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## Support for Peaceful Democratization in Indonesia (SPD)

Semi-Annual Report – 1 February to 31 July 2006

August 2006

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

# **Support for Peaceful Democratization in Indonesia (SPD)**

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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)

### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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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. SPD Framework**

While events have taken the SPD Program in directions that could not have been foreseen at its outset, the original Program Framework remains relevant and useful in guiding program decision making. Associated monitoring and assessment indicators and methods have proven effective in providing SPD managers with information useful in measuring progress and achievements during the contract period. The information presented in this report flow from data collection and analysis efforts that are grounded in the Framework and its indicators.

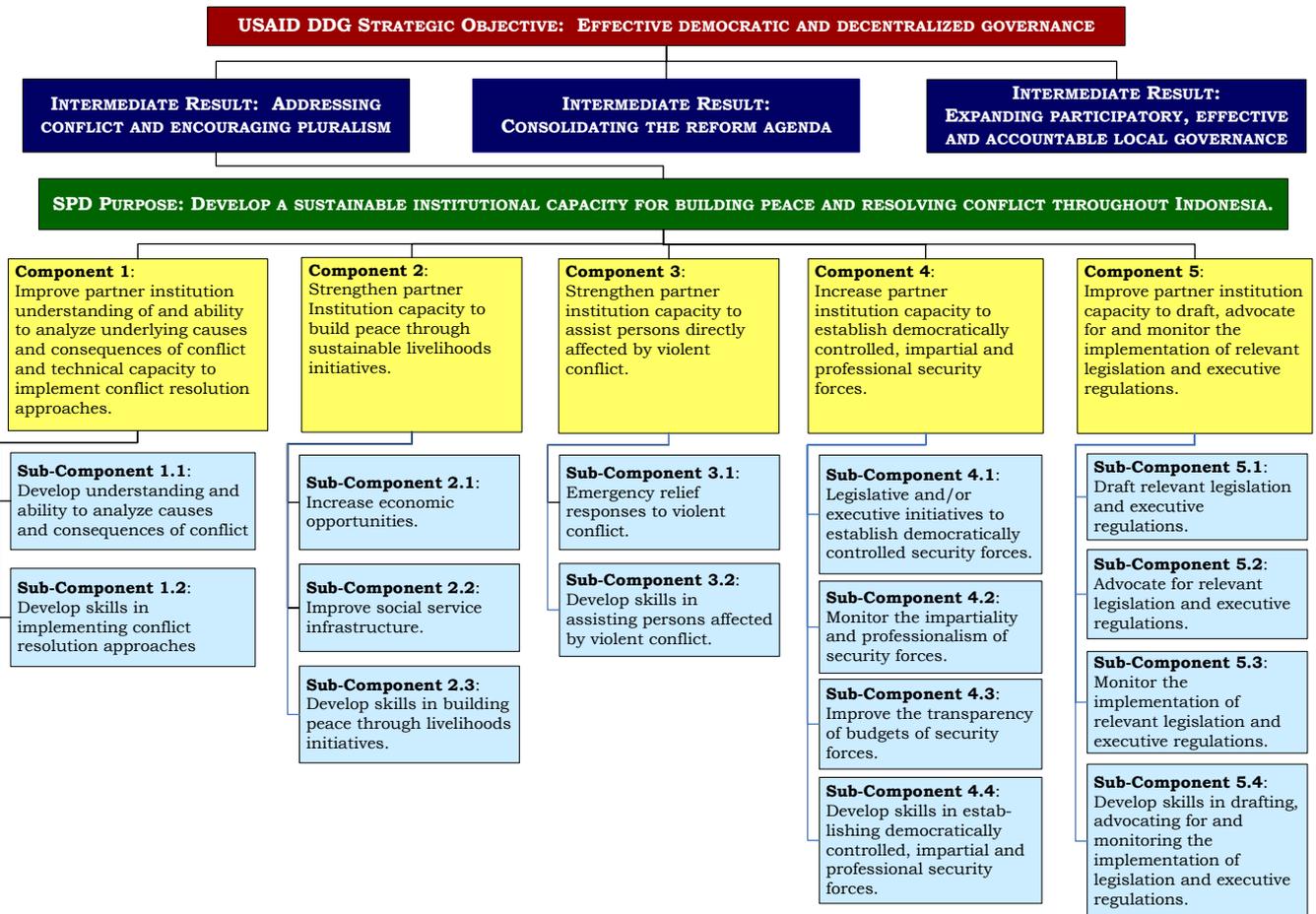
Periodic impact assessments are but one important method used to gauge program achievement and ensure activities are relevant and appropriate. Impact assessments and discussion of their findings are an integral part of SPD operations. Properly done, they uncover information and identify alternatives which facilitate the making of better decisions, and help SPD managers and project stakeholders learn from our successes and mistakes. Impact assessments help illuminate the success of SPD and its initiatives in relation to SPD objectives, and the extent to which intended beneficiaries have really benefited. They also provide a check on the use of program resources, and help managers improve their work through the dissemination of information about project experience and outcome.

Impact assessments are a positive experience, providing information that can be used to maintain SPD work in accordance with its goals and objectives. By encouraging reflection and observation,

assessments help SPD maintain focus on its larger objectives—the “big picture”—and help ensure that its actions and beliefs are in line with reality.

Sources of information for impact assessments include: interim and final grant award project reports; interviews and focus group discussions with grantees, beneficiaries, and other project participants (local government officials, educators, health care providers, etc.); community or group self-surveys; and descriptive accounts of important incidents, actions, meetings. The M&E manager ensures that impact assessments are conducted periodically, as appropriate given the focus and type of initiative, using standard SPD methods and procedures.

Figure 1. USAID SPD Program Framework



SPD has initiated activities with and awarded grants to a broad range of organizations in each of the thematic areas in the Framework. As a result of the earthquake and tsunami in Aceh, and the opportunities presented there by the signing of the peace MOU between the Government of Indonesia (GoI) and GAM, SPD has awarded the majority of its grants to organizations in Aceh for work under Component 2 of the Framework. The table below presents summary information on grant awards across all Framework Components.

**Table 1. USAID SPD Grant Output Overview by Framework Component**

(output data from completed grant award activities only)

Component	Beneficiaries			CSOs Supported	Public Institutions Supported	Grant Awards
	Female	Male	Total			
1. Improve partner institution understanding of and ability to analyze underlying causes and consequences of conflict and technical capacity to implement conflict resolution approaches	180	319	499	65	34	11
2. Strengthen partner institution capacity to build peace through sustainable livelihoods initiatives	86,630	90,259	176,889	259	24	297
3. Strengthen partner institution capacity to assist persons directly affected by violent conflict	169,612	169,751	339,363	22	1	21
4. Increase partner institution capacity to establish democratically controlled, impartial and professional security forces	500	500	1,000	4	2	4
5. Improve partner institution capacity to draft, advocate for and monitor the implementation of relevant legislation and executive regulations	1,795	2,353	4,148	36	10	36
<b>Total</b>	<b>258,717</b>	<b>263,182</b>	<b>521,899</b>	<b>386</b>	<b>71</b>	<b>369</b>

Note: The figures presented here include some “double counting” of individuals and organizations. For example, residents of villages participating in the CBR Initiative have receive on average three grants. Due to methods of calculation used above, each person residing in these communities may be counted as a beneficiary three times. In other words, the beneficiary count in this table does not represent unique individuals (similarly, the CSO and Public Institution count does not represent unique organizations).

### 3. Aceh Disaster Response: Community-Based Recovery Initiative

#### 3.1. Background

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 35,000 persons (about 8 percent of the estimated total tsunami-affected population)—participate in this initiative.

### 3.2. Community Action Plan Process and Outputs

In April, after completing personal empowerment and introductory grant management training, SPD facilitators assisted community leaders to prepare 2006-2007 Community Action Plans. The Action Plans provide a clear framework for allocating USAID funds, as well as funds from the GoI and other donors, to support high priority activities identified by the community.

The two- to three-day participatory planning process comprised the following steps:

- Step 1. Orientation—Why planning is important for community success;*
- Step 2. Develop community goal for 2010;*
- Step 3. Develop community leader mission statement;*
- Step 4. Establish development principles;*
- Step 5. Develop sector work plans for 2006-2007; and*
- Step 6. Consolidate Sector Plans into a Community Action Plan 2006-2007.*

Major CBR Initiative Grant Outputs	
Community Center	62
Village Office	47
Recreation Facility	52
Irrigation Canal Cleaned	62.1 km
Drainage Ditch Cleaned	41.6 km
Village Area Cleaned	1,090 ha
Agriculture Land Cleaned	4,657 ha
Tree Seedlings	112,380
Person-days of Labor	448,467
Workers Employed	16,449
Cash/Food Payment	\$1,829,597

SPD reviewed the planning process followed in each community and the content of each Community Action Plan in order to assess 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 available local resources. The review process also took account of the gender-specific needs and interests of community members so that the needs and interests of both men *and* women were reflected in the community needs assessments, development frameworks and discussions of project impact.

The result of the planning process was 56 comprehensive Community Action Plans that include a total 2,400 priority development activities, all of which were agreed on and committed to by village leaders, and women and youth representatives in each community. The impact of the training and

planning process and the importance participants placed on them were best summarized by a village leader in Seuneubok Pidie Village, Aceh Timur District, who stated:

*“The leadership training and community planning exercise were very useful for us ... the grant funding we will receive [from USAID] to implement our plan is a bonus.”*

The Community Action Plans represent critical CBR output and impact milestones in that they are evidence of increased community participation and ownership of local development initiatives—a clear indication of good governance being practiced in target villages. They 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.

### 3.3. Livelihoods Development

The Community Action Plans were part of a process whereby communities could begin to take a more proactive role in moving away from activities that were focused largely on receiving immediate relief supplies and clearing debris after the tsunami to longer-term recovery and development programming. This transition to community-led development planning, unique among donors in Aceh, put responsibility for allocating and managing USAID resources into the hands of local communities.

Based on the priority development activities identified in the Action Plans, in June and July CBR awarded more than 75 grants valued at nearly \$2.3 million to support community recovery and the re-establishing of critical livelihoods activities. SPD funding supported activities in the following thematic areas (see Appendix for more details):

- Small-scale village infrastructure;
- Agriculture;
- Aquaculture and fisheries;
- Water and sanitation facilities;
- Animal husbandry; and
- Cultural activities (e.g., art).

#### **SPD CBR and ACEO Databases Supporting Improved Local Governance**

Working with participating villages, SPD developed and maintains comprehensive information on the local resources and donor activities (“Village Profiles”) and development priorities (“Community Action Plans”) of all CBR and ACEO villages. Villages use this information to improve their management of local resources, and as a tool to attract donor funding. SPD uses this information to inform decisions regarding allocation of financial resource to participating communities, and to help villages locate donors able to support priority development activities.

Information is stored in readily accessible Microsoft Access format databases, thereby facilitating eventual use and maintenance by villages involved.

It is foreseen that these activities will be completed by the end of December 2006. A second round of grant awards will be developed in September and October 2006. Where first round grant awards based on the Community Action Plans focused on infrastructure rehabilitation, second round awards are expected to shift focus on increasing economic opportunity in CBR participating villages.



### USAID-Nike-APL Volleyball Tournament

U.S. Congressman Robert Wexler (D-FL) attended the final matches of the USAID-Nike-APL Volleyball Tournament on Saturday, August 5, 2006 in Weu Raya village, near Banda Aceh City. The event was made possible by USAID and sponsored by Nike of Singapore and APL of Indonesia, demonstrating USAID's continued commitment to facilitate private sector participation in the physical and social recovery of Aceh following the devastating tsunami of December 2004.

The event marked Congressman Wexler's second visit to Aceh Province since the tsunami and was part of a review of U.S. Government tsunami and earthquake relief efforts. The USAID-Nike-APL partnership supported the participation of 24 teams from communities participating in the Community-Based Recovery (CBR) Initiative and from *dayahs* (religious boarding schools) supported by USAID and The Asia Foundation (TAF).

APL donated \$10,000 to support the tournament and final-day celebrations. Nike provided in-kind support including over 250 balls and nearly 100 pieces of apparel as prizes during the award ceremony, which was presided over by Congressman Robert Wexler, representatives of APL and local government officials.

The tournament also served as a capacity building exercise for the two event organizers—a USAID-funded civil society organization, Imawar Beudoh Beurata, based in Weu Raya village and the Indonesian Institute for Society Empowerment (INSEP). These local organizations procured and distributed all sporting equipment, and arranged logistics for the 24 participating teams during the ten-day tournament. SPD provided guidance and oversight during the entire event to ensure a transparent procurement process and sound financial reporting.



### **Art for Recovery**

In June 2005, SPD sponsored Art for Recovery, an art competition for men and women from villages participating in the Community-Based Recovery (CBR) Initiative. To enter into the competition, each piece of art had to be constructed from at least 80% tsunami debris and reflect the theme of the competition, “The Future”. Entries included a rehabilitated tandem bicycle, wooden sculptures and model boats.

SPD staff members selected 12 finalists, and a panel of 4 judges from USAID, SPD, and the Aceh Art Council selected the final 3 winners. Each winner was awarded a trophy as well as cash prizes. The award ceremony was held at a restaurant in Banda Aceh on June 10, 2006. Kevin McGlothlin, Deputy US Government Representative in Aceh, and representatives from all 56 CBR village CSOs were present at the event.

In addition to the presentation of awards, there was an informational slideshow that presented photos and success of the CBR Initiative, and 2 village leaders gave inspirational speeches about how USAID has helped their villages to rebuild. Young women from Miruk Taman village also performed several traditional dances. Over 150 people were in attendance.

## 4. Aceh Peace Process

### 4.1. General Initiatives in Support of the Peace Process

*Aceh Peace Cultural Concert Series II.* Like previously funded concerts, these recently held events aimed to support the peace process and to build relations among Acehnese communities by disseminating information about the MOU signed in August 2005 between the GoI and KPA. SPD funding of over \$120,000 supported seven concerts, peace posters and advertisements, public service announcements, and payments to artists and the organizational committee.

This concert series featured a combination of popular artists and Acehnese culture from western, southeast, and central Aceh. The performance of Aceh's number-one performing artist, Rafly, was the main attraction, particularly for the youth in attendance. Other features included performances of *daboh* (a traditional martial art), traditional dancing from the region, *didong* (oral tradition), and Rapa'i. Concerts were held in seven districts between February and April 2006, with an estimated total of 170,000 persons attending. In addition to the artistic performances, public service messages presented at the concerts provided information about the MOU and the future of a new, peaceful Aceh. That the concert series was able to bring former GAM combatants together with local communities in the open was widely lauded as a success in itself.

*Support for Aceh Peace Socialization Team.* SPD provided funding to the Aceh Peace Socialization Team (*TimSos*) to facilitate work with the International Organization for Migration in 17 districts and the four main cities of Aceh province, providing information on the MOU and encouraging participation in planning for a successful, peaceful future for Aceh. *TimSos* was briefed on the political and legal dimensions of the MOU process, and was provided a short training in communication techniques in order to convey appropriate peace messages during their socialization work.

*Lembaga Pengembangan Masyarakat Partisipatif (LPMP).* To support and socialize the peace process through cultural media, SPD provided \$23,000 to LPMP to conduct a traditional ceremony called *peusujuk* in the western Aceh town of Meulaboh. This ceremony is traditionally held to welcome members of the community back after a long absence. It brought together government officials, KPA representatives, religious leaders and community members in a demonstration of respect for each other and a commitment to peace. The ceremony was followed by a traditional water buffalo sacrifice, symbolizing a cessation in the long cycle of violence and a declaration of peace by those in attendance. During the ceremony there was local traditional dancing and speeches by representatives from the government, KPA, and the Aceh Monitoring Mission regarding the peace process and the need for the support of the process by communities in western Aceh.

*CSO Strategic Planning Workshop for Aceh Peace Process.* Following on the SPD-sponsored DDR workshop held in December 2005, funding was provided to Forum LSM Aceh to organize a workshop for Acehnese civil society organizations (CSOs) intended to result in a strategy and action

#### General Peace Support Initiatives

11 Grant awards, total value \$892,993

##### *Socialization of the MOU*

Aceh Recovery Forum (2 grants; \$466,166)

Yayasan Inovasi Media Aceh (\$85,077)

Aceh Peace Socialization Team (\$13,943)

##### *Peace Concerts*

Tambo Media Center (2 grants; \$204,679)

##### *Peace Workshops and CSO Coordination Meetings*

Acehnese Civil Society Task Force (\$34,393)

Forum LSM Aceh (\$26,514)

##### *Equipment Support*

Kantor Gubernur Propinsi NAD (\$39,398)

Badan Reintegrasi-Damia Aceh (\$18,156)

Forum LSM Aceh (\$4,667)

plan for CSO participation in supporting the ongoing peace process. About 75 representatives from NGOs, academia, civil society, youth groups, schools, and religious organizations took part in the workshop.

## 4.2. Aceh Community Engagement and Ownership Initiative (ACEO)

### 4.2.1. Background

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.

Particular focus is placed on helping communities and government agencies move away from the lack of trust and hostility that now characterizes their relationship, to a more constructive and purposeful one. 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 focuses 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.

In October 2005, SPD began the process of selecting villages using clearly defined criteria, including the number of released prisoners and ex-combatants in the locale, history of conflict-related violence, 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

#### Visitors to SPD in Aceh

##### February

*CBR Initiative in Lboknga cluster and 3 SPD grantees*  
Virgilio R. Cruz, Auditor, USAID Regional Inspector General, Manila  
Paul E. Armstrong, Auditor, USAID Regional Inspector General, Manila

##### March

*CBR Initiative in Saney and Utamong Villages*  
William Bullock, President, ConocoPhillips Indonesia, Jakarta  
Razief Fitri, Vice President, ConocoPhillips Indonesia, Jakarta  
Johannes Karundeng, Chief Ethics Officer, ConocoPhillips Indonesia, Jakarta  
Krishna Ismaputra, Deputy Manager, Community Relations & Development, ConocoPhillips Indonesia, Jakarta

##### May

*CBR Initiative in Saney and Utamong Villages*  
Joanne MacRae, Humanitarian Assistance Advisor to the Development Assistance Committee (DAC), OECD, London  
Pierre Giroux, Canada's representative to the Development Assistance Committee (DAC), OECD, Paris

##### June

*Equipment support to NAD Governor's Office and CBR Initiatives in Tanjung Selamat Village*  
Ernie Jackson, Senior Attorney, Office of General Counsel, International Affairs and Trade, US GAO, Washington  
Maria Oliver, Project Manager / Senior Analyst, International Affairs and Trade, US GAO, Washington  
James Strus, Senior International Affairs Analyst, International Affairs and Trade, US GAO, Washington

collected from a range of sources and analyzed using GIS technology.

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—such as line agency officials, women and youth group leaders, and NGO leaders. Sixty-three communities—having a total population of more than 65,000 persons—participate in this initiative (see Appendix).

#### 4.2.2. Baseline Assessment and Learning Exercises

SPD conducted a five-day baseline field assessment in late May, visiting ten villages and three Facilitation Teams (see Assessment Questions presented in the Appendix). The results of the assessment highlight a strong desire among all stakeholders to cooperate through the ACEO program to improve livelihoods in participating villages. While optimism about the government and KPA ability to work together to effect positive change ran high, SPD assessors were repeatedly told that USAID and other donors had crucial roles to play as neutral third parties in ensuring that communication remained open.

The presence of a third party, especially that of donor and other humanitarian organizations, was particularly desired by persons interviewed as it was believed that they would most likely have the capacity and experience to improve social and economic conditions in village communities. Neither KPA nor local government representatives were confident in their counterpart's ability to increase economic opportunity, something that was repeatedly mentioned by villagers as a key element to sustained peace and prosperity.

An apparent abundance of optimism about the future of the peace process coupled with a wariness regarding the inability of either the local government or KPA to address critical local economic and social needs is directly related to the conflict history of the area and the poor economy that characterizes it. However, with peace at hand, the government and KPA must work together, assisting villages to recover from the long running conflict. It is therefore important for both groups to gain the skills required and also to prove their commitment to working for peace and local economic and social development. In this respect it is crucial that ACEO Coordination and Facilitation Teams cultivate good working relations in order to achieve meaningful results in ACEO participating communities.

In order to gather further information on existing resources and needs in the ACEO Initiative geographic area, SPD funded the local NGO *Aceh Education Scholar Alliance* to carry out a general

**Figure 2. ACEO Initiative Participating Community Locations**



education survey in June in ACEO cooperating villages. SPD also provided support to the International Medical Corps to conduct a general medical and mental health survey starting in late-July. This education and health data will help provide direction to SPD programming in these sectors.

#### **4.2.3. Formation of Coordination and Facilitation Teams and Initial Training Events**

To jump-start work in the field, SPD facilitated the formation of District Coordination Teams and Sub-District Facilitation Teams comprised of government officials and KPA representatives. Eliciting support for and commitment to the Coordination and Facilitation Teams on the part of local government and KPA representatives was crucial for the start-up of ACEO. To achieve this, SPD conducted numerous informational meetings and presentations with provincial, district and sub-district government and KPA leaders.

The first activity with these groups was a week-long workshop in Medan that focused on personnel empowerment, leadership, and cooperation as necessary tools for assisting villages. Provincial and district GoI and KPA representatives participated in this event. Discussions were also held on the many types and consequences of corruption, focusing on how peace cannot be sustained in environments where corruption thrives. This workshop was followed by a similar event in Lhokseumawe for sub-district government and KPA officials. Once there was common understanding among all government and KPA stakeholders as to the principles and goals of the ACEO Initiative, Coordination and Facilitation Team members attended similarly themed workshops at the village level in a show of solidarity and cooperation.

#### **4.2.4. Community Action Plans**

Following the successful establishment of the Coordination and Facilitation Teams, as well as the initial personal empowerment and leadership trainings, SPD conducted a village resource survey that would serve as the basis for efficient management of local resources and assist government, KPA and donors in understanding local development opportunities. After this survey was complete, SPD worked with the Coordination and Facilitation teams to assist each ACEO village in forming and legally registering a village-managed CSO that could receive funds directly from donor and government agencies.

In July, ACEO communities formulated Community Action Plans using the same process as in the CBR Initiative. Through a participatory process involving representatives of all key sectors in the village, and with assistance from Facilitation Teams and SPD facilitators, villages discussed and formulated long-term development plans that address the needs of all groups in the community. During planning sessions, villagers also discussed mechanisms to monitor the use of donor and village resources. Participation in the planning process helped build trust between villages, government officials and KPA representatives, thereby building a foundation for peaceful social and economic change.

Although the Action Plan development process mirrored that which took place in CBR villages, there were several important differences, including:

*Government and KPA involvement.* In formulating the CBR Community Action Plans, mostly only villagers and SPD staff played significant roles; in the ACEO process, government and KPA representatives were also involved from the outset. Coordinated and committed government and

KPA representative involvement was critical, and ensured that relationships were strengthened during the process.

*Lack of donor presence in the region.* In both ACEO and CBR communities, the consolidated Action Plans serve the same important function of outlining critical community livelihoods and social needs. Yet, in CBR communities, where donor funds abound, there is less urgent need to articulate village priorities, as the funding is clearly available and easily found. In ACEO communities, a clear lack of donor programming makes the Action Plans a more important tool for communities to court potential local and international funding sources.

