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ACEH TECHNICAL ASSISTANCE RECOVERY PROJECT (A-TARP)

QUARTERLY REPORT #1: MAY 12 – SEPTEMBER 30, 2005

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A. MOBILIZATION, FIELDING OF KEY PERSONNEL AND PROJECT START-UP

The A-TARP task order contract was signed by USAID and Chemonics on May 12, 2005. Mobilization of the project's two key personnel (COP Mario Salzmman and DCOP/Aceh Government Advisor Ernie Leonardo) began on May 14, with these personnel and two members of Chemonics' home office (Design Specialist Jonathan Simon, Start-up Specialist Leon Morse) arriving in Jakarta on May 16. Following meetings and briefings in Jakarta, the COP, DCOP and Jonathan Simon traveled to Banda Aceh to begin setting up project activities there with the project's newly designated counterpart agency: BRR.

Since that time, project start-up and initial programming activities have moved forward, with personnel moving back and forth between Banda Aceh and Jakarta as needed or requested by USAID. Below is a summary of the individuals involved in this phase:

- DCOP Leonardo completed his initial pre-fielding TDY on June 2 and returned to Philadelphia for pack-out. He is scheduled to return full-time to his post in Banda Aceh in the last week of June.
- COP Salzmman is scheduled to remain in Indonesia until the beginning of July, and during his remaining time on this pre-fielding TDY he will continue to develop relationships within BRR, USAID and other relevant parties, in addition to developing the overall vision and approach for A-TARP activities. Upon returning to the U.S., he will pack out his HHEs and return to Indonesia for long-term duty.
- Mobilization/Design Specialist Simon is scheduled to remain in Indonesia until the first half of July, in part to ensure a smooth transition as the DCOP returns to post and the COP goes to the U.S. for pack-out.
- Start-up specialist Leon Morse returned to the U.S. on June 3 and is continuing to coordinate project backstopping from the home office. An additional start-up specialist, Christie Sunwoo, is prepared to arrive in Jakarta on June 11 and to remain in country for two weeks. Following verbal discussion with the CTO, TDY confirmation and country clearance is being requested for Ms. Sunwoo.
- Timur Budi Setyowati is a Chemonics project and financial manager who is assisting A-TARP start-up efforts. Ms. Setyowati is working intermittently to help recruit local staff, set up bank accounts and finances, negotiate renovation of the A-TARP guest house in Banda Aceh, and other tasks as needed. She has been reporting to Mr. Morse and will continue to report to Mr. Simon and Ms. Sunwoo.

The main start-up efforts during the first month (or so) of A-TARP have been as follows:

1) Recruitment of local project staff in Banda Aceh.

Chemonics has identified three office positions plus one driver to help run project operations in Aceh. These positions are: program/office manager, accountant, and office assistant. A full

recruit (including newspaper ads and listserv announcements) was held and the start-up team in Banda Aceh interviewed several candidates for each position. As of June 7, final candidates have been selected for each position, references have been checked, and offers are being made. The program/office manager is slated to begin work on Monday, June 13. The accountant's start date is still to be confirmed. For the office assistant, we have scheduled his start date to coincide with the opening of the A-TARP guest house. It is Chemonics current plan to have all of these staff and our COP and DCOP based in an A-TARP office in the new BRR building now being readied for the Agency. However, we will also include basic work facilities in the guest house to allow local staff, resident advisors, and visiting TDY personnel to work there as needed (evenings, meetings, trainings, etc.) and to store Chemonics' financial and other records.

2) Preparation of the A-TARP Guest House in Banda Aceh.

During the team's second week in Aceh, the COP and DCOP selected a house to be used as the project guest house. Since then a renovation list has been drawn up, a renovation budget developed and revised by the house owner and agent, negotiations begun on final price and improvements, and vendors sourced for basic needs such as a generator. It is expected the house will be ready for occupation later in June.

3) Opening of A-TARP bank account.

In the first week of June, US dollar and Indonesia rupiah for A-TARP were opened in Banda Aceh at Bank Danamon. Minimum funds have been deposited in both accounts and the initial wire from the Chemonics home office has been formally requested.

4) Contracts and other templates.

The start-up team has develop templates for employment contracts, house leases, approval requests, scopes of work, timesheets and other basic documents that will be needed for daily A-TARP operations. As needed, these templates have been revised to be in accordance with Indonesian labor and tax laws.

