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ICCP
INDONESIA CONTROL
OF CORRUPTION PROJECT

INDONESIA CONTROL OF CORRUPTION PROJECT EXTENSION

**DRAFT SIX-MONTH EXTENSION WORK PLAN
APRIL 11, 2009 TO OCTOBER 10, 2009**

AND

PERFORMANCE MONITORING PLAN

Revised June 2, 2009

INDONESIA CONTROL OF CORRUPTION PROJECT EXTENSION

Contract No. DFD-I-04-05-00219-00
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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.

CONTENTS

Acronyms	1
Executive Summary	2
Section I – Workplan	5
Section II – Performance Monitoring Plan	30
Section III - Indicators	33
Annex A – Staffing and Management Plan	35
Annex B – Indicator Reference Sheet.....	39
Annex C – Data Quality Assessment Form	40
Annex D – Data Requirements from Counterparts.....	41

ACRONYMS

BRDG	Building Recovery and Reform through Democratic Governance
BUA	Administrative Affairs Body, Indonesian Supreme Court
DPR	Indonesian Parliament
ICCP	Indonesia Control of Corruption Project
IT	information technology
KPK	Corruption Eradication Commission
LeIP	Indonesian Institute for an Independent Judiciary
M&E	monitoring and evaluation
MTI	Indonesian Society for Transparency
NGO	nongovernmental organization
PMP	performance monitoring plan
RFP	request for proposal
SC	Supreme Court
SOP	standard operating procedure
TCP	Threshold Country Plan

EXECUTIVE SUMMARY

Chemonics International is pleased to present this work plan for a six-month extension of the Indonesia Control of Corruption Project (ICCP Extension). The ICCP Extension program is funded by USAID as a bridging project with the Supreme Court between the two-year Millennium Challenge Corporation Indonesia Control of Corruption Project (MCC ICCP) and USAID's anticipated future assistance to the Supreme Court. The ICCP Extension is a task order under the Building Recovery and Reform through Democratic Governance (BRDG) indefinite quantity contract (IQC). This work plan covers the period April 11, 2009, through October 10, 2009. This work plan (Section I) and the accompanying monitoring and evaluation plan (Section II) will guide project implementation.

Chemonics International is the prime contractor for ICCP Extension. During the six-month period, we will implement the project with the assistance of our BRDG consortium partners Internews Network and BlueLaw International. We will continue to work with Indonesian organizations as subcontractors, including Institute for an Independent Judiciary (LeIP), and the Indonesian Society for Transparency (MTI), including key individuals who were engaged in the staffing assessment work under MCC ICCP.

Program Description

The ICCP Extension is a six-month extension contract is designed to consolidate some of the successes of the MCC Threshold Country Program (TCP) for Indonesia, namely activities and outcomes related to human resources reform and budget reform at the Supreme Court of Indonesia, and provide a programmatic bridge for anticipated future assistance from USAID to support the Supreme Court's judicial reform efforts. Awarded to Chemonics in April 2007, MCC ICCP will have run from April 11, 2007, through April 10, 2009. The extension project team will continue to work closely with the leadership of the Supreme Court and several key divisions of the Court's administration, including the Administrative Affairs Body (BUA). The ICCP Extension will also maintain its relations with the Corruption Eradication Commission (KPK) for activities relevant to the submission of wealth report forms for court personnel. Together, we will continue to work to improve the integrity, competence, and productivity of court officials. More specifically, during the extension period our team will provide and complete the assistance defined by the contract for the following two ICCP Extension activity areas:

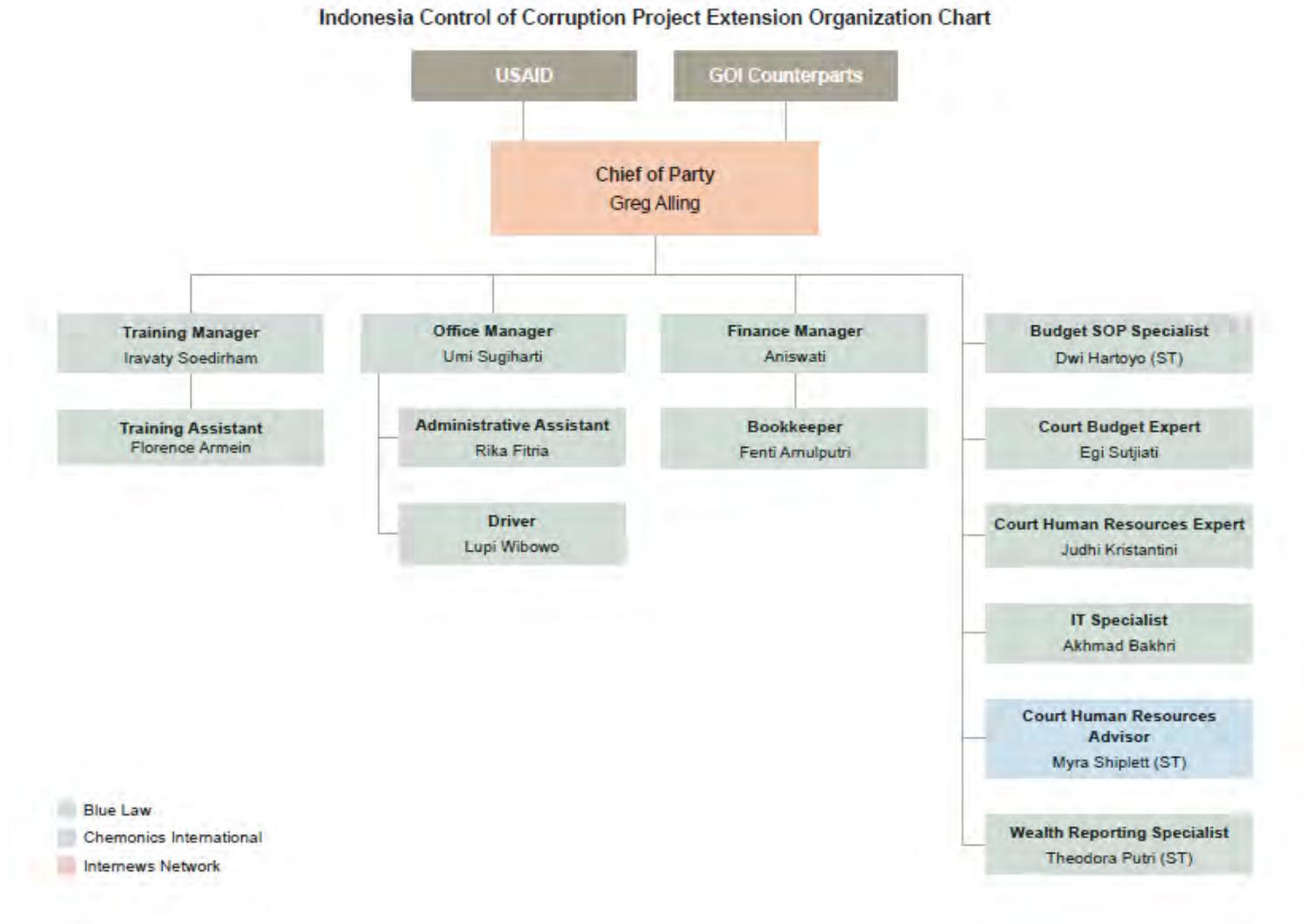
- **Activity Area A: Human resources management.** There are five sets of activities to be completed during the six month extension for human resources management. These activities are:
 - *A1. Integration of human resources database into court operations* through training of key staff and analysis and migration of court system data from various bureaus
 - *A2. Integration of job descriptions and performance standards into recruitment and career path system* through assessments of those systems and development of an action plan for job description integration
 - *A3. Additional training to implement wealth reporting system* through training of 80 high court registrars/secretaries and development of follow-on decree letters

- *A4. Implementation of public complaint system* through training and development of pilot systems for lower courts
- *A5. Implementation of staffing assessment* through 1) intensive monitoring of court staff to use staff assessment tools, 2) integrating the results into the recruitment and transfer policies and procedures, and 3) developing a two year plan for these actions and activities to be accomplished
- **Activity Area B: Budget reform.** There are two sets of activities to be completed during the six month extension for budget reform:
 - *B1. Budget advocacy* through the development of a draft memorandum of understanding on judicial budget independence and inter-ministerial meetings
 - *B2. Standardization of financial report formats* through the development of standard operating procedures (SOPs) for budget and financial reporting processes

Organizational Structure

The ICCP Extension chief of party, Mr. Greg Alling, is responsible for the overall technical and administrative management of the project. The chief of party is supported by a team that includes long- and short-term Indonesian professional advisors, one limited short-term international professional, and program, managerial, and administrative support staff in Jakarta and the United States. Dr. Sarah Tisch, program director, provides technical and administrative oversight and support. Exhibit 1 on the next page provides a project management organizational chart. Annex A provides our complete staffing and management plan.

**Exhibit 1. Additional Services under the ICCP Task Order
Organizational Chart**



SECTION I – WORKPLAN

PURPOSE

The ICCP Extension work plan is designed to be a flexible, organic document to guide implementation of project activities. It outlines the activities, sub-activities, and expected results for each project component. It integrates performance monitoring and evaluation to encourage adoption of activities for maximum possible impact. As USAID, the ICCP Extension team, and Supreme Court counterparts monitor project performance and progress toward expected results, the work plan will be updated no later than July 15, 2009, and appropriately modified to respond to opportunities and obstacles as they arise.

LINKAGES WITH COUNTERPARTS, DONORS, AND OTHER PROJECTS

As a short-term extension project, we recognize the need to build on previous and existing efforts to strengthen the Indonesian legal and judicial system and to remain cognizant that this extension project is meant to be a programmatic bridge for future USAID assistance for legal and judicial reform. During project implementation, we will continue to seek cost savings by avoiding duplication of effort and building on lessons learned from the efforts of our counterparts, other current USAID projects, and projects funded by other donors.

We believe that appropriate and effective implementation of the ICCP Extension will require close coordination of project activities with our local counterparts and partners. All ICCP Extension work will be undertaken with the advance collaboration and coordination of USAID in pursuit of USAID goals. As Indonesia is a busy development arena, we will communicate regularly with other programs pursuing similar, synergistic, or related endeavors, as appropriate, including the International Monetary Fund/Royal Netherlands Embassy, AusAID, the UNDP, the World Bank, and other USAID efforts including the Justice Sector Reform Program (implemented by the Asia Foundation) and the Indonesian Anti-Corruption and Commercial Court Enhancement Project (implemented by Booz Allen).

Led by Chief of Party Greg Alling, the individual activity experts and short-term consultants of the ICCP Extension team will collaborate with their appropriate counterparts. Accordingly, the ICCP Extension will work closely with the Supreme Court, including the Supreme Court reform team, the secretary general, and registrar, to ensure that the goals of all activities are met fully. The wealth reporting sub-activity will be coordinated with the KPK as well.