## 5. Baitul Qiradh Pemuda Muhammadiyah Institutional Development Initiative

### 5.1. Background

SPD support for the Baitul Qiradh Pemuda Muhammadiyah (BQPM), a micro-credit institution based on Sharia lending principles, began in February 2005 with equipment procurement and operational assistance, allowing BQPM to reach new clients in need of loans to restart businesses destroyed by the December 2004 tsunami. The initial SPD support was followed by a long-term initiative to strengthen the institutional capacity of BQPM through \$200,000 in funding from Global Development Alliance partner Microsoft Corporation. This initiative has facilitated business planning activities and provided financial support for daily operations, and will in the coming months be used to support technical assistance and training activities, and to increase BQPM loan capital.

An assessment of the institution in August 2005 led to the conclusion that while BQPM has strong potential for growth, a solid reputation among its potential clientele, and a strong micro-credit market in Banda Aceh, it needed to significantly strengthen staff skills in a number of technical areas, including strategic, financial and credit management, and information systems. Once these skills have been developed, SPD will provide funds for portfolio capitalization and necessary equipment purchases.

While BQPM staff management and technical skills were improved through direct involvement in the business planning exercise that took place in December 2005, and they had hired additional personnel in key positions, it remained essential to continue near-term focus on technical assistance and training, and to make future funding conditional upon it. To this end, funding was

#### USAID SPD Private Sector Partnerships

##### 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 tsunami-affected villages. As of the end of July 2006, \$668,042 had been awarded in 14 grants to these communities.

##### Chevron Foundation

USAID and Unocal Foundation (now Chevron Foundation) signed an MOU on 27 July 2005, in which Unocal Foundation pledged \$1.5 million for recovery initiatives in six tsunami-affected villages. As of the end of July 2006, \$851,371 had been awarded in 25 grants to these communities.

##### ExxonMobil

USAID and ExxonMobil signed an MOU on 27 July 2005, in which ExxonMobil pledged \$750,000 for reconciliation and reconstruction initiatives in eighteen villages in North Aceh and Lhokseumawe City Districts. As of the end of July 2006, \$86,051 had been awarded in 4 grants to these communities.

##### Microsoft Corporation

USAID and Microsoft Corporation signed an MOU in November 2005, in which Microsoft Corporation pledged \$200,000 for the institutional development of Baitul Qiradh Pemuda Muhammadiyah, located in Banda Aceh. As of the end of July 2006, \$79,394 had been awarded in 2 grants for this initiative.

earmarked for specific BQPM operations expenses in order to allow managers to focus on staff training and institutional capacity-building, rather than, for example, on daily collection of loan repayments from clients (a role that, according to the business plan, belongs solely to field agents).

## **5.2. Technical Assistance Strategy and Developments**

As advised by the micro-finance specialists who carried out the August 2005 BQPM assessment and December 2005 business planning exercise, SPD and BQPM contacted *Permodalan Nasional Madani* (PNM), a national secondary cooperative of financial cooperatives, to discuss support that they might provide to BQPM. Nationally, PNM has a solid reputation and excellent track-record of microfinance work across Indonesia. Through membership in PNM, BQPM would have obtained a package of critical training and capacity-building technical assistance for their staff. With this in mind, SPD actively pursued membership for BQPM in PNM.

However, despite PNM's good national reputation, its newly established Aceh branch proved unable to provide a timely proposal for addressing BQPM's needs. Although SPD and BQPM met with PNM management on numerous occasions to finalize a BQPM membership package, PNM was unable to respond quickly with a proposal to move forward. Further investigation among organizations operating in Aceh suggested that PNM Aceh was simply overwhelmed with on-going tasks. Knowing this, and following weeks of little progress toward membership and no clear indication that PNM would be able to provide necessary support, BQPM and SPD began searching for alternatives in May 2006. Given the importance of institutional strengthening activities that are at the core of this initiative, it is crucial that all technical training and loan management software be in line with international best standards and be supplied to BQPM in a timely manner.

In July, SPD awarded a grant to the Microfinance Innovation Center for Resources and Alternatives (MICRA) to provide a range of technical assistance inputs to BQPM to assist it in meeting Business Plan targets by the end of 2006. MICRA will provide training, consulting and other services in the following areas:

- Performance ratings and needs assessments;
- Credit risk management;
- Financial product review and design;
- Accounting and financial management;
- Standard operating policies and procedures;
- Management information systems; and
- Human resource management.

MICRA's first task was to conduct a rapid assessment of BQPM operations. The results of this assessment were matched against BQPM and DAI milestones for BQPM institutional development (see Table 2). Generally, MICRA found that BQPM is largely on target for continued funding. Its main weaknesses remain in the areas of portfolio quality and MIS development.

Following its assessment, MICRA made the following recommendations regarding BQPM institutional development activities in the coming months:

**Administrative Funding.** As of the end of June, BQPM was capable of covering 41% of its operating expenses from earned income. In order to promote efficient operations, MICRA recommends that SPD cover no more than 55% of monthly operating expense with grant funding over the coming quarter. Any extraordinary expenses for asset building should be considered separately.

**Loan Portfolio Funding.** BQPM has developed a proposal to SPD for loan portfolio funds of IDR1,650,000,000 to be disbursed over the course of one year. Its current outstanding loan portfolio totals only IDR353,000,000. As such, the proposed funding level would result in a near five-fold increase in its total loan portfolio. The current financial and operational performance suggests that BQPM could not successfully use this large amount of funding. MICRA recommends significantly less portfolio funding over the coming year, to be released as BQPM makes progress in control over portfolio quality, credit analysis systems and implements an effective MIS. In addition, SPD should require detailed loan portfolio projections before providing such funding. As of June 2006, BQPM still had a strong liquidity position, with over IDR57,000,000 held in cash in its bank account.

**Table 2. BQPM Milestones and Current Performance (June 2006)**

	Tranche 1 Milestone	Rating Results
<b>Profitability</b>		
Operational sustainability	35%	41%
Financial sustainability	25%	29%
<b>Portfolio Quality</b>		
Portfolio at risk	10%	>1 day 88%; > 30 days 80%
Cumulative write-offs	2%	No write offs made to date (*)
<b>Efficiency</b>		
Operating efficiency	35%	30.5%
Loans per loan officer	80	129
<b>Outreach</b>		
% to women	30%	23%
Average loan size	IDR1.5 million	IDR915,000
<b>Technical Capacity Building</b>		
Business Plan with full budget & projections in place	Complete	Complete, but not in active use
MIS system operational	Complete	Not complete
Computerized accounting	Not required	Not complete
Policy manuals complete	Not required	Not complete
Correct monthly reports	Complete	DAI report not verified by MICRA; Report not sent to Manager
Job descriptions & transparent hiring	Complete	Not complete
Internal control operations	Not required	Not complete
Legal status issues resolved	Not required	Not complete
Staff training goals met	Complete	Not identified
External audit performed	Not required	Not complete

*\* Write-offs are necessary and recommended due to the high level of PAR over 365 days, however the BQPM currently has no policies or procedures in this regard.*

## 6. Civilian Military Relations

During the reporting period, the GoI continued to try to gain control of the military's vast business interests. Mandated by legislation passed in 2004, the government will assume control of all military businesses by 2009. However, the armed forces have successfully lobbied for substantial exemptions from this new policy, with cooperatives, small businesses and most foundations now excluded from the catalogue of entities prepared for take-over by the state. In fact, it is likely that less than a dozen businesses will be transferred to a particular unit in the Ministry of Finance, while the rest—more than a thousand—may remain under the control of the military.

In its effort to increase the budget transparency of the armed forces and improve the quality of democratic control of the military, SPD has continued to fund programs that support the government's attempt to assume control of military businesses. Under an ongoing grant, the Indonesian Institute has drafted and presented to the Ministry of Defense a presidential decree regarding the transfer of military businesses. When it became clear that the government would allow the military to keep the majority of its companies, the Indonesian Institute launched a public advocacy campaign to criticize this watering down of the initial legislative mandate. The government, however, seems determined to go ahead with its widely criticized approach, and a presidential decree on the issue is expected some time after August 2006.

In addition to its support for the Indonesian Institute, SPD assisted the security sector reform organization *Propatria* to draft new pieces of legislation in the area of military affairs. Besides identifying weaknesses in existing legislation and proposing amendments (like in the case of the State Defense Bill (UU No.3/2002), TNI Bill (UU No.34/2004) and Police Bill (UU No.2/2002), *Propatria* also continued to provide input to government agencies on evolving draft bills, such as:

- Draft Bill on Witness and Victim Protection;
- Draft Bill on Military Tribunals;
- Draft Bill on Freedom to Obtain Public Information;
- Draft Bill on State Secrecy; and
- Draft Bill on State Intelligence.

Work on these crucial pieces of legislation aim to complete institutional military reforms initiated in 1998 that have largely stagnated since 2002.

The most important progress in civil-military relations, however, could be observed in Aceh. For the first time in Indonesian history, the armed forces complied with a government initiative to make piece with a separatist movement. President Susilo Bambang Yudhoyono's removal of several military hardliners in early 2005 paved the way for this success, which was consolidated by a number of economic and political incentives the government provided to the former rebels. SPD's community development programs contributed greatly to the stabilization of the peace agreement and, by implication, marked the departure from the militaristic approaches of conflict resolution applied in the past. If the agreement holds, it will stand as the most significant achievement of civil-military reforms in the post-1998 *Reformasi* era.

## 7. Administration

In December 2005, DAI recruited community facilitators, field coordinators and support officers to work on the ACEO Initiative. As with CBR Initiative staff members, DAI outsourced payroll, pension, medical and other associated personnel functions for these staff members to a local sub-contractor with expertise in managing short-term employment agreements. The total number of Community Facilitators, Field Coordinators and other support staff working on the CBR and ACEO Initiatives under agreement with this sub-contractor is 76.

In February 2006, DAI opened a field office in Kota Lhokseumawe to support ACEO Initiative operations. This office will serve as the central hub for SPD ACEO Community Facilitators and Field Coordinators. SPD has posted an Office Manager, Community Livelihoods Officer, Procurement Officer and a Senior Program Development Officer at this location, all under DAI contract. A Project Accountant and Grants Accountant will be recruited in the coming months to work in this office (also under DAI contract).

An important addition to the SPD staffing profile was the GIS Advisor, based in Jakarta. The GIS Advisor supports and provides leadership in the development and maintenance of SPD Geographic Information Systems, including those associated with program grants data and regional social and economic data. The Advisor also provides support and guidance to the IT Manager, and helps oversee the design, use and maintenance of project Geographic Information Systems. In February, DAI hired *Mr. Maurice Bowen* to fill this post.

DAI contracted the services of *Mr. Tom Bausch*, DAI Project Associate based in Bethesda, for a short-term assignment from 25 June to 5 August 2006 to provide general administrative support to senior SPD management in the absence of the COP (in the first weeks of the STTA) and the DCOP (in the last weeks of the STTA). He also audited SPD personnel and grant files to ensure they were in compliance with DAI and USAID rules and regulations. He performed these audits in SPD offices in Jakarta, Banda Aceh and Lhokseumawe.

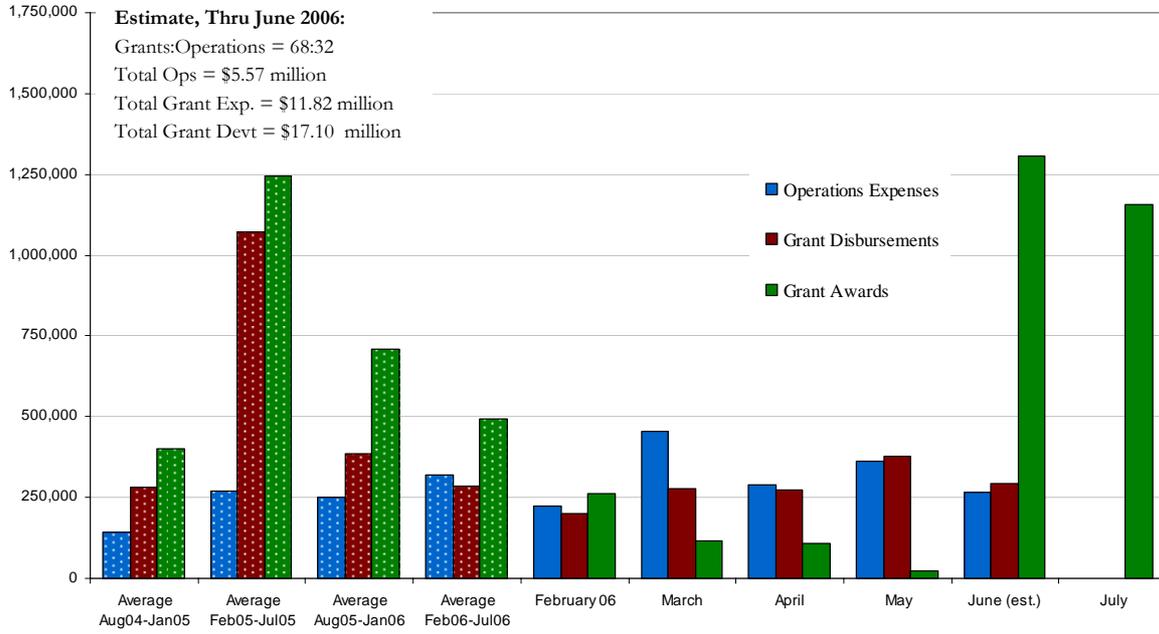
## 8. Finances

The SPD contract budget is \$44,000,000, of which more than \$33.5 million is for program activities (grant awards) and the remainder for operations costs and fees. The end of the SPD contract is 30 September 2007.

During the reporting period, DAI awarded \$2.97 million in grants to local and international partners, bringing the total value of all SPD grant awards to \$17.10 million. As of June 2006 (July 2006 figures were not available at the time this report was written), DAI had disbursed more than \$11.82 million in support of grant-funded initiatives and incurred more than \$5.57 million in operations costs related to program implementation. During the period February-June 2006, estimated average monthly expenditures were \$603,000; estimated average monthly grant disbursements were \$318,000 and operations costs \$285,000.

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 \$1.55 million and other international donors more than \$280,000 in support of these initiatives—more than 11 percent of the value of USAID funding for these grant awards.

**Figure 3. Monthly Operations Expenditures, Grant Disbursements and Grant Awards**  
 (estimate for June operations and grant expenditures; July operations and grant expenditure figures not available)



Appendix 1: USAID SPD Aceh Community Based Recovery Initiative--Participating Villages, CSO Names and Demographic Data (31 July 2006)

No.	Village	CSO Name	Kecamatan	Kabupaten	Families	Female	Male	Total
1	COT LHEU RHENG	YAYASAN MEKAR	TRIENGGADENG	PIDIE	227	423	364	787
2	MEUE	YAYASAN PERHIMPUNAN MASYARAKAT IDEALIS	TRIENGGADENG	PIDIE	317	698	653	1,351
3	PEURADEU	YAYASAN GAMPONG PEURADE	PANTERAJA	PIDIE	249	502	419	921
4	TUNONG PANTEE RAJA	YAYASAN PEMBERDAYAAN EKONOMI MASYARAKAT PANTERAJA	PANTERAJA	PIDIE	129	281	275	556
5	JEMEURANG	YAYASAN GAMPONG PEDULI JEUMERANG	KEMBANG TANJUNG	PIDIE	175	313	322	635
6	LANCANG	YAYASAN GAMPONG SEHATI	KEMBANG TANJUNG	PIDIE	478	709	762	1,471
7	PASI LHOK	YAYASAN PEMBERDAYAAN EKONOMI MASYARAKAT PASI LHOK	KEMBANG TANJUNG	PIDIE	350	652	568	1,220
8	KUPULA	YAYASAN GAMPONG MAKMU SEJAHTERA	SIMPANG TIGA	PIDIE	96	202	218	420
9	MESJID GIGIENG	YAYASAN GAMPONG MAKMU BEURATA	SIMPANG TIGA	PIDIE	114	212	193	405
10	MNS GONG	YAYASAN GAMPONG MAKMU BEUSARE	SIMPANG TIGA	PIDIE	147	298	273	571
11	PULO GAJAH MATE	YAYASAN GAMPONG IDAMAN	SIMPANG TIGA	PIDIE	118	208	228	436
12	LADONG	LADONG SEJAHTERA	MESJID RAYA	ACEH BESAR	310	567	651	1,218
13	MEUNASAH KEUDEE	ANEUK LAOT BEUDOH BEUSAREE	MESJID RAYA	ACEH BESAR	302	541	539	1,080
14	MEUNASAH KULAM	AL HIKMAH DESA MEUNASAH KULAM	MESJID RAYA	ACEH BESAR	178	391	352	743
15	MEUNASAH MON	MOUN BUBOH BEUDOH BEURATA	MESJID RAYA	ACEH BESAR	287	580	579	1,159
16	LAM PEUDAYA	TEUNGKU MEUNASAH BLANG	DARUSSALAM	ACEH BESAR	127	233	225	458
17	MIRUK TAMAN	MIRUEK TAMAN BAGI BEURATA	DARUSSALAM	ACEH BESAR	219	428	415	843
18	SULEUE	UDEEP BEUSARE	DARUSSALAM	ACEH BESAR	63	117	101	218
19	TANJUNG DEAH	TANJUNG SEJAHTERA	DARUSSALAM	ACEH BESAR	203	437	365	802
20	TANJUNG SELAMAT	BANTU MASYARAKAT	DARUSSALAM	ACEH BESAR	860	1,663	1,579	3,242
21	BAET	BLANG AMAL	BAIUSSALAM	ACEH BESAR	437	523	725	1,248
22	BLANG KRUENG	BLANG KRUENG BEUDOH BEURATA MAKMU SEUJAHTERA	BAIUSSALAM	ACEH BESAR	404	734	721	1,455
23	CADEK	KOPERASI PUGA GAMPONG CADEK	BAIUSSALAM	ACEH BESAR	218	199	315	514
24	KAJHU	PPK BEUDOH BEURATA MAKMOE SEUJAHTERA	BAIUSSALAM	ACEH BESAR	116	67	120	187
25	GAMPONG BARO	KAMPONG BARO BIJEH LAMPANTEE	PEUKAN BADA	ACEH BESAR	90	19	82	101
26	LAMTEH	IKRAR LAMTEH	PEUKAN BADA	ACEH BESAR	161	122	179	301
27	LAMTEUNGOH	PANGLIMA LAOT LHOK LAMTEUNGOH	PEUKAN BADA	ACEH BESAR	113	32	134	166
28	LAMTUTUI	PANGLIMA LAOT LHOK LAMTEUNGOH	PEUKAN BADA	ACEH BESAR	67	24	69	93
29	MEUNASAH TUHA	LAMKUTA BEUDOH BEURATA	PEUKAN BADA	ACEH BESAR	164	77	143	220
30	GURAH	TENGGU SYIK MAHARAJA GURAH	PEUKAN BADA	ACEH BESAR	96	97	127	224
31	LAM GEU EU	YAYASAN KEMAKMURAN DESA LAM GEU EU	PEUKAN BADA	ACEH BESAR	317	347	469	816
32	LAM LUMPU	INDRA PURWA SAREENA	PEUKAN BADA	ACEH BESAR	193	122	370	492
33	LAMKEUMOK	PEMBANGUNAN DESA LAMKEUMOK	PEUKAN BADA	ACEH BESAR	88	38	103	141
34	MEUNASAH BALEE	LAMPUUK RECOVERY CENTER	LHOKNGA	ACEH BESAR	158	126	166	292
35	MEUNASAH LAMBARO	LAMPUUK RECOVERY CENTER	LHOKNGA	ACEH BESAR	189	93	200	293
36	MEUNASAH MESJID LAMPUUK	LAMPUUK RECOVERY CENTER	LHOKNGA	ACEH BESAR	265	213	350	563
37	LAMKRUET	PANGLIMA LAOT LHOK LHOKNGA	LHOKNGA	ACEH BESAR	311	361	540	901
38	LAMPAYA	PANGLIMA LAOT LHOK LHOKNGA	LHOKNGA	ACEH BESAR	350	623	685	1,308
39	MON IKEUN	PANGLIMA LAOT LHOK LHOKNGA	LHOKNGA	ACEH BESAR	357	378	492	870
40	WEU RAYA	KOPERASI I MAWAR BEUDOH BEURATA	LHOKNGA	ACEH BESAR	253	297	399	696
41	DEAH MAMPLAM	DAYAH MAMPLAM MANDIRI	LEUPUNG	ACEH BESAR	285	250	400	650
42	MESJID LEUPUNG	HUDEEP BAROE MEUNASAH MESJID	LEUPUNG	ACEH BESAR	150	57	152	209
43	MEUNASAH BAK UE	PEUDONG MEUNASAH BAK'U	LEUPUNG	ACEH BESAR	270	208	215	423
44	LAMSEUNIA	TUAH SARAH RAYA	LEUPUNG	ACEH BESAR	121	68	133	201
45	PULOT	PEUGOET GAMPONG PULOT	LEUPUNG	ACEH BESAR	171	247	246	493
46	BAROH BLANGMEE	YAYASAN PEUMAKMU BLANGME	LHOONG	ACEH BESAR	87	81	93	174
47	BAROH GEUNTEUT	YAYASAN PEUMAKMU BLANGME	LHOONG	ACEH BESAR	81	137	156	293
48	TEUNGOH GEUNTEUT	YAYASAN PEUMAKMU BLANGME	LHOONG	ACEH BESAR	102	133	154	287
49	LAMKUTA BLANGMEE	YAYASAN PEUMAKMU BLANGME	LHOONG	ACEH BESAR	155	178	171	349
50	TEUNGOH BLANGMEE	YAYASAN PEUMAKMU BLANGME	LHOONG	ACEH BESAR	89	130	86	216
51	UMONG SEURIBEE	YAYASAN PEUMAKMU BLANGME	LHOONG	ACEH BESAR	216	328	353	681
52	SANEY	YAYASAN MUTIARA LAUT	LHOONG	ACEH BESAR	62	73	90	163
53	UTAMONG	YAYASAN UTAMONG SEJAHTERA	LHOONG	ACEH BESAR	68	88	83	171
54	TEUMAREUM	YAYASAN TEUMAREUM SEROJA PERMAI	JAYA	ACEH JAYA	296	475	497	972
55	KUALA	YAYASAN KUALA PUTRA	JAYA	ACEH JAYA	133	155	227	382
56	BAHAGIA	YAYASAN BINTANG HUE	KRUENG SABEE	ACEH JAYA	160	109	238	347

Place spellings by Biro Pusat Statistik (BPS); Population data collected through village surveys

by DAI-SPD (conducted March 2006); Total 47 CSOs

Total =	11,742	16,664	18,764	35,428
Average per Village =	210	298	335	633
Average per Family =	3.0	47%	53%	= % Total
Min =	62	19	69	93
Max =	860	1,663	1,579	3,242

## Appendix 2: USAID SPD CBR Progress Assessment 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.

## Appendix 2: USAID SPD CBR Progress Assessment Questions

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

## Appendix 2: USAID SPD CBR Progress Assessment Questions

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 2: USAID SPD CBR Progress Assessment Questions

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### USAID SPD CBR Progress Assessment 3 Interview Questions on Community Action Plan Development

**Objective:** To assess the impact of the CBR initiative on the quality of leadership and resource management in the community.