Long-term Advisors

Soon upon arriving in country, the Chemonics team was informed by USAID that in addition to the COP and DCOP there would likely be 4-5 other long-term A-TARP advisors based in Jakarta, at least initially (within the first 6 months of the project or sooner). These advisors (and their current status) are as follows:

- **Advisor to Ministry of Finance, international.** Ed Gustely, advisor to MoF under the GIAT project, traveled to Washington at the beginning of June and met with the Chemonics CEO, Ashraf Rizk. We are awaiting news about this meeting and will forward to USAID as soon as possible. Latest information we have about Mr. Gustely's availability is that he would be ready to begin work under A-TARP in mid-August, following the completion of his work under GIAT.
- **Advisor(s) to Supreme Audit Agency (BPK), international.** Similar to the situation in the Ministry of Finance, the GIAT project is also currently funding two short-term advisors in BPK: Craig Anderson and Luke Tatenal. These two advisors appear to be

doing effective work, and both are interested in continuing their efforts over a longer term through A-TARP. The continuation of their work will depend on a request from the BPK chairman, and so Jonathan Simon and Art Warman will seek to meet the chairman soon to identify his needs and what he might want in terms of A-TARP advisors. In addition, the families of Messrs. Anderson and Tatenal are visiting Jakarta and doing their own thinking about whether they'd be willing to relocate here long-term.

- **Advisor to Ministry for National Education, international.** In Chemonics' proposal for A-TARP, we presented Paul Parker as our candidate advisor to the Education Ministry. In the first week of June, Leon Morse met with Jim Hope, the team leader for USAID's Education S.O. team, to discuss the Education office's ideas about placing such an advisor. Mr. Hope was pleased with the Chemonics candidate for this advisor and he talked about placing him in the Ministry sometime in July or August. The A-TARP team on the ground will follow up with the Education and Economic Growth Offices this week to see what next steps are needed.
- **Advisor to Coordinating Ministry for People's Welfare, international.** Several conversations have taken place regarding this position. First, word was received that an individual, Maurice Knight, had already been introduced to the minister, Alwi Shihab, and that the USAID office had supported this placement. Next, Jonathan Simon met with Dennis Heffernan, a confidant of Alwi Shihab, and Mr. Heffernan confirmed that there was a decision or agreement at some level to have Mr. Knight serve as an advisor, primarily for the Ministry's Pro-Poor program – an anti-poverty effort being led by the World Bank. Finally, at USAID Mr. Simon met with three program staff in the BHS team: Herbie Smith, Teresa Tuano, and Lynn Adrian. These three USAID staff talked about the kind of assistance they would like to see provided to the Coordinating Ministry through a vehicle such as A-TARP. The SOW they described differed noticeably with that outlined for Mr. Knight. Thus, the BHS team agreed they would raise this and other relevant issues directly with the A-TARP CTO, after which Chemonics will follow up with both offices to take appropriate next steps.

In addition to the above advisors, there has been a preliminary request for one long-term advisor from our counterpart in Banda Aceh, the BRR. The status of this request is given below:

- **Planning advisor to BRR, Indonesian.** In a meeting with COP Mario Salzmann, Pak Kuntoro (BRR director) talked about both the village planning initiative (see below) and the Badan's (and Kuntoro's) need for more broad planning advice. This led to a request from Kuntoro to Salzmann for such an advisor, to be placed as soon as possible. The individual requested would be an Indonesian, and in fact Kuntoro suggested as a candidate a planner who has already been working with him on an unpaid, informal basis: Andy Siswanto. Kuntoro said he would sign a letter requesting that USAID provide this advisor, and so A-TARP drafted such a letter and gave it to him, indicating that we would present it to USAID. Kuntoro then went to Jakarta and has not been back to sign the letter, though his staff indicates that he will upon his return. Meanwhile, the A-TARP team is drafting a SOW for this advisor to be sent for review to USAID and

our project team. Chemonics has identified a few possible candidates for this position, including Andy Siswanto, but has not presented them to USAID or BRR.