Counterpart Funding

Chemonics will seek cost sharing opportunities from the Supreme Court wherever possible to leverage USAID's assistance. Notably, the Supreme Court's training center in Ciawi (south of Jakarta) is proposed as the primary training venue for participants under the human resources database training activity. We will seek to use the court's training center for Jakarta-based training. Use of this center facilitates significant cost savings on lodging; we will ensure costs of meals and other expenses related to the center's operations are covered through the court's resources. In addition, the ICCP Extension has received some specific commitments from the court to pay for additional participants in many of its training events. Specifically, the court has indicated that it will use its own funds to train supervisory staff in the human resources database application. The court has indicated it is committed to hiring outside assistance, where needed, to ensure that all courts are able to input employee data correctly. Based on work plan approval discussions with the Supreme Court during April 2009, and the written Inception Plan shared with the Supreme Court, the Court has indicated

its willingness to provide in-kind/counterpart cost sharing contributions in the form of use of classrooms and computer laboratory (equipped with 40 computers), and accommodation in Pusdiklat MA RI; use of meeting rooms in the MA to organize/coordinate the training, labor for training and coordination of invitations; mail/courier for invitations and other document distribution; fax and telephone use; photocopy services; postage; cost of lunches/snacks in the meeting rooms at the Court; the cost of travel of the Supreme Court monitoring teams (if needed), and other administrative costs, as may be applicable to individual activities. In addition, the Supreme Court has agreed to “tag on” one of ICCP’s trainings – the wealth report training for High Court registrars/secretaries – to a budget meeting/training scheduled in Jakarta in July. The cost of air travel and transport for participants may be considered partial cost sharing. The Inception Plan provides more details on the Supreme Court’s commitment to in-kind contributions/cost sharing. The approximate total value of cost sharing will be determined during implementation.

ICCP EXTENSION BACKGROUND AND COURT SUPPORT

During the two years of MCC ICCP, substantial progress in developing project buy-in and refining of activities was achieved with the Supreme Court. During Year 1, certain activities developed at a rapid speed (job descriptions, budget reform, public relations training, and online publication of decisions); others needed substantial preparation (judicial ethics and code of conduct training, staffing assessment, and asset management); and others required more extensive negotiations and refinements of the definitions of work to be done (wealth reporting, public complaint system, human resources database, and increasing public access to information). Following a defining two-day workshop with court leaders in Bogor in March 2008, Year 2 was devoted to intensive implementation to achieve the goals defined in the MCC Country Threshold Plan. These goals depend on tangible actions by the Indonesian government and the impact of public opinion of the court. Due to personnel changes at the court and refinements related to implementation realities, project goals and indicators were modified in two areas: wealth reporting and public complaint systems.

The sustained commitment from the highest leadership levels to staff in bureaus and offices has established an environment conducive to achieving all tangible results at the end of MCC ICCP, and repeated requests from the court to MCC ICCP staff to extend project activities. Part of MCC ICCP’s implementation success is a result of the practice of regular consultation with established court working groups formed for the government of Indonesia’s ongoing bureaucratic reform effort.

During the six-month ICCP Extension, Chemonics will build directly on the excellent working relationships now firmly established among our staff and the court’s leadership and staff. Dr. Harifin A. Tumpa, who was elected Chief Justice of the Supreme Court in January 2009 and who has been an advocate for court reform and supporter of MCC ICCP, will be engaged for approval of key activities and outcomes. Dr. H. Ahmad Kamil, who was elected Vice Chief Justice for Non-judicial Affairs in January 2009, will continue to play an essential role in facilitating work with key court staff, including the head of the Administrative Affairs Body, Mr. Subagyo, and the head of the Planning Bureau, Mr. Hariri. We will also continue close coordination with the Supreme Court Reform Team as activities are completed and follow-on actions are determined and assumed by the court.

PROJECT RESOURCES

The technical program described below is categorized by activities and sub-activities as detailed in the revised scope of work (SOW) provided by USAID on February 18, 2009, and discussed further on March 5, 2009. We will manage the ICCP Extension program using two activity areas: human resources management and budget reform.

Under the supervision of Chief of Party Greg Alling, the teams implementing the ICCP Extension comprise ICCP Extension staff and subcontractors who work in cooperation with court staff. In all cases, these teams are a continuation from MCC ICCP.

The activity teams are listed below. We have included the ICCP Extension staff and subcontractor staff (both BRDG IQC and local Indonesian subcontractors) that we expect to be active during the extension. We also list the Supreme Court officials, staff and Reform Team members with whom we anticipate working.

ACTIVITY AREA A: HUMAN RESOURCES MANAGEMENT

A1. INTEGRATION OF HUMAN RESOURCES DATABASE INTO COURT OPERATIONS

Supreme Court

- Dr. H. Ahmad Kamil, S.H., M. Hum., Vice Chief Justice for Non-judicial Affairs Mr. Widayatno Sastro Hardjono, SH, MSc., Junior Chief Justice for Institutional Development
- Dr. Prof. Paulus E. Lotulung, S.H, Junior Chief Justice for the Administrative Courts/Coordinator of Judicial Reform Team
- Mr. H. M. Hatta Ali, S.H., M.H., Junior Chief Justice for Supervision (designated)
- Mr. H. Anwar Usman, S.H., M.H., Head of Development and Training Body for Law and Justice
- Dr. H. Supandi, Head of the Technical Education and Training Center
- Dr. H Djajusman M.S., S.H., Head of the Education and Training Center for Management and Leadership
- Mr. I. Gusti Agung Sumanatha, Secretary of Research and Development and Legal and Judicial Education and Training
- Ms. Sumarni Marzuki, S.H., M.H., Administrative staff of the Education and Training Center
- Mr. Djoko Upoyo, Head of the Information Technology Network Maintenance Unit, Legal and Public Relations Bureau

ICCP Extension

- Ms. Judhi Kristantini, court human resources expert
- Mr. Akhmad Bakhri, IT specialist
- Ms. Theodora Yuni Shah Putri, wealth reporting specialist
- Ms. Ira Soedirham, training manager
- Ms. Florence Armein, training assistant

A2. INTEGRATION OF JOB DESCRIPTIONS AND PERFORMANCE STANDARDS INTO RECRUITMENT AND CAREER PATH SYSTEM

Supreme Court

- Drs. H. Ahmad Kamil, S.H., M. Hum., Vice Chief Justice for Non-judicial Affairs
- Mr. Widayatno Sastro Hardjono, SH, MSc., Junior Chief Justice for Institutional Development

- Dr. Prof. Paulus E. Lotulung, S.H, Junior Chief Justice for the Administrative Courts/Coordinator of Judicial Reform Team
- Drs. H. M. Rum Nessa, S.H., M.H., Secretary
- Mr. Subagyo, S.H., M.M., Head of the Administrative Affairs Body
- Drs. H. Aconur, M.H., Head of the Personnel Bureau
- Supreme Court Human Resources Working Group

ICCP Extension

- Ms. Judhi Kristantini, court human resources expert
- Local subcontractor team (one senior analyst/writer and two junior researchers)
- Ms. Myra Shiplett, court human resources advisor (subcontractor BlueLaw consultant)

A3. ADDITIONAL TRAINING TO IMPLEMENT WEALTH REPORTING SYSTEM

Supreme Court

- Drs. H. Ahmad Kamil, S.H., M. Hum., Vice Chief Justice for Non-judicial Affairs
- Drs. H. M. Rum Nessa, S.H., MH., Secretary
- Drs. H. Aconur, M.H. (and team), Head of the Personnel Bureau

KPK – Liaison purposes

- Mr. Muhammad Sigit, Director of KPK for Wealth Reporting
- Ms. Sri Endah Palupi, KPK wealth reporting staff

ICCP Extension

- Ms. Theodora Yuni Shah Putri, wealth reporting specialist
- Mr. Akhmad Bakhri, IT specialist
- Certified KPK wealth report form trainers: two, TBD, as needed
- Ms. Ira Soedirham, training manager
- Ms. Florence Armein, training assistant

A4. IMPLEMENTATION OF PUBLIC COMPLAINT SYSTEM

Supreme Court

- Drs. H. Ahmad Kamil, S.H., M. Hum., Vice Chief Justice for Non-judicial Affairs
- Mr. H.M. Hatta Ali, S.H. M.H., Junior Chief Justice for Supervision
- Dr. Syarifudin, S.H., M. Hum., Head of Supervision Body

ICCP Extension

- Mr. Akhmad Bakhri, IT specialist
- Subcontractor Indonesian Institute for an Independent Judiciary (LeIP)
- Local print design and production subcontractor, TBD
- Mr. Greg Alling, chief of party

A5. IMPLEMENTATION OF STAFFING ASSESSMENT

Supreme Court

- Dr. H. Harifin A. Tumpa, S.H., M.H., Chief Justice
- Drs. H. Ahmad Kamil, S.H., M. Hum., Vice Chief Justice for Non-judicial Affairs
- Mr. Widayatno Sastro Hardjono, SH, MSc., Junior Chief Justice for Institutional Development
- Dr. Prof. Paulus E. Lotulung, S.H, Junior Chief Justice for the Administrative Courts/Coordinator of Judicial Reform Team

- Drs. H. M. Rum Nessa, S.H., M.H., Secretary
- Mr. Subagyo, S.H., M.M., Head of the Administrative Affairs Body
- Drs. H. Aconur, M.H., Head of the Personnel Bureau
- Supreme Court human resources working group

ICCP Extension

- Ms. Judhi Kristantini, court human resources expert
- Ms. Myra Shiplett, court human resources advisor (subcontractor BlueLaw consultant)
- Mr. Greg Alling, chief of party

ACTIVITY AREA B: BUDGET/ASSET MANAGEMENT

B1. BUDGET ADVOCACY

Supreme Court

- Dr. H. Harifin A. Tumpa, S.H., M.H., Chief Justice
- Drs. H. Ahmad Kamil, S.H., M. Hum., Vice Chief Justice for Non-judicial Affairs
- Drs. H. M. Rum Nessa, S.H., M.H., Secretary
- Mr. Subagyo, S.H., M.M., Head of the Administrative Affairs Body
- Drs. H. Hariri YS, S.H., M.M., M.H., Head of the Planning and Organization Bureau
- Mr. Dermawan S. Djamian, S.H., M.H., C.H., Head of the Finance Bureau
- Budget Reform Task Force

ICCP Extension

- Ms. Egi Sutjiati, court budget expert
- Ms. Ira Soedirham, training manager
- Ms. Florence Armein, training assistant

B2. STANDARDIZATION OF FINANCIAL REPORT FORMATS

Supreme Court

- Dr. H. Harifin A. Tumpa, S.H., M.H., Chief Justice
- Drs. H. Ahmad Kamil, S.H., M. Hum., Vice Chief Justice for Non-judicial Affairs
- Drs. H. M. Rum Nessa, S.H., M.H., Secretary
- Mr. Subagyo, S.H., M.M., Head of the Administrative Affairs Body
- Drs. H. Hariri YS, S.H., M.M., M.H., Head of the Planning and Organization Bureau
- Mr. Dermawan S. Djamian, S.H., M.H., C.H., Head of the Finance Bureau
- Mr. Nurhadi, S.H., M.H., Head of the Legal and Public Relations Bureau
- Dr. H. Supandi, S.H., M.Hum., Head of the Technical Education and Training Center
- Mr. I. Gusti Agung Sumanatha, S.H. M.H., Secretary of Research and Development and Legal and Judicial Education and Training
- Budget Reform Task Force

ICCP Extension

- Ms. Egi Sutjiati, court budget expert
- Budget SOP specialist: TBD

PLANNED RESULTS AND PERFORMANCE INDICATORS

The overarching result that the ICCP Extension activities will contribute to is an independent, competent, and impartial national justice system that serves all Indonesians. The ICCP Extension activities will continue to concentrate on selected court administration

management processes and accountability mechanisms linked by providing greater transparency, allowing public access to information about court operations and opportunities to understand how the court system works. Specifically, we will implement activities in two main areas: court human resources management and training and court budget management.