More specifically, to assess the impact of capacity building activities, personal empowerment workshops and CBR mentoring and implementation on the quality of community leadership and governance, as evidenced by the CAP development process.

**Process:**

1. Interview village leaders (*Geuchik*)
2. Interview CSO managers
3. Focus Group Discussions, each involving 5 and 10 men, women and youth representing a cross-section of each community
4. Interview SPD Field Coordinators and Community Facilitators

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### Questions

#### Leadership

1. Who was involved in organizing and preparing for the Community Action Plan (CAP) meetings?
2. Who drove the CAP process (DAI, KPA, Pemda)? What role did they, or other actors, play in the process?

#### Participation in Preparation of the Community Action Plan

1. What interest groups participated in the discussion and development of the CAP?
2. What was the quality of interest group participation in the discussion and development of the CAP?
3. What would you say was the role of women in the CAP process?
4. What would you say was the role of youth in the CAP process?
5. What other stakeholders (NGOs, INGOs, Pemda) participated in the planning process? What was their role?

#### Community Planning Process

1. What issues were raised regarding project plans and proposals from other stakeholders (Pemda, KPA, NGOs, INGOs)? How were these plans and proposals discussed and integrated into the CAP process?
2. Did discussion include issues specific to gender? What was the nature of the discussions and were provisions included in the CAP that addressed these issues?
3. Did discussion include issues specific to youth? What was the nature of the discussions and were provisions included in the CAP that addressed these issues?
4. Did discussion include issues specific to the environment? What was the nature of the discussions and were provisions included in the CAP that addressed these issues?

## **Appendix 2: USAID SPD CBR Progress Assessment Questions**

5. What other issues relating to vulnerable groups (e.g. KPA, disabled) were discussed? What was the nature of the discussions and were provisions included in the CAP that addressed these issues?
6. What are the plans for validating the CAP with the larger village community? How will the validation take place? Who will validate the CAP?
7. Are there plans to share the CAP with other donors, Pemda, neighboring villages and other groups external to the village and USAID activities?
8. Does the CAP reflect the real needs and aspirations of the community?

### **Content of the Community Action Plan**

1. How was the issue of community capacity building (e.g. trainings, workshops, cross-village visits) discussed and included in the CAP?
2. How does the CAP address the needs of women in terms of targeted training (e.g. credit management, computers, land use)? Does it give special attention to women's needs in this regard?
3. How was the issue of community leadership development (e.g. CSO management, sector representation and advocacy) discussed and included in the CAP?
4. How was the idea of increasing community exposure to local government, NGOs or other potential partners and benefactors discussed and included in the CAP? What are the plans for these activities?
5. Are there provisions for periodic implementation reviews of the CAP? If so, how will these reviews take place and when?
6. Are there provisions for measuring implementation, progress and impact of the CAP? How will this occur?
7. Are there provisions for addressing issues of corruption or mismanagement of funds in the CAP?

### **Perceptions of the Community Action Plan**

1. How does the CAP address real community priorities?
2. Do you think the CAP will improve community well being? How will the CAP improve the lives of community members?
3. How do you think the CAP will be implemented? When do you think it will be implemented?
4. What are your thoughts about whether or not USAID will fund activities in the CAP?
5. What are your thoughts about whether or not other implementing agencies will complete the activities in the CAP?
6. What role will the community play in funding/implementing CAP activities? What is the commitment by the community in following CAP priorities?
7. How will the CAP help the community recover?
8. How will the CAP provide for a more hopeful future?

### Appendix 3: CBR Work Plans and Milestones

## USAID SPD – Aceh CBR Initiative 4-Month Workplan (Actual; February to May 2005)

ID	Task Name	Start	Finish	Feb 2005			Mar 2005			Apr 2005			May 2005							
				2/6	2/13	2/20	2/27	3/6	3/13	3/20	3/27	4/3	4/10	4/17	4/24	5/1	5/8	5/15	5/22	
1	Conceptualization and Strategy Development [DP, CL, Fachrizal]	1/5/2005	3/3/2005	[Blue bar from 2/6 to 3/3]																
2	Senior Program Development Manager recruitment and arrival	1/17/2005	2/7/2005	[Blue bar from 2/6 to 2/7]																
3	Discussion and Briefing with other USAID, other Donors and Organizations (KDP, BPM, YIDP, CHF, CARE, etc.) [DP, CL, Fachrizal, FC, IS]	2/8/2005	6/30/2007	[Yellow bar from 2/8 to 6/30]																
4	Field Coordinator Recruitment [CL, Fachrizal, IS]	2/28/2005	4/1/2005	[Blue bar from 2/28 to 4/1]																
5	Syah Kuala University (17 FCs), CEE (2), Saleum (2), Pemuda Muhammadiyah (2) Grant Development (for Community Facilitators [23 persons])	3/1/2005	4/6/2005	[Blue bar from 3/1 to 4/6]																
6	Syah Kuala University, CEE, Saleum, Pemuda Muhammadiyah Grant Implementation (for Community Facilitators)	3/29/2005	12/31/2005	[Blue bar from 3/29 to 12/31]																
7	Community Facilitator Recruitment [CL, FC]	3/29/2005	5/31/2005	[Blue bar from 3/29 to 5/31]																
8	On-the-Job Training of FC and CF (DAI policies and procedures, facilitation, conflict management, etc.) [CL, GM, Fachrizal, FC]	3/29/2005	7/30/2007	[Blue bar from 3/29 to 7/30]																
9	Preparation for Personal Empowerment ... Training [CL]	4/15/2005	5/9/2005	[Blue bar from 4/15 to 5/9]																
10	Personal Empowerment & Leadership Training 1 (basis for SPD/CBR team-building) [CL]	5/9/2005	5/13/2005	[Blue bar from 5/9 to 5/13]																
11	Team and Strategy Building 1 [CF, FC, GM, PO]	5/23/2005	5/25/2005	[Blue bar from 5/23 to 5/25]																
12	Community Selection [CL, Fachrizal]	3/3/2005	4/5/2005	[Blue bar from 3/3 to 4/5]																
13	Initial Community Discussions (buy-in) [CL, Fachrizal, FC]	3/3/2005	4/15/2005	[Green bar from 3/3 to 4/15]																
14	<b>CBR Milestone 1 – 53 Communities Selected</b>	3/28/2005	3/28/2005	[Green bar from 3/28 to 3/28] ◆																
15	Prioritization and Validation of Needs by Communities	3/3/2005	4/1/2005	[Green bar from 3/3 to 4/1]																
16	Entry Grant Development	3/21/2005	4/15/2005	[Green bar with diagonal lines from 3/21 to 4/15]																
17	Community Informs Local Government of Intent to work with USAID	3/29/2005	4/13/2005	[Green bar from 3/29 to 4/13]																
18	Entry Grant Implementation	3/29/2005	7/5/2005	[Green bar with diagonal lines from 3/29 to 7/5]																
19	<b>Grant Award Milestone 1 (\$1.6 million new and total)</b>	4/15/2005	4/15/2005	[Green bar with diagonal lines from 4/15 to 4/15] ◆																
20	Village Profile – Questionnaire Development [CL, DP, Fachrizal, FC]	4/1/2005	5/31/2005	[Blue bar from 4/1 to 5/31]																
21	Village Profile – Data collected/validated; database developed, reports printed [CF, FC, DP, IS, Eri, Stephen]	4/8/2005	5/31/2005	[Green bar with diagonal lines from 4/8 to 5/31]																
22	Community Training Materials Preparation [CL]	4/1/2005	6/12/2005	[Blue bar from 4/1 to 6/12]																

## 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	<b>Grant Award Milestone 2 (\$3.1 million new; \$5.4 million total)</b>	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; May to August 2006)**

ID	Task Name	Start	Finish	May 2006			Jun 2006			Jul 2006			Aug 2006					
				4/30	5/7	5/14	5/21	5/28	6/4	6/11	6/18	6/25	7/2	7/9	7/16	7/23	7/30	8/6
1	Discussion and Briefing with other USAID, other Donors, Organizations (KDP, BPM, YIDP, CHF, BRR, GDA partners, etc.) [DP, SM, RB, NK, R.C.]	2/8/2005	6/30/2007															
2	Community Leader Training 2, TOT Training (location TBD), CF/FC [CL]	5/22/2006	5/26/2006															
3	Community Leader Training 2, 56 villages, 30 persons in each village [NK, CF, FC; CL participate first 2 days in field]	6/5/2006	6/23/2006															
4	On-the-Job Training of CF and FC [RB, NK, CLOs]	3/29/2005	3/30/2007															
5	CSO Development—In-House Planning Meeting [CL, RB, NK, JG, KK, CF]	5/9/2006	5/11/2006															
6	CF/FC Skills Development—Strategy and Action Plan Development [NK, RB]	5/11/2006	5/12/2006															
7	CSO Development—Financial and Procurement Management; Material Preparation [JG, RB, NK, RH, FC]	5/10/2006	5/26/2006															
8	Village 2006 Budget Discussion and Allocation Exercise (45 Villages)—Preparation [RB, NK, JG, KK]	5/22/2006	5/26/2006															
9	Community Managed Loan Fund—Strategy Session [RB, NK, JG, CL, KK, SM, DP, CLO]	6/5/2006	6/6/2006															
10	CSO Development—Financial and Procurement Management Training [JG, RB, NK, RH, FC]	6/5/2006	6/23/2006															
11	Local Governance Training for Community Leaders – Formal and Hands-On Training, by Facilitators [C.F./F.C.]	6/6/2005	3/30/2007															
12	CSO Development—Proposal writing and budgeting, Material Preparation [JG, RB, NK, KK, CF]	7/10/2006	7/21/2006															
13	CSO Development—Proposal Writing and Budgeting Training [JG, RB, NK, KK, CF]	7/24/2006	8/11/2006															
14	Livelihoods 2 Grant Development [RB, NK, C.F./F.C., CLO]	12/1/2005	6/30/2006															
15	Grant Award Milestone 3: Livelihoods 2 Grant Agreements Signed – 56 Villages [RB, C.F./F.C., CLO]	6/30/2006	6/30/2006															
16	Village 2006 Budget Allocation (45 Villages) Complete [CL, R.C., C.F./F.C.]	7/30/2006	7/30/2006															
17	Livelihoods Grant Implementation	6/17/2005	3/30/2007															
18	Community Capacity-Building Grant 1 Implementation [NK, CF/FC]	12/1/2005	7/31/2006															
19	Livelihoods 1 Grant Focus Group Discussion [C.F./F.C.]	5/22/2006	6/16/2006															
20	Psychological Recovery Grant—Go, No Go [RB, NK]	5/31/2006	5/31/2006															
21	Human Interest Stories Initiative 1—Identify and contract outside expert [SM, CF]	5/31/2006	5/31/2006															
22	Human Interest Stories Initiative 1 – Implementation [SM, CF]	6/1/2006	7/30/2006															
23	Relationship Building—Villages and Kecamatan [RB, NK, R.C.]	5/1/2006	7/31/2007															
24	Progress Assessment -- Village Leadership 3/Livelihoods 2 [KK, CF]	8/7/2006	8/25/2006															



## Appendix 4: CBR Grant Outputs Summary

No.	Kabupaten	Kecamatan	Desa	Families (March 2006)	Beneficiaries			Short-Term Employment Generation					
					Female	Male	Total	Workers Employed			Person-Days of Labor		
								Female	Male	Total	Female	Male	Total
1	PIDIE	TRIENGGADENG	COT LHEU RHENG	227	423	364	787	11	312	323	165	9,000	9,165
2	PIDIE	TRIENGGADENG	MEUE	317	698	653	1351	63	703	766	420	8,775	9,195
3	PIDIE	PANTE RAJA	PEURADEU	249	502	419	921	11	304	315	165	9,045	9,210
4	PIDIE	PANTE RAJA	TUNONG PANTEE RAJA	129	281	275	556	11	244	255	110	8,847	8,957
5	PIDIE	KEMBANG TANJUNG	JEMEURANG	175	313	322	635	74	215	289	592	4,982	5,574
6	PIDIE	KEMBANG TANJUNG	LANCANG	478	709	762	1471	176	432	608	1,408	7,699	9,107
7	PIDIE	KEMBANG TANJUNG	PASI LHOK	350	652	568	1220	115	331	446	920	5,224	6,144
8	PIDIE	SIMPANG TIGA	KUPULA	96	202	218	420	1	158	159	90	3,957	4,047
9	PIDIE	SIMPANG TIGA	MESJID GIGIENG	114	212	193	405	1	158	159	80	3,162	3,242
10	PIDIE	SIMPANG TIGA	MNS GONGH	147	298	273	571	0	178	178	0	2,200	2,200
11	PIDIE	SIMPANG TIGA	PULO GAJAH MATE	118	208	228	436	1	199	200	60	2,608	2,668
12	ACEH BESAR	MESJID RAYA	LADONG	310	567	651	1218	154	196	350	3,780	5,816	9,596
13	ACEH BESAR	MESJID RAYA	MEUNASAH KEUDEE	302	541	539	1080	94	157	251	1,640	4,034	5,674
14	ACEH BESAR	MESJID RAYA	MEUNASAH KULAM	178	391	352	743	48	101	149	1,540	3,474	5,014
15	ACEH BESAR	MESJID RAYA	MEUNASAH MON	287	580	579	1159	54	157	211	680	4,034	4,714
16	ACEH BESAR	DARUSSALAM	LAM PEUDAYA	127	233	225	458	270	228	498	5,160	7,678	12,838
17	ACEH BESAR	DARUSSALAM	MIRUK TAMAN	219	428	415	843	152	179	331	5,834	6,798	12,632
18	ACEH BESAR	DARUSSALAM	SULEUE	63	117	101	218	143	175	318	3,996	6,794	10,790
19	ACEH BESAR	DARUSSALAM	TANJUNG DEAH	203	437	365	802	161	272	433	3,820	7,104	10,924
20	ACEH BESAR	DARUSSALAM	TANJUNG SELAMAT	860	1663	1579	3242	121	261	382	5,100	9,300	14,400
21	ACEH BESAR	BAIUSSALAM	BAET	437	523	725	1248	223	255	478	5,090	6,160	11,250
22	ACEH BESAR	BAIUSSALAM	BLANG KRUENG	404	734	721	1455	161	284	445	5,820	8,700	14,520
23	ACEH BESAR	BAIUSSALAM	CADEK	218	199	315	514	213	254	467	4,860	6,170	11,030
24	ACEH BESAR	BAIUSSALAM	KAJHU	116	67	120	187	133	185	318	7,020	8,740	15,760
25	ACEH BESAR	PEUKAN BADA	GAMPONG BARO	90	19	82	101	39	176	215	1,182	5,938	7,120
26	ACEH BESAR	PEUKAN BADA	LAMTEH	161	122	179	301	61	232	293	2,084	9,461	11,545
27	ACEH BESAR	PEUKAN BADA	LAMTEUNGOH	113	32	134	166	62	146	208	1,238	2,289	3,527
28	ACEH BESAR	PEUKAN BADA	LAMTUTUI	67	24	69	93	82	155	237	1,017	1,472	2,489
29	ACEH BESAR	PEUKAN BADA	MEUNASAH TUHA	164	77	143	220	85	196	281	2,718	7,211	9,929
30	ACEH BESAR	PEUKAN BADA	GURAH	96	97	127	224	28	128	156	1,346	5,446	6,792
31	ACEH BESAR	PEUKAN BADA	LAM GEU EU	317	347	469	816	9	185	194	226	5,413	5,639
32	ACEH BESAR	PEUKAN BADA	LAM LUMPU	193	122	370	492	40	178	218	886	4,999	5,885
33	ACEH BESAR	PEUKAN BADA	LAMKEUMOK	88	38	103	141	18	142	160	352	3,869	4,221
34	ACEH BESAR	LHONGALEUPUNG	MEUNASAH BALEE	158	126	166	292	94	194	288	3,586	6,028	9,614
35	ACEH BESAR	LAMPUUK	MEUNASAH LAMBARO	189	93	200	293	49	123	172	1,288	2,797	4,085
36	ACEH BESAR	LAMPUUK	MEUNASAH MESJID LAMPUUK	265	213	350	563	93	206	299	3,168	5,424	8,592
37	ACEH BESAR	LHONGALEUPUNG	LAMKRUET	311	361	540	901	152	238	390	3,952	5,979	9,931
38	ACEH BESAR	LHONGALEUPUNG	LAMPAYA	350	623	685	1308	127	203	330	2,982	4,749	7,731
39	ACEH BESAR	LHONGALEUPUNG	MON IKEUN	357	378	492	870	114	200	314	3,016	6,172	9,188
40	ACEH BESAR	LHONGALEUPUNG	WEU RAYA	253	297	399	696	140	177	317	2,353	5,067	7,420
41	ACEH BESAR	LEUPUNG	DEAH MAMPLAM	285	250	400	650	18	69	87	810	3,105	3,915
42	ACEH BESAR	LEUPUNG	MESJID LEUPUNG	150	57	152	209	36	140	176	810	3,150	3,960
43	ACEH BESAR	LEUPUNG	MEUNASAH BAK UE	270	208	215	423	53	176	229	2,385	3,960	6,345
44	ACEH BESAR	LEUPUNG	LAMSEUNIA	121	68	133	201	32	116	148	720	2,610	3,330
45	ACEH BESAR	LEUPUNG	PULOT	171	247	246	493	0	30	30	0	2,220	2,220
46	ACEH BESAR	LHOONG	BAROH BLANGMEE	87	81	93	174	114	236	350	4,802	7,098	11,900
47	ACEH BESAR	LHOONG	BAROH GEUNTEUT	81	137	156	293	118	232	350	4,994	6,906	11,900
48	ACEH BESAR	LHOONG	TEUNGOH GEUNTEUT	102	133	154	287	134	216	350	5,762	6,138	11,900
49	ACEH BESAR	LHOONG	LAMKUTA BLANGMEE	155	178	171	349	141	209	350	6,098	5,802	11,900
50	ACEH BESAR	LHOONG	TEUNGOH BLANGMEE	89	130	86	216	111	149	260	4,818	3,762	8,580
51	ACEH BESAR	LHOONG	UMONG SEURIBEE	216	328	353	681	233	329	562	9,850	10,290	20,140
52	ACEH BESAR	LHOONG	SANEY	62	73	90	163	30	70	100	1,236	2,884	4,120
53	ACEH BESAR	LHOONG	UTAMONG	68	88	83	171	36	84	120	1,236	2,884	4,120
54	ACEH BESAR	JAYA	TEUMAREUM	296	475	497	972	123	303	426	2,910	5,700	8,610
55	ACEH BESAR	JAYA	KUALA	133	155	227	382	117	293	410	2,766	5,650	8,416
56	ACEH BESAR	KRUNG SABEE	BAHAGIA	160	109	238	347	30	70	100	1,426	3,326	4,752
<i>Place spellings by Biro Pusat Statistik (BPS): Beneficiary</i>				11,742	16,664	18,764	35,428	4,910	11,539	16,449	140,367	308,100	448,467
<i>(population) data collected through village surveys</i>				210	298	335	633	88	206	294	2,507	5,502	8,008
<i>by DAI-SPD (conducted March 2006).</i>					47%	53%		30%	70%		31%	69%	

Prepared by Development Alternative, Inc. (August 2006). All figures subject to change.

