasda*.

Despite local government and CSOs concern, the three districts in Central Sulawesi that held *bupati* elections in June 2005—Poso, Tojo Una Una and Toli Toli—did not experience politically motivated violence. This can be attributed to candidates adopting multi-religious tickets, the fact that none of the losing candidates could sufficiently challenge election results, and increased professionalism on the part the government agencies administering the polls and local CSOs observing them. SPD assistance in the region proved to be well-placed. Although there were challenges to project implementation, valuable lessons were learned that will help improve initiatives related to local elections in other conflict-prone areas in Indonesia.



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December 14, 2005
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Field Report

Inauguration of the Papuan People's Council

Efforts to implement special autonomy in Papua Province gained momentum in November with the inauguration of the Papuan People's Council, or MRP (*Majelis Rakyat Papua*). The creation of the MRP, as stipulated by the Special Autonomy legislation passed in 2001, had been delayed by the central government for several years. Fearing that the council could become a vehicle for Papuans to demand independence, Jakarta sought assurances that the MRP would function only as a body representing cultural aspirations and concerns. During lengthy discussions on its establishment, the MRP lost the support of many Papuans who came to believe that the central government was unwilling to grant it any substantial role. Consequently, when it was finally created, a large number of civil society groups, most notably from *adat* and religious backgrounds, refused to endorse the council.

Despite widespread skepticism surrounding its inauguration, the MRP has issued a number of decisions that are likely to establish it as a key institution in Papuan politics. Most importantly, the MRP elected Agus Alua as its chairman, a long-time critic of the Jakarta government. In the election, Alua defeated several candidates who had received the backing of national and provincial bureaucracies. As MRP leader, Alua is likely to insist on the council's participation in all major policy decisions affecting the daily lives of Papuans, including *adat* rights, resource extraction, provincial borders and environmental issues.

In its first political decision, the MRP excluded two candidates running for the vice-governorship in the upcoming local elections. According to the law, the MRP has the authority to determine if candidates on a gubernatorial ticket are native Papuans, a specific requirement under the Special Autonomy law. Prior to the MRP decision, there had been heated debates as to what constituted a "native Papuan." References to skin color, specific types of 'curly' hair and parental lineage raised eyebrows in the large community of non-Papuan residents, as well as in political circles in Jakarta. The Indonesian government had originally insisted that there be no racial or otherwise sectarian restrictions on political candidacies, and had hoped that 'Papuan-ness' could instead be defined by the length of time an individual had spent in the province.

The MRP, however, interpreted the regulations strictly and disqualified two would-be nominees who did not have pure Papuan lineage. The council ignored strong protests from supporters of the two men, forcing the nominating parties to submit replacements within one week. The substitute candidates put forward by the parties were then cleared by the MRP, and the local election commission announced the full list of candidates in early December. While many civil society groups were critical of the racial criteria applied in the process, the MRP sent a clear signal that it was determined to make its decisions without external interference from the local political elite and, equally important, the central government.

The next important decision by the MRP will concern the status of West Irian Jaya Province. Under Megawati Soekarnoputri, the central government created the province in 2003 despite a regulation in the Special Autonomy law that requires prior approval by the MRP for any territorial division. Under Susilo Bambang Yudhoyono's administration, on the other hand, the MRP has been given space to debate the issue before proceeding with gubernatorial elections in both West Irian Jaya and Papua. The MRP decision on the matter is expected to break the deadlock between the two regions over their administrative status.

In September, as preparation for the election, SPD funded a training seminar for Papuan electoral commissions from the provincial and district levels. Once the schedule for the gubernatorial election in Papua has been set, SPD will begin a number of initiatives in support of professional and transparent conduct of the polls. During the campaign period, which is expected to last for around two weeks, SPD will help a local partner, ICS (Institute for Civil Strengthening), conduct a public debate between the candidates. In addition, SPD will extend assistance to the electoral supervisory board, which is tasked with monitoring the polls.

SPD will visit Papua in the near future to explore further programming opportunities. In its strategy meetings on Papua with USAID in July 2005, SPD agreed to develop initiatives to strengthen the capacity of the MRP once it becomes operational. Specifically, SPD will support: a) training to MRP members; b) capacity-building for the MRP as an institution; c) awareness campaigns about the MRP's role and function (through public discussions and media campaigns); and d) civil society programs that monitor MRP proceedings and identify potential problems.