The tables below present minimum tangible results expected to be achieved as stipulated in the ICCP Extension project contract. As we report on progress, our team will add to those result totals — above and beyond the minimum numbers required, whenever possible — during the extension period.

Exhibit 2. Minimum Tangible Results for Human Resources Management

RESULT	DONE	ONGOING	TO BE DONE
Activity 1 – Human Resources Management			
A1. Integration of Human Resources Database into Court Operations			
80 Supreme Court human resources database trainers trained			X
140 District Court officials trained in operation and maintenance of new human resource database			X
Human resource database operation fully integrated with the Supreme Court’s wealth report monitoring and supervision procedures			X
A2. Integration of Job Descriptions and Performance Standards into Recruitment and Career Path System			
30 Court champions for integration of job descriptions identified and trained			X
Guiding decree letter drafted and issued by deputy chief justice for non-judicial affairs			X
Task force to integrate job descriptions established and functioning, based on terms of reference drafted and issued with decree letter			X
Assessment of court recruitment process completed			X
Assessment of court career path system completed			X
Action plan drafted for implementation of results and recommendations from recruitment and career path assessments			X
A3. Additional Training to Implement Wealth Reporting System			
80 High Court registrars/secretaries trained in SOP implementation and LHKPN completion			X
At least two circular letters or other formal documents drafted by ICCP Extension staff and released by the Supreme Court to strengthen LHKPN submission compliance			X
A4. Implementation of Public Complaint System			
24 officials from Supreme Court Supervisory Body trained in public complaint system SOPs and database			X
Between 50 and 100 officials from five cities trained in public complaint system SOPs and database			X
Printed materials for public complaint system awareness printed and distributed within the court system			X
Modifications and improvements for public complaint system for use in courts nationwide recommended			X
A5. Implementation of Staffing Assessment			
Visits to selected courts completed			X
Advice or recommendations provided by ICCP Extension team members, as needed			X
Two-year action plan drafted and submitted to the court with specific instructions on use of the staffing assessment tools			X

Exhibit 3. Task 1 Minimum Tangible Results for Budget Reform

RESULT	DONE	ONGOING	TO BE DONE
Activity 2 – Budget Reform			
B1. Budget Advocacy			
Supreme Court draft concept paper describing the court’s judicial independence goals, which may provide a basis for a future MOU among the court, DPR, and Ministry of Finance			X
Three inter-ministerial meetings on judiciary budget independence held with a total of 60 participants			X
Assessment of issues related to achieving greater budget independence for the judiciary completed, with recommendations on how the Supreme Court can move toward drafting and signing a memorandum of understanding or joint circular letter (<i>surat edaran bersama</i>) with the executive and legislative branches			X
B2. Standardization of Financial Report Formats			
<ul style="list-style-type: none"> A minimum of eight budget formulation and financial reporting SOPs developed and accepted/issued by the Supreme Court’s Bureaus of Finance and Planning and BUA 			X
<ul style="list-style-type: none"> SOP training events paid for by the Supreme Court, with technical assistance from ICCP Extension staff 			X

Section III of this work plan presents suggested indicators to help measure change in the Court’s systems, as supported by ICCP Extension.

TECHNICAL ACTIVITY AREAS

The technical program described below is broken down into two activity areas: human resources management and budget reform.

ACTIVITY AREA A: HUMAN RESOURCES MANAGEMENT

There are five sets of activities to be completed during the six month extension for human resources management:

- Integration of human resources database into court operations
- Integration of job descriptions and performance standards into recruitment and career path system
- Additional training to implement wealth reporting system
- Implementation of public complaint system
- Implementation of the staffing assessment

We introduce each activity set with a summary of expected results for MCC ICCP assistance as of April 10, 2009, followed by proposed results and project resources for the extension period. We conclude each section with the time schedule for the extension activities and a timeline for completing existing activities.

A. Activity 1: Human Resources Management

A1. INTEGRATION OF HUMAN RESOURCES DATABASE INTO COURT OPERATIONS

Per the revised scope of work, Chemonics will provide assistance to integrate further the human resources database developed by MCC ICCP into court operations at all levels.

Results expected by end of current contract. When MCC ICCP concludes on April 10, 2009, we anticipate the human resources database task will have achieved the following results:

- *New human resources database application developed and installed.* Installation will be completed in the Supreme Court headquarters along with the distribution of 200 computers in all High Courts and selected District Courts nationwide. Software CDs and manuals will also be provided for the court to distribute and install nationwide as needed. PT Niaga Indodev, the MCC ICCP subcontractor that developed the human resources database, is providing a six month maintenance agreement with the court, which will include regular updating of the software application beyond the life of MCC ICCP.
- *400 court staff trained on the use of the human resources database.* Participants will include Supreme Court officials and judges and other officers from the High Courts.

Tasks. During the extension period, the project will provide technical advisory assistance and human resources database training to court officials to ensure full operation and integration of the database into relevant human resources functions. Our team will undertake the following tasks.

Task 1: Roll-out of follow-up training program for human resources database. The project will engage current Information Technology (IT) specialist Akhmad Bakhri, who is familiar with the new human resources database software. Under the guidance of the current Court Human Resources Management Expert Judhi Kristantini, this team will work with the Supreme Court to roll out a follow-up training program in which dedicated court IT personnel will serve as trainers.

The Supreme Court has indicated that it will select the top 80 of the 400 staff who received training under MCC ICCP to become trainers on the human resources database. We will train this core expert team of 80 Supreme Court personnel during a three-day human resources database training-of-trainers program in Jakarta/Ciawi and possibly other major cities. From those 80, 20 will be selected to form 5 regionally-based teams of 4 trainers each, who will then work with our team to train an additional 140 court officers in the use of the database. The 140 participants will comprise one or two individuals each from District Courts selected by the Supreme Court that did not receive human resources database training from MCC ICCP as of April 10, 2009. The database training program will be conducted in Jakarta at the Supreme Court Training Center in Ciawi (not far from Jakarta), and possibly other major cities. Our focus on the District Courts complements prior MCC ICCP training, which will have covered the Supreme Court and High Courts. Once the Supreme Court Education and Training Center (*Pusdiklat*) and the Personnel Bureau select the training participants, we will work with them to potentially identify additional core court staff who are competent in IT services and are able to provide technical assistance to develop a system for ongoing training in the use of the database. During the TOT trainings, ICCP expects to subcontract training services from the MCC ICCP subcontractor which developed the database, PT Indodev Niaga (DataOn).

Task 2: Human resource database warranty. In support of the Supreme Court's human resources database operation, the warranty signed with software vendor DataOn during MCC ICCP covers the period of April through the end of September 2009. This warranty provides technical support and maintenance from the software vendor. Ms. Kristantini and Mr. Bakhri

will liaise between the Supreme Court and DataOn for this maintenance and support during the life of the project. We will also monitor the status of the guarantee provided by PT Public Sector, the computer hardware supplier for implementation of the database.

Task 3: Use by Supreme Court of the human resource database. In addition to the database training and support, Ms. Kristantini and Theodora Yuni Shah Putri, current MCC ICCP wealth reporting specialist, will work with relevant court officials to help connect different parts of the Supreme Court information technology structure to enable maximum use of the human resource database. This ongoing advisory effort will include connecting the Personnel Bureau (*Biro Kepegawaian*) with other bureaus maintaining databases. This will include the Pusdiklat and the Supervisory Body (*Badan Pengawasan*). Technical assistance will be provided to ensure appropriate migration of data to the new human resources database. Specifically, we will:

- Ensure that the collected data on wealth reporting is entered efficiently into the human resources database. Under the new monitoring system, the Personnel Bureau and the Directorate Generals will gather data both through the newly established LHKPN submission notification procedures and by accessing the KPK database itself.
- Analyze the *Pusdiklat* database and migrate appropriate data into the SC Human Resources Database.
- As part of our analysis of the Supervisory Body's database (see Activity A4 below), identify relevant data, and possibly migrate that data to the human resources database. Our support will include recommendations on procedures to ensure data is regularly shared across the separate databases.

Results

- 80 Supreme Court human resource database trainers trained
- 140 District Court officials trained in operation and maintenance of new human resource database
- Human resource database operation is fully integrated with the Supreme Court's wealth report monitoring and supervision procedures. For example, data gathered by the appointed wealth report monitors is regularly updated in the database, and data in the Supreme Court's database is consistent with the KPK database
- Data from other Supreme Court databases are analyzed, and appropriate data is migrated to new human resource database

A2. INTEGRATION OF JOB DESCRIPTIONS AND PERFORMANCE STANDARDS INTO RECRUITMENT AND CAREER PATH SYSTEM

During MCC ICCP's first year, the project developed job descriptions and performance standards covering all tasks and positions (except basic administrative and clerical roles). For the extension period, the project will help integrate these tools into the court's recruitment and career path systems. We will continue our MCC ICCP practice of encouraging gender-neutral adaptation of job descriptions, recruitment, and career path development at the Court.

Results achieved during the current contract. MCC ICCP provided to the Supreme Court the following deliverables during Year 1 of the project:

- 872 job descriptions and 26 job grades
- Remuneration structure for performance-based allowances
- Job training analysis, job evaluation, and remuneration structure for 25 key court positions
- SOPs and a draft internal communications plan for the Supreme Court's effort to incorporate new job descriptions in courts nationwide

Tasks. To integrate the job descriptions and performance standards developed by MCC ICCP into the court's recruitment and career path systems, Chemonics will provide assistance for two main tasks during the extension period. Task 1 will be carried out by our technical and training teams working with Supreme Court *Pusdiklat*. Task 2 will be carried out by a local subcontractor team to be hired by ICCP Extension.

Task 1: Broaden court personnel's understanding of new job descriptions and performance standards by identifying court "champions" and develop them as change agents to communicate the use of job descriptions throughout the court system. The project and the Court will conduct a three-day training program in Jakarta for 30 champions selected from the Supreme Court and other courts based on criteria developed by our experts and the Supreme Court's Human Resources Working Group. These champions will include high-level Supreme Court leadership, for example, a champion such as Vice Chief Justice for Non-judicial Affairs Dr. Ahmad Kamil, to provide leadership through circular letters (*surat edaran*) or other decree letters regarding the consistent use and streamlining of job descriptions.