Short-Term Employment Generation

## Appendix 4: CBR Grant Outputs Summary

No.	Kabupaten	Kecamatan	Desa	Short-Term Emp. Gen.		Infrastructure Rehabilitation & Construction						
				Cash and Food Allowance to Workers (USD)	Equipment Support (USD)	Irrigation Canal Cleaning (meters)	Irrigation Canal Construction (meters)	Drainage Ditch Cleaning (meters)	Drainage Ditch Construction (meters)	Protective Barrier (meters)	Community Center (buildings)	Village Office (buildings)
1	PIDIE	TRIENGGADENG	COT LHEU RHENG	\$23,537	\$4,851	0	0	290	0	360	1	1
2	PIDIE	TRIENGGADENG	MEUE	\$25,325	\$5,279	0	0	714	0	150	1	1
3	PIDIE	PANTE RAJA	PEURADEU	\$20,579	\$3,909	0	0	0	0	400	2	1
4	PIDIE	PANTE RAJA	TUNONG PANTEE RAJA	\$17,077	\$4,157	0	0	0	0	5,721	2	1
5	PIDIE	KEMBANG TANJUNG	JEMEURANG	\$13,305	\$3,363	0	0	750	0	0	2	1
6	PIDIE	KEMBANG TANJUNG	LANCANG	\$23,608	\$8,796	0	0	2,700	0	0	2	1
7	PIDIE	KEMBANG TANJUNG	PASI LHOK	\$16,681	\$5,133	0	0	1,317	0	0	2	1
8	PIDIE	SIMPANG TIGA	KUPULA	\$12,952	\$0	0	0	200	0	420	1	1
9	PIDIE	SIMPANG TIGA	MESJID GIGIENG	\$7,166	\$0	0	0	0	0	600	1	0
10	PIDIE	SIMPANG TIGA	MNS GONG	\$7,474	\$0	0	0	200	0	980	0	1
11	PIDIE	SIMPANG TIGA	PULO GAJAH MATE	\$7,747	\$0	0	0	0	0	0	3	1
12	ACEH BESAR	MESJID RAYA	LADONG	\$40,167	\$18,128	0	0	0	0	0	1	1
13	ACEH BESAR	MESJID RAYA	MEUNASAH KEUDEE	\$27,811	\$0	0	0	1,900	0	0	1	1
14	ACEH BESAR	MESJID RAYA	MEUNASAH KULAM	\$23,664	\$656	0	0	1,600	0	0	0	1
15	ACEH BESAR	MESJID RAYA	MEUNASAH MON	\$23,664	\$656	0	0	1,700	0	0	1	1
16	ACEH BESAR	DARUSSALAM	LAM PEUDAYA	\$55,793	\$642	9,000	0	1,500	0	0	0	1
17	ACEH BESAR	DARUSSALAM	MIRUK TAMAN	\$52,568	\$1,432	4,200	0	1,050	0	0	0	1
18	ACEH BESAR	DARUSSALAM	SULEUE	\$39,147	\$1,380	5,600	0	1,100	0	0	1	1
19	ACEH BESAR	DARUSSALAM	TANJUNG DEAH	\$48,105	\$700	5,300	0	0	0	0	0	1
20	ACEH BESAR	DARUSSALAM	TANJUNG SELAMAT	\$60,403	\$1,349	12,000	0	0	0	0	0	1
21	ACEH BESAR	BAIUSSALAM	BAET	\$47,298	\$6,910	0	0	7,350	0	0	0	1
22	ACEH BESAR	BAIUSSALAM	BLANG KRUENG	\$61,152	\$1,174	7,044	0	0	0	0	0	1
23	ACEH BESAR	BAIUSSALAM	CADEK	\$45,461	\$7,548	0	0	7,300	0	0	0	1
24	ACEH BESAR	BAIUSSALAM	KAJHU	\$87,684	\$1,402	5,500	0	0	0	0	0	0
25	ACEH BESAR	PEUKAN BADA	GAMpong BARO	\$32,194	\$1,346	0	0	0	0	0	1	1
26	ACEH BESAR	PEUKAN BADA	LAMTEH	\$49,386	\$3,834	0	0	0	0	0	1	1
27	ACEH BESAR	PEUKAN BADA	LAMTEUNGOH	\$10,232	\$3,980	0	0	0	0	700	2	1
28	ACEH BESAR	PEUKAN BADA	LAMTUTUI	\$4,929	\$6,014	0	0	0	0	700	0	0
29	ACEH BESAR	PEUKAN BADA	MEUNASAH TUHA	\$46,959	\$7,928	0	0	0	0	0	1	1
30	ACEH BESAR	PEUKAN BADA	GURAH	\$27,413	\$5,917	500	0	3,000	0	0	0	0
31	ACEH BESAR	PEUKAN BADA	LAM GEU EU	\$22,414	\$4,071	0	0	5,000	0	0	1	1
32	ACEH BESAR	PEUKAN BADA	LAM LUMPU	\$24,336	\$3,655	0	0	1,000	0	0	2	1
33	ACEH BESAR	PEUKAN BADA	LAMKEUMOK	\$18,073	\$4,772	0	0	3,000	0	0	1	1
34	ACEH BESAR	LHONGALEUPUNG	MEUNASAH BALEE	\$25,378	\$20,273	0	0	0	0	0	1	0
35	ACEH BESAR	LAMPUUK	MEUNASAH LAMBARO	\$16,694	\$3,530	0	0	0	0	0	2	0
36	ACEH BESAR	LAMPUUK	MEUNASAH MESJID LAMPUUK	\$29,462	\$20,452	0	0	0	0	0	2	0
37	ACEH BESAR	LHONGALEUPUNG	LAMKRUEK	\$39,594	\$12,103	0	0	0	0	0	1	1
38	ACEH BESAR	LHONGALEUPUNG	LAMPAYA	\$31,518	\$12,228	0	0	0	0	0	1	1
39	ACEH BESAR	LHONGALEUPUNG	MON IKEUN	\$37,618	\$12,244	0	0	0	0	0	1	1
40	ACEH BESAR	LHONGALEUPUNG	WEU RAYA	\$39,227	\$12,277	0	0	0	0	0	0	1
41	ACEH BESAR	LEUPUNG	DEAH MAMPLAM	\$16,332	\$4,563	0	0	0	0	0	1	1
42	ACEH BESAR	LEUPUNG	MESJID LEUPUNG	\$15,922	\$4,874	0	0	0	0	0	1	0
43	ACEH BESAR	LEUPUNG	MEUNASAH BAK UE	\$23,266	\$5,872	0	0	0	0	0	2	0
44	ACEH BESAR	LEUPUNG	LAMSEUNIA	\$13,824	\$4,617	0	0	0	0	0	1	1
45	ACEH BESAR	LEUPUNG	PULOT	\$10,415	\$0	0	0	0	0	0	4	1
46	ACEH BESAR	LHOONG	BAROH BLANGMEE	\$58,784	\$14,596	3,000	170	0	0	0	1	1
47	ACEH BESAR	LHOONG	BAROH GEUNTEUT	\$58,647	\$16,254	3,000	0	0	0	0	2	1
48	ACEH BESAR	LHOONG	TEUNGOH GEUNTEUT	\$59,069	\$20,805	4,000	210	0	0	0	2	1
49	ACEH BESAR	LHOONG	LAMKUTA BLANGMEE	\$58,629	\$14,440	1,500	200	0	0	0	1	1
50	ACEH BESAR	LHOONG	TEUNGOH BLANGMEE	\$44,412	\$10,002	0	75	0	0	0	2	1
51	ACEH BESAR	LHOONG	UMONG SEURIBEE	\$93,270	\$19,873	1,500	100	0	0	0	2	1
52	ACEH BESAR	LHOONG	SANEY	\$19,325	\$8,558	0	0	0	0	0	1	1
53	ACEH BESAR	LHOONG	UTAMONG	\$21,940	\$9,081	0	0	0	0	0	1	1
54	ACEH JAYA	JAYA	TEUMAREUM	\$37,628	\$12,869	0	0	0	0	0	1	1
55	ACEH JAYA	JAYA	KUALA	\$35,014	\$12,773	0	0	0	0	0	1	1
56	ACEH JAYA	KRUNG SABEE	BAHAGIA	\$19,325	\$14,097	0	0	0	0	0	1	1
<i>Place spellings by Biro Pusat Statistik (BPS); Beneficiary (population) data collected through village surveys by DAI-SPD (conducted March 2006).</i>				\$1,829,597	\$385,363	62,144	755	41,671	0	10,031	62	47
				\$4.08	= Average per workday							
				\$1,829,597	\$385,363	\$7,008	\$7,768	\$138,841	\$0	\$76,108	\$790,459	\$676,814

Prepared by Development Alternative, Inc. (August 2006). All figures subject to change.

**Short-Term Emp. Gen. Infrastructure Rehabilitation & Construction**

## Appendix 4: CBR Grant Outputs Summary

No.	Kabupaten	Kecamatan	Desa	Infrastructure Rehabilitation & Construction					Land Cleaning (ha)		
				Water and Sanitation Facility (facilities)	Recreation Facility (facility)	Education Facility (facility)	Health Facility (facility)	Road/Bridge Rehabilitation (units)	Village Area	Agri. Land	Total Area
1	PIDIE	TRIENGGADENG	COT LHEU RHENG	3	1	1	0	4	22.5	86.5	109.0
2	PIDIE	TRIENGGADENG	MEUE	1	1	0	0	0	31.3	118.7	150.0
3	PIDIE	PANTE RAJA	PEURADEU	1	1	0	0	0	24.1	150.9	175.0
4	PIDIE	PANTE RAJA	TUNONG PANTEE RAJA	1	1	0	0	0	11.0	149.0	160.0
5	PIDIE	KEMBANG TANJUNG	JEMEURANG	1	1	0	0	0	17.3	102.7	120.0
6	PIDIE	KEMBANG TANJUNG	LANCANG	1	1	0	0	0	49.7	170.3	220.0
7	PIDIE	KEMBANG TANJUNG	PASI LHOK	1	1	0	0	0	33.7	98.3	132.0
8	PIDIE	SIMPANG TIGA	KUPULA	0	0	1	0	0	0.0	0.0	0.0
9	PIDIE	SIMPANG TIGA	MESJID GIGIENG	1	1	0	0	0	0.0	0.0	0.0
10	PIDIE	SIMPANG TIGA	MNS GONG	1	1	0	0	0	0.0	0.0	0.0
11	PIDIE	SIMPANG TIGA	PULO GAJAH MATE	2	2	0	0	0	0.0	0.0	0.0
12	ACEH BESAR	MESJID RAYA	LADONG	0	1	0	0	0	29.5	215.5	245.0
13	ACEH BESAR	MESJID RAYA	MEUNASAH KEUDEE	1	1	0	0	0	0.0	0.0	0.0
14	ACEH BESAR	MESJID RAYA	MEUNASAH KULAM	1	1	0	0	0	0.0	0.0	0.0
15	ACEH BESAR	MESJID RAYA	MEUNASAH MON	1	1	0	0	0	0.0	0.0	0.0
16	ACEH BESAR	DARUSSALAM	LAM PEUDAYA	0	1	0	0	0	12.2	38.8	51.0
17	ACEH BESAR	DARUSSALAM	MIRUK TAMAN	0	1	0	0	1	21.8	30.2	52.0
18	ACEH BESAR	DARUSSALAM	SULEUE	0	0	0	0	0	6.6	43.4	50.0
19	ACEH BESAR	DARUSSALAM	TANJUNG DEAH	0	0	0	0	0	16.0	16.0	32.0
20	ACEH BESAR	DARUSSALAM	TANJUNG SELAMAT	0	1	0	0	0	30.0	30.0	60.0
21	ACEH BESAR	BAIUSSALAM	BAET	0	1	0	0	0	68.0	132.0	200.0
22	ACEH BESAR	BAIUSSALAM	BLANG KRUENG	0	1	0	0	0	31.2	23.8	55.0
23	ACEH BESAR	BAIUSSALAM	CADEK	0	1	0	0	0	15.0	0.0	15.0
24	ACEH BESAR	BAIUSSALAM	KAJHU	0	0	0	0	0	18.0	22.0	40.0
25	ACEH BESAR	PEUKAN BADA	GAMpong BARO	0	1	0	0	0	18.0	12.0	30.0
26	ACEH BESAR	PEUKAN BADA	LAMTEH	0	1	0	0	0	30.0	40.0	70.0
27	ACEH BESAR	PEUKAN BADA	LAMTEUNGOH	0	1	0	0	0	16.3	0.0	16.3
28	ACEH BESAR	PEUKAN BADA	LAMTUTUI	0	0	0	0	0	14.8	0.0	14.8
29	ACEH BESAR	PEUKAN BADA	MEUNASAH TUHA	0	1	0	0	0	56.4	93.6	150.0
30	ACEH BESAR	PEUKAN BADA	GURAH	0	1	0	0	0	21.2	28.8	50.0
31	ACEH BESAR	PEUKAN BADA	LAM GEU EU	0	1	0	0	0	18.0	0.0	18.0
32	ACEH BESAR	PEUKAN BADA	LAM LUMPU	0	1	0	0	0	8.0	0.0	8.0
33	ACEH BESAR	PEUKAN BADA	LAMKEUMOK	0	1	0	0	0	10.0	0.0	10.0
34	ACEH BESAR	LHONGALEUPUNG	MEUNASAH BALEE	1	0	0	0	0	32.7	17.3	50.0
35	ACEH BESAR	LAMPUUK	MEUNASAH LAMBARO	1	0	0	0	0	23.7	196.3	220.0
36	ACEH BESAR	LAMPUUK	MEUNASAH MESJID LAMPUUK	1	0	0	0	0	54.0	196.0	250.0
37	ACEH BESAR	LHONGALEUPUNG	LAMKRUET	0	1	0	0	0	50.0	50.0	100.0
38	ACEH BESAR	LHONGALEUPUNG	LAMPAYA	0	1	0	0	0	37.2	60.8	98.0
39	ACEH BESAR	LHONGALEUPUNG	MON IKEUN	0	1	0	0	0	39.0	52.0	91.0
40	ACEH BESAR	LHONGALEUPUNG	WEU RAYA	0	1	0	0	0	25.0	50.0	75.0
41	ACEH BESAR	LEUPUNG	DEAH MAMPLAM	0	2	0	0	0	52.6	35.4	88.0
42	ACEH BESAR	LEUPUNG	MESJID LEUPUNG	0	1	0	0	0	30.9	164.1	195.0
43	ACEH BESAR	LEUPUNG	MEUNASAH BAK UE	0	1	0	0	0	31.6	72.4	104.0
44	ACEH BESAR	LEUPUNG	LAMSEUNIA	0	0	0	0	0	20.9	214.1	235.0
45	ACEH BESAR	LEUPUNG	PULOT	1	2	0	0	0	0.0	0.0	0.0
46	ACEH BESAR	LHOONG	BAROH BLANGMEE	0	1	0	0	0	10.7	289.3	300.0
47	ACEH BESAR	LHOONG	BAROH GEUNTEUT	0	1	0	0	0	5.5	294.5	300.0
48	ACEH BESAR	LHOONG	TEUNGOH GEUNTEUT	0	1	0	0	0	7.8	292.2	300.0
49	ACEH BESAR	LHOONG	LAMKUTA BLANGMEE	0	1	0	0	0	12.6	287.4	300.0
50	ACEH BESAR	LHOONG	TEUNGOH BLANGMEE	0	1	0	0	0	8.6	191.4	200.0
51	ACEH BESAR	LHOONG	UMONG SEURIBEE	0	1	0	0	0	16.2	183.8	200.0
52	ACEH BESAR	LHOONG	SANEY	1	1	0	0	0	0.0	23.0	23.0
53	ACEH BESAR	LHOONG	UTAMONG	1	1	0	0	0	0.0	23.0	23.0
54	ACEH JAYA	JAYA	TEUMAREUM	1	2	0	0	0	0.0	250.0	250.0
55	ACEH JAYA	JAYA	KUALA	1	2	0	0	0	0.0	50.0	50.0
56	ACEH JAYA	KRUNG SABEE	BAHAGIA	1	1	0	0	0	0.0	61.0	61.0
<i>Place spellings by Biro Pusat Statistik (BPS); Beneficiary (population) data collected through village surveys by DAI-SPD (conducted March 2006).</i>				25	52	2	0	5	1,090	4,657	5,746
				\$122,114	\$133,820	\$18,847	\$0	\$18,680			

Prepared by Development Alternative, Inc. (August 2006). All figures subject to change.

**Infrastructure Rehabilitation & Construction**

**Land Cleaning (ha)**

## Appendix 4: CBR Grant Outputs Summary

No.	Kabupaten	Kecamatan	Desa	Rice Production				Perennial Crops			
				Land Preparation (ha)	Fencing (meters)	Seeds (kgs)	Other Equipment & Supplies (installments)	Land Preparation (ha)	Fencing (meters)	Seeds (seedlings)	Other Equipment & Supplies (installments)
1	PIDIE	TRIENGGADENG	COT LHEU RHENG	0	0	0	0	0	0	4,100	0
2	PIDIE	TRIENGGADENG	MEUE	0	0	0	0	0	0	3,500	0
3	PIDIE	PANTE RAJA	PEURADEU	0	0	0	0	0	0	3,300	0
4	PIDIE	PANTE RAJA	TUNONG PANTEE RAJA	0	0	0	0	0	0	11,600	0
5	PIDIE	KEMBANG TANJUNG	JEMEURANG	0	0	0	0	0	0	1,200	0
6	PIDIE	KEMBANG TANJUNG	LANCANG	0	0	0	0	0	0	2,900	0
7	PIDIE	KEMBANG TANJUNG	PASI LHOK	0	0	0	0	0	0	2,100	0
8	PIDIE	SIMPANG TIGA	KUPULA	0	0	0	0	0	0	1,348	0
9	PIDIE	SIMPANG TIGA	MESJID GIGIENG	0	0	0	0	0	0	6,300	0
10	PIDIE	SIMPANG TIGA	MNS GONG	0	0	0	0	0	0	6,000	0
11	PIDIE	SIMPANG TIGA	PULO GAJAH MATE	0	0	0	0	0	0	0	0
12	ACEH BESAR	MESJID RAYA	LADONG	0	0	0	0	5	0	0	0
13	ACEH BESAR	MESJID RAYA	MEUNASAH KEUDEE	0	0	0	0	5	0	586	0
14	ACEH BESAR	MESJID RAYA	MEUNASAH KULAM	0	0	0	0	5	0	692	0
15	ACEH BESAR	MESJID RAYA	MEUNASAH MON	0	0	0	0	5	0	1,092	0
16	ACEH BESAR	DARUSSALAM	LAM PEUDAYA	0	0	0	1	0	0	0	0
17	ACEH BESAR	DARUSSALAM	MIRUK TAMAN	0	0	0	1	0	0	0	0
18	ACEH BESAR	DARUSSALAM	SULEUE	0	0	0	1	0	0	0	0
19	ACEH BESAR	DARUSSALAM	TANJUNG DEAH	13	0	0	1	7	0	0	0
20	ACEH BESAR	DARUSSALAM	TANJUNG SELAMAT	24	0	0	1	1	0	0	0
21	ACEH BESAR	BAITUSSALAM	BAET	0	0	0	0	0	0	0	0
22	ACEH BESAR	BAITUSSALAM	BLANG KRUENG	0	0	0	1	0	0	0	0
23	ACEH BESAR	BAITUSSALAM	CADEK	0	0	0	0	0	0	0	0
24	ACEH BESAR	BAITUSSALAM	KAJHU	0	0	0	1	5	0	0	0
25	ACEH BESAR	PEUKAN BADA	GAMPONG BARO	0	215	0	1	0	0	1,672	1
26	ACEH BESAR	PEUKAN BADA	LAMTEH	0	3,241	0	0	0	0	1,240	0
27	ACEH BESAR	PEUKAN BADA	LAMTEUNGOH	30	0	0	0	2	0	1,150	1
28	ACEH BESAR	PEUKAN BADA	LAMTUTUI	10	0	600	1	2	0	775	0
29	ACEH BESAR	PEUKAN BADA	MEUNASAH TUHA	60	739	300	1	0	0	695	0
30	ACEH BESAR	PEUKAN BADA	GURAH	0	353	0	1	1	0	2,000	0
31	ACEH BESAR	PEUKAN BADA	LAM GEU EU	0	361	0	1	0	0	2,050	1
32	ACEH BESAR	PEUKAN BADA	LAM LUMPU	0	596	0	1	0	0	2,039	1
33	ACEH BESAR	PEUKAN BADA	LAMKEUMOK	0	704	0	1	0	0	600	0
34	ACEH BESAR	LHONGA/LEUPUNG	MEUNASAH BALEE	0	6,520	0	0	0	0	5,000	0
35	ACEH BESAR	LAMPUUK	MEUNASAH LAMBARO	0	3,360	0	1	0	0	10,000	0
36	ACEH BESAR	LAMPUUK	MEUNASAH MESJID LAMPUUK	0	6,720	0	1	0	0	10,000	0
37	ACEH BESAR	LHONGA/LEUPUNG	LAMKRUET	25	3,000	0	1	0	0	1,120	0
38	ACEH BESAR	LHONGA/LEUPUNG	LAMPAYA	70	0	2,800	1	0	0	1,440	0
39	ACEH BESAR	LHONGA/LEUPUNG	MON IKEUN	0	0	0	0	0	0	1,500	0
40	ACEH BESAR	LHONGA/LEUPUNG	WEU RAYA	0	706	0	0	1	0	1,000	1
41	ACEH BESAR	LEUPUNG	DEAH MAMPLAM	0	2,500	0	0	0	0	5,000	0
42	ACEH BESAR	LEUPUNG	MESJID LEUPUNG	0	0	0	0	0	0	0	0
43	ACEH BESAR	LEUPUNG	MEUNASAH BAK UE	0	0	0	0	0	0	0	0
44	ACEH BESAR	LEUPUNG	LAMSEUNIA	0	0	0	0	0	0	0	0
45	ACEH BESAR	LEUPUNG	PULOT	0	2,500	0	0	6	0	0	0
46	ACEH BESAR	LHOONG	BAROH BLANGMEE	12	6,636	0	0	0	0	3,375	0
47	ACEH BESAR	LHOONG	BAROH GEUNTEUT	0	5,368	0	0	0	0	1,003	0
48	ACEH BESAR	LHOONG	TEUNGOH GEUNTEUT	10	5,603	0	0	0	0	1,377	0
49	ACEH BESAR	LHOONG	LAMKUTA BLANGMEE	29	5,863	0	0	0	0	3,375	0
50	ACEH BESAR	LHOONG	TEUNGOH BLANGMEE	20	5,065	0	0	0	0	2,700	0
51	ACEH BESAR	LHOONG	UMONG SEURIBEE	20	6,468	0	0	0	0	2,873	0
52	ACEH BESAR	LHOONG	SANEY	0	3,915	0	0	0	0	1,064	0
53	ACEH BESAR	LHOONG	UTAMONG	0	5,141	0	0	0	0	1,000	0
54	ACEH JAYA	JAYA	TEUMAREUM	0	2,940	0	0	0	0	1,533	0
55	ACEH JAYA	JAYA	KUALA	0	1,260	0	0	0	0	1,057	0
56	ACEH JAYA	KRUNG SABEE	BAHAGIA	0	3,402	0	0	0	0	1,024	0
<i>Place spellings by Biro Pusat Statistik (BPS); Beneficiary (population) data collected through village surveys by DAI-SPD (conducted March 2006).</i>				323	83,176	3,700	18	44	0	112,380	5
				\$93,257	\$241,718	\$1,961	\$131,622	\$112,216	\$0	\$172,647	\$18,217

Prepared by Development Alternative, Inc. (August 2006). All figures subject to change.

**Rice Production**

**Perennial Crops**

## Appendix 4: CBR Grant Outputs Summary

No.	Kabupaten	Kecamatan	Desa	Vegetables and Field Crops			Fishery & Fish Farming			
				Land Preparation (ha)	Fencing (meters)	Seeds (kgs)	Boat (units)	Net (units)	Fish Pond (pounds)	Other Equipment & Supplies (installments)
1	PIDIE	TRIENGGADENG	COT LHEU RHENG	0	0	0	0	0	0	0
2	PIDIE	TRIENGGADENG	MEUE	0	0	0	0	0	0	0
3	PIDIE	PANTE RAJA	PEURADEU	0	0	0	0	0	0	0
4	PIDIE	PANTE RAJA	TUNONG PANTEE RAJA	0	0	0	0	0	0	0
5	PIDIE	KEMBANG TANJUNG	JEMEURANG	0	0	0	0	0	0	0
6	PIDIE	KEMBANG TANJUNG	LANCANG	0	0	0	0	0	0	0
7	PIDIE	KEMBANG TANJUNG	PASI LHOK	0	0	0	0	0	0	0
8	PIDIE	SIMPANG TIGA	KUPULA	0	0	0	0	1	0	0
9	PIDIE	SIMPANG TIGA	MESJID GIGIENG	0	0	0	0	0	0	0
10	PIDIE	SIMPANG TIGA	MNS GONG	0	0	0	0	0	0	0
11	PIDIE	SIMPANG TIGA	PULO GAJAH MATE	0	0	0	0	0	0	0
12	ACEH BESAR	MESJID RAYA	LADONG	0	0	0	0	0	0	0
13	ACEH BESAR	MESJID RAYA	MEUNASAH KEUDEE	0	0	0	2	0	0	1
14	ACEH BESAR	MESJID RAYA	MEUNASAH KULAM	0	0	0	2	0	0	1
15	ACEH BESAR	MESJID RAYA	MEUNASAH MON	0	0	0	2	0	0	1
16	ACEH BESAR	DARUSSALAM	LAM PEUDAYA	0	0	0	0	0	0	0
17	ACEH BESAR	DARUSSALAM	MIRUK TAMAN	0	0	0	0	0	0	0
18	ACEH BESAR	DARUSSALAM	SULEUE	0	0	0	0	0	0	0
19	ACEH BESAR	DARUSSALAM	TANJUNG DEAH	0	0	0	0	0	0	0
20	ACEH BESAR	DARUSSALAM	TANJUNG SELAMAT	0	0	0	0	0	0	0
21	ACEH BESAR	BAITUSSALAM	BAET	0	0	0	0	0	0	1
22	ACEH BESAR	BAITUSSALAM	BLANG KRUENG	0	0	0	0	0	0	0
23	ACEH BESAR	BAITUSSALAM	CADEK	0	0	0	0	0	0	1
24	ACEH BESAR	BAITUSSALAM	KAJHU	0	0	0	0	0	0	1
25	ACEH BESAR	PEUKAN BADA	GAMPONG BARO	0	0	25	0	1	0	0
26	ACEH BESAR	PEUKAN BADA	LAMTEH	0	0	50	0	1	0	0
27	ACEH BESAR	PEUKAN BADA	LAMTEUNGOH	0	0	0	0	1	0	0
28	ACEH BESAR	PEUKAN BADA	LAMTUTUI	0	500	0	0	1	0	0
29	ACEH BESAR	PEUKAN BADA	MEUNASAH TUHA	0	0	0	2	0	0	1
30	ACEH BESAR	PEUKAN BADA	GURAH	0	0	0	0	0	0	0
31	ACEH BESAR	PEUKAN BADA	LAM GEU EU	0	0	0	0	0	0	0
32	ACEH BESAR	PEUKAN BADA	LAM LUMPU	0	0	0	0	0	20	0
33	ACEH BESAR	PEUKAN BADA	LAMKEUMOK	0	0	0	0	0	0	0
34	ACEH BESAR	LHONGA/LEUPUNG	MEUNASAH BALEE	0	0	0	0	0	0	0
35	ACEH BESAR	LAMPUUK	MEUNASAH LAMBARO	0	0	30	0	0	0	0
36	ACEH BESAR	LAMPUUK	MEUNASAH MESJID LAMPUUK	0	0	50	0	0	0	0
37	ACEH BESAR	LHONGA/LEUPUNG	LAMKRUET	0	0	0	0	0	0	0
38	ACEH BESAR	LHONGA/LEUPUNG	LAMPAYA	0	0	0	0	0	0	0
39	ACEH BESAR	LHONGA/LEUPUNG	MON IKEUN	0	0	0	0	0	0	0
40	ACEH BESAR	LHONGA/LEUPUNG	WEU RAYA	0	0	0	0	0	0	0
41	ACEH BESAR	LEUPUNG	DEAH MAMPLAM	0	0	150	2	0	0	0
42	ACEH BESAR	LEUPUNG	MESJID LEUPUNG	0	0	0	1	0	0	0
43	ACEH BESAR	LEUPUNG	MEUNASAH BAK UE	0	0	0	0	0	2	0
44	ACEH BESAR	LEUPUNG	LAMSEUNIA	0	0	0	0	0	0	0
45	ACEH BESAR	LEUPUNG	PULOT	0	0	360	0	0	0	0
46	ACEH BESAR	LHOONG	BAROH BLANGMEE	0	0	0	0	0	0	0
47	ACEH BESAR	LHOONG	BAROH GEUNTEUT	0	0	0	1	0	0	0
48	ACEH BESAR	LHOONG	TEUNGOH GEUNTEUT	0	0	0	0	0	0	0
49	ACEH BESAR	LHOONG	LAMKUTA BLANGMEE	0	0	0	0	0	0	0
50	ACEH BESAR	LHOONG	TEUNGOH BLANGMEE	0	0	0	0	0	0	0
51	ACEH BESAR	LHOONG	UMONG SEURIBEE	0	0	0	0	0	0	0
52	ACEH BESAR	LHOONG	SANEY	0	0	0	0	0	0	0
53	ACEH BESAR	LHOONG	UTAMONG	0	0	0	0	0	0	0
54	ACEH JAYA	JAYA	TEUMAREUM	0	0	0	0	0	0	0
55	ACEH JAYA	JAYA	KUALA	0	0	0	0	0	0	0
56	ACEH JAYA	KRUNG SABEE	BAHAGIA	0	0	0	0	0	0	0
<i>Place spellings by Biro Pusat Statistik (BPS): Beneficiary (population) data collected through village surveys by DAI-SPD (conducted March 2006).</i>				0	500	665	12	5	22	7
				\$0	\$430	\$24,450	\$78,624	\$3,721	\$16,864	\$35,234

Prepared by Development Alternative, Inc. (August 2006). All figures subject to change.