Short-term Advisors

To date, the only short-term advisor requests and follow-through have been for (or from) A-TARP counterparts in Aceh. These requests, consultants and their respective status are presented below:

- **Human resources design specialist, Indonesian.** Following a request from BRR via the McKinsey team, and after consultation with the A-TARP CTO, Chemonics recruited an Indonesian human resources specialist to work with the BRR to design its HR systems, advise hiring of staff, and help ensure the agency's personnel structure matches its strategy and tasks. The specialist, Maggy Horhoruw, began her work on Monday, 6 June, in Jakarta, which is where the key BRR staff are at present. She is expected to work for 1-2 months on this assignment and is scheduled to fly to Banda Aceh on June 13. In the meantime, this week she is working with the BRR staff in part to develop internal training materials for the agency.
- **Information and communications technology system design, international (initially).** Following a request from BRR via the McKinsey team, and after consultation with the A-TARP CTO, Chemonics has identified a two-person ICT design team from our in-house IT and Knowledge Management division to come to Indonesia to help design ICT system needs, architecture and operations/maintenance procedures for BRR. This design will take into account the systems (Web-based and other) that have been or are being developed for other agencies involved in reconstruction, including the e-Aceh.org efforts via the DAI contract. At present, the team has been identified and a work plan drafted. These are undergoing final review by BRR, and Chemonics hopes to secure agreement in time to request country clearance for an initial pair of experts who would arrive on June 11.
- **Spatial planning specialists, international.** On the suggestion of USAID, in mid-May A-TARP start-up team contacted two spatial planning specialists from UC Berkeley, Messrs. Marx and Dowall. Initial indications were that they were available to come starting the last week of June. Mr. Marx, a junior-level grad student, said he could come for several weeks, while the senior Professor Dowall could spend perhaps two weeks in country and then advise further as needed from Berkeley. More recent communication with Mr. Marx suggests he might be available a bit sooner, but this is to be confirmed. He is doing some work in Bangkok at present. The PMU will confirm his and Prof. Dowall's availability again, in the hopes that they may be able to inform the village planning initiative that A-TARP may support starting at the end of June or early July.
- **Village Planning Management Unit, Indonesian, with possible international advice.** BRR has stated that creating village maps, securing community agreement about those maps, and confirming land issues with the National Land Agency (BPN) are prerequisites for moving ahead with spatial planning and reconstruction projects. Toward that end, BRR (with guidance from USAID projects) will be setting guidelines

for village mapping throughout the tsunami region. Following the completion of those maps in each kecamatan, village-level spatial planning will be the priority next step.

In a meeting with COP Salzmann and Jonathan Simon, BRR made the request that A-TARP support village planning throughout the tsunami region. DCOP Leonardo had been given a proposal to just that by Andy Siswanto and the company PT Wiswakharman. After discussing this with Bill Foerderer of USAID, Leonardo worked with Siswanto to revise significantly the SOW and proposed budget. This proposal was then presented to A-TARP.

The A-TARP team (COP, DCOP) felt this was an initiative that should be supported by the project, and so they turned to Chemonics to ask how it would work contractually. After discussions, it was agreed that given the urgency of the planning schedule, we would advise the company advisors to begin some work in Banda Aceh – primarily, to assemble their team and begin setting guidelines for planning in the region – while competing out the larger subcontract for planning. A-TARP personnel then began developing a draft SOW and budget for such a subcontract. This SOW and budget will likely be noticeably less expensive and more labor-efficient than the initial proposal submitted to the project. The outcome of this subcontract and related project interventions by A-TARP and others will be completed village plans in all 650 (or so) affected communities.

On June 7, USAID and A-TARP learned that the village mapping effort that is a necessary prerequisite to village planning will be pushed back by at least a week or so. This allows a little more time to get the contractual issues resolved and to revise and confirm the subcontract SOW for village planning through A-TARP. The Chemonics team (COP, DCOP, design specialist) are now working to finalize these items for internal review among our team and USAID. In the attached budget, there are estimates of expenditures under this subcontract totaling \$300,000 through the end of July. This is likely too high an estimate given the new delay in village mapping.

- **Other short-term BRR advisors, international or Indonesian.** In a meeting with Salzmann and Simon, Kuntoro of BRR asked for three short-term advisors, perhaps working several months each, to be provided as soon as possible by A-TARP. He did not specify whether these should be international or Indonesian experts, though he said they would need to apply “modern” principles and methodologies that have proved useful in Indonesia or elsewhere. This week, Chemonics presented these three positions to the A-TARP CTO and received initial approval to pursue these SOWs. The project is currently identifying candidates and will present them to BRR within the week. These three positions are:
 - **IT and wireless integration into livelihood development.** Kuntoro’s vision of Aceh is one that will leapfrog over the rest of Indonesia in terms of development and modernity. He sees the impending assistance to make Banda Aceh a wireless zone and to wire the entire province with fiber optic cable as an opportunity to do things better in all sorts of areas directly linked to people’s livelihoods: education, health, private sector development, etc. Thus, he would like to have an advisor to create a strategy to tap into the coming IT/wireless infrastructure and to advise on steps that

the public and private sectors can take to translate this new infrastructure into real development.