Building off the Human Resources Working Group, we will help form a task force made up of Echelon 1 and 2 leaders from the Directorates General and High Court secretaries/registrars as "implementing champions." These task force members will be charged with overseeing clearly identified units of the court system to ensure that job descriptions are being used consistently. Our technical assistance will support the court's drafting of terms of reference that the champions and task force must undertake. We expect that the champions will begin functioning by the end of the ICCP Extension, but will not be able to show final results in this short period.

Task 2: Integrate new job descriptions into the court's recruitment and career path advancement systems. Through the following activities, the project will help the Supreme Court begin the process of integrating the job descriptions into the court's recruitment system:

- Conduct a rapid assessment of the current recruitment process. This will include a review of the use of relevant job descriptions.
- Conduct a rapid assessment of how the current career path system works, including relevant laws and regulations, particularly in terms of job descriptions.
- Provide a half-day seminar on judicial recruitment strategies in the US and other countries.
- Prepare an action plan for the Supreme Court to follow up the results and recommendations from the above assessments. This action plan will outline necessary steps in the recruitment and career path processes to be carried out beyond October 2009

and would be tied to helping the Supreme Court's achievement of the remaining mandatory steps in its bureaucracy reform process.

The above tasks will be carried out by Court Human Resources Expert Judhi Kristantini, with support from a subcontract with Indonesian Society for Transparency (MTI). Court Human Resources Advisor Myra Shiplett will provide technical support to Ms. Kristantini in the early stages of this work during June and July in Jakarta, conduct the half-day seminar on recruitment strategies, provide follow-up work on the draft action plan from the United States, and support finalization of the deliverables in September. This consultancy model was successful during MCC ICCP, as Ms. Kristantini and Ms. Shiplett have established an effective working relationship.

Results.

- 30 court champions for integration of job descriptions identified and trained
- Guiding decree letter drafted and issued by secretary of the Supreme Court
- Task force to integrate job descriptions established and functioning, based on terms of reference drafted and issued with decree letter
- Assessment of court recruitment process completed
- Assessment of court career path system completed
- Action plan drafted for implementation of results and recommendations from recruitment and career path assessments

A3. ADDITIONAL TRAINING TO IMPLEMENT WEALTH REPORTING SYSTEM

During the extension period, Chemonics will provide assistance for the additional training of court personnel to implement the wealth reporting monitoring system developed under MCC ICCP.

Results expected by end of current contract. When MCC ICCP concludes on April 10, 2009, we anticipate the wealth reporting task will have achieved the following results:

- 2,200 judges trained on how to complete wealth reporting forms required by the KPK
- Monitoring system developed, including the issuance of SOPs and related circulars on the responsibilities of staff engaged in the monitoring system
- Core group of 13 Jakarta-based (Supreme Court head office staff and staff from four Directorate Generals for different types of courts) are trained and certified to access KPK's database for tracking wealth report submissions
- Tracking of the wealth reporting information incorporated into the court's human resource database
- Wealth report compliance rate doubled among senior court personnel between August 2008 and January 2009

The key to increasing compliance to 100 percent reporting by required court personnel is supervision and monitoring by the Supreme Court. The Supreme Court has issued various decrees and SOPs to support submission and collection of the state wealth report form (LHKPN). On January 8, 2009, the Supreme Court notified the KPK that the court had appointed a coordinator, an administrator, and an application user within the Supreme Court system. KPK and the Supreme Court signed a memorandum of understanding between the

two agencies on February 25, 2009. Subsequent steps to be completed by April 10, 2009, will likely include:

- Issuance by KPK of a username and password for Supreme Court users to access the KPK's online LHKPN database
- Coordination meetings among the Supreme Court wealth report team coordinators, teams, and application users, including training on how to use the KPK database and how to exercise authorities and responsibilities per adopted SOPs
- LHKPN application testing for Supreme Court users to be completed by validating Supreme Court data within the LKHPN application.

Tasks. During the extension period, we plan to carry out the tasks described below.

Task 1: Train High Court registrars/secretaries to serve as wealth report coordinators and to oversee SOP implementation. This activity will ensure that court registrars/secretaries thoroughly understand their duties and authorities related to wealth reports based on established SOPs. These new procedures require the registrar/secretary to serve as the wealth report coordinator in each High Court. This responsibility includes providing information about the wealth reporting process and assisting personnel who need help completing their reports. Therefore, it is important to ensure that High Court registrars/secretaries thoroughly understand the LHKPN form and can train others to fill it out. We will provide comprehensive training to 80 High Court registrars/secretaries in SOPs; the training will include supervision and monitoring functions, and intensive "training-of-trainer" information to complete the LHKPN form. In these training courses, MCC ICCP and Supreme Court personnel will cover SOPs, and certified KPK trainers will cover the LHKPN form.

Task 2: Help the Supreme Court plan awareness efforts across the court system regarding officials' obligations to complete the LHKPN. The tasks under this activity do not represent additional expenditures beyond the day-to-day work of our project team members. We propose a continuation of the assistance our team has been providing through MCC ICCP. Ms. Putri will provide *ad hoc* advisory assistance to the Supreme Court regarding awareness of the LHKPN requirement in the standard training provided by *Pusdiklat* for new and sitting judges and other officers. Activities will include meetings/discussions with Supreme Court managers; day-to-day technical assistance on how to institutionalize the monitoring system (including incorporating monitoring data into the human resources database and tracking the Supreme Court's requirement for submission of the wealth report forms to receive promotions and rotations); and support to help plan awareness events for court personnel around the country.

In this effort, Ms. Putri will work closely with *Pusdiklat* and the KPK. She will also help draft *surat ederan* on topics that will arise as the wealth report monitoring system is implemented. This may include *surat ederan* or other official document regarding: clarifications of responsibilities of high court registrars/secretaries' roles in monitoring LHKPN submission; clarifications on ensuring submission data is correct and being used in consideration of promotions/rotations; internal publication/circulation of names of court officials who have not submitted their LHKPN.

Results.

- 80 High Court registrars/secretaries trained in SOP implementation and LHKPN completion
- At least two circular letters or other formal documents drafted by ICCP Extension staff and released by the Supreme Court to strengthen LHKPN submission compliance

A4. IMPLEMENTATION OF PUBLIC COMPLAINT SYSTEM

During the extension period, Chemonics will provide assistance to further the court-wide implementation of the public complaint system developed under MCC ICCP.

Results expected by end of current contract. When MCC ICCP concludes on April 10, 2009, we anticipate the public complaint task will have achieved the following results:

- Operational desks established in the Supreme Court lobby for public information and complaints
- SOPs for the flow of information to the public and for handling public complaint system at the Supreme Court level established and implemented
- Officers staffing the Supreme Court information and public complaint desk trained
- SOPs for the information desk and public complaint system for civil, religious, administrative, and military environments established for District and High Courts
- Access to public information and public complaint system established via the Supreme Court Web site

Tasks. During the extension period, we will provide technical assistance to help ensure the public complaint system is uniformly implemented across the court system, as modeled by the Supreme Court. We will also provide continued training to selected court staff who will serve as regional resources for implementing the information and complaint systems. This work will take into account pilot efforts and incorporate their lessons learned into the new system. During the extension period, the project will:

- *Task 1: Train court chiefs or vice chiefs and Supreme Court Supervisory Body (Bawas) and public relations (Humas) staff on the new public complaint system.* A preliminary training for 24 Bawas and Humas staff on the Public Complaints SOP and the database system (see Task 3 below) will take place at the Supreme Court. Subsequently, on-site training will take place in five cities. Participants in these local trainings will include officials from High Courts and District Courts in these five cities, and surrounding locations.
- *Task 2: Disseminate information within the court system.* We will work with the Supreme Court to distribute information about the new public complaint system through printed materials that target judges and key court personnel in the 33 high courts. If necessary, additional copies of public complaints materials (i.e. brochure, poster) produced under MCC ICCP will be printed.
- *Task 3: Analyze and provide recommendations to develop the Supreme Court Supervisory Body (Bawas) database system.* This activity will include development of a simple complaints management database to ensure that information related to sanctions is updated, is provided to the Court's Personnel Bureau (*Biro Kepegawaian*), included in the new human resources database where appropriate, and used by court leadership as appropriate when making human resources decisions. This task will be carried out by

local subcontractor LeIP through an amendment to their current MCC ICCP subcontract for work on the Supreme Court public complaints system.

Results.

- 24 Supreme Court officials from *Bawas* and *Humas* trained on Public Complaints SOP and complaints management database.
- Between 50 and 100 officials from five cities trained in public complaint system SOPs and complaints management database. Final number dependent on participants' locations.
- Printed materials for public complaint system awareness printed and distributed among the 33 high courts, and possibly throughout the district courts
- A complaints management database for *Bawas* developed and tested

A5. IMPLEMENTATION OF STAFFING ASSESSMENT

During the extension period, Chemonics will provide assistance to help the Supreme Court conceptualize and begin planning the implementation of the staffing assessment completed under MCC ICCP. Our goals in this area will be modest, but our team will be flexible and responsive to the pace of implementation should the court's actions proceed faster than we expect. In early March 2009, the chief justice indicated that the court is committed to implementing the methodology that MCC ICCP developed. Following the training taking place on March 11-12, 2009, on the methodology for human resources personnel, the Supreme Court has verbally indicated that all secretaries and registrars of the courts must undertake a staffing assessment using the MCC ICCP methodology in the coming months. A written decree on this is expected soon.

Under MCC ICCP, the objective of the staffing assessment has been to provide the Supreme Court a methodology and process to assess the number of judges and staff required to handle respective caseloads and workload tasks throughout the court system. The formulas that resulted from the methodology and process can be used to predict the number of judges and the number of court staff required to handle the caseload and other work requirements in the court.

During the field data collection process, the MCC ICCP team visited 48 courts and interviewed 1,400 judges and court staff, representing 80 percent of staff at those sample courts. This percentage of staff was increased from an initial 25 percent sample target, to ensure sufficient participation by judges and court staff in a process that was entirely new to all within the court system. The sample remained representative of the types of courts and the types of cases received and processed by courts in the Indonesian court system. The data collected was focused on recording time spent on the types of tasks performed by judges and court staff, not the amount of time spent on tasks for each type of case. Although the data was not segregated specifically into types of cases across the court system, the data collection and analysis was variegated in several ways, in line with the court system's existing structure. The sample was constructed to have:

- Representation of each type of court (general, administrative, religious, and military)
- Representation of each class of court (the Supreme Court's size- and location-based classification)
- Volume of cases handled by the type and class of court (regarding high, medium, and low volume levels)

- Courts with specific conditions: isolated area, border area, conflict area, and Islamic law (*syariah*)

We also choose to follow the court's administrative classifications in our methodology so that the assessment results would be easily understood, and therefore more likely to be used in making difficult staffing decisions. In addition, the time and resources available for the staffing assessment did not permit the development of in-depth analyses of the types of cases handled by the various courts in the Indonesian court system.

