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# INDONESIA FORESTRY AND CLIMATE SUPPORT PROJECT

## MOBILIZATION AND QUICK START PLAN

NOVEMBER 2010

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech ARD.

This Mobilization and Quick Start Plan is submitted by Tetra Tech ARD for the  
**Indonesia Forestry and Climate Support Project (USAID IFACS)**

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### **DISCLAIMER**

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# USAID IFACS DRAFT MOBILIZATION PLAN

## BACKGROUND

Tetra Tech ARD (Tt/ARD) was awarded the Indonesia Forestry and Climate Support (USAID IFACS) Project in early November 2010. The USAID IFACS Project is designed to support USAID Indonesia's Country Program Strategy 2009 – 2014, Objective 2: "Sustainable Management of Natural Resources," Intermediate Result 1 "Improved Management of Forest Ecosystems." USAID IFACS seeks to reduce the threats of deforestation and climate change, and help the Government of Indonesia (GOI) conserve the country's tropical forests, wildlife, and ecosystem processes (including carbon sequestration).

## PURPOSE

The contract (Section F.2.1, Mobilization and Quick Start Activities) states that the "Contractor will finalize the mobilization plan presented under its proposal with the Task Order Contracting Officer's Technical Representative (COTR) during the first week of the contract. The plan identifies quick start programmatic activities that are high priority and can begin immediately while the full work plan is being developed. Quick start programmatic activities may commence prior to completion of the full work plan with prior Mission approval for the specific activity or activities by the TOCOTR." The Mobilization and Quick Start Plan spans the initial four months of the contract, and strives to address all aspects of USAID IFACS that are critical to inform the finalization of USAID IFACS baseline, work plan and performance monitoring plan, as well as crucial coordination with partners. For each quick start activity proposed, we identify start date and end date, deliverable, lead person responsible, and team members who will support the lead. When possible, we also estimate the cost associated with each activity (not including employee salaries, overheads, and operating costs).

## START-UP ACTIVITIES

### 1. Staff Recruitment:

- Start date: November 5, 2010
- End date: January 3, 2010
- Lead team member: Chief of Party (Kim DeRidder)
- Supporting team members: Senior Technical Advisor/Manager (Ramzy Kanaan), STTA Start-Up Specialist (Irma Nababan), Home Office Project Manager (Chelsea Keyser)

**Details:** Tt/ARD will identify and hire the two remaining Key personnel during the first 30 days. Tt/ARD will hire all remaining Jakarta-based staff in the first 60 days, and will focus first on those staff needed to support the technical and/or administrative aspects of start-up. Tt/ARD will then begin hiring all satellite office staff. Full satellite office staffing may be delayed by site selection/partner selection process. In

order to best support rapid mobilization and project start-up, Tetra Tech ARD will strategically utilize short-term technical assistance (STTA), as approved by the COTR.

**Estimated Cost:** This activity will be supported by Long Term labor and Short Term consultants already approved in the Contract budget.

## 2. Undertake Target Landscapes Site Selection (required deliverable):

- Start date: November 15, 2010
- End date: December 20, 2010
- Deliverable: Site Selection Report (December 20, 2010)
- Lead team member: Senior Technical Backstop (Jim Schweithelm)
- Supporting team members: Forestry, Climate Change, and Biodiversity Conservation Advisor (Tim Jessup), Institutional Development and Governance Advisor (Arief Wicaksono)

**Details:** In conjunction with USAID and other USG partners, collect and analyze data and hold a 1 day participatory workshop to gather input; contact local Government of Indonesia (GOI) and arrange meetings at potential target sites; conduct rapid assessment of sites; conduct stakeholder meetings in Jakarta and at sites; site confirmation with USAID; and write up brief two- to three-page site descriptions describing how they meet site selection criteria, and highlighting technical and institutional opportunities and constraints, as well as implications for work planning.

Dr. Jim Schweithelm STTA:	\$14,437 (25 days @ \$577.50/day)
Dr. Arief Wicaksono STTA:	\$3,575.40 (20 days @ \$178.88/day)
Transportation Costs:	\$6,000 (International and local)
Per Diem Costs:	\$5,500 (25 days in Jakarta and other locations)
<b>Total Estimated Cost:</b>	<b>\$29,512.40</b>

## 3. Private Sector Networking and SME Potential Assessment

- Start date: December 15, 2010
- End date: January 20, 2011
- Deliverable: Report on Findings and Recommendations
- Lead team member: Private Sector, Markets Advisor (TBD)
- Supporting team members: STTA SME Specialist

**Details:** Immediately following site selection, the Forestry Private Sector, Finance and Trade Advisor and a short-term SME Specialist will travel to each selected site to meet with timber, wood, oil palm, and mining industry associations and concessionaires in each selected site. She/He will:

- introduce USAID IFACS, and to discuss mechanisms for partnership and cooperation in each sites;
- identify industrial scale private sector willing to participate in BMPs within each target landscape;
- and, will conduct a rapid assessment of USAID IFACS-related SME potential that defines specific constraints and opportunities within each site.