**Vegetables and Field Crops**

**Fishery & Fish Farming**

## Appendix 4: CBR Grant Outputs Summary

No.	Kabupaten	Kecamatan	Desa	Livestock Production				Value Added	SME		
				Small Animal (chicken, duck, goat)	Large Animal (buffalo, cow)	Cage (units)	Feed (kgs)	Value Added Activity (activities)	Home Industry (employs family members)	Micro Enterprise (employ <25 persons)	Medium Enterprise (employ >25 persons)
1	PIDIE	TRIENGGADENG	COT LHEU RHENG	0	0	0	0	0	0	0	0
2	PIDIE	TRIENGGADENG	MEUE	0	0	0	0	0	0	0	0
3	PIDIE	PANTE RAJA	PEURADEU	0	0	0	0	0	0	0	0
4	PIDIE	PANTE RAJA	TUNONG PANTEE RAJA	0	0	0	0	0	0	0	0
5	PIDIE	KEMBANG TANJUNG	JEMEURANG	0	0	0	0	0	0	0	0
6	PIDIE	KEMBANG TANJUNG	LANCANG	0	0	0	0	0	0	0	0
7	PIDIE	KEMBANG TANJUNG	PASI LHOK	0	0	0	0	0	0	0	0
8	PIDIE	SIMPANG TIGA	KUPULA	0	0	0	0	0	0	0	0
9	PIDIE	SIMPANG TIGA	MESJID GIGIENG	0	0	0	0	0	2	0	0
10	PIDIE	SIMPANG TIGA	MNS GONG	0	0	0	0	0	1	0	0
11	PIDIE	SIMPANG TIGA	PULO GAJAH MATE	0	0	0	0	0	0	0	0
12	ACEH BESAR	MESJID RAYA	LADONG	0	0	0	0	0	0	0	0
13	ACEH BESAR	MESJID RAYA	MEUNASAH KEUDEE	0	0	0	0	0	0	0	0
14	ACEH BESAR	MESJID RAYA	MEUNASAH KULAM	0	0	0	0	0	0	0	0
15	ACEH BESAR	MESJID RAYA	MEUNASAH MON	0	0	0	0	0	0	0	0
16	ACEH BESAR	DARUSSALAM	LAM PEUDAYA	0	0	0	0	0	0	0	0
17	ACEH BESAR	DARUSSALAM	MIRUK TAMAN	0	0	0	0	0	0	0	0
18	ACEH BESAR	DARUSSALAM	SULEUE	0	0	0	0	0	0	0	0
19	ACEH BESAR	DARUSSALAM	TANJUNG DEAH	0	0	0	0	0	0	0	0
20	ACEH BESAR	DARUSSALAM	TANJUNG SELAMAT	0	0	0	0	0	0	0	0
21	ACEH BESAR	BAIUSSALAM	BAET	0	0	0	0	0	0	0	0
22	ACEH BESAR	BAIUSSALAM	BLANG KRUENG	100	0	0	1,667	0	0	0	0
23	ACEH BESAR	BAIUSSALAM	CADEK	0	0	0	0	0	0	0	0
24	ACEH BESAR	BAIUSSALAM	KAJHU	0	0	0	0	0	0	0	0
25	ACEH BESAR	PEUKAN BADA	GAMPONG BARO	0	0	0	0	0	0	0	2
26	ACEH BESAR	PEUKAN BADA	LAMTEH	0	0	0	0	0	0	0	0
27	ACEH BESAR	PEUKAN BADA	LAMTEUNGOH	0	0	0	0	0	0	0	0
28	ACEH BESAR	PEUKAN BADA	LAMTUTUI	0	0	0	0	0	0	0	0
29	ACEH BESAR	PEUKAN BADA	MEUNASAH TUHA	0	0	0	0	0	0	0	0
30	ACEH BESAR	PEUKAN BADA	GURAH	0	0	0	0	0	0	0	0
31	ACEH BESAR	PEUKAN BADA	LAM GEU EU	0	0	0	0	0	0	0	0
32	ACEH BESAR	PEUKAN BADA	LAM LUMPU	0	0	0	0	0	0	0	1
33	ACEH BESAR	PEUKAN BADA	LAMKEUMOK	0	0	0	0	0	0	1	0
34	ACEH BESAR	LHONGA/LEUPUNG	MEUNASAH BALEE	0	0	0	0	0	0	0	0
35	ACEH BESAR	LAMPUUK	MEUNASAH LAMBARO	0	0	0	0	0	0	0	1
36	ACEH BESAR	LAMPUUK	MEUNASAH MESJID LAMPUUK	0	0	0	0	0	0	0	1
37	ACEH BESAR	LHONGA/LEUPUNG	LAMKRUET	0	0	0	0	0	0	0	0
38	ACEH BESAR	LHONGA/LEUPUNG	LAMPAYA	0	0	0	0	0	0	0	0
39	ACEH BESAR	LHONGA/LEUPUNG	MON IKEUN	0	0	0	0	0	0	0	0
40	ACEH BESAR	LHONGA/LEUPUNG	WEU RAYA	0	0	0	0	0	0	0	0
41	ACEH BESAR	LEUPUNG	DEAH MAMPLAM	30	0	0	0	0	3	0	0
42	ACEH BESAR	LEUPUNG	MESJID LEUPUNG	0	0	0	0	0	0	0	0
43	ACEH BESAR	LEUPUNG	MEUNASAH BAK UE	0	0	0	0	0	0	0	0
44	ACEH BESAR	LEUPUNG	LAMSEUNIA	0	0	0	0	0	0	0	0
45	ACEH BESAR	LEUPUNG	PULOT	0	0	0	0	0	0	0	0
46	ACEH BESAR	LHOONG	BAROH BLANGMEE	0	0	0	0	0	0	0	0
47	ACEH BESAR	LHOONG	BAROH GEUNTEUT	0	0	0	0	0	0	0	0
48	ACEH BESAR	LHOONG	TEUNGOH GEUNTEUT	0	0	0	0	0	0	0	0
49	ACEH BESAR	LHOONG	LAMKUTA BLANGMEE	0	0	0	0	0	0	0	0
50	ACEH BESAR	LHOONG	TEUNGOH BLANGMEE	0	0	0	0	0	0	0	0
51	ACEH BESAR	LHOONG	UMONG SEURIBEE	0	0	0	0	0	0	0	0
52	ACEH BESAR	LHOONG	SANEY	0	0	0	0	0	0	0	0
53	ACEH BESAR	LHOONG	UTAMONG	0	0	0	0	0	0	0	0
54	ACEH JAYA	JAYA	TEUMAREUM	0	0	0	0	0	0	0	0
55	ACEH JAYA	JAYA	KUALA	0	0	0	0	0	0	0	0
56	ACEH JAYA	KRUNG SABEE	BAHAGIA	0	0	0	0	0	0	0	0
<i>Place spellings by Biro Pusat Statistik (BPS): Beneficiary (population) data collected through village surveys by DAI-SPD (conducted March 2006).</i>				130	0	0	1,667	0	6	1	5
				\$55,753	\$0	\$0	\$1,590	\$0	\$18,626	\$5,640	\$55,035
Prepared by Development Alternative, Inc. (August 2006). All figures subject to change.				<b>Livestock Production</b>				<b>Val. Added</b>	<b>SME</b>		

## Appendix 4: CBR Grant Outputs Summary

No.	Kabupaten	Kecamatan	Desa	Other	Project Mgmt (CSO)		Ouput/Grant Value	
				Other (USD)	Honoraria (USD)	Equipment & Supplies (USD)	Total Budget Items Tracked (USD)	Disbursements and Grant Award (USD)
1	PIDIE	TRIENGGADENG	COT LHEU RHENG	\$0	\$2,225	\$8,375	\$105,687	\$108,892
2	PIDIE	TRIENGGADENG	MEUE	\$0	\$0	\$5,045	\$70,960	\$72,764
3	PIDIE	PANTE RAJA	PEURADEU	\$922	\$0	\$7,409	\$74,528	\$75,800
4	PIDIE	PANTE RAJA	TUNONG PANTEE RAJA	\$0	\$2,225	\$9,372	\$93,797	\$94,504
5	PIDIE	KEMBANG TANJUNG	JEMEURANG	\$0	\$0	\$9,561	\$61,685	\$62,338
6	PIDIE	KEMBANG TANJUNG	LANCANG	\$0	\$0	\$12,359	\$90,825	\$92,516
7	PIDIE	KEMBANG TANJUNG	PASI LHOK	\$0	\$0	\$4,955	\$65,769	\$67,020
8	PIDIE	SIMPANG TIGA	KUPULA	\$0	\$1,669	\$7,848	\$65,301	\$65,283
9	PIDIE	SIMPANG TIGA	MESJID GIGIENG	\$0	\$2,225	\$9,254	\$92,422	\$92,236
10	PIDIE	SIMPANG TIGA	MNS GONG	\$0	\$1,113	\$6,225	\$71,850	\$71,660
11	PIDIE	SIMPANG TIGA	PULO GAJAH MATE	\$0	\$1,113	\$4,133	\$39,078	\$39,577
12	ACEH BESAR	MESJID RAYA	LADONG	\$0	\$2,782	\$3,442	\$121,649	\$119,969
13	ACEH BESAR	MESJID RAYA	MEUNASAH KEUDEE	\$0	\$0	\$2,223	\$90,147	\$89,398
14	ACEH BESAR	MESJID RAYA	MEUNASAH KULAM	\$0	\$0	\$2,226	\$68,911	\$68,187
15	ACEH BESAR	MESJID RAYA	MEUNASAH MON	\$0	\$2,782	\$2,277	\$97,989	\$97,430
16	ACEH BESAR	DARUSSALAM	LAM PEUDAYA	\$0	\$2,225	\$2,493	\$129,497	\$129,152
17	ACEH BESAR	DARUSSALAM	MIRUK TAMAN	\$0	\$2,225	\$2,493	\$114,381	\$113,734
18	ACEH BESAR	DARUSSALAM	SULEUE	\$0	\$1,908	\$2,443	\$101,133	\$100,993
19	ACEH BESAR	DARUSSALAM	TANJUNG DEAH	\$0	\$1,113	\$2,370	\$97,179	\$97,034
20	ACEH BESAR	DARUSSALAM	TANJUNG SELAMAT	\$0	\$901	\$6,488	\$117,638	\$117,796
21	ACEH BESAR	BAIUSSALAM	BAET	\$0	\$0	\$2,466	\$81,529	\$81,084
22	ACEH BESAR	BAIUSSALAM	BLANG KRUENG	\$0	\$3,338	\$2,632	\$153,940	\$153,497
23	ACEH BESAR	BAIUSSALAM	CADEK	\$0	\$0	\$2,427	\$79,708	\$79,315
24	ACEH BESAR	BAIUSSALAM	KAJHU	\$0	\$0	\$4,383	\$113,904	\$112,435
25	ACEH BESAR	PEUKAN BADA	GAMPONG BARO	\$0	\$2,671	\$2,410	\$93,375	\$92,687
26	ACEH BESAR	PEUKAN BADA	LAMTEH	\$0	\$3,137	\$2,480	\$105,020	\$103,789
27	ACEH BESAR	PEUKAN BADA	LAMTEUNGOH	\$0	\$1,123	\$3,203	\$73,131	\$70,240
28	ACEH BESAR	PEUKAN BADA	LAMTUTUI	\$0	\$1,123	\$4,575	\$38,132	\$42,995
29	ACEH BESAR	PEUKAN BADA	MEUNASAH TUHA	\$0	\$2,671	\$3,258	\$124,293	\$123,104
30	ACEH BESAR	PEUKAN BADA	GURAH	\$0	\$0	\$7,884	\$91,766	\$91,003
31	ACEH BESAR	PEUKAN BADA	LAM GEU EU	\$0	\$2,374	\$2,860	\$92,606	\$92,269
32	ACEH BESAR	PEUKAN BADA	LAM LUMPU	\$366	\$2,225	\$3,159	\$100,974	\$100,319
33	ACEH BESAR	PEUKAN BADA	LAMKEUMOK	\$0	\$0	\$2,481	\$72,616	\$72,206
34	ACEH BESAR	LHONGALEUPUNG	MEUNASAH BALEE	\$0	\$0	\$4,377	\$87,857	\$89,196
35	ACEH BESAR	LAMPUUK	MEUNASAH LAMBARO	\$0	\$2,225	\$5,094	\$77,569	\$81,068
36	ACEH BESAR	LAMPUUK	MEUNASAH MESJID LAMPUUK	\$0	\$2,225	\$5,391	\$130,784	\$133,817
37	ACEH BESAR	LHONGALEUPUNG	LAMKRUET	\$0	\$2,671	\$3,857	\$89,970	\$90,503
38	ACEH BESAR	LHONGALEUPUNG	LAMPAYA	\$0	\$2,671	\$4,413	\$81,669	\$81,568
39	ACEH BESAR	LHONGALEUPUNG	MON IKEUN	\$0	\$0	\$1,326	\$89,165	\$88,940
40	ACEH BESAR	LHONGALEUPUNG	WEU RAYA	\$0	\$2,671	\$4,805	\$89,170	\$89,470
41	ACEH BESAR	LEUPUNG	DEAH MAMPLAM	\$0	\$1,590	\$3,573	\$72,698	\$72,822
42	ACEH BESAR	LEUPUNG	MESJID LEUPUNG	\$0	\$1,530	\$1,797	\$95,470	\$80,134
43	ACEH BESAR	LEUPUNG	MEUNASAH BAK UE	\$0	\$1,530	\$1,237	\$118,613	\$125,958
44	ACEH BESAR	LEUPUNG	LAMSEUNIA	\$0	\$1,530	\$1,711	\$85,488	\$87,573
45	ACEH BESAR	LEUPUNG	PULOT	\$0	\$1,590	\$3,880	\$111,809	\$66,425
46	ACEH BESAR	LHOONG	BAROH BLANGMEE	\$0	\$177	\$1,943	\$132,053	\$137,116
47	ACEH BESAR	LHOONG	BAROH GEUNTEUT	\$0	\$0	\$1,943	\$143,834	\$144,039
48	ACEH BESAR	LHOONG	TEUNGOH GEUNTEUT	\$0	\$177	\$1,943	\$133,721	\$135,102
49	ACEH BESAR	LHOONG	LAMKUTA BLANGMEE	\$0	\$177	\$1,904	\$133,416	\$134,036
50	ACEH BESAR	LHOONG	TEUNGOH BLANGMEE	\$0	\$177	\$1,943	\$111,934	\$160,187
51	ACEH BESAR	LHOONG	UMONG SEURIBEE	\$0	\$177	\$1,904	\$174,601	\$171,668
52	ACEH BESAR	LHOONG	SANEY	\$1,081	\$0	\$8,338	\$123,088	\$117,034
53	ACEH BESAR	LHOONG	UTAMONG	\$1,081	\$0	\$6,537	\$123,246	\$117,723
54	ACEH JAYA	JAYA	TEUMAREUM	\$2,857	\$0	\$6,411	\$139,907	\$140,526
55	ACEH JAYA	JAYA	KUALA	\$1,081	\$0	\$6,411	\$128,102	\$129,505
56	ACEH JAYA	KRUNG SABEE	BAHAGIA	\$1,081	\$0	\$6,411	\$122,553	\$124,604
<i>Place spellings by Biro Pusat Statistik (BPS); Beneficiary (population) data collected through village surveys by DAI-SPD (conducted March 2006).</i>				\$8,469	\$64,284	\$242,361	\$5,588,138	\$5,590,240
				\$8,469	\$64,284	\$242,361	\$5,588,138	

Prepared by Development Alternative, Inc. (August 2006). All figures subject to change.

Appendix 5: USAID SPD Aceh Community Engagement and Ownership Initiative (ACEO) -- Participating Villages, CSO Names and Demographic Data (31 July 06)