Given these circumstances, we anticipated that the court would be able to factor in the types of cases that each type of court faces *after* analyzing staffing patterns based on caseload and other workload analysis and in support of making final human resource decisions. To support the decision-making that the Supreme Court alone must determine, the MCC ICCP team was able to begin the categorization process by identifying cases as simple, moderately complex, or complex. This initial categorization provides a point of departure for the initial development of staffing decisions, as well as a point of departure for the court to develop a more in-depth analysis of the types and complexity of cases assigned to the various courts as they relate to staffing decisions.

The MCC ICCP staffing assessment results derive from regression and correlation analyses using data from the courts sampled. The analysis indicates that the relationship between the number of cases (as workload factor) and the number of people distributed within the courts is very weak. In some number of courts, there were more employees than were required by the current and anticipated caseload and other workload. In some situations, this reflected the Indonesian policy that the citizens of Indonesia should have access to a court within a specified distance or travel time limit. In other situations, there were more employees than there was work for those employees. In a few cases, there was more work than there were judges and court staff to handle the work.

None of these results should be considered surprising given that this was the first systematic review using a nationwide sample of workload in relation to court employees for the Indonesian court system.

Other factors which were taken into consideration in developing the formulas that resulted from the staffing assessment analysis included:

- The degree of automation available in managing the caseload and other workload
- The availability of caseload and workload statistics
- The degree of change required to move from the current state of case and workload measurement to the desired state

In the future, the output of this study can be used as a reference in developing the Supreme Court's *Book 1: Personnel Administration Guideline*. Application of the staffing assessment results will help with the reorganization of staffing patterns as aligned with the new job descriptions and with the re-engineering of business processes within the court.

As mentioned above, in early March 2009, MCC ICCP trained Supreme Court staff in the practical use of the MCC ICCP methodology developed for the staffing assessment. This is critical for the court to be able to internalize and understand the assessment methodology and to be able to use it to continue to collect data over time so that staffing adjustments are made

based on up-to-date circumstances. During the ICCP Extension, our staff will work closely with the court to mentor the institutionalization of the staffing assessment process and develop an action plan and timeline for longer term adjustments to staffing decisions, including recruitment and placement.

Results expected by end of current contract. When MCC ICCP concludes on April 10, 2009, the staffing assessment task will have accomplished the following:

- Formulas for judges and court staff completed and presented to the Supreme Court for acceptance (formal acceptance is expected by the end of MCC ICCP)
- Training on the staffing assessment methodology and process for the Supreme Court Reform Steering Committee, technical team, and other leadership completed
- Final report completed, including a description of the communications, training, and implementation strategies and plans related to implementation based on staffing assessment results

Tasks. The immediate tasks detailed in USAID’s request of February 18 required for consolidation of the staffing assessment results will be completed by the MCC ICCP team and subcontractor prior to the conclusion of the project on April 10, 2009.

Given that the subsequent major steps (“e.g. movement of personnel) in implementing the staffing assessment results are deemed too large or too complex to complete within the six-month period of this extension program, Chemonics proposes providing low-level follow-up and advisory assistance to the Supreme Court from April to October 2009.

This assistance will take the form of the following tasks:

- *Task 1: Mentor Supreme Court staff who received staffing assessment training prior to April 10, 2009.* Our team will advise and mentor Supreme Court staff who will have received staffing assessment training from MCC ICCP prior to April 10. This will include regular meetings held with court staff, with the goal of producing a draft action plan for implementing staffing decisions. The production and adoption of this action plan will be subject to the pace at which the court is willing to proceed.
- *Task 2: Staffing assessment methodology demonstration.* Members of our team will travel with Supreme Court officials to selected court locations to walk them through the process of gathering caseload and staffing data and prepare them to make decisions about staffing levels based on real-life situations in a range of courts.

It should be noted that the extent to which the Supreme Court can effectively implement human resource adjustments will also be affected by regulations such as: 1) the requirement for each district to have a religious court to handle divorce and property issues for muslims, and 2) the requirement to have a minimum of three judges in each court, no matter how many cases that court may see. As part of the technical assistance provided, our experts will look more closely and advise the Supreme Court on these and other statutory and regulatory constraints.

The above tasks will be carried out by Court Human Resources Expert Judhi Kristantini, and Chief of Party Greg Alling as part of their ongoing support to Supreme Court activities from April to October 2009, with support from a subcontract with Indonesian Society for

Transparency (MTI). Court Human Resources Advisor Myra Shiplett will provide technical support to Ms. Kristantini in the early stages of the this work in June and July 2009 in Jakarta, and she will follow up on the anticipated draft action plan from the United States. This consultancy model was both successful during MCC ICCP as Ms. Kristantini and Ms. Shiplett have established an effective working relationship.

With the support, on-the-ground visits, and advice from the activities described above, the Supreme Court will be able to make more effective decisions about how best to implement the new staffing assessment formulas.

Results.

- Visits to selected courts completed
- Advice or recommendations provided by ICCP Extension team members, as needed
- Two-year action plan drafted and submitted to the Court with specific instructions on use of the Staffing Assessment tools.

Human Resources Management Assumptions for the Six-Month Extension

To succeed with these activities, we make certain assumptions:

- The participants of the training will be identified by the Personnel Bureau and the Supreme Court Training Center and notified of the training dates.
- An agreement will be reached with the Supreme Court Training Center and other court officials on location and venue for each training activity.
- The court will provide resources and/or cost sharing for training activities so that the number of trainees can be increased.
- The court exhibits its interest in using the job descriptions in their day-to-day court management, as well as their recruitment and promotion/performance evaluation systems.
- The court will actively use the KPK's database to monitor LHKPN data and actively work towards integrating that knowledge into its own databases.
- At selected High Courts and District Courts, dedicated staff will be designated to work as information and complaint request specialists, assigning them specific tasks.
- The Supreme Court will designate dedicated staff to work as information specialists, assigning them specific tasks to perform with the ICCP Extension and deliverables to produce.
- The Supreme Court will be willing to continuously use and promote the public complaint system throughout the lower courts.
- Supreme Court leaders remain committed to implementation of the staffing assessment in the courts.
- Supreme Court staff have been sufficiently trained and are confident in using the staffing assessment tools.

Exhibit 4. Timeline for Activity Area A: Human Resources Management

Title	Month											
	Apr2	May1	May2	Jun1	Jun2	Jul1	Jul2	Aug1	Aug2	Sep1	Sep2	Oct1
Activity Area A: Human Resources Management												
A1. Integration of Human Resources Database into Court Operations												
Task 1: Roll out of follow-up training program for human resources database												
Identify top 80 performers in MCC ICCP HR DB training												
Training of Trainers Preparations												
Conduct Training of Trainers												
Identify 140 District Court Participants												
Training Preparations												
Conduct Training for 140 District Court Participants												
Task 2: Human resource database warranty: Ongoing Monitoring of warranty application												
Task 3: Enable Use by the Supreme Court of the human resource database												
Analyze and Support Coordination of KPK and SC LHKPN Data												
Prepare Appropriate Decree Letters												
Seek Issuance of Decree Letters												
Analyze and Migrate Data from Finance Bureau and Planning Bureau Databases												
Migrate Data from Supervisory Body Database (see A4. below)												
A2. Integration of Job Descriptions and Performance Standards into Recruitment and Career Path System												
Task 1: Broaden court personnel's understanding of new job descriptions and performance standards ("Champions" Training)												
Champions Training Preparation												
Conduct Champions Training												
Task Force Created												
Task Force Activ												
Guiding decree letter drafted and issued by Deputy Chief Justice for non-Judicial Affairs												
Task Force to integrate job descriptions established and functioning, based on TORs drafted and issued with decree letter												
Task 2: Integrate new job descriptions into the Court's recruitment and career path advancement systems												
Conduct rapid assessment of current recruitment processes (including fieldwork and mapping)												
Conduct rapid assessment of current career path system (including fieldwork and mapping)												
Prepare Action Plan for follow up on assessment results and recommendations												
A3. Additional Training to Implement Wealth Reporting System												
Task 1: Train High Court registrars/secretaries as wealth report coordinators and to oversee SOP implementation												
Workshop Preparations : Invitations, accomodations ,transports, etc												
Workshop Conducted												
Task 2: Help Supreme Court plan efforts across court system regarding officials' obligations to complete the LHKPN												
Monitor and analyze implementation of LHKPN submission monitoring system												
Prepare Action Plan for follow up on assessment results and recommendations												
Seek Issuance of Decree Letters												
A4. Implementation of Public Complaint System												
Task 1: Train Supreme Court chiefs or vice chiefs and court public relations staff on the new standard public complaint system												
Module Development												
Training Implementation (Phase 1: Supreme Court; Phase 2: 5 cities)												
Task 2: Disseminate information within the court system												
Task 3: Analyze and provide recommendations to improve the Supreme Court supervisory body database system												
Design Database												
Design Application												
Hold first coordination meeting												
Hold second coordination meeting												
Obtain Approval												
A5. Implementation of Staffing Assessment												
Task 1: Mentor Supreme Court staff who received staffing assessment training prior to April 10, 2009												
Supreme Court in-house meetings												
Draft Action Plan												
Seek Adoption of Action Plan												
Task 2: Staffing assessment methodology demonstration												
Conduct Court Visits												
Provide Analysis for follow-on steps												

B. Activity 2: Budget Reform

When MCC ICCP concludes on April 10, 2009, we anticipate the budget task will have accomplished the following:

- More than 1,700 court budget and finance personnel trained, including:
 - Budget-based strategic planning for top management at Supreme Court (110 leaders)
 - Budget formulation for middle management (300 people)
 - Ministry of Finance budget application for low-level management of all courts throughout Indonesia
- 100 laptop computers procured and distributed to staff of the High Courts and Supreme Court
- Data communications network (consisting of a server, 95 laptops, and other peripherals) deployed to facilitate communication among Indonesian courts about budget and finance data
- Court budget transparency standard model and menu booklet (user's guide) developed and distributed to courts throughout Indonesia
- Budget transparency workshops conducted for 270 court personnel
- Studies on the Supreme Court's budget and financial management system reform completed, including recommendations to fill the gap between weaknesses identified and ideal system frameworks

There are two sets of activities to be completed during the six-month extension for budget reform: budget advocacy and standardization of financial report formats.

B1. BUDGET ADVOCACY

Per the scope of work for the project's extension, Chemonics will provide budget advocacy assistance to the Supreme Court to support the court's goal of establishing greater independence in judicial budget making in relation to the Indonesian Parliament (DPR) and executive branch (i.e., Ministry of Finance, MoF). During the Supreme Court's meeting held on March 5 to review Supreme Court's progress on its Blueprint for Reform, a DPR staff representative publicly indicated that the DPR will support the Court's advocacy efforts. This indication leads us to believe that our strategy of inter-ministerial meetings remains viable, but that given the gap between DPR elections in April 2009 and the expected seating of parliament in November, we will plan for one substantial round-table meeting among Court, DPR, and MOF representatives. Our initial plan – which must remain flexible because of the challenge that budgetary independence for the judiciary poses for the executive and legislative branches of government – will be to hold two bipartite meetings between the Supreme Court and MoF, to be followed by a tripartite meeting. In addition, given the uncertainties of the political process over the extension period, the structure, attendance, and number of meetings may need adjustment as we begin implementation.