ST SME Specialist, TBD:	\$8,100 (18 days @ \$450/day)
Local Transportation Costs:	\$2,400 (2 flights to 4 districts @ \$300)
Per Diem Costs:	\$3,200 (32 days @ \$100/day)
<b>Total Estimated Cost:</b>	<b>\$13,700</b>

#### 4. IFACS Awareness Raising

- Start date: November 22, 2010
- End date: January 28, 2011
- Deliverable: Report on Findings and Recommendations and draft MOU
- Lead team member: COP (DeRidder)
- Supporting team members: Governance and Institutional Strengthening Advisor (Wicaksono) and Community Development Specialist (tbd), Senior Technical Backstop (Schweithelm)

**Details:** The Chief of Party (COP), Governance and Institutional Strengthening Advisor, and Community Development Specialist will lead visits to each Target Landscape to meet with *Bupatis*, key government officials, and other stakeholders to explain USAID IFACS objectives and discuss mechanisms for partnership and cooperation. After the development of the Draft Work Plan, USAID IFACS will hold an initial stakeholder workshop, in each target landscape, that will serve as a basis to define the roles and responsibilities of the parties, and that will likely appoint a district agency as the primary point of coordination with USAID IFACS. If deemed appropriate, USAID IFACS will support the development of a Memorandum of Understanding (MOU), which would be signed between USAID and *Bupatis*. The workshops, and the development of any MOUs, will take place after USAID reviews and provides feedback on the Draft Work Plan.

Local Transportation Costs:                   \$3,600 (3 flights to 4 districts @ \$300)  
Per Diem Costs:                               \$3,600 (36 days @ \$100/day)  
**Total Estimated Cost:                       \$7,200**

#### 5. Adapt methodology for preliminary capacity assessment as part of site selection, and conduct capacity assessment

- Start date: November 15, 2010
- End date: January 17, 2011
- Deliverable: District forest governance and institutions assessment methodology and capacity assessment
- Lead team member: Institutional Development and Governance Advisor (Arief Wicaksono)
- Supporting team members: COP (Kim DeRidder) and Forestry, Climate Change, and Biodiversity Conservation Advisor (Tim Jessup)

**Details:** We will adapt an institutional capacity assessment methodology and will conduct the capacity assessment to inform site selection and the development of the Draft Work Plan.

Labor:   This activity will be supported by Long Term and Short Term labor already approved in the Contract budget.  
Local Transportation Costs:               \$2,400 (2 flights to 4 districts @ \$300)  
Per Diem Costs:                             \$2,400 (24 days @ \$100/day)  
**Total Estimated Cost:                     \$4,800**

## 6. Climate Change Vulnerability and Adaptation Analysis

- Start date: December 6, 2010
- End date: January 21, 2011
- Deliverable: Climate Change Vulnerability and Adaptation Analysis Report
- Lead team member: Forestry, Climate Change, and Biodiversity Conservation Advisor (Jessup)
- Supporting team members: COP (DeRidder) and Institutional Development and Governance Advisor (Wicaksono), STTA: Workshop Manager, V and A Specialist

**Details:** We will move quickly to assess Climate Change V&A. The process for doing so will be determined in close collaboration with the COTR. Tt/ARD will conduct a literature review, including GOI Vulnerability assessments, and then will conduct one Jakarta-based workshop, and three regional workshops. The workshops will be used to work with practitioners and stakeholders to educate them on climate change impacts, identify culturally appropriate and locally acceptable adaptation options (most adaptation options will have been identified through literature search), and to initially select a course of action of USAID IFACS support that is targeted to the specific findings/conditions in each region.

STTA CC V&A Specialist:	\$6,720 (16 days @ \$420/day)
STTA (Workshop planning, facilitation, reporting)	\$2,200 (20 days @ 110/day)
Local Transportation Costs:	\$1,800 (2 flights to 3 districts @ \$300)
Per Diem Costs:	\$900 (9 days @ \$100/day)
<b>Total Estimated Cost:</b>	<b>\$11,620</b>

## 7. Preliminary Coordination and support of USAID partners (e.g., USFS, DOJ, etc.)

- Start date: November 29, 2010
- End date: February 28, 2011
- Deliverable: inputs into Work Plan, Performance Monitoring Plan, and EMMP
- Lead team member: COP (DeRidder)
- Supporting team members: Partner Coordinator (TBD)

**Details:** Establish contact list, hold initial meetings, and include known partners in development of draft Work Plan, Performance Monitoring Plan (PMP), and work plan work shop (s), as well as PMP finalization. This will involve one-on-one meetings and a series of workshops to build consensus on the Work Plan and PMP, and to clearly define roles, responsibilities, and information and reporting procedures.