No.	Village	CSO Name	Kemukiman	Kecamatan	Kabupaten	Families	Female	Male	Total
1	CEK MBON	YAYASAN DARUL FALAH	BLANG SIMPO	PEUREULAK	ACEH TIMUR	150	375	375	750
2	LEUBUK PEMPENG	YAYASAN DAMAI SEJAHTERA	BLANG SIMPO	PEUREULAK	ACEH TIMUR	254	497	488	985
3	BUKET PALA	YAYASAN INGIN JAYA	BLANG SIMPO	PEUREULAK	ACEH TIMUR	205	432	383	815
4	BLANG SIMPO	YAYASAN SYIAH HUDAM	BLANG SIMPO	PEUREULAK	ACEH TIMUR	138	279	272	551
5	PAYA KALUI	YAYASAN SAMA RASA	BLANG SIMPO	PEUREULAK	ACEH TIMUR	52	126	109	235
6	PAYA MEULIGO	YAYASAN NURUL ALA	BLANG SIMPO	PEUREULAK	ACEH TIMUR	172	496	400	896
7	SEUNEUBOK PIDIE	YAYASAN TUNAH NANGGROE	MADAT	MADAT	ACEH TIMUR	305	688	644	1,332
8	BLANG ANDAM	YAYASAN BUNGONG BAN KEUMANG	MADAT	MADAT	ACEH TIMUR	202	476	369	845
9	BINTAH	YAYASAN GAB THAT	MADAT	MADAT	ACEH TIMUR	327	783	715	1,498
10	BLANG AWE	YAYASAN RINCOENG ATJEH	MADAT	MADAT	ACEH TIMUR	224	513	458	971
11	PANTE MEUREUBO	YAYASAN PAYOENG RAHMAT	MADAT	MADAT	ACEH TIMUR	210	427	491	918
12	LUENG SATU	YAYASAN USWATUN HASANAH	MADAT	MADAT	ACEH TIMUR	491	1,089	1,078	2,167
13	LUENG PEUT	YAYASAN UDEP BEUSARE	MADAT	MADAT	ACEH TIMUR	127	300	300	600
14	LUENG DUA	YAYASAN SAMPOH IE MATA	MADAT	MADAT	ACEH TIMUR	80	160	137	297
15	MATANG GURU	YAYASAN MAKMU BEURATA	MADAT	MADAT	ACEH TIMUR	177	261	222	483
16	PANTE BAYAM	YAYASAN AL HIDAYAH	MADAT	MADAT	ACEH TIMUR	236	561	545	1,106
17	MEUNASAH TINGKEUM	YAYASAN NURUL FATA	MADAT	MADAT	ACEH TIMUR	154	350	307	657
18	MEUNASAH ASAN	YAYASAN MAKMU BEUADE'E	MADAT	MADAT	ACEH TIMUR	253	545	590	1,135
<b>Aceh Timur, Total</b>						<b>3,757</b>	<b>8,358</b>	<b>7,883</b>	<b>16,241</b>
<b>Aceh Timur, Average</b>						<b>209</b>	<b>464</b>	<b>438</b>	<b>902</b>
<b>percent of total</b>							<b>51%</b>	<b>49%</b>	
19	SEUNEUBOK PEURADEN	YAYASAN RAHMATILLAH	JULI BARAT	JULI	BIREUEN	132	300	261	561
20	ALUE UNOU	YAYASAN TENGKU DIRANGKILEH	JULI BARAT	JULI	BIREUEN	59	120	105	225
21	BATEE RAYA	YAYASAN PULO TENGKU DIAN	JULI BARAT	JULI	BIREUEN	187	600	375	975
22	JULI MEE TEUNGOH	YAYASAN BANGKIT BEUSAREE	JULI BARAT	JULI	BIREUEN	380	802	782	1,584
23	JULI MEUNASAH MEE		JULI BARAT	JULI	BIREUEN				
24	GEULUMPANG MEU JIMJIM	YAYASAN BINA SEUJAHTERA	JULI UTARA	JULI	BIREUEN	97	179	189	368
25	JULI SEUPENG/LAMPOH	YAYASAN PULO KEUMIROE	JULI BARAT	JULI	BIREUEN	136	304	252	556
26	JULI TENGKU DILAMPOH	YAYASAN LAMPOH JAYA	JULI BARAT	JULI	BIREUEN	80	181	148	329
27	KRUENG SIMPO	YAYASAN AL MIZAN	JULI SELATAN	JULI	BIREUEN	514	1,283	1,119	2,402
28	ALUE RAMBONG		JULI SELATAN	JULI	BIREUEN				
29	TEUPIN MANEE	YAYASAN TENGKU MUDA CUT LATEH	JULI SELATAN	JULI	BIREUEN	530	1,114	1,002	2,116
30	BUNYOT	YAYASAN UDEP BEUSAREE	JULI SELATAN	JULI	BIREUEN	326	732	690	1,422
31	PAYA CUT	YAYASAN TENGKU DISARAH	JULI SELATAN	JULI	BIREUEN	203	650	550	1,200
32	SUKA TANI	YAYASAN MARDHATILLAH	JULI SELATAN	JULI	BIREUEN	86	260	200	460
33	SIMPANG JAYA	YAYASAN TUNAS BARONA	JULI SELATAN	JULI	BIREUEN	335	813	662	1,475
34	BUKIT MULIA	HIDUP SEUJAHTERA	JULI SELATAN	JULI	BIREUEN	108	207	201	408
35	PANTE BARO	YAYASAN ADEE BEURATA	JULI TIMUR	JULI	BIREUEN	366	784	807	1,591
36	MANE MEUJINGKI	YAYASAN INGAT BEUSAREE PIKI BEURATA	JULI TIMUR	JULI	BIREUEN	52	123	93	216
37	ABEUK BUDI	YAYASAN BUSTANUL JADID	JULI TIMUR	JULI	BIREUEN	155	369	291	660
38	BLANG KEUTUMBA	YAYASAN BEUSARENA	JULI TIMUR	JULI	BIREUEN	423	859	790	1,649
39	SEUNEUBOK GUNCI	YAYASAN BEUSABOH HATEE	JULI TIMUR	JULI	BIREUEN	178	387	373	760
40	JULI TAMBO	YAYASAN JULI PAMAN SAM	JULI UTARA	JULI	BIREUEN	475	1,001	1,014	2,015
41	JULI TANJONG		JULI UTARA	JULI	BIREUEN				
42	JULI MEUNASAH SEUTUY	YAYASAN MARWAH NANGGROE	JULI UTARA	JULI	BIREUEN	522	1,075	988	2,063
43	JULI COT MESJID	YAYASAN TAPAK POE TEUMEUREUHOM	JULI UTARA	JULI	BIREUEN	605	1,542	1,442	2,984
44	JULI PAYA RU		JULI UTARA	JULI	BIREUEN				
45	JULI KEUDEE DUA	YAYASAN ADE BEURATA	JULI UTARA	JULI	BIREUEN	268	629	604	1,233
<b>Bireuen, Total</b>						<b>6,217</b>	<b>14,314</b>	<b>12,938</b>	<b>27,252</b>
<b>Bireuen, Average</b>						<b>270</b>	<b>622</b>	<b>563</b>	<b>1,185</b>
<b>percent of total</b>							<b>53%</b>	<b>47%</b>	
46	RISEH TUNONG		TEUNGOH	SAWANG	ACEH UTARA	523	1,356	1,293	2,649
47	GUNCI		TEUNGOH	SAWANG	ACEH UTARA	511	1,009	927	1,936
48	KUBU		TEUNGOH	SAWANG	ACEH UTARA	133	271	261	532
49	BLANG CUT		TEUNGOH	SAWANG	ACEH UTARA	103	248	242	490
50	RISEH TEUNGOH		TEUNGOH	SAWANG	ACEH UTARA	87	194	179	373
51	RISEH BAROH		TEUNGOH	SAWANG	ACEH UTARA	148	318	281	599
52	LHOK CUT		TEUNGOH	SAWANG	ACEH UTARA	105	230	175	405
53	SAWANG		TEUNGOH	SAWANG	ACEH UTARA	665	1,424	1,399	2,823
54	BLANG TEURAKAN		TEUNGOH	SAWANG	ACEH UTARA	204	445	394	839
55	JURONG		TEUNGOH	SAWANG	ACEH UTARA	267	858	579	1,437
56	BLANG MANYAK		TEUNGOH	SAWANG	ACEH UTARA	78	182	181	363
57	LHOK JOK		TEUNGOH	SAWANG	ACEH UTARA	77	146	110	256
<b>Aceh Utara, Total</b>						<b>2,901</b>	<b>6,681</b>	<b>6,021</b>	<b>12,702</b>
<b>Aceh Utara, Average</b>						<b>242</b>	<b>557</b>	<b>502</b>	<b>1,059</b>
<b>percent of total</b>							<b>53%</b>	<b>47%</b>	
58	BLANG PANYANG	YAYASAN TENGKU MON CARAK	PALOH TIMUR	MUARA DUA	KOTA LHOKSEUMAWE	450	1,000	850	1,850
59	MNS DAYAH	YAYASAN RAHMAT BEUSAREE	PALOH TIMUR	MUARA DUA	KOTA LHOKSEUMAWE	234	512	497	1,009
60	MEURIA	YAYASAN MASYARAKAT MEURIA PALOH	PALOH TIMUR	MUARA DUA	KOTA LHOKSEUMAWE	618	1,565	1,051	2,616
61	PALOH PUNTI	YAYASAN ANEUK NANGGROE	PALOH TIMUR	MUARA DUA	KOTA LHOKSEUMAWE	352	755	737	1,492
62	COT TRIENG	YAYASAN TENGKU CHIK DIPALOH	PALOH TIMUR	MUARA DUA	KOTA LHOKSEUMAWE	162	238	284	522
63	PADANG SAKTI	BEUDOH BEUSAREE	PALOH TIMUR	MUARA DUA	KOTA LHOKSEUMAWE	549	1,134	924	2,058
<b>Kota Lhokseumawe, Total</b>						<b>2,365</b>	<b>5,204</b>	<b>4,343</b>	<b>9,547</b>
<b>Kota Lhokseumawe, Average</b>						<b>394</b>	<b>867</b>	<b>724</b>	<b>1,591</b>
<b>percent of total</b>							<b>55%</b>	<b>45%</b>	
<b>Overall Total</b>						<b>15,240</b>	<b>34,557</b>	<b>31,185</b>	<b>65,742</b>
<b>Overall Average</b>						<b>258</b>	<b>586</b>	<b>529</b>	<b>1,114</b>
<b>percent of total</b>							<b>53%</b>	<b>47%</b>	
<b>Minimum</b>						<b>52</b>	<b>120</b>	<b>93</b>	<b>216</b>
<b>Maximum</b>						<b>665</b>	<b>1,565</b>	<b>1,442</b>	<b>2,984</b>

Place spellings by Biro Pusat Statistik (BPS); Population data collected through village surveys by DAI-SPD (conducted March 2006); Total 47 CSOs

Note: demographic data not available for several newly created villages. These were created by splitting existing villages into two villages. These villages are numbers 22 and 23; 27 and 28; 40 and 41; and 43 and 44 (above).

## Appendix 6: Aceh CEO Initiative Baseline Assessment Questions

USAID Support for Peaceful  
Democratization in Indonesia (SPD)



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### USAID SPD ACEO Baseline Assessment Background and Questions (May 2006)

**Objective:** To collect baseline data representing the 59 villages participating in the ACEO Initiative, particularly in terms of: quality of leadership; community resources management; ability of ACEO Community Facilitators to work together to benefit villages; social services provided by government representatives/ministries or non-government organizations; and community planning in villages.

**Process:**

- Interview Facilitation Teams (comprised of Government of Indonesia [Pemda] and KPA representatives) in each *Kemukiman* where ACEO operates;
- Conduct focus group discussions in villages with men, women and youth representatives; and
- Conduct focus group discussions with USAID ACEO Field Coordinators and Community Facilitators.

This survey provides baseline information that will be used in future monitoring assessments to measure changes in the following thematic areas:

1. The nature and breadth of relationships between communities on all sides of the conflict;
2. Governance practices and their ability to promote and sustain peace; and
3. Sustainable improvement in livelihoods.

It recognizes that successful communities share at least five key elements:

1. Differentiation: Members of the community carry out separate and differentiated roles in livelihoods, leadership, etc. for the good of the whole (e.g. participation of all groups);
2. Unification: Members share common goals as a community and value this unity;
3. Self-regulation: Community members do not tolerate corruption; they demand transparency and openness within the community and by leaders;
4. Expansion: Communities push toward growth and development – not necessarily physically, but in terms of sharing their experiences and developing/educating people; and
5. Change: There is positive transformation or progress in the above four key aspects over time.

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## 1. Questions for Villager Focus Group Discussions

### 1.1. The nature and breadth of relationships between communities on all sides of the conflict.

1. What government departments or groups (including NGOs) provide services in your community now? (re: Differentiation)
2. Do departments or groups that provide services to your community work well together and coordinate their services? (re: Unity)
3. Do or did departments or groups that provide(d) services to your community come regularly and on time, fulfill their promises, act transparently, and maintain accountability and honesty? (re: Self-regulation)

## Appendix 6: Aceh CEO Initiative Baseline Assessment Questions

4. Do departments or groups that provide services to your community provide good training or extension to the community? (re: Expansion)

### 1.2. Governance practices and their ability to promote and sustain peace.

1. How well are women, youth, and vulnerable people represented and able to participate in discussion of village priorities (or development of a community plan, if one has been developed) and other decision-making processes that affect people's lives in your community? (re: Differentiation)
2. How well do village leaders resolve conflicts when individuals or groups in your community disagree, or refuse to discuss issues or work together? (re: Unity)
3. (If a village plan exists) In developing and implementing your village plan, does the community consider its potential impact on the environment, and on women and vulnerable groups such as old people, widows and children? (re: Self-regulation)
4. How fair (no discrimination, no nepotism), transparent, responsible and accountable is governance in your community? (re: Self-regulation)
5. Are your community leaders able to motivate and train, or able to invite/host other groups to provide good training to men, women and youth in the village? (re: Expansion)

### 1.3. Sustainable improvement in livelihoods.

1. Does your community have access to a variety of basic facilities and services such as a market (and a reasonable road from the village to the market for traders), transportation, irrigation, water and sanitation, etc. to generate sufficient incomes for your family?
2. Does your community have access to various basic facilities and services to maintain good physical wellbeing, such as a clinic (*puskesmas* or *posyandu*?), pharmacy, midwife services, emergency communication, ambulance, water and sanitation, etc.? And if so, at what distance and in what transportation conditions?
3. Can your community provide various basic domestic and educational services such as kindergarten, schools (elementary, junior and high schools), *pesantren*, village office, and *meunasah* or other meeting area to maintain mental, cultural and spiritual wellbeing of its people?
4. Are you optimistic about the future? More specifically, are you optimistic about the recovery of livelihoods in your village and about the ability of the KPA and Pemda to work together [to assist the village]?

## 2. Questions for Facilitation Team Discussions

1. Good governance – that is, the capacity to lead the community effectively and to implement and manage development resources and activities efficiently – is the key to sustainable development. How would you rate your partner group's (Government rate KPA; KPA rate Government) experience and capability to strengthen the quality of village leadership (participatory planning process, win-win resolution, taking responsibility, transparency, accountability), including women, youth and vulnerable groups?
2. How would you rate your partner group's capability and experience to help the village community to improve the implementation and management of its development resources and activities?
3. Government departments and KPA have different skills and experience. How would you rate your partner group's experience and capability to improve social conditions (health, education, water and sanitation, etc.) in village communities?
4. How would you rate your partner group's capability and experience to improve the village economy (e.g. agriculture, fishery, small enterprise development)?

## Appendix 6: Aceh CEO Initiative Baseline Assessment Questions

5. To help the conflict affected community to recover socially and economically Pemda and KPA must work together. How strong do you think the working relationship between Pemda and KPA is? How well could you work as a team?
6. How would you rate the ability of the Facilitation Team to resolve potential internal disagreement among its members?
7. How strong do you think the present relationship between the Facilitation Team (Pemda and KPA) and the village community is?
8. How would you rate the capability of the Facilitation Team (Pemda and KPA) to work together in helping the community to develop their Village Development Plan?
9. How would you rate the capability of the Facilitation Team (Pemda and KPA) to work together in helping the community to resolve their conflicts?
10. The role and responsibility of ACEO Field Coordinators and Community Facilitators is to help the Facilitation Team to develop the village community by building the capacity of community leaders, preparing a Community Development Plan, coordinating activities, and resolving problems and conflicts in villages. How much does the Facilitation Team need the assistance of ACEO at present?

### 3. Questions for USAID ACEO Community Facilitator/Field Coordinator Discussions

#### 3.1. The nature and breadth of relationships between communities on all sides of the conflict (focus on KPA and Pemda).

1. How do you rate the willingness of Pemda to work with KPA to develop the village communities? (re: Unity)
2. How do you rate the willingness of KPA to work with Pemda to develop the village communities? (re: Unity)
3. How would you describe the quality of the working relationship between Pemda and KPA in the Coordination Team? (re: Unity)
4. How would you describe the quality of the working relationship between Pemda and KPA in the Facilitation Team? (re: Unity)
5. How would you rate Pemda's attitude toward community-led development, participatory processes, gender equity, and environmental management? (re: Unity)
6. How would you rate KPA's attitude toward community-led development, participatory processes, gender equity, and environmental management? (re: Unity)
7. In your opinion, how much do the village communities trust the Facilitation team to assist them in development for their village? (re: Unity)
8. How do you rate the ability of the Facilitation Teams to resolve potential internal disagreements among their members? (re: Self-regulation)

#### 3.2. Governance practices and their ability to promote and sustain peace.

1. If communities already have medium-term development plans, were they prepared with the participation of people from all sectors (i.e. groups of people) of the community? (re: Differentiation)
2. Do the community development plans address the needs of all sectors of the community? (re: Differentiation)
3. How equally do women (in relation to men) participate in decision-making, such as in meetings, planning sessions, trainings, etc., and have access to village resources? (re: Self-regulation)
4. How confident are you that village leaders in the communities you serve are able to lead the communities effectively – i.e. in terms of transparency, justice, accountability? (re: Self-regulation)

## Appendix 6: Aceh CEO Initiative Baseline Assessment Questions

5. Are leaders in the communities you serve respected and accepted by the people? (re: Self-regulation)
6. Do you consider the communities you serve able to manage their financial resources efficiently? (re: Self-regulation)
7. How do you rate the conflict management and resolution capabilities of village leadership in the communities you serve? (re: Unity)

### 3.3. Sustainable improvement in livelihoods.

1. How would you rate KPA's capability and experience in helping the village communities to improve the implementation and management of its development resources and activities? (re: Expansion)
2. How would you rate Pemda's capability and experience in improving the village economy (e.g. agriculture, fishery, small enterprise)? (re: Expansion)
3. Do communities you serve provide training opportunities to men, women, and youth in order to improve livelihoods? (re: Expansion)
4. Do people living in the communities you serve have ready access to basic facilities (roads, markets, etc.) that can help them improve their income?
5. Are people in the communities you serve able to access their private property and resources (land, farms, fish ponds, etc.) as they see necessary for their livelihoods?

#### Assessment Schedule:

Village Visited	Kecamatan	Kabupaten	Date Visited
Suka Tani	Juli	Bireuen	May 21, 2006
Batee Raya	Juli	Bireuen	May 21, 2006
Mane Meujingki	Juli	Bireuen	May 21, 2006
Meunasah Daya	Muara Dua	Kota Lhokseumawe	May 22, 2006
Blang Banyak	Sawang	Aceh Utara	May 22, 2006
Gunci	Sawang	Aceh Utara	May 23, 2006
Juli Keudee Dua	Juli	Bireuen	May 23, 2006
Seunebok Pidie	Madat	Aceh Timur	May 24, 2006
Pante Bayam	Madat	Aceh Timur	May 24, 2006
Cek Mbon	Peureulak	Aceh Timur	May 25, 2006

Facilitation Team Visited	Kabupaten	Date Visited
Kecamatan Juli	Bireuen	May 21, 2006
Kecamatan Sawang	Aceh Utara	May 22, 2006
Kecamatan Madat	Aceh Timur	May 24, 2006

## Appendix 7: ACEO Work Plans and Milestones

### USAID SPD – Aceh CEO Initiative 4 Month Workplan (Actual; 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
1	Training of First Batch C.F. (DAI policies & procedures, OPERACY) [CL, JG, KK]	1/1/2006	3/1/2006	█															
2	Discussion and Briefing with Government, GAM, donors, GDA Partners (KDP, IOM, GTZ, EC, UNDP, Local NGOs, AMM, etc.) [DP, CL, SM, CF, R.C.]	1/1/2006	6/30/2007	█															
3	Psychological Recovery – Partner Identification & Preliminary Discussion [CL]	1/16/2006	4/15/2006	█															
4	Psychological Recovery – Grant Development and Implementation [CL, CLO]	4/15/2006	7/31/2006	█															
5	On-the-Job Training of C.F./F.C., R.C. [CL]	1/1/2006	6/30/2007	█															
6	Secondary Data Collection & Analysis for First-Group Village Selection (IOM Released Prisoner & Ex-Combatant; NGO Conflict Event Dbase; GOI data)	1/1/2006	2/5/2006	█															
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	3/31/2006	█															
10	Initial Village Discussions/Buy-in (level expectations) [CL, CF, C.F./F.C.]	4/1/2006	4/15/2006									█							
11	Identification & Dialogue with Community Stakeholders: "Coordination and Facilitation Groups" identification (e.g., line agency officials, youth group leaders, CSO leaders, womens' group leaders, etc.)-3 Kecamatan [CL, CF, R.C.]	2/7/2006	3/30/2006									█							
12	Village Profile – Data collection and analysis [CL, DA, Alfian, RB, DP, SM, CF, C.F./F.C.]	4/1/2006	5/30/2006									█							
13	Community Leader Training 1 in Good Governance, Conflict Management [CL]	3/1/2006	3/29/2006									█							
14	Village Organizing (formation of village CSOs, cooperatives, etc.) [C.F./F.C.]	4/1/2006	5/12/2006									█							

## USAID SPD – Aceh CEO Initiative 4 Month Workplan (Planned; May to August 2006)

ID	Task Name	Start	Finish	May 2006			Jun 2006			Jul 2006			Aug 2006					
				4/30	5/7	5/14	5/21	5/28	6/4	6/11	6/18	6/25	7/2	7/9	7/16	7/23	7/30	8/6
1	Discussion and Briefing with Government, GAM, donors, GDA Partners (KDP, IOM, GTZ, EC, UNDP, Local NGOs, AMM, etc.) [DP, CL, SM, CF, NS, FSO]	1/1/2006	6/30/2007															
2	ACEO Implementation Guideline – Discussion and Outline [CL]	5/8/2006	5/8/2006															
3	ACEO Implementation Guideline – Draft Preparation [CL]	5/9/2006	7/14/2006															
4	Psychological Recovery – Grant Development and Implementation [NS, WA]	4/15/2006	7/31/2006															
5	Education Situation Assessment – Partner Identification and Discussion [CL, WA]	5/10/2006	5/11/2006															
6	Education Situation Assessment – Grant Development/Implementation [CL, WA]	5/15/2006	8/15/2006															
7	Community Leader Training 2, TOT (location TBD), CF/FC [CL]	5/22/2006	5/26/2006															
8	Community Leader Training 2, Prov/Kab [CL, NS]	6/12/2006	6/16/2006															
9	Community Leader Training 2, Kec/Mukim [CL, NS]	6/19/2006	6/23/2006															
10	On-the-Job Training of C.F./F.C., R.C. [CL, NS]	1/1/2006	6/30/2007															
11	Village Start-up Activity—Discussion [CL, NS, YM]	5/8/2006	5/22/2006															
12	Village Start-up Activity—Grant Development [CL, RB, NS, YM, WA]	5/23/2006	6/22/2006															
13	Village Start-up Activity—Grant Implementation [CL, RB, NS, YM, WA, P.O.]	6/5/2006	6/30/2007															
14	Village Profile – Data collection and analysis [CL, DA, Alfian, RB, DP, SM, CF, NS, C.F./F.C.]	4/1/2006	5/30/2006															
15	Community Planning (line agencies, CSOs, & private sector groups) [CL, NS, FSO]	6/5/2006	6/9/2006															
16	Village Organizing (formation of village CSOs, cooperatives, etc.) [C.F./F.C.]	4/1/2006	5/12/2006															
17	Village Leader Training in Leadership, Conflict Management, and Community Dev't [CL, NS, C.F./F.C.]	5/15/2006	6/2/2006															
18	Village Leader Training 2, 59 villages, 30 persons in each village [NS, CF, FC; CL]	6/23/2006	7/22/2006															
19	Village Planning [CL, NS, C.F./F.C.]	5/15/2006	6/16/2006															
20	Grant Development and Management Training for FC/CF [JG, KK, RH]	6/2/2006	6/3/2006															
21	Village CSO grant management training [JG, NS, C.F./F.C.]	5/29/2006	6/9/2006															
22	Community Technical Training and Support for Livelihoods Initiatives (line agencies, CSOs, and private sector groups) [CL, NS]	7/3/2006	12/31/2006															
23	Village Technical Training and Support for Livelihoods Initiatives [CL, NS]	7/3/2006	12/31/2006															
24	CSO Development—Financial and Procurement Management Training [JG, NS, RH]	7/3/2006	7/28/2006															
25	Activities for Reconciliation & Recovery--Children's Art for Peace [YM]	5/8/2006	6/30/2006															
26	Capacity-Building Grant Development/Implementation [CL, RB, NS, C.F./F.C., WA]	5/15/2006	12/31/2006															
27	Livelihoods Grant Development [RB, NS, C.F./F.C., WA]	6/16/2006	3/30/2007															
28	Human Interest Stories Initiative 1 – Implementation [SM, CF]	6/26/2006	12/31/2006															
29	Establishing the Baseline -- Community Relationships [KK, SM, CL]	5/17/2006	5/31/2006															



## Appendix 8: Eastern Aceh Conflict-Affected Village Survey Summary Statistics

### Eastern Aceh Conflict-Affected Village Survey Summary Statistics

464 Villages Surveyed in Bireuen, Aceh Utara, Kota Lhokseumawe, and Aceh Timur Districts during December 2005 to January 2006.

<i>Demographic Statistics</i> <sup>1</sup>	<i>Female</i>	<i>Male</i>	<i>Total</i>	
Total population	199,544	179,049	378,593	
Average per village	432	388	819	
Percent of total	52.7%	47.3%		
Families			99,972	
Person per family			3.8	
<i>Age Cohorts as Percent of Total</i> <sup>2</sup>				
Less than 6 years	53.8%	46.2%	11.4%	
6-12 years	53.6%	46.4%	13.2%	
13-15 years	54.1%	45.9%	9.6%	
16-18 years	52.1%	47.9%	9.6%	
19-35 years	53.4%	46.6%	22.5%	
36-50 years	51.5%	48.5%	22.3%	
More than 50 years	52.4%	47.6%	11.5%	
	<i>Minimum</i>	<i>Maximum</i>		
Village population range (persons) <sup>1</sup>	95	8,573		
	<i>Total</i>	<i>Average per Village</i>	<i>As % of Total Population</i>	
Orphans due to conflict <sup>3</sup>	16,041	36	4.2%	
Disabled due to conflict <sup>4</sup>	4,398	10	1.2%	
Amnestied prisoners <sup>5</sup>	2,084	5	0.6%	
Returned combatants <sup>6</sup>	2,238	5	0.6%	
Widows <sup>7</sup>	16,952	37		
<i>Village Infrastructure</i> <sup>8</sup>	<i>Present</i>	<i>Lost in Tsunami</i>	<i>Lost in Conflict</i>	<i>Never Built</i>
Village Office	130	1	30	301
Community Center	162	3	12	272
Health Clinic	98	1	21	342
TPA School	329	2	11	118
MIN/SD School	213	0	3	247
MTsN/SMP School	55	0	1	405
SLTA School	34	0	0	429
	<i>Total</i>	<i>Average per Village</i>	<i>Minimum</i>	<i>Maximum</i>
Housing units destroyed in conflict <sup>9</sup>	7,106	21	0	750
Housing units destroyed in tsunami <sup>9</sup>	1,989	6	0	232
<i>Economic Activity (1=most important)</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>
Activity ranked by villages as most or second most important	Rice Farming (414 villages)	Livestock Production (133 villages)	Civil Servant (87 villages)	Fishing (75 villages)

Survey form and dataset available from USAID/DDG-Indonesia. Complete dataset not accuracy assessed. Missing and inconsistent data not corrected. USAID and DAI do not guarantee the validity of data.