- **Supply coordination and procurement for timber and other reconstruction inputs.** Initially, Kuntoro focused his attention on what will certainly be a shortage of timber/lumber for housing and other construction in Aceh. COP Salzmann later held discussions with timber, logistics, and other development experts in Banda Aceh (including from World Bank) and is developing a somewhat broader draft SOW looking at physical inputs to reconstruction overall, and how their procurement, delivery and steady supply at efficient costs can be ensured. Salzmann will be meeting with Kuntoro on June 8 and will raise this broader idea with him at that time, to see what he thinks. Meanwhile, we are identifying possible experts for either the specialized or the broader scope.
- **Public housing finance.** Kuntoro asked for a housing finance expert who could analyze and develop strategies for housing finance policies and programs. Such programs might include a community housing trust fund, perhaps supported by block grants by the central government (relevant line ministry) to the kecamatan level (one idea the BRR is looking at).

Estimated Budget

Attached with this Status Report is an estimated A-TARP budget showing expenditures to date and estimated costs through July 31, 2005. These costs parallel the interventions described above, all of which are at various stages of approval or implementation.

Chemonics is aware that some items in the estimated budget have not yet been approved by USAID, and thus they may not go forward. However, we include them here to give an idea of what monetary resources are being considered for use under possible upcoming project activities.

Future Project Status Reporting

Per discussions with the CTO on June 7, the A-TARP team has agreed to provide USAID with a weekly status update of ongoing or upcoming interventions and initiatives under A-TARP. This weekly update will be a short report with bullet points that indicate specifically what actions are being taken, what is being planned, and how resources are being applied. The COP will confirm with the CTO the specific timing of these weekly project reports.

B. ACTIVITIES FOLLOWING START UP

Village Planning in the Tsunami Zone

A team of planners from PT Wastuwidyawan, an Indonesian company working on contract to A-TARP, has completed the first comprehensive village spatial plan for BRR. This plan will be used as a model for spatial planning for all 650 villages that were wholly or largely destroyed by the tsunami. The Spatial Plan for Lamjabat, located in Kota Banda Aceh, was created through a community-driven process that achieved a consensus on desired land uses, infrastructure, housing, community facilities and environmental rehabilitation required to “Build Back Better.”

The planning initiative provided a forum for planners and residents to discuss future tsunami mitigation techniques and sustainable environmental management systems. The Lamjabat Plan will facilitate the reconstruction of the village by providing developers with clear, community-supported construction guidelines.

At the ceremony for the completion of the Lamjabat plan, community residents and planning team members signed their names to the villages official master plan map. BRR Director Kuntoro Mangkusubroto spoke in praise of the process and substance of the plan, which will now serve as the BRR standard for the village spatial plans that donors and NGOs will be required to follow as reconstruction moves forward. Meanwhile, PT Wastuwidyawan is now working in 16 other villages that represent a cross-section of post-tsunami conditions and needs, thus testing their methodology further and offering more models for the planning effort.



Groundbreaking ceremony for new house construction in Lamjabat Village, Banda Aceh. BRR Director Kuntoro Mangkusubroto (left) and a local construction worker.

In what BRR officials hope will be a model for other tsunami-affected villages, the Lamjabat spatial plan involved collaboration with an international NGO that has pledged to build houses for villagers whose homes were destroyed by the disaster. World Vision housing experts worked hand-in-hand with the A-TARP planning team, thereby ensuring that the houses they construct will meet BRR standards and will fit into the newly developed plans for improved spatial planning and future disaster mitigation.

The benefits of this partnership were on display on September 13, when representatives from World Vision joined BRR officials, community members and A-TARP staff to break ground for the construction of the first new houses in Lamjabat (see photo, above). As important as this step is for the families who will move into new houses, it is equally important for BRR to demonstrate to the people of Aceh and Nias that the community-based mapping and spatial planning being supported by the Reconstruction Agency lead directly to the rebuilding of homes and communities.