In addition to formal coordination with all USAID partners as part of the work planning process, USAID IFACS will also engage select partners, as directed by the COTR, early in the mobilization period (e.g., USFS) to define specific support needs (e.g., workshop facilitation), and will provide this support either through project staff, consultants or through purchase orders.

**Estimated Cost:** The cost for this activity will be determined based on meetings with specific USAID partners, as directed by the COTR.

## 8. Establish USAID IFACS spatial database

- Start date: December 6, 2010
- End date: January 8, 2011

- Deliverable: USAID IFACS spatial database needs assessment / USAID IFACS spatial database established.<sup>1</sup>
- Lead team member: Spatial Planning and Carbon Monitoring Advisor (TBD)
- Supporting team members: Tetra Tech ARD Home Office GIS Specialist (Nick Thomas)

**Details:** To develop the USAID IFACS spatial database we will build off of existing sources of data, to the extent possible (e.g., OCSF data). In developing the USAID IFACS spatial database Tt/ARD will coordinate with USFS (which has access to high resolution imagery), as well as with the AusAID-funded INCAS Project to discuss possible data sharing. INCAS has completed much of what will be wall-to-wall LANDSAT coverage for all of Indonesia, including time series and forest cover change data covering the period from 1990 through the present. Much of the data come from U.S. sources (NASA, USFS, et al.) which can be freely shared. Once data needs have been assessed and sources of existing data have been evaluated Tt/ARD will assess the need to procure additional satellite imagery. If such a need exists we will request a Geographic Code waiver to procure this additional imagery.

**Estimated Cost:** Tt/ARD will mobilize its Home Office Senior Geospatial Technologies Specialist, to work with the local Spatial Planning Specialist on this data needs assessment/database development process. The estimated cost for the satellite imagery will depend on what data can be obtained without charge from partners and open U.S. sources.

STTA Geospatial Technologies, Nick Thomas:	\$7,350 (18 days @ \$425/day)
Transportation Costs:	\$ 3,500 (International and local)
Per Diem Costs:	\$ 4,893 (21 days in Jakarta and other locations)
<b>Total Estimated Cost:</b>	<b>\$15,743</b>

## 9. Design baseline data collection needs and process; develop scope for baseline data collection; and collect and analyze baseline data for input into PMP

- Start date: November 24, 2010
- End date: January 31, 2011
- Deliverable: SOW for baseline data collection, and Draft PMP baseline
- Lead team member: Tt/ARD Home Office M&E Specialist (Jeff Saussier)
- Supporting team members: M&E Officer (Saleh Jasape) and Spatial Planning and Carbon Monitoring Advisor (TBD)

**Details:** Tetra Tech ARD, with the support of its Home Office M&E Specialist (Jeff Saussier) will design baseline data collection needs and processes, including an appropriate scale KAP survey and site-based socioeconomic survey. To the extent possible these will build off of existing data/knowledge bases. Tt/ARD will then develop specific SOWs to support baseline data collection in the targeted sites (we will use Purchase Orders to collect site specific baseline data). We will collect and analyze the baseline, and work with partners to clarify any points of question or inconsistency. We will then mobilize Jeff Saussier to work the local M&E Officer and the rest of the IFACS team to develop the draft PMP, in conjunction with the development of the Work Plan (see activities 11 and 12).

**Estimated Cost:** The total amount programmed for the collection of the Baseline PMP data is \$120,000.

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<sup>1</sup> Note: Includes hardware and software installation, data management protocols, and collection/procurement of imagery.

STTA M&E Specialist, Jeff Saussier:	\$ 7,656 (23 days @ \$332.87/day)
Transportation Costs:	\$ 3,500 (International and local)
Per Diem Costs:	\$ 5,359 (23 days @ \$233/day)
<b>Total Estimated Cost:</b>	<b>\$16,515</b>

## 10. Establish USAID IFACS baseline data including forest cover/land use baseline:

- Start date: December 15, 2010
- End date: January 21, 2011
- Deliverable: USAID IFACS spatial database needs assessment / USAID IFACS spatial database established.<sup>2</sup>
- Lead team member: M&E Specialist
- Supporting team members: Tt/ARD Home Office M&E Specialist (J. Saussier), Spatial Planning and Carbon Monitoring Advisor (TBD); Geospatial Technologies Specialist (Thomas)

**Details:** Based on the methods established for PMP data collection, land use and forest cover baseline data, and other baseline data needs, data will be collected and a database established. Data sharing with USFS, the INCAS Project and other efforts (e.g., the Dutch WACLIMAD Project, which is mapping peatlands), are potential sources of existing land use and forest cover data that will be explored and utilized. Preliminary analysis may begin in coordination with USFS so that PMP targets can be set.