Tasks. Our team will conduct the tasks described below.

Task 1: Provide technical assistance to senior court personnel on advocacy techniques. During the extension period, Court Budget Expert Egi Sutjiati will lead the ongoing daily technical assistance to senior court personnel to develop an advocacy strategy for approaching both the DPR and Ministry of Finance to propose greater judiciary budget

independence. Her work will focus on advising how to approach the DPR and Ministry of Finance and on preparing documents for discussion among these parties. This will include support to develop written plans (a draft judicial budgetary independence concept paper) for the court to use as advocacy tools.

Task 2: Tripartite meetings on judicial budget independence. Ms. Sutjiati will help the Supreme Court open a dialogue with the Ministry of Finance and the through bipartite and tripartite inter-ministerial meetings. Smaller, supportive working group meetings, before and after the inter-ministerial, meetings will be conducted as frequently as possible.

The inter-ministerial meetings will engage representatives from these three government entities to develop a framework and roadmap through which the Supreme Court can achieve greater budget independence in the coming years. Such independence is not achievable within the timeframe of the MCC ICCP extension period. The meetings supported by the project and the informal discussions that will take place around them will focus on how to develop judiciary independence within the context of Indonesia's system of government and the ongoing reforms being carried out by this administration and its public institutions.

The participants will be high-level officials, ensuring that agreements made during discussions have decision authority. Working with the Supreme Court leadership and through the relevant bureaus of the Supreme Court's Administrative Affairs Body (BUA), our team will seek to convene two meetings for Supreme Court and Ministry of Finance officials held in Jakarta for about 20 participants in each meeting. The first bipartite meeting will focus on reviewing the extensive steps that the Supreme Court has made in reforming its budget processes and presenting its near-term plans. This meeting will focus on how the court has begun to implement systems that will ensure consistent submission of its budgets in a timely manner, as their recent budget submission exemplified. The second meeting will be to introduce a draft plan for the court's budgetary independence. Concurrently, we will work with DPR representatives and staff who have shown nascent interest in supporting the court's budgetary independence goals.

Building on this goodwill, we will plan for a full-day meeting held during the last month of the ICCP Extension. This is when appropriate people at the DPR will be known, prior to formation of the new parliament. There will be about 20 participants at the tripartite meeting. Outside the formal meetings, our team will encourage and support informal, perhaps off-the-record, dialogue among the executive, legislative, and judicial branches on the principles of governmental budgetary support in the context of judicial independence, governmental budget policy, and/or other key topics.

The main results from these meetings will be an improved and more open relationship among the three parties involved and an agreement on a framework or roadmap to move Indonesia's judiciary toward greater budget independence.

Results.

- Three inter-ministerial meetings on judiciary budget independence held with a total of 60 participants

- Assessment of issues related to achieving greater budget independence for the judiciary completed, with recommendations on how the Supreme Court can move toward drafting and signing a memorandum of understanding or joint circular letter (*surat edaran bersama*) with the executive and legislative branches
- Supreme Court draft concept paper describing the court's judicial independence goals, which may provide a basis for a future memorandum of understanding among the court, DPR, and the Ministry of Finance

B2. STANDARDIZATION OF FINANCIAL REPORT FORMATS

Per the extension scope of work, Chemonics will assist with the court's efforts to implement standard financial report formats throughout the court system.

MCC ICCP did not develop financial report formats. Rather, the project has increased the Supreme Court's understanding and capacity to effectively use the standard financial report formats created by the Ministry of Finance for use by all Indonesian government agencies. The project is also developing a Web-based software application that will enable rapid and accurate transfer of financial reports and data between the Supreme Court and courts nationwide.

During the extension period, the project will help the Supreme Court develop a number of priority SOPs for the budget formulation and financial reporting processes. These procedures will serve as the primary vehicles for institutionalizing the tools, procedures, and recommendations delivered by MCC ICCP through April 10, 2009, regarding the budget and financial reporting systems in the Supreme Court.

Tasks. The extension project will help create these SOPs through ongoing advisory assistance and guidance from its court budget expert, Egi Sutjiati. We anticipate hiring one short-term budget SOP specialist to work with the Supreme Court's Planning and Finance Bureaus during the extension period.

Task 1: Develop SOPs. The procedures will specify detailed steps comprising selected priority processes within the budgeting and financial management of the Indonesian court system. These steps will cover distinct activities that will be identified as priorities by the Supreme Court, such as budget formulation, terms of reference development, and budget defense, submission, review, and revision. Asset management may as well be a priority. To assist with the development of SOPs, Ms. Sutjiati may convene focus group discussions with Supreme Court leaders in their offices to solidify and confirm support for specific procedures. Each SOP will range from 5 to 25 pages long, and many may be combined to form broader budgeting or financial management processes. To support adoption of the SOPs by the Supreme Court, we will develop training programs on each. Pending final discussion with the Supreme Court's Training Center, we anticipate that the court will pay for this training by holding them in Ciawi or other locations identified by the Supreme Court. Ideally, each SOP training program will be conducted immediately upon completion of the SOP. The ICCP Extension budget does not include funding for these training costs; we anticipate the court will cover these for their staff.

Results.

- A minimum of eight budget formulation and financial reporting SOPs developed and accepted/issued by the Supreme Court's Bureaus for Finance and Planning and by BUA.
- SOP training events paid for by the Supreme Court, with technical assistance from ICCP Extension staff.

Budget Reform Assumptions for the Six Month Extension

To succeed with these activities, we make certain assumptions:

- Supreme Court budgetary information will continue to be timely and readily available.
- The Supreme Court leadership is willing to press their budgetary independence goals with the executive and legislative branches.
- The Supreme Court will adopt methods of budget-based strategic planning.
- The Supreme Court will cooperate with development of standard operating procedures.

Exhibit 5. Timeline for Activity Area B: Budget Reform

Title	Month											
	Apr2	May1	May2	Jun1	Jun2	Jul1	Jul2	Aug1	Aug2	Sep1	Sep2	Oct1
Activity Area B: Budget/Asset Management												
B1. Budget Advocacy												
Task 1: Provide technical assistance to senior court personnel on advocacy techniques												
Conduct Supreme Court in-house meetings												
Draft MOU on Judiciary Budget Independence												
Seek adoption of MOU by Court as Advocacy Tool												
Task 2: Bipartite and Tripartite meetings on judicial budget independence.												
B2. Standardization of Financial Report Formats												
Task 1: Develop SOPs												
Identify Priority SOPs												
Draft SOPs												
Seek adoption of SOPs												

SUMMARY OF TRAINING ACTIVITIES

In this section, we provide a table summarizing training activities that will be held during the extension period.

During MCC ICCP, we made every effort to encourage the Supreme Court to select proportional representation of women for training activities. Approximately 12 percent of trainees were women. According to the Supreme Court’s Personnel Bureau, there are 30,414 court staff including judges. Of these, 28,435 staff can be separated into 20,010 men and 8,425 women.

Under the ICCP Extension, we will seek to increase the percentage of female trainees wherever possible. One limiting factor may be the number of women in leadership positions (for example, secretaries/registrars of High Courts).

Exhibit 6. MCC ICCP Training Plan Summary (April-October 2009)

Training	# of Participants	Notes
Human resources database training-of-trainers for Supreme Court/High Court officials	80	Three-day course to be held in Jakarta/Ciawi and possibly other major cities
Human resources database training for District Court officers	140	Two-day course to be held in Jakarta/Ciawi and one other major cities
“Champion” training on job description implementation for Supreme Court and other court officials	30	Three-day course to be held in Jakarta/Ciaw
Wealth reporting standard operations procedures training and LHKPN form completion training for High Court registrars and secretaries	80	One-day training to be held in Jakarta
On-site, on-the-job training for court chiefs/vice chiefs and <i>Humas</i> officers from five cities on public complaints system standard operating procedures	100	Three-day preliminary training to be held in in Supervisory Body of Supreme Court; 5 on-site trainings in major cities.
Inter-ministerial meetings for Supreme Court, Ministry of Finance, and DPR representatives	60	Series of two half-day meetings to be held in Jakarta and one full-day meeting in Bogor (20 participants each)
Total participants	490	

Exhibit 7. Timeline of Training Activities

Title	Month											
	Apr2	May1	May2	Jun1	Jun2	Jul1	Jul2	Aug1	Aug2	Sep1	Sep2	Oct1
Training Activities Summary												
Conduct HR database training-of-trainers for 80 Supreme Court/High Court officials (A1: Task 1)												
Conduct HR database training for 140 District Court officers (A1: Task 1)												
Conduct "Champion" training on job description implementation for 30 Supreme Court and other court officials (A2: Task 1)												
Conduct wealth reporting SOPs training and LHKPN training-of-trainers for High Court registrars and secretaries - 80 pax (A3: Task 1)												
Conduct training on public complaints system SOPs - 24 pax SC; 50-100 pax (A4: Task 1)												
Hold Inter-ministerial meetings among SC, MoF, and DPR representatives - 60 pax (B1: Task 2)												

SECTION II – PERFORMANCE MONITORING PLAN

In this section, we present our approach to performance monitoring, including how we select indicators, collect baseline data, set targets, and the roles of each team member in collecting, verifying, and analyzing data to inform management decisions and communicate results. Our approach to performance monitoring is based on a continuation of the methods used under MCC ICCP. However, we do not yet have an established results framework for reporting to USAID under the ICCP Extension.

The overarching goal of ICCP Extension is to help Indonesia’s judicial branch in its efforts to combat corruption. This goal directly feeds into and complements the overall MCC Threshold Country Plan objective to increase the government of Indonesia’s capacity to reduce corruption.

APPROACH TO MONITORING EVALUATION, ANALYSIS, AND COMMUNICATION

Monitoring progress and evaluating results are key management functions in any performance-based management plan. Performance monitoring is an ongoing process that allows managers to determine whether an activity is making progress towards its intended results. Evaluation is the periodic assessment of a project’s relevance, performance, efficiency, and impact — both expected and unexpected — in relation to stated objectives. Performance information plays a key role in planning and managing decisions.

Analysis and communication are also important elements of performance monitoring. The project will not only collect performance and impact data; it will add value to the raw data by performing appropriate analysis and providing context for data interpretation, thereby transforming it into useful information. This information will be conveyed to relevant internal and external parties through communications (knowledge sharing) and will achieve impact as knowledge is acted upon.

MONITORING AND EVALUATION SYSTEM DESIGN

The monitoring and evaluation (M&E) system tracks the delivery of outputs and quantitative and qualitative impacts for each expected minimum result. The system is based on an impact design linking activities to desired targets and indicators. The ICCP Extension M&E system is designed to involve all technical team members and project counterparts. This design provides the following benefits:

- *Efficiency.* Because technical team members and counterparts have first-hand knowledge of their activities and resulting impacts, they are best suited to efficiently collect and verify basic M&E data in their respective technical areas.
- *Ownership.* By being involved in project M&E efforts, technical team members can ensure that the information generated is relevant and consistent with the interests of the project while our counterparts will see the demonstrated success of reforms.
- *Feedback.* Having collected and analyzed M&E information, technical team members and counterparts will be aware of project progress and will be able to use M&E information to guide project implementation.