(1) 462 villages reporting. (2) 448 villages reporting. (3) 454 villages reporting. (4) 446 villages reporting. (5) 417 villages reporting. (6) 464 Villages reporting. (7) 461 villages reporting. (8) 464 villages reporting. Inconsistent answers from some villages (i.e., reporting "no" for all categories). (9) 341 village reporting.

## Appendix 9: USAID SPD Training Events Data Summary

### USAID SPD Training Event Data Summary

Theme	Date	Number of Events	Female	Male	Total	Total Training Days
Practitioners Workshop (UNDP)	Nov 2004	1	0	2	2	6
Comic Books for Building Peace	Apr 2005	1	16	21	37	148
Peacebuilding (PSPP)	July 2005	1	1	4	5	25
BQPM Finance Institution Management	Oct 2005	1	0	2	2	10
Finance Training for CBR CSOs	April to May 2006	15	1	26	27	27
OPERACY Training						
CBR	July 2005 to March 2006	57	605	1,210	1,815	5,659
ACEO	February to June 2006	59	448	1,272	1,720	6,859
ACEO Facilitation and Coordination Teams OPERACY Training	February & March 2006	6	44	117	161	805
ACEO Facilitation and Coordination Teams Co-OPERACY Training	July 2006	3	18	33	51	255
CSO Management Training	August 2006	12	22	143	165	330
<b>Total</b>		<b>156</b>	<b>1,155</b>	<b>2,830</b>	<b>3,985</b>	<b>14,124</b>
<b>Percent of Total</b>			<b>29%</b>	<b>71%</b>		

*All figures subject to change without notice.*

## Appendix 10: SPD Community Facilitator and Field Coordinator Training Events

### Community-Based Recovery Initiative (CBR)

Topic	Date	Trainer
GPS and Mapping	April 2005	Eri Rustamaji, DAI
Grant Proposal Development	April 2005	Johannes Go, DAI
Personal Empowerment & Leadership (OPERACY), <i>Part 1</i>	May 2005	Christopher Lee, DAI
Village Mapping	June 2005	YRPD/Syiah Kuala Univ.
Preparing Training Material: Flipcharts	August 2005	Christopher Lee, DAI
First Aid	August-September 2005	Indonesian Red Cross
OPERACY Training-of-Trainers	September 2005	Christopher Lee, DAI
Project Proposal Writing	November 2005	Christopher Lee, DAI
Grants Implementation Procedures	February 2006	Johannes Go, DAI
Grant Proposal Development	March 2006	Johannes Go, DAI
OPERACY Training-of-Trainers	May 2006	Christopher Lee, DAI
Grant Proposal Development	May – June 2006	DAI
Grant Evaluation (FGD/SWOT)	July 2006	DAI
CSO Operations & Management	August 2006	DAI
<b><i>Weekly Mentoring Sessions</i></b>		
Facilitation Techniques	Since April 2005	Christopher Lee, DAI
Conflict Management	Since May 2005	Christopher Lee, DAI
Participatory Planning	Since October 2005	Christopher Lee, DAI

### Aceh Community Engagement and Ownership Initiative (ACEO)

Topic	Date	Trainer
Conflict Reconciliation & Reconstruction, <i>Part I</i>	November 2005	Christopher Lee, DAI
Personal Empowerment & Leadership (OPERACY), <i>Part I</i>	November 2005	Christopher Lee, DAI
Conflict Reconciliation & Reconstruction, <i>Part II</i>	April 2006	Christopher Lee, DAI
OPERACY Training-of-Trainers	May 2006	Christopher Lee, DAI
Personal Empowerment & Leadership (CoOPERACY), <i>Part II</i>	June 2006	Christopher Lee, DAI
Grants Implementation Procedures	June 2006	Johannes Go, DAI
Participatory Planning	June/July 2006	Christopher Lee, DAI
<b><i>Weekly Mentoring Sessions</i></b>		
Facilitation Techniques	Since November 2005	Christopher Lee, DAI
Communication Techniques	July 2006	Christopher Lee, DAI
Participatory Planning	July 2006	Christopher Lee, DAI

**Appendix 11: USAID SPD—DDG Indicator Data**

<b>Intermediate Result 3: Addressing Conflict and Encouraging Pluralism</b>						
<b>Program Component: Mitigate Conflict and Support Peace</b>						
<b>Addressing Conflict and Supporting Peace</b>						
	#	DAI TBD (FY08)	T,M,F, Activities, Projects	Semi-annual	<b>Common indicator</b>	
# of reconciliation activities with the participation of two or more conflicting parties	<u>FY04</u>	<u>FY05</u>	<u>FY06 Target</u>	<u>FY07 Target</u>	<b>Common Indicator</b> Does not include any capacity building programs for CSOs or training programs for government officials	
	N/A	Activities = <b>33</b> Projects = <b>36</b> M = <b>2,700</b> F = <b>2,503</b>	Activities = <b>177</b> Projects = <b>98</b> M = <b>27,559</b> F = <b>27,115</b>	Activities = <b>230</b> Projects = <b>173</b> M = <b>27,519</b> F = <b>27,137</b>		
# of community based reconciliation projects completed with the participation of local government officials	#	DAI TBD (FY08)	#CSOs	Semi-annual	<b>Common Indicator</b> Non-Tsunami	
	N/A	Activities = <b>33</b> Projects = <b>36</b> M = <b>2,700</b> F = <b>2,503</b>	#CSOs	Conflict resolution approaches = a range of initiatives that aim to increase cooperation among parties to conflict and deepen their relationships, including inter-faith dialogue, & truth & reconciliation efforts		
# of CSOs with the strengthened capacity to carry-out conflict resolution approaches	<u>FY04</u>	<u>FY05</u>	<u>FY06 Target</u>	<u>FY07 Target</u>		
	N/A	CSOs = <b>17</b>	CSOs = <b>80</b>	CSOs = <b>80</b>		
# of government officials trained in conflict resolution approaches	#	DAI, TBD (FY08)	# government officials	Semi-annual	Gov't officials = line ministry representatives including BRR, BRA, bupati, camat, governor/ governor's office, electoral agencies, emergency response agencies, police and military	
	<u>FY04</u>	<u>FY05</u>	<u>FY06 Target</u>	<u>FY07 Target</u>		
N/A	N/A	M = <b>142</b> F = <b>48</b>	M = <b>142</b> F = <b>48</b>	M = <b>80</b> F = <b>39</b>		

## Appendix 12: USAID SPD Program - List of Maps Produced

No.	Description	Date Created	Size
1	001-Central-Sulawesi-for-report-A4-121604.jpg	16-Dec-04	A4
2	002-Aceh-Province-Political-Boundaries-A4-121004.jpg	10-Dec-04	A4
3	003-Aceh-Kab-Kota-Pilkada-May05-A4-121004.jpg	10-Dec-04	A4
4	004-Aceh-Open-Kab-Kota-A4-121004.jpg	10-Dec-04	A4
5	005-Aceh-Tentative-Pilot-Villages-A4-121004.jpg	10-Dec-04	A4
6	006-Maluku-province-for-report-A4-121704.jpg	17-Dec-04	A4
7	007-Districts-affected-by-Earthquake-Tsunami-A4-010405.pdf	4-Jan-05	A4
8	008-Flood Area-A4-010405.jpg	4-Jan-05	A4
9	009-Aceh-province-Elevation-A4-010505.pdf	5-Jan-05	A4
10	010-Tsunami-affected-area-with-CBR-Villages-A4-011505.jpg	15-Jan-05	A4
11	011-Tsunami-affected-area-with-CBR-Villages-UPDATED-A4-011505.jpg	15-Jan-05	A4
12	012-ARP-Group1-Pilot-Villages-CFW-BA-for-website-A4-031105.jpg	11-Mar-05	A4
13	013-ARP-Group1-Pilot-Villages-CFW-East-Pidie-for-website-A4-031105.jpg	11-Mar-05	A4
14	014-ARP-Pilot-Phase-WB-KDP-Block_Grant-disbursed-8x11-031405.jpg	14-Mar-05	Leter
15	015-ARP-Pilot-Phase-WB-KDP-Block_Grant-disbursed-A3-031405.jpg	14-Mar-05	A3
16	016-ARP-Pilot-Phase-WB-KDP-Coverage-BA-8x11-031405.jpg	14-Mar-05	Letter
17	017-ARP-Pilot-Phase-WB-KDP-Coverage-Aceh-Province-8x11-031405.jpg	14-Mar-05	Letter
18	018-ARP-Pilot-Phase-WB-KDP-Coverage-BA-A3-031405.jpg	14-Mar-05	A3
19	019-ARP-CFW-BA-total-beneficiaries-A3-031505.jpg	15-Mar-05	A3
20	020-ARP-CFW-BA-Infra-Type-Proximity-Destruction-Zone-8x11-032105.jpg	21-Mar-05	Letter
21	021-Aceh-Besar-Population-density-8x11-032205.jpg	22-Mar-05	Letter
22	022-Aceh-Besar-Elevation-8x11-032205.jpg	22-Mar-05	Letter
23	023-Aceh-Province-Elevation-A4-032205.jpg	22-Mar-05	A4
24	024-ARP-CFW-BA-total-beneficiaries-8x11-032405.jpg	24-Mar-05	Letter
25	025-Aceh-Population-density-8x11-032905.jpg	29-Mar-05	Letter
26	026-CBR-ABesar-North-East-8x11-041105.jpg	11-Apr-05	Letter
27	027-CBR-ABesar-North-West-8x11-041105.jpg	11-Apr-05	Letter
28	028-CBR-ABesar-South-West-8x11-041105.jpg	11-Apr-05	Letter
29	029-CBR-Participating-Communities-8x11-041105.jpg	11-Apr-05	Letter
30	030-CBR-PIDIE-South-East-8x11-041105.jpg	11-Apr-05	Letter
31	031-CBR-particip-53-Villages-A3-041405.jpg	14-Apr-05	A3
32	032-CBR-particip-53-Villages-A4-041405.jpg	14-Apr-05	A4
33	033-CBR-Villages-NW-Aceh Besar-A4-042005.jpg	20-Apr-05	A4
34	034-ARP-CFW-BA-Infra-Type-Proximity-Destruction-Zone-UPDATED-8x11-050305.jpg	3-May-05	Letter
35	035-ARP-CFW-BA-total-beneficiaries-UPDATED-8x11-050305.jpg	3-May-05	Letter
36	036-ARP-CFW-Aceh-Province-8x11-050305.jpg	3-May-05	Letter
37	037-ARP-CFW-Aceh-province-Type-infrastructure-A4-050305.jpg	3-May-05	A4
38	038-ARP-CFW-PIDIE-BIREUEN-total-beneficiaries-8x11-050305.jpg	3-May-05	Letter
39	039-ARP-CFW-PIDIE-BIREUEN-total-beneficiaries-A3-050305.jpg	3-May-05	A3
40	040-Aceh-Besar-affected-by-Earthquake-Tsunami-A4-050505.jpg	5-May-05	A4

## Appendix 12: USAID SPD Program - List of Maps Produced

No.	Description	Date Created	Size
41	041-ARP-CFW-PIDIE-BIREUEN-total-beneficiaries-UPDATED-8x11-050605.jpg	6-May-05	Letter
42	042-CBR-particip-53-Villages-A4-051205.jpg	12-May-05	A4
43	043-CBR-particip-53-Villages-UPDATED-A4-051305.jpg	13-May-05	A4
44	044-CBR-Villages-53-Villages-A4-052605.jpg	26-May-05	A4
45	045-Aceh-NS-Political-Boundaries-A4-052605.jpg	26-May-05	A4
46	046-CBR-53-Villages-for-CHEVRON-Training-A4-052605.jpg	26-May-05	A4
47	047-East-Java-Surabaya-Political-Boundaries-8x11-052705.jpg	27-May-05	Letter
48	048-South-Kalimantan-Political-Boundaries-A4-052705.jpg	27-May-05	A4
49	049-Central-Kalimantan-Political-Boundaries-A4-052705.jpg	27-May-05	A4
50	050-Potential-COPI-CBR-Villages-8x11-060405.jpg	4-Jun-05	Letter
51	051-CBR-West-Coast-Village-Survey-8x11-060405.jpg	4-Jun-05	Letter
52	052-CBR-West-Coast-Village-Survey-with-pict-8x11-060405.jpg	4-Jun-05	Letter
53	053-District-Level-Ethnic-diversity-GT2std-A3-060605.jpg	6-Jun-05	A3
54	054-District-Level-Ethnic-dominance-GT40-LT90-A3-060605.jpg	6-Jun-05	A3
55	055-District-Level-Ethnic-dominance-LT35-A3-060605.jpg	6-Jun-05	A3
56	056-District-Level-Religious-diversity-GT2std-A3-060605.jpg	6-Jun-05	A3
57	057-District-Level-Religious-dominance-GT40-LT90-A3-060605.jpg	6-Jun-05	A3
58	058-District-Level-Religious-dominance-GT40-LT90and LT60-A3-060605.jpg	6-Jun-05	A3
59	059-District-Level-Religious-dominance-LT60-A3-060605.jpg	6-Jun-05	A3
60	060-District-Affected-by-Earthquake-Tsunami-UPDATED-A4-061405.jpg	14-Jun-05	A4
61	061-Aceh-Besar-Population-density-UPDATED-8x11-061405.jpg	14-Jun-05	Letter
62	062-ARP-STE-sites-Aceh-8x11-061405.jpg	14-Jun-05	Letter
63	063-Aceh-Population-density-UPDATED-8x11-061405.jpg	14-Jun-05	Letter
64	064-ARP-STE-Proximity-Tsunami-Destruction-Zone-8x11-061505.jpg	15-Jun-05	Letter
65	065-District-Affected-by-Earthquake-Tsunami-UPDATED-A4-061505.jpg	15-Jun-05	A4
66	066-ARP-STE-BA-total-beneficiaries-8x11-061605.jpg	16-Jun-05	Letter
67	067-Aceh-Besar-Elevation-UPDATED-8x11-061605.jpg	16-Jun-05	Letter
68	068-Aceh-Province-Elevation-A4-061605.jpg	16-Jun-05	A4
69	069-North-Sulawesi-Province-for-report-A4-062005.jpg	20-Jun-05	A4
70	070-ARP-CBR-COPI-Identified-villages-extent-A4-063005.jpg	30-Jun-05	A4
71	071-ARP-CBR-COPI-Identified-villages-split-A4-063005.jpg	30-Jun-05	A4
72	072-West-Papua-for-report-A4-070705.jpg	7-Jul-05	A4
73	073-West-Irian-Jaya-A4-072905.jpg	29-Jul-05	A4
74	074-West-Sulawesi-Province-for-report-A4-072905.jpg	29-Jul-05	A4
75	075-South-Sulawesi-Gowa-for-report-A4-080105.jpg	1-Aug-05	A4
76	076-ARP-STE-BA-ABesar-Northwest-Infrastructure-A4-080405.jpg	4-Aug-05	A4
77	077-ARP-STE-BA-ABesar-Northwest-Partner-A4-080405.jpg	4-Aug-05	A4
78	078-ARP-STE-BA-ABesar-Northwest-person-days-of-labor-A4-080405.jpg	4-Aug-05	A4
79	079-ARP-STE-East-coast- person-days-of-labor-A4-080405.jpg	4-Aug-05	A4
80	080-ARP-STE-East-coast-infrastructure type-A4-080405.jpg	4-Aug-05	A4

## Appendix 12: USAID SPD Program - List of Maps Produced

No.	Description	Date Created	Size
81	081-ARP-STE-East-coast-partner-type-A4-080405.jpg	4-Aug-05	A4
82	082-ARP-STE-sites-A4-080405.jpg	4-Aug-05	A4
83	083-ARP-STE-West-coast- person-days-of-labor-A4-080405.jpg	4-Aug-05	A4
84	084-ARP-STE-West-Coast-infrastructure-type-A4-080405.jpg	4-Aug-05	A4
85	085-ARP-STE-West-Coast-partner-type-A4-080405.jpg	4-Aug-05	A4
86	086-CBR-Villages-56-Villages-A4-080505.jpg	5-Aug-05	A4
87	087-CBR-Villages-56-Villages-UPDATED-A4-081505.jpg	15-Aug-05	A4
88	088-Aceh-NS-Political-Boundaries-UPDATED-A4-081505.jpg	15-Aug-05	A4
89	089-Marcus-Visits-map-for-report-A4-081905.jpg	19-Aug-05	A4
90	090-CBR-Villages-map-for-report-A4-081605.jpg	16-Aug-05	A4
91	091-Mercy-Corp-STE-site1-A4-012706.jpg	27-Jan-06	A4
92	092-Mercy-Corp-STE-site2-A4-012706.jpg	27-Jan-06	A4
93	093-Mercy-Corp-STE-site-All-A4-012706.jpg	27-Jan-06	A4
94	094-CBR-11-Villages-PIDIE-A4-082405.jpg	24-Aug-05	A4
95	095-CBR-16-Villages-ABesar-AJaya-West-Coast-A4-082405.jpg	24-Aug-05	A4
96	096-CBR-29-Villages-BA-ABesar-North-Coast-A4-082405.jpg	24-Aug-05	A4
97	097-ARP-STE-Sites-A4-083005.jpg	30-Aug-05	A4
98	098-ARP-STE-BA-infrastructure-type-A4-083005.jpg	30-Aug-05	A4
99	099-ARP-STE-BA-partners-type-A4-083005.jpg	30-Aug-05	A4
100	100-ARP-STE-BA-total-person-days-of-labor-A4-083005.jpg	30-Aug-05	A4
101	101-IOM-preliminary-gampp-kecamatan-33x44-092605.jpg	26-Sep-05	33 x 44
102	102-IOM-preliminary-gampp-village-A4-092605.jpg	26-Sep-05	A4
103	103-COPI-USAID-ACBR-Initiative-A4-101205.jpg	12-Oct-05	A4
104	104-Unocal-USAID-ACBR-Initiative-A4-101205.jpg	12-Oct-05	A4
105	105-COPI-website-map-A4-101205.jpg	12-Oct-05	A4
106	106-ACEO-1stcut-survey-East-Part-3out9-subdistrict-IOM-subdistrict-A4-121505.jpg	15-Dec-05	A4
107	107-ACEO-1stcut-survey-points-IOM-subdistrict-A4-121505.jpg	15-Dec-05	A4
108	108-ACEO-1stcut-survey-polygon-IOM-subdistrict-A4-121505.jpg	15-Dec-05	A4
109	109-ACEO-1stcut-survey-West-Part-6out9-subdistrict-IOM-subdistrict-A4-121505.jpg	15-Dec-05	A4
110	110-IOM-post-conflict-community-programs-64-subdistrict-A4-121505.jpg	15-Dec-05	A4
111	111-IOM-Preliminary-GAM-Pol-Prison-Repat-Kecamatan-receiving-10more-prison-A3-121505.jpg	15-Dec-05	A3
112	112-IOM-Preliminary-GAM-Pol-Prison-Repat-Village-Receiving-rep-prison-A3-121505.jpg	15-Dec-05	A3
113	113-ACEO-proposed-10-villages-BIREUEN-A4-012406.jpg	24-Jan-06	A4
114	114-ACEO-proposed-16-villages-A-TIMUR-A4-012406.jpg	24-Jan-06	A4
115	115-ACEO-proposed-26-villages--A4-012406.jpg	24-Jan-06	A4
116	116-Donor-Funded-Comm-Based-Program-ACEO-IOM-UNDP-A4-012406.jpg	24-Jan-06	A4
117	117-ACEO-proposed-18-villages-A-TIMUR-A4-012506.jpg	25-Jan-06	A4
118	118-ACEO-proposed-21-villages-BIREUEN-A4-012506.jpg	25-Jan-06	A4
119	119-ACEO-proposed-39-locations-A4-012506.jpg	25-Jan-06	A4
120	120-IOM-Quick-Impact-212-Villages-Polygon-A4-012706.jpg	27-Jan-06	A4

## Appendix 12: USAID SPD Program - List of Maps Produced

No.	Description	Date Created	Size
121	121-IOM-Quick-Impact-Village-Points-in-Bireuen-Lhokseumawe-AUtara-ATimur-A4-012706.jpg	27-Jan-06	A4
122	122-Villages-near-ExxonMobil-facilities-A4-021706.jpg	17-Feb-06	A4
123	123-Donor-Funded-Comm-Based-Program-ACEO-IOM-UNDP-JICA-24x34-022306.jpg	23-Feb-06	24 x 34
124	124-Donor-Funded-Comm-Based-Program-ACEO-IOM-UNDP-JICA-A4-022306.jpg	23-Feb-06	A4
125	125-ACEO-57-particip-villages-by-kec-A4-030706.jpg	7-Mar-06	A4
126	126-ACEO-57-particip-villages-by-kemukiman-A4-030706.jpg	7-Mar-06	A4
127	127-ACEO-A-Timur-for-report-A4-030706.jpg	7-Mar-06	A4
128	128-ACEO-A-Utara-Lhok-for-report-A4-030706.jpg	7-Mar-06	A4
129	129-ACEO-Bireuen-for-report-A4-030706.jpg	7-Mar-06	A4
130	130-ARP-CBR-COPI-Villages-A4-030806.jpg	8-Mar-06	A4
131	131-CBR-COPI-funded-Villages-A4-030806.jpg	8-Mar-06	A4
132	132-CBR-ACEO-115-Villages-36x50-032106.jpg	21-Mar-06	36 x50
133	133-ACEO-57-particip-villages-A4-032306.jpg	23-Mar-06	A4
134	134-ACEO-59-particip-villages-A4-032306.jpg	23-Mar-06	A4
135	135-ACEO-59-Villages-for-report-A4-032306.jpg	23-Mar-06	A4
136	136-ACEO-59-villages-8x11-040606.jpg	6-Apr-06	Letter
137	137-ACEO-59-with-Vill-names-8x11-040606.jpg	6-Apr-06	Letter
138	138-Donor-Funded-Comm-Based-Program-ACEO-IOM-UNDP-JICA-36x50-042106.jpg	21-Apr-06	36 x50
139	139-Papua-Province-for-presentation-A4-04-24-06.jpg	24-Apr-06	A4
140	140-KEC-JULI-24x34-072006.jpg	20-Jul-06	24 x 34
141	141-KAB-BIREUEN-24x34-072106.jpg	21-Jul-06	24 x 34
142	142-KEC-MUARA-DUA-24x34-072606.jpg	26-Jul-06	24 x 34
143	143-KAB A-UTARA-LHOK-24x34-072606.jpg	26-Jul-06	24 x 34
144	144-KEC-PEUREULAK-24x34-072606.jpg	26-Jul-06	24 x 34
145	145-KEC-MADAT-24x34-072606.jpg	26-Jul-06	24 x 34
146	146-KAB-ACEH-TIMUR-24x34-072606.jpg	26-Jul-06	24 x 34
147	147-KEC-SAWANG-24x34-072606.jpg	26-Jul-06	24 x 34
148	148-ACEO-Exxon-with-Vill-names-A4-072706.jpg	27-Jul-06	A4
149	149-USAID-Chevron-CBR-A4-072706.jpg	27-Jul-06	A4
150	150-Banda Aceh Map-A4-073106.jpg	31-Jul-06	A4
151	151-Wexler Visit-A4-080106.JPG	1-Aug-06	A4