**Estimated Cost:** The total amount programmed for the collection of the Baseline PMP data is \$120,000. Note that a portion of the budgeted funds will be used to support this quick start activity.

## 11. Rapid Assessment of Partner (e.g., Local Government and NGO) Priority Needs, and Rapid Mobilization of Support

- Start date: November 15, 2010
- End date: February 18, 2011
- Deliverable: Priority needs identified and support provided
- Lead team member: COP (DeRidder)
- Supporting team members: Institutional Development and Governance Advisor (Arief Wicaksono) and Partner Coordinator (TBD)

**Details:** In order for USAID IFACS to achieve its potential, it must be prepared to support opportunities to increase impact and leverage resources as they arise. With this in mind, and in the rapidly evolving context, USAID IFACS will work closely with the COTR to identify and support partner needs as they arise. Among others, we expect this may include:

- Provision of technical assistance to USAID IFACS target districts governments, in the development of MCC grant proposals;
- Provision of technical assistance to local NGOs, operational within USAID IFACS target districts (e.g., with grant writing); and
- Provision of financial assistance and/or other support to existing/former USAID/Indonesia partners, to enable them to complete work that has been underway, and that will benefit USAID IFACS.

<sup>2</sup> Note: Includes hardware and software installation and data management protocols—imagery will be procured after site selection.

**Estimated Cost:** This activity will be supported by Long Term and Short Term labor already approved in the Contract budget.

## 12. Develop USAID IFACS Initial Communications Strategy

- Start date: December 6, 2010
- End date: January 15, 2011
- Deliverable: USAID IFACS Communications Strategy
- Lead team member: Communications and Learning Specialist (Hardiyanti)
- Supporting team members: COP (Kim DeRidder) and Forestry, Climate Change, and Biodiversity Conservation Advisor (Tim Jessup), STTA

**Details:** This activity will define the overall USAID IFACS communications strategy, and will outline the strategy and tools that USAID IFACS will use to communicate with USAID, partners and beneficiaries, as well as the strategies and tools that USAID IFACS will use to promote positive behavior among stakeholders and beneficiaries in selected sites. This will provide a strategic framework for USAID IFACS communications, but will need to be tailored to meet the specific opportunities and challenges of USAID IFACS implementation in each site. The project is committed to using a behavior change communications (BCC) approach to tailor communications strategies and tools to promote positive behaviors which are appropriate to specific beneficiary settings. The initial communications strategy will be delivered by January 15, 2010.

Communications Short Term Consultant:	\$6,000 (15 days @ \$400/day)
Transportation Costs:	\$3,000 (international and local costs)
Per Diem Costs:	\$3,495 (15 days @ \$233/day)
<b>Total Estimated Cost:</b>	<b>\$12,495</b>

## 13. Work Plan and Socialization Workshops:

- Start date: January 15, 2010
- End date: February 1, 2010 for work plan submittal, Feb. 28 for workshops
- Deliverable: Annual Work Plan
- Lead team member: COP
- Supporting team members: Key Personnel, Partner Coordinator, M&E Specialist

**Details:** This is a requirement of the contract. Following the COTR's review of the Draft Work Plan, we will conduct a series of workshops to engage stakeholders, get buy-in, and make any necessary adjustments. This will involve facilitated workshops in Jakarta, Sumatera, Kalimantan and Papua, following review of reports, analysis and findings generated during the start-up period. Major stakeholders will be invited to participate.

Workshop cost:	\$99,000 (programmed in approved budget for WP and PMP Development)
<b>Estimated Cost:</b>	<b>\$99,000</b>

## 14. Performance Monitoring Plan (PMP):

- Start date: December 15, 2010
- End date: February 3, 2010
- Deliverable: Final PMP
- Lead team member: M&E Specialist

- Supporting team members: Tt/ARD Home Office M&E Specialist (J. Saussier), Spatial Planning and Carbon Monitoring Advisor (TBD); Geospatial Technologies Specialist (Thomas), STTA

**Details:** This is a requirement of the contract. Based on the indicators (required and selected) used to monitor results, and USAID approved methodologies, baseline data will be collected and analyzed. Following establishment of the baseline, annual and LOP targets will be agreed upon with USAID. A database system that includes GIS will provide inputs to the USAID Mission PMP.

M&E Specialist STTA:	\$9,960 (30 days @ \$332/day)
Per Diem Costs:	\$6,990 (30 days @ \$233/day)
Transportation Costs:	\$4,000 (international and regional)
<b>Estimated Cost:</b>	<b>\$20,950</b>

### 15. Environmental Mitigation and Monitoring Plan (EMMP):

- Start date: December 15, 2010
- End date: February 3, 2010
- Deliverable: EMMP
- Lead team member: STAM
- Supporting team members: Monitoring and Evaluation Specialist

**Details:** This is a