We will consult records, statistics, surveys, and databases maintained by the Indonesian government, USAID/Indonesia, other donors, and nongovernmental organizations (NGOs) as additional sources of data.

Indicators

We have identified preliminary indicators for the six-month activities. These indicators are designed to:

- Capture and communicate major project achievements
- Track implementation progress against targets
- Supply information concerning major ICCP Extension activities
- Contribute to USAID's own performance management and reporting needs

Baseline and Targets

Mr. Akhmad Bakhri, ICCP Extension IT specialist will organize project staff to update data for the specific indicators. Counterpart collaboration continues to be essential at this stage. We will review the targets again in July 2009 to determine whether they are realistic given the expected results for the ICCP Extension contract. We have included an indicator reference sheet in Annex B. A reference sheet will be filled out for each indicator by April 30, once discussions have been held with the court and USAID.

Throughout the extension project, substantial effort will be focused on maintaining excellent communications with our counterparts, providing technical assistance and training, and closing the project activities and the office by October 10, 2009.

Baseline skills assessment. In addition to collecting indicators, we will continue to collect data for training interventions. For each substantive training program, our training manager, Ms. Soedirham, will work closely with the technical team members and Mr. Bakhri to design a baseline skills assessment survey and methodology. These assessments will inform curriculum development, highlighting areas that need the most emphasis during training sessions. During the training, a series of program exercises will be used to measure trainee's acquisition of new skills and information. At the end of each training session, training participants will complete an evaluation form that asks them to provide information on their reactions to and perceptions of the training. This information is used to improve future training sessions and detect and correct any potential problems. The results of this evaluation are included in ICCP Extension reports.

Data Collection, Analysis, and Reporting

Roles and responsibilities. Mr. Bakhri is responsible for organizing the data collection process. He will ensure that project team members have the necessary tools to collect data and that they collect data consistently and at the appropriate frequency. He will verify data quality, analyze data, and report on trends. In July, he will review the appropriateness of the indicators and make necessary additions or adjustments. Chief of Party Greg Alling will supervise the overall M&E system.

The technical experts and training manager are responsible for managing the process of primary data collection and entry in his or her activity's technical area. After analysis and quality control by Mr. Bakhri, the task teams – with the partners and Mr. Alling – will use the

information to make management decisions about implementation of activities and communicate progress to stakeholders to help them make decisions about necessary and priority reforms.

Data elements and collection. Mr. Bakhri will work with each technical expert and counterpart to complete database spreadsheets, forms, and surveys to capture and manage these data elements.

Post-training intervention impact assessments. Given the short time frame, we will not be able to conduct a post-training assessment as conducted under MCC ICCP. However, we will make all our data available for use by USAID under its anticipated future assistance to the Supreme Court.

Performance feedback. Using both formal and informal mechanisms, we will collect regular feedback on the relevance, impact, flexibility, responsiveness, and overall satisfaction with project results from USAID/Indonesia, counterparts, end-users, and implementing partners.

Ensuring data quality. Our technical team will provide initial quality control for the various M&E raw data elements. Each team member will examine the data to identify common errors including logical inconsistencies, out-of-range values, significant departures from trends, or other errors so that they can be immediately addressed.

The project IT specialist, Mr. Bakhri, is responsible for data quality control after data entry. He performs basic data analysis and tabulation to identify potential erroneous data. When errors are identified early, Mr. Bakhri will make appropriate corrections by coordinating and consulting with Indonesian government counterparts as appropriate.

To further ensure M&E data is of the utmost quality, Mr. Bakhri, in conjunction with the technical teams will continuously review internal data quality. This internal assessment will examine the validity, integrity, precision, reliability, and timeliness of each indicator. (See Annex C for a sample data quality worksheet that is completed for each project indicator).

Reporting. We will include M&E updates with our ICCP Extension reports, including an evaluation of activity progress and impact within the context of the extension timeframe. This regular reporting includes a summary of activities implemented to control, verify, and validate the M&E data being reported, any anomalies discovered, and corrective measures taken to resolve them. Our reports will provide contextual analysis when factors beyond the project's control affect M&E information.

SECTION III – INDICATORS

In this section, we present 10 indicators selected for primary monitoring under the ICCP Extension M&E system. The indicators below are intended to measure the results over the life of the project.

ASSUMPTIONS

The M&E system for ICCP Extension focuses on indicators within the manageable interest of the activity. This approach allows the project to measure impacts that can be directly attributed to the project. The project’s ability to demonstrate improvement in these measures assumes the following basic assumptions:

- Absence of sociopolitical instabilities, including national and regional political and civil instabilities
- Willingness on the part of the Supreme Court and court system to carefully consider project recommendations, undertake and implement change, and carry out training programs to meet the reform targets by October 2009
- Access to available statistics and cooperation in conducting surveys and gathering data from counterpart institutions

ICCP EXTENSION INDICATORS

The table below presents suggested performance measurement indicators for ICCP Extension. Please note that at time of submission of this draft work plan, we are as yet unable to suggest true change indicators for all activities without further discussion with USAID and the Supreme Court. Therefore, some of the indicators are mere outputs and are not indicative of change processes in the court system. In addition, the short timeframe for this extension may limit the ability to measure adequately significant change.

Exhibit 8. Six Month Targets

INDICATOR	BASELINE	PROGRESS JULY 2009	TARGET OCTOBER 2009
1.. Number of court staff trained	0	n/a	490
<i>Human resources database training-of-trainers for Supreme Court/High Court officials</i>	0	n/a	80
<i>Human resources database training for District Court officers</i>	0	n/a	140
<i>“Champion” training on job description implementation for Supreme Court and other court officials</i>	0	n/a	30
<i>Wealth reporting standard operations procedures training and LHKPN training-of-trainers for High Court registrars and secretaries</i>	0	n/a	80
<i>On-site, on-the-job training for court chiefs/vice chiefs and Humas officers from five provinces on public complaints system standard operating procedures</i>	0	n/a	100

<i>Inter-ministerial meetings for Supreme Court, Ministry of Finance, and DPR representatives</i>	0	n/a	60
2. Number of courts visited by team with rapid assessment of staffing needs	0	n/a	5
3. Number of action plans received/accepted by the Supreme Court on human resources management (recruitment, career path, and 2-year implementation plan of staffing assessment)	0	n/a	2
4. Percentage of senior court officials (per MCC ICCP definition) submitting wealth reports.	40% (Jan, 2009)	n/a	80%
5. Percentage of overall court staff submitting wealth reports	83% (Feb 24, 2009)	n/a	95%
6. Percentage of public complaints receiving response within 15-21 working days	Public complaint system newly established in the Supreme Court	n/a	90%
7. Percentage of courts implementing the public complaints system	1 (Supreme Court)	n/a	5 high courts plus 20 district courts
8. Draft MOU prepared for use as advocacy tool for judicial budgetary independence	0	n/a	MOU drafted
9. # of meetings held among Supreme Court, DPR and Ministry of Finance discussing judicial budget independence	0	n/a	3
10 # of budget and financial process SOPs drafted and issued	0	n/a	8

ANNEX A: STAFFING AND MANAGEMENT PLAN

In this section, we provide details about the personnel who will carry out the scope of work for the project extension; our plans for recruiting; and home-office management and technical oversight. Given the scope of work, the individuals in technical positions will need dedicated support from administrative staff to produce the required results within the mandated timeframe. All proposed staff will be full-time to guarantee results on this fast-paced project extension. The staff listed below have each demonstrated their ability to deliver required results and collaborate effectively with the Supreme Court during MCC ICCP. We are confident that the proposed combination of technical, managerial, and administrative staff will produce the same level of success in meeting specific results and the overall project goal. The proposed chief of party, Greg Alling, served as the task manager for the largest MCC ICCP component and has demonstrated the leadership and managerial qualities needed to deliver the highest quality technical outputs from the proposed team.

STAFFING PLAN

Please see Exhibit A-1 for the proposed organizational chart for MCC ICCP's extension period. Unless otherwise stated, the staff members listed below are continuing their current MCC ICCP positions.

Technical Project Personnel

Chief of party, Greg Alling. Mr. Alling, Internews Network Inc. consultant, will provide strategic direction for activities under the extension, drawing from his experience on MCC ICCP as the judicial reform manager for Task 1. He will be the main point of contact with the COTR and will regularly report to USAID on progress toward the project targets. He will be the project's primary liaison with other donors to ensure coordination and maximize impact. In addition, he will help oversee and supervise local subcontractors. While Mr. Alling will be administratively supervised by Internews, he will report technically to Chemonics. Chemonics has managed similar arrangements with subcontractors on other USAID project extensions.

IT specialist, Akhmad Bakhri. Mr. Bakhri will be assigned to a range of tasks, as information technology plays a significant role in many of the extension activities. First, he will assist the Supreme Court with the implementation of the human resources database, including helping with the training program and analysis and migration of court databases. He will also liaise with the current MCC ICCP software vendor DataOn for service and maintenance (Activity A1, Tasks 1, 2, and 3). Second, he will support the chief of party with oversight of the subcontract to the Indonesian Institute for an Independent Judiciary on the implementation of the public complaint system, regarding the online component of the complaint system (including monitoring training activities) and the analysis of the Supervisory Body's database (Activity A4, Tasks 1 and 3). Third, he will assist with the IT aspects of monitoring and supervising Supreme Court wealth report compliance (Activity A3, Task 2). Fourth, Mr. Bakhri will serve as our point person for monitoring and evaluation activities.

Court human resources expert, Judhi Kristantini. Ms. Kristantini will be the primary team member to carry out, coordinate, and oversee technical assistance to the Supreme Court for human resources reform (Activities A1, A2, and A5). She will develop the scope of work for

a local subcontractor and supervise its work on the assessments of the Supreme Court's current recruitment process and career path system (Activity A1, Task 2). She will also direct the work of short-term court human resources advisor, Ms. Myra Shiplett.

Court budget expert, Egi Sutjiati. Ms. Sutjiati will be primarily responsible for coordinating, executing, and overseeing assistance to the Supreme Court for budget reform (Activities B1 and B2). She will supervise and develop scopes of work for the short-term expert working on budget SOPs (Activity B2, Task 1).

Operations and Administrative Personnel

Office manager, Umi Sugiharti. Ms. Sugiharti will oversee all functions related to program operations — administration and finance, procurement, and local subcontract management. She will work daily with the chief of party and will be assisted by the administrative and financial support staff. Her responsibilities include planning procurements, soliciting quotations, evaluating offers, monitoring purchase orders, and handling all post-solicitation activities. She will manage the day-to-day procurements on the project, maintain the project inventory tracking system, and ensure the overall integrity of the procurement filing system. She will also make sure that all staff members adhere to the procurement guidelines.