## Appendix 13: USAID SPD Occasional Programmatic and Field Reports

### USAID 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 Grant Awards Summary	02/25/2005	SPD Team	1
4. SPD Security Sector Reform Component—Draft Strategy	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. Addressing the Risk of Violence Associated with Upcoming Local Elections	04/07/2005	Marcus Mietzner	1
8. Local NGOs Play a Lead Role in 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 USAID Program Impact	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

## Appendix 13: USAID SPD Occasional Programmatic and Field Reports

### USAID SPD Occasional Programmatic Reports

21. OFDA Short-Term Employment Grant Awards	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
24. Baitul Qiradh Pemuda Muhammadiyah Business Plan, 2006-2010	02/01/2006	Lauren Mitten and SPD Team	68
25. Aceh CBR Initiative: ConocoPhillips Indonesia Update	03/10/2006	Sonia Martin and SPD Team	36
26. Building Foundations for Peace	03/29/2006	Chris Felley	2
27. Art for Recovery	03/29/2006	Sonia Martin, Sharon Zhao	1
28. Baitul Qiradh Pemuda Muhammadiyah Institutional Development Initiative Update	06/20/2006	Sonia Martin and SPD Team	69
29. Aceh CBR Initiative: Chevron Project Status Report	07/28/2006	Sonia Martin, Chris Felley	10
30. ACEO Initiative in cooperation with ExxonMobil: Status Report	07/31/2006	Sonia Martin and SPD Team	10
31. Case Study USAID Partners with Private Sector	08/04/2006	Sonia Martin,Chris Felley,David Pottebaum	1
32. Case Study Communities at the Forefront of Recovery	08/04/2006	Sonia Martin,Chris Felley,David Pottebaum	1
33. Success Story Working Towards a Prosperous Future	08/04/2006	Sonia Martin,Chris Felley,David Pottebaum	1
34. Success Story Villagers Plan for Recovery	08/04/2006	Sonia Martin,Chris Felley,David Pottebaum	1
35. USAID CBR Grant Output Data - Aggregate	08/11/2006	David Pottebaum, Chris Felley,SPD Team	3
<b>Total, 35 reports</b>			<b>376</b>

## Appendix 13: USAID SPD Occasional Programmatic and Field Reports

### USAID SPD Field Reports

Title	Date	Author(s)	Pages
1. Central Sulawesi Situation Report	12/16/2004	Ketty Kadarwati, Chris Felley	2
2. National Issues Field Report	12/16/2004	Marcus Mietzner	2
3. Papua Situation Report	12/16/2004	Chris Felley	2
4. Maluku Situation Report	12/16/2004	Chris Felley	2
5. The Tsunami, Military Reform and Civil Society in Aceh	02/15/2005	Marcus Mietzner	2
6. Aceh Earthquake and Tsunami Disaster Response	02/15/2005	Chris Felley, David Pottebaum	2
7. Progress Towards a Truth and Reconciliation Commission and Civilian Control of the Military	04/15/2005	Marcus Mietzner	1
8. Aceh Earthquake and Tsunami Disaster Response: From Relief to Recovery	04/15/2005	Chris Felley	2
9. Local Elections in Central Sulawesi	07/07/2005	Chris Felley	2
10. Aceh CBR Initiative Update	10/24/2005	Chris Felley, Chris Lee, David Pottebaum	4
11. Local Elections and Implementing Special Autonomy in Papua	10/15/2005	Marcus Mietzner	1
12. Challenges to Military Reform	10/15/2005	Marcus Mietzner	1
13. Aceh Peace Process Update	10/15/2005	Marcus Mietzner	1
14. Central Sulawesi Electoral Support: Lessons Learned	10/15/2005	Chris Felley	2
15. Inauguration of the Papuan People's Council	12/14/2005	Marcus Mietzner	2
16. Aceh CBR Initiative: Grant-funded Activities and Outputs	12/14/2005	Chris Felley, David Pottebaum	2
17. Improving Local Access to Microfinance in Aceh	04/30/2006	Sonia Martin	2
18. Community Action Plan: Theory, Principles and Methodology	05/15/2006	Chris Lee, David Pottebaum, Chris Felley	2
<b>Total, 18 reports</b>			<b>34</b>

## Appendix 14: Reports Produced During the Reporting Period



**USAID** | **INDONESIA**  
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# Field Report

April 30, 2006  
Office of Democratic and Decentralized Governance  
Conflict Prevention and Response (DDG/CPR)  
Support for Peaceful Democratization Program  
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## Improving Local Access to Micro-Finance in Aceh

### The Baitul Qiradh Pemuda Muhammadiyah Institutional Development Initiative

In August 2005, USAID Support for Peaceful Democratization began a long-term initiative to build the institutional capacity of the Baitul Qiradh Pemuda Muhammadiyah (BQPM), a micro-credit institution based on Sharia lending principles, with \$200,000 from Microsoft Corporation. SPD funds support business planning activities, technical assistance and training, financial support for operations, and injections of loan capital.

In August 2005, SPD engaged two consultants to conduct an in-depth assessment of BQPM's management structures, lending approaches and methods, and borrowers' impressions of the 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 in Banda Aceh, there are internal structural issues that require immediate attention in order to ensure long-term sustainability. These issues include:

- Lack of clear strategy for growth inhibits progress toward non-subsidized sustainability;
- Lack of staff capacity in strategic and financial management, information systems, and credit management create operational challenges and hinder future expansion;
- High-risk use of short-term savings to fund portfolio growth and cover operational costs threatens financial viability of institution;
- Current interest structure and income-sharing requirements of the Pemuda Muhammadiyah parent organization impede progress toward independent sustainability; and
- Despite strong vision for growth, only preliminary plans developed for significant institutional development necessary for effective implementation of large new grant funding.

*The major recommendation of the consultants was to focus on technical assistance and training, and to make future funding conditional upon it.* Proposed funding through SPD 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. Improving the capacity of BQPM staff will require training in financial management and provision of an appropriate loan-tracking system. Technical assistance geared toward managers will focus on producing loan projections and projected cash flow, as well as redesigning products to meet the evolving needs of clients. The ability to adapt credit products to the changing atmosphere is particularly important given the transient situation in Banda Aceh and the start-up of microfinance activities by other institutions (primarily through international NGOs and donors), which may significantly impact the market for microfinance.

Consultant recommendations provided a foundation for next steps in SPD-BQPM cooperation. In September 2005 SPD began to assist BQPM to formulate an institutional development plan and a strategy for use of grant funding. Another important component of grant funding through Microsoft was the development of a BQPM business plan for 2006-2010, and to this end, one of the consultants who had undertaken the review in August returned to Aceh in December to assist BQPM in the development of this plan. The microfinance

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expert first conducted a thorough assessment of BQPM operations, portfolio, and human resources, then over three weeks facilitated discussions that led to the writing of the business plan.

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 help BQPM attain its strategic objectives through the year 2010; and (3) a financial plan, including the funding needed to implement the operational plan and anticipated financial projections. Staff management and technical skills were improved through direct involvement in the business planning exercise, while the microfinance consultant also carried out an assessment of BQPM's further needs for specific technical training, office equipment, program management funding, and capitalization. The business plan sets out a timeline for addressing these technical and operational needs.

In April 2006 BQPM staff members participated in an institutional development workshop during which all aspects of the business plan were discussed and action items necessary to achieve goals and objectives were agreed upon. The following internal institutional development needs were prioritized for 2006:

- Improving delinquency management and collection practices;
- Evaluating client needs and preferences, and modifying credit and savings products to better serve target clients (including women, who currently make up about 30% of the loan portfolio);
- Implementing sound accounting practices based on microfinance best practices;
- Standardizing practices for loan processing and developing a policies and procedures manual;
- Installation of a robust management information system (MIS), including a loan portfolio tracking and accounting system; and
- Improving human resource management functions.

A portion of SPD funding is earmarked for specific BQPM operations expenses (e.g. honoraria) so that managers can focus on staff training and institutional capacity building, rather than on daily collection of repayments from clients in the field (a role that, according to the business plan, belongs to the field agents alone).

BQPM management must now address important technical and strategic needs such as adopting appropriate loan management software, with accompanying IT training for staff. One option is to become a member of Permodalan Nasional Madani (PNM), a nation-wide secondary cooperative of financial cooperatives. With membership in PNM (funded by SPD), BQPM would gain access to a strong management information system and standard operating procedures designed for micro-finance institutions. In addition, based on the results of an institutional assessment, PNM members receive a tailored package of technical and operational assistance. The secondary cooperative also performs a liquidity management role for all its members. BQPM will make its decision on PNM membership in early May 2006.

After near-total destruction due to the tsunami, BQPM now has the opportunity to rebuild and to improve its market position with support from Microsoft Corporation through USAID's SPD program, once again becoming a crucial support system for small and micro-businesses in the city of Banda Aceh. As marketplaces are reconstructed, and vendors and service providers reestablish their trades, the potential client base for BQPM products will begin to grow. To respond to this new demand, BQPM must focus on improving operational efficiency, deepening market penetration, and expanding existing product choices for clients.

Related Reports:

*Aceh Micro-Credit Survey and Assessment, August 2005*

*Baitul Qiradh Pemuda Muhammadiyah Business Plan January 2006–December 2010, February 2006*



# USAID | INDONESIA

FROM THE AMERICAN PEOPLE

May 15, 2006  
Office of Democratic and Decentralized Governance  
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## FIELD REPORT

### **Community Action Plan (CAP) – Theory, Principles and Methodology**

In April 2006, after having conducted village-level trainings in personal empowerment, leadership skills and general NGO management, SPD concluded a comprehensive 2006-2007 Community Action Plan (CAP) development process in all 56 Community-Based Recovery (CBR) Initiative villages. The CAPs will be implemented using USAID funds, as well as funds from Government of Indonesia (GoI) agencies, Global Development Alliance (GDA) partners, other donors and local communities. SPD, in collaboration with other organizations, will work with community leaders to effectively manage local resources in accordance with requirements of the various components of the village plans and develop strategies to address them – including community managed loan funds, technical assistance and training, and direct grants.

The CAPs represent core CBR and SPD output and impact indicators and milestones regarding good governance, village leadership and resource management. Facilitated by local leaders, the CAP development process led to the formulation of plans that will increase community participation and ownership of local development initiatives, a clear indication of good governance being practiced in target villages. It also reveals the capacity of local leaders to prevent and mitigate conflict as community members discuss and debate village development priorities. Finally, preparation of the CAPs - with clear activity statements, start and end dates, funding requirements and potential donors - indicates effective leadership and provides a platform for the efficient management of local resources.

The two- to three-day participatory planning process comprised the following steps:

#### ***Orientation—Why is planning important?***

Community leaders were asked to initiate the CAP process by incorporating lessons learned from previous personal empowerment trainings that underscore the importance of long-term thinking, planning and leadership for achieving peace and prosperity at the village level. Through initial discussions with SPD facilitators, community leaders agreed on desired objectives, expected outputs and implementation process of the planning workshop.

#### ***Community Goals, Mission Statement and Shared Principles***

Village leaders called together representatives from all demographic and livelihoods sectors (e.g. farming, fisheries, women, youth) of the village to discuss the importance of developing short- and long-term goals. Sector leaders then presented long-term goals (until 2010) specific to their aspirations and needs which will be synthesized into an integrated community five-year goals statement. Village leaders then highlighted the benefit of clear mission statements for achieving agreed upon community goals. SPD facilitators then provided tools for analyzing and synthesizing disparate perspectives which were used by villagers to develop a cohesive and representative mission statement.

Discussion then moved to the development of shared principles. Through debate and discussion, leaders established (a) human/human relationship principles, (b) human/earth relationship principles, and (c) community resource use principles. Each of the goals, mission and principles statements were then recorded on paper and signed by village leaders as acknowledgment of their ownership of the results and commitment to achieving them.

### **2006-2007 Sectoral Workplans**

Workshop participants were then separated into sectoral groupings and provided tools for developing detailed annual workplans. If a community or sectoral workplan had already been developed by villagers, Gol or other donors, the plan was simply reviewed, updated and then incorporated into the discussion. Results of sectoral planning were then presented to the larger group.

### **Consolidated Community Action Plan for 2006-2007**

After the sectoral workplans had been presented to the group, individuals were asked to provide comments or voice concerns in a process designed to help summarize and incorporate the workplans into a consolidated Community Action Plan. The CAPs were reviewed again by sectoral leaders, refined if necessary, and then presented to the larger village community. Once villagers had shared their own concerns or aired questions and the CAPs endorsed by the community, village leaders again signed CAP documents, signaling their commitment to the goals, missions, principles and activities embodied therein.



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

After receiving the finalized and prioritized CAPs, SPD assessed the planning process undertaken in each village and the content of each plan verifying whether all sectors and demographic groups were represented and able to participate fully. It was not a review of CAP activities that SPD might support. Rather it was an assessment of the degree to which a broad cross-section of community members participated in the design process and how the overall plan addressed local needs and aspirations. The review process also took account of gender-specific needs such as security, health care, education, religion and livelihoods as they relate to community needs assessments, development frameworks and discussions of project impact.

The CAP represents the villages' first attempt at formulating a longer-term workplan. It would be counterproductive to be overly critical in the review of early planning outputs, and would diminish community ownership and commitment to the plans—key aspects that will largely determine whether or not implementation of planned activities is successful. In the end, the CAP development process provided villages with a valuable opportunity to begin community-driven and community-managed recovery and development.



## CASE STUDY

### USAID Partners with Private Sector to Support Local Recovery

**USAID works with private sector partners to facilitate local recovery by handing responsibility for key decisions to communities.**



David Pottebaum, DAI-SPD

*Community members in Teumareum, Aceh Jaya, clear debris from their fields as part of a short-term employment generation activity supported by USAID and GDA partner ConocoPhillips Indonesia.*

**CHALLENGE.** The 26 December 2004 earthquake and tsunami devastated much of coastal Aceh and caused enormous human suffering. Affected communities face numerous challenges as they rebuild their lives. Most important in this process of recovery is ensuring that donors understand—and act upon—their hopes and aspirations regarding the direction and pace of recovery. USAID recognized the importance of placing communities in charge of the recovery effort early on and designed a program that handed key decision-making authority to local leaders—the Community-Based Recovery (CBR) initiative.

In the weeks following the disaster, employees of Chevron (formerly Unocal Foundation) and ConocoPhillips Indonesia donated \$2.7 million for tsunami recovery assistance. After visiting communities participating in the CBR Initiative, Chevron and ConocoPhillips decided to channel their assistance through USAID to 11 villages with a combined population of 4,035 persons. These partnerships with USAID began in June and July 2005 and were founded on a mutual desire to place communities at the forefront of the recovery process.

**INITIATIVE.** These public-private partnerships—part of USAID’s worldwide Global Development Alliance—have funded a range of activities. To jump-start recovery, funding was used to generate short-term employment in affected communities. Subsequent funding supported leadership and empowerment training events, and the formulation of community action plans in participating villages. Participatory planning activities helped communities identify their priorities for local recovery, and supported local ownership of the recovery process. The result is a demand-driven program that assists communities to rehabilitate basic social and economic infrastructure, building a foundation for sustainable recovery and development, ensuring that USAID, Chevron, and ConocoPhillips fund appropriate activities that achieve measurable results.

**RESULTS.** As of July 2006, USAID has awarded nearly \$2 million in grant funding through these partnerships to support community recovery. Initial activities focused on clearing debris from agriculture land and the rehabilitation of small-scale infrastructure. More than 17 kilometers of drainage and irrigation canals and 1,940 hectares of agricultural land were cleared of debris; 11 village offices, 11 community centers, and 13 recreation facilities were constructed. These activities generated more than 102,000 person-days of labor and distributed nearly \$490,000 in cash payments to workers. In addition, 330 people have participated in leadership training, while another 790 will receive vocational training. Activities to re-establish livelihoods are on-going. With newly skilled leaders to manage these livelihoods and social recovery activities that put their own goals at the forefront of their recovery, community members are confident that the future will be more secure and prosperous.



## CASE STUDY

# Communities at the Forefront of Recovery

**USAID facilitates local recovery by handing responsibility for key decisions to local communities.**



David Pottebaum, DAI-SPD

*Community members take a break from clearing debris from their rice fields. Lamteungoh Village Head Burhanuddin stated that community members appreciate the benefits of the USAID program and the lead role they are able to take in its design and implementation. “USAID listens to our wishes”, he said. (The Jakarta Post, 26 April 2005.)*

**CHALLENGE.** The December 26, 2004 earthquake and ensuing tsunami devastated much of coastal Aceh and caused enormous human suffering. Affected communities face numerous challenges as they rebuild their lives. Most important in the process of recovery is ensuring that donors understand—and act upon—their hopes and aspirations regarding the direction and pace of recovery. USAID recognized the importance of placing communities in charge of the recovery effort early on and designed a program that handed key decision-making authority to local leaders.

**INITIATIVE.** Currently working with 56 communities—representing a population of 35,000 persons—USAID’s Community-Based Recovery (CBR) Initiative facilitates participatory planning to identify local needs and provides grant funding to achieve clear results.

CBR places the community at the forefront of the recovery process. Local communities develop initiatives based on their own assessments of their needs, manage the implementation of their plans and activities, and assess the impact of their actions. Local ownership ensures that CBR initiatives are appropriate and achieve measurable results.

The result is a demand-driven program that assists communities to rehabilitate basic social and economic infrastructure, building a foundation for sustainable recovery and development. CBR helps communities move from dependency on aid to self-reliance through viable and sustainable economic activity.

**RESULTS.** CBR has awarded more than \$7 million in grant funding to support community recovery. Initial activities focused on the rehabilitation of economic infrastructure, generating more than 430,000 person-days of labor and yielding \$1.8 million in cash payments to workers. More than 37 kilometers of drainage and irrigation canal and 4,500 hectares of rice land were cleared of debris; when planted, this area will yield an estimated 9,000 tons of rice valued at \$2.2 million. CBR also supported the rehabilitation and construction of small-scale infrastructure, including 36 community centers, 40 village leader offices, and 11 sanitation facilities.

As these activities were completed, CBR shifted focus to strengthening leadership capacity in order to build a critical mass of leaders able to guide social and economic recovery activities. More than 1,500 persons participated in personal empowerment and leadership training events—more than 6,000 person-days of training. Thereafter, CBR facilitated the development of Community Action Plans in each participating village. With newly skilled leaders to guide them in implementing their recovery plans, community members are confident that their future will be secure and prosperous.



## SUCCESS STORY

# Working Toward A Prosperous Future

**Improved leadership and planning skills give villagers the tools they need to realize their hopes for the future**



Richard Bleakley, DAI-SPD

*Villagers in Utamong are reestablishing aquaculture production – such as lobster and crab-fattening – in order to increase their income. By asking communities to establish their own priorities, USAID has helped village leaders take a proactive role in guiding their communities to a more prosperous future.*

People throughout Aceh have been working to rebuild their lives and communities following nearly three decades of conflict and the devastating tsunami of December 2004. They have been aided in their efforts by a new cooperative spirit between the Government of Indonesia and local actors, the large amount of donor funding and countless international and local NGOs working in the province.

As immediate needs were met after the disaster, USAID focused on the challenges of longer-term recovery and development in tsunami-affected communities. The USAID Community-Based Recovery (CBR) Initiative began in March 2005, emphasizing leadership strengthening to ensure villagers were prepared to assume the lead role in their recovery efforts. To serve as a vehicle for managing recovery activities and donor funding, CBR helped communities form legally recognized civil society organizations.

The peace agreement signed in August 2005 between the Government and the Free Aceh Movement enabled USAID to expand community programming into conflict-affected villages, and to support reconciliation and reconstruction through its Community Engagement and Ownership (ACEO) Initiative. Like CBR, ACEO aims to strengthen local leadership capacity. Active in conflict-affected areas, it also focuses on building relationships between conflicted parties.

Following on personal empowerment and leadership training of more than 3,600 local leaders, USAID is facilitating the formulation of 117 Community Action Plans comprising more than 3,400 priority development activities. Active discussion and broad participation are encouraged during the planning process, as village leaders exercise their new skills and take an active role in guiding community members through planning activities.

The impact of the training and planning process and the importance participants placed on them were best summarized by a village leader in Seuneubok Pidie Village, Aceh Timur District, who stated: “The leadership training and community planning exercise were very useful for us ... the grant funding we will receive [from USAID] to implement our plan is a bonus.” Villagers have expressed confidence that the activities and priorities presented in their Action Plans reflect community rather than individual interests, and that they represent their own desires, rather than those of the donor, as has been the case with other initiatives in Aceh.



## SUCCESS STORY

### Villagers Plan for Recovery

**USAID supports local planning that puts responsibility for recovery and reconciliation in the hands of local communities**



Chris Lee, DAI/SPD

*Community leaders sign village mission statements as part of the Community Action Plan development process. “Many heads are better than one,” commented a village leader in Lam Peudaya, Aceh Besar.*

***The Community Action Plan development process supported by USAID encouraged villagers and community leaders to play a proactive role in leading local recovery and reconciliation efforts.***

Relief and recovery efforts in the first months after the tsunami focused largely on providing relief supplies and clearing debris. Most of these donor-led efforts were designed to be short-lived, including cash-for-work programs that aimed to pump money into local economies and rebuild critical small-scale infrastructure. Conflict-affected village reconstruction efforts have also been characterized by donor-driven short-term programming.

Beginning in late-2005, USAID began facilitating the development of Community Action Plans (CAP) to encourage local engagement in and ownership of reconstruction in tsunami- and conflict-affected villages. Each of the 117 communities participating in the USAID Community Based Recovery (CBR) and Aceh Engagement and Ownership (ACEO) Initiatives will formulate plans that when implemented will jointly benefit more than 101,000 persons. This process, unique among donors in Aceh, puts responsibility for allocating and managing USAID resources into the hands of local communities.

The CAP development process brings together a broad cross-section of community leaders, including women and youth leaders, farmer group representatives and village elders, to design holistic plans that address local needs and aspirations, while taking into account equity, gender and environmental concerns.

Following on USAID-supported leadership and empowerment training, community leaders begin the planning process by formulating long-term goals specific to various social and economic sectors relevant to their locale. Next, they synthesize these into five-year community goals and formulate a mission statement. Within this framework, working groups prepare sector action plans and expected outputs in health, education, agriculture, and other key areas.

The resulting planning documents present the hopes and aspirations of participating villages—a critical milestone for them, and for USAID as it implements these initiatives. They provide a road map for the use of not only USAID funds, but also other donor funds seeking to support local reconstruction. More importantly, participation in the process and ownership of its results promotes confidence among community members that the future will be secure and peaceful.