World Vision is pledging to build 900-1,000 houses in this and other villages with spatial plans. And this week, three more such village spatial plans were completed by the A-TARP team: Labuy, Gampung Baru and historic Gampong Pande, and BRR and A-TARP are in discussions with World Vision and others to provide identified houses.

Wireless Integration for Social Development in Aceh

The City of Philadelphia, America's fifth-largest city, is soon to become the first American metropolis to be fully wired to the Internet. The entire city – all public spaces and private places – will become a single full-service “hot spot.” What makes Philadelphia's experiment special, however, is the way in which the city and its various sectors make use of this new technology to improve people's lives, and the ways in which government and the private sector provide services.

With the promised installation across Aceh of wireless and WiFi technology by a consortium of IT organizations led by Intel, A-TARP brought David Baldinger, the architect of Philadelphia's Wireless Integration Strategy, to Banda Aceh to work with BRR and local government officials and create a strategy for how best to use this technology in the tsunami region. Over three weeks in August, Baldinger crafted a Community Wireless Strategy for Aceh and Nias.

Among the findings from the stakeholder meetings that led to the development of this Strategy, is that the international and domestic business communities believe greater Internet access is essential if Aceh's economy is to grow and prosper. They see the Internet as a way to help break down some of the information and communication barriers contributing to the relative isolation of the province. What's more, there was consensus among stakeholders who took part in the strategy discussions that community wireless access is essential for the social and economic development of the community and should be pursued as part of the larger reconstruction effort.

One key recommendation in the Strategy is the creation of an Aceh-Nias Community Wireless Consortium. Primary tasks of this Consortium will be to create a comprehensive roadmap, technical standards and network architecture to provide a framework for independent initiatives, and then seek resources and funding to implement this road map – including especially from the Intel group. Initiatives from the Community Wireless Strategy that were highlighted by participants as priorities for funding include:

- Creation of a wireless zone serving the local university community, including the State Institute of Islamic Studies and Syiah Kuala University, and to be sponsored in part by the universities themselves. This zone would be the first step toward developing a comprehensive 2-3 year university wireless and Internet access program.
- Creation of a WiFi business support program to build on the growing wireless hotspot activity now emerging in Banda Aceh. This program would include technical assistance, small set-up grants, and efforts to identify and market cooperative business opportunities, ideally with support from KADIN.

Invitations are now being sent out by A-TARP on behalf of BRR for a series of stakeholders meetings to establish the Aceh-Nias Community Wireless Consortium.

Formation and Road Map for the BRR Anti-Corruption Unit

The Aceh and Nias Reconstruction Agency is currently setting up its Anti-Corruption Unit. The three core functions of this unit are prevention, detection and investigation. To carry out these roles at international standards of accountability, transparency and compliance, BRR asked A-TARP to help it map out an operational strategy and action plan for its Anti-Corruption Unit. In response, A-TARP brought to Aceh Bertrand de Speville, an internationally renowned anti-corruption expert who worked for many years as a Commissioner on the Independent Commission Against Corruption (ICAC) in Hong Kong and has strengthened such anti-fraud bodies around the region.

Mr. de Speville has spent the past two weeks in Aceh working with BRR officials, representatives from Indonesia's Supreme Audit Board, and members of the Jakarta-based Corruption Eradication Commission. Much of his time has been spent teaching an intensive course to Anti-Corruption managers on how to fulfill the many roles required of their Unit, including:

- How to handle complaints from the public concerning instances of corruption
- How to maintain a database of corruption cases, responses and resolutions
- How to coordinate with Indonesia's Supreme Audit Board, Anti-Corruption Court and Corruption Eradication Commission in terms of corruption investigations and prosecutions

To help realize the operational plans now being developed for the Anti-Corruption Unit, Mr. de Speville is putting BRR officials in touch with anti-corruption commissions and experts in Hong Kong and Malaysia while finishing up a formal Road Map for BRR efforts in this area.

In the meantime, A-TARP experts working with the Supreme Audit Board (BPK) are helping the agency finalize its own institutional Implementation Plan, which includes setting out responsibilities, actions and resources that will fulfill BPK's constitutional mandate to ensure the accountability of all Government of Indonesia funds used to rebuild Aceh and Nias. This Implementation Plan is being presented for approval by the BPK Board of Directors in September and will result in a detailed work plan of audit and financial control steps to be taken by BPK in Aceh and the rest of Indonesia.