Training manager, Irvaty Soedirham. Ms. Soedirham will manage, plan, and oversee all training activities. She will supervise training assistants in their work on logistics and expenditures for project training and ensure that project training reports are completed and gender disaggregated data on training participants is recorded and reported accurately. She will oversee and manage the procurements for all training events and will work directly with local or regional vendors and service providers to obtain quotations and/or initiate procurements of requested training commodities and services.

Administrative and finance staff. The administrative and finance staff will consist of one finance manager, one training assistant, one administrative assistant, one IT administrator, one bookkeeper, and one driver.

Anticipated Short-Term Technical Personnel

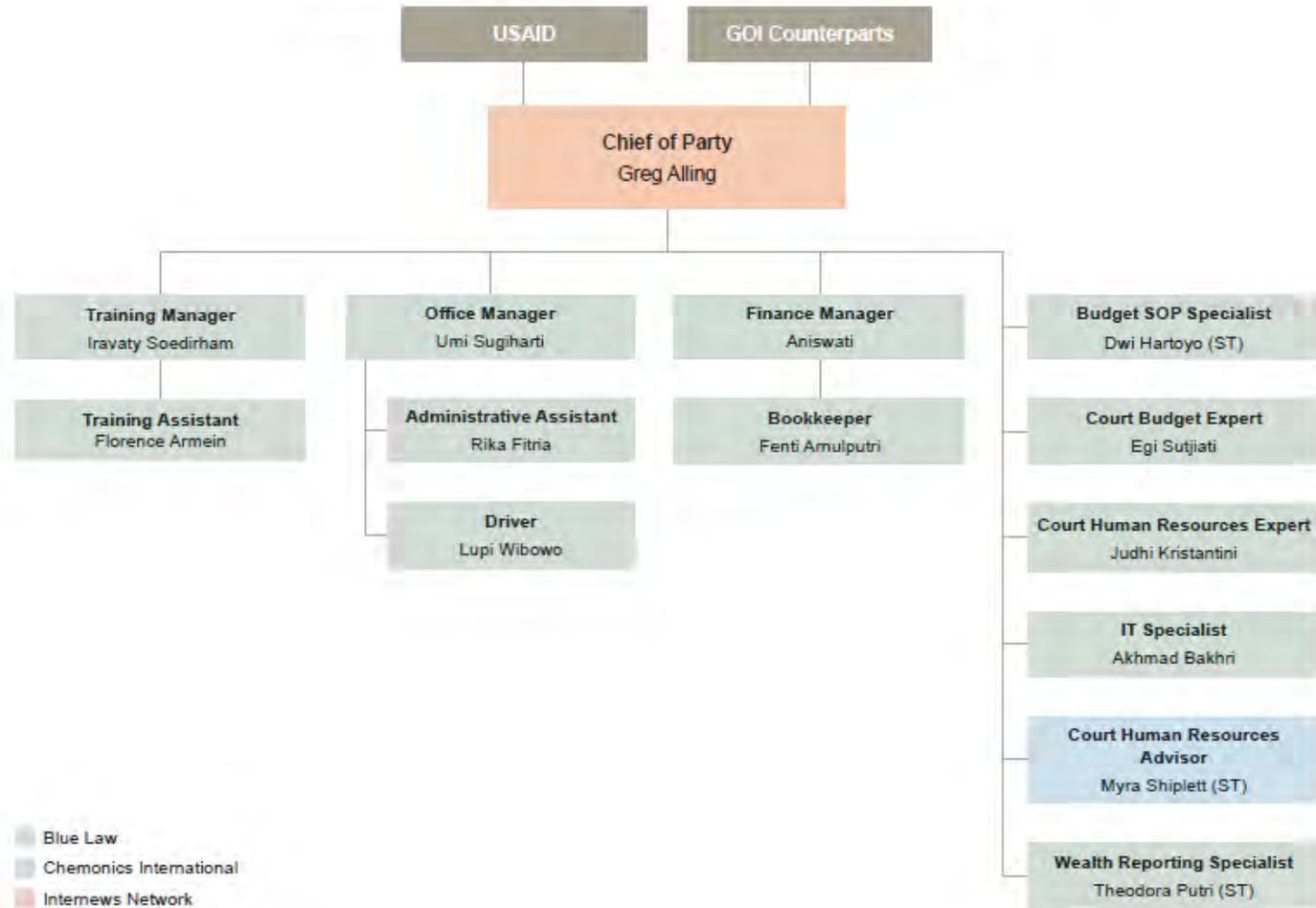
Wealth reporting specialist, Theodora Putri. Ms. Putri will serve as the primary team member to carry out, coordinate, and oversee assistance to the Supreme Court for wealth reporting activities, including coordinating and liaising with the KPK as needed.

Budget SOP specialist, TBD. The budget SOP specialist will work with the Supreme Court's planning and finance bureaus, under the direction of the court budget expert, Ms. Sutjiati, to draft SOPs for budget and financial reporting procedures. Additionally, they will present and review draft SOPs with court officials.

Court human resources advisor, Myra Shiplett. Under the direction of Court Human Resources Expert Judhi Kristantini, Ms. Shiplett will provide expert advice and review of human resources assistance to the Supreme Court, especially with regard to the integration of job descriptions and the staffing assessment results into the Supreme Court's management and operational procedures. She will provide guidance on international best practices to Supreme Court leaders and offer expert advice in reviewing the assessment subcontractor's activities and deliverables.

**Exhibit A-1. Additional Services under the ICCP Task Order
Organizational Chart**

Indonesia Control of Corruption Project Extension Organization Chart



ANTICIPATED SUBCONTRACTOR PARTNERS

Indonesian Society for Transparency (MTI). This subcontractor will be responsible for providing technical training assistance for the “champions” training activity and the designing and implementing the assessments of the current Supreme Court recruitment process and career path system (Activity A2, Tasks 1 and 2). In addition, MTI will provide consultants to assist the observation and research activities related to the staffing assessment site visits, and to provide substantive recommendations as inputs to the 2-year staffing assessment implementation plan (Activity A5, Tasks 1 and 2).

Local public complaints system subcontractor, the Indonesian Institute for an Independent Judiciary (LeIP). LeIP will provide technical assistance to ensure that the complaints system is uniformly implemented across the court system.

Local print design and production subcontractor, TBD. If needed, this subcontractor will design and produce printed public information materials about the new public complaint system.

Human Resources Database Trainers, PT Indodev Niaga PT (DataOn). DataOn may be subcontracted to provide technical expertise for the human resources database training-of-trainers sessions, and possibly training roll-out sessions, particularly when these sessions may be conducted “in parallel” and ICCP staff require additional support for effective training.

RECRUITMENT AND TRANSITION

Immediately upon award of the contract extension, Chemonics and subcontractors BlueLaw and Internews will initiate employment formalities with proposed staff. Chemonics will accelerate the recruitment and hiring of qualified candidates to fill vacant positions in a cost-effective and timely manner. Mr. Alling, transitioning from his role as the judicial reform manager to chief of party, will be available on day one in Jakarta to meet with representatives from USAID and the Indonesian government to reinstate and initiate new program activities and to reestablish office operations for the reduced MCC ICCP team. All proposed staff members will transition into a focused project team efficiently stepping into their new roles while training new staff to complete stated objectives.

Ms. Kari Goetz, who has served as operations manager for MCC ICCP since July 2008, and who served on the Chemonics home-office project management unit for MCC ICCP, will provide up to 15 days of transition support, specifically training Mr. Alling on expectations, responsibilities as chief of party, and Chemonics’ systems for compliance with USAID FAR governing the task order extension and the BRDG IQC.

HOME-OFFICE MANAGEMENT

The existing home-office MCC ICCP project management unit, led by Dr. Sarah Tisch, will transition seamlessly into the extension period, maintaining responsibility for daily communications with the MCC ICCP field team, ensuring contractual and financial compliance, recruiting and fielding consultants, and resolving problems as they arise. Dr. Tisch will continue to provide technical and managerial input and oversight, backstop

technical activities, and supervise the chief of party while making sure all technical and financial reporting requirements are met with the utmost quality and timeliness. She will be supported by two home-office staff members. The backstopping support provided by Dr. Tisch and the project management unit comes at no direct cost to the contract.

MCC ICCP will complete all project closeout activities by April 10, 2009, except for the office demolition and transfer of project equipment to be used by the MCC ICCP team during the extension. These activities will be completed during the first weeks of October 2009, no later than the end date of the extension contract.

ANNEX B – INDICATOR REFERENCE SHEETS

Performance Indicator Reference Sheet			
Indicator Number:			
Name of Indicator:			
DESCRIPTION			
Precise Definition(s):			
Unit of Measure:			
Disaggregated by:			
Justification and Management Utility:			
PLAN FOR DATA ACQUISITION			
Data Collection Method:			
Method of Data Acquisition by the Project:			
Data Source(s):			
Frequency/Timing Of Data Acquisition:			
Estimated Cost of Data Acquisition:			
Responsible Individual(s) at the Project:			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment:			
Known Data Limitations and Significance (if any):			
Actions Taken or Planned to Address Data Limitations:			
Date of Future Data Quality Assessments:			
Procedures for Future Data Quality Assessments:			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis:			
Presentation of Data:			
Review of Data:			
Reporting of Data:			
OTHER NOTES			
Notes on Baselines/Targets:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
July 2009			
September 2009			
End of Project			
THIS SHEET LAST UPDATED ON APRIL 30, 2009			

ANNEX C – DATA QUALITY ASSESSMENT FORM

Directions: Use the following worksheet to complete an assessment of the indicator against the 5 data quality criteria outlined. Once the review is complete, ensure that any documentation related to data quality is maintained in the files for future reference.

Data Quality Assessment Worksheet			
Result:			
Indicator:			
Reviewer(s):			
Date Reviewed:			
Is the Indicator Reported?			
Criterion	Definition	Yes/No	Explanation and Actions Required
1. Validity	Do the data clearly and adequately represent the intended result? Some issues to consider are: <ul style="list-style-type: none"> • Face Validity: Would an outsider or an expert in the field agree that the indicator is a valid and logical measure for the stated result? • Attribution: Does the indicator measure the contribution of the project? • Data Bias: Are there any measurement errors that could bias the data? Both sampling and non-sampling errors are areas where bias should be examined. 		
2. Integrity	Do the data collected, analyzed, and reported have established mechanisms in place to reduce manipulation or simple errors in transcription?		
3. Precision	Are data sufficiently precise to present a fair picture of performance and enable management decision making at the appropriate levels?		
4. Reliability	Do data reflect stable and consistent data collection processes and analysis methods over time?		
5. Timeliness	Are data timely enough to influence management decision-making (i.e. in terms of frequency and currency)?		
General Notes or Comments:			

ANNEX D – DATA REQUIREMENTS FROM COUNTERPARTS

Supreme Court

- The Supreme Court is expected to support ICCP staff and subcontractors in collecting data relevant to the following indicators:

4. Percentage of senior court officials (per MCC ICCP definition) submitting wealth reports.
5. Percentage of overall court staff submitting wealth reports
6. Percentage of public complaints receiving response within 15-21 working days
7. Percentage of courts implementing the public complaints system