C. KEY ACCOMPLISHMENTS DURING FIRST 5 MONTHS OF IMPLEMENTATION

In Aceh:

- Developed official guidelines for village spatial planning in all tsunami-affected villages. Currently disseminating these guidelines and training NGOs, local agencies, and others in their use. These guidelines represent the first formally approved community-driven approach to spatial planning in Indonesia.
- Completed detailed village spatial plans in seven villages, which will serve as models for spatial plans throughout the region. Currently completing an additional nine villages. For several villages, A-TARP formed a partnership with international NGOs that have pledged to build shelters in tsunami communities, whereby these organizations accept the completed spatial plan and use it as a basis for their house construction.
- Developed the structure and strategy for the Aceh & Nias Reconstruction Agency's (BRR's) Anti-Corruption Unit. Products provided by the project include staffing, operational road map, and information and complaints system design. Currently advising the implementation of this strategy by AC Unit staff.
- Wrote the TOR and advised the design of the BRR's internal information systems, covering the agency's LAN/WAN hardware and software systems for financial management, human resources, knowledge sharing and monitoring & evaluation.

In Jakarta:

- Directed the development of the Supreme Audit Board's (BPK's) Strategic Plan for 2006-2010. Currently helping complete the subsequent process of creating a detailed Implementation Plan through which BPK will carry out reforms to become an international-standard audit agency.
- With the Ministry of Finance, advised and oversaw the sale of two key GOI assets, resulting in \$456 million in revenues. First, oversaw the sale of Dipasena—the world's largest integrated shrimp operations providing jobs to 11,000 farmers. Currently in final phase of negotiations and documentation with preferred bidder (Rifan Capital).

Second, advised the sale of the GOI's remaining 5.02% stake in BCA, Indonesia's second-largest lender by assets.

- With the Coordinating Ministry for People's Welfare (Menko Kesra) and in conjunction with USAID's Health Services Project, currently leading the design, content and logistics for a National Health Summit: A Call to Action, scheduled for 21-22 November 2005.

D. PLANS FOR MOVING FORWARD

In Aceh:

Continue advisory and material assistance to two primary counterparts: BRR and the Governor of Aceh. Areas of TA likely to include:

- Further development and operations of BRR's Anti-Corruption Unit, including how it will interact with BPK, Corruption Eradication Commission, and Anti-Corruption Court
- Continue and expand completion of village spatial plans, including advising the rapid rollout of spatial planning teams to cover the 650 affected villages, while at the same time tying these plans directly to organizations pledging to build houses and infrastructure, wherever possible.
- Through BRR, advise all aspects of the logistics of reconstruction: amassing needed materials, moving materials from port to location, improving transportation infrastructure and processes for materials, personnel and equipment, and ensuring the availability of funds from donors or GOI budget resources to cover these efforts.
- Assist the development and implementation of a comprehensive communications strategy for BRR, both for the run-up to the one-year anniversary of the tsunami and for the coming years of reconstruction. A-TARP will emphasize reaching the people of Aceh and Nias, who thus far have little information about the process of rehabilitation and reconstruction.
- Advise and support the implementation of the Peace Agreement between the GOI and the Free Aceh Movement (GAM). This assistance is being provided through the Aceh Governor's office, and will include planning and support of a multi-stakeholder institution that will serve as a safe and neutral forum to address issues of concern to the government, GAM, and Aceh communities and their civil society representatives. Reintegration of former combatants will be a priority issue addressed by project advisors.

- Advise the Aceh Governor and his staff on how to rebuild and greatly improve local governance in Aceh, both in response to the tsunami and to the Peace Agreement, which includes extensive provisions for provincial autonomy and self-determination.

In Jakarta:

- Expand assistance to BPK to support full and successful execution of the agency's Strategic and Implementation Plans. As needed, help BPK tap other sources of assistance to realize the maximum number of planned reforms.
- Continue to advise and help oversee disposal of GOI assets through the Ministry of Finance's Asset Management Company.
- Oversee successful execution of the National Health Summit, led by Menko Kesra. Advise and help implement other Menko Kesra initiatives, such as the national response to the avian influenza threat, regional malnutrition, disaster relief, and immunization campaigns.
- Establish and operate a full-service SOAg Secretariat based in Menko Kesra and serving the USAID Strategic Objective teams and partners for Basic Human Services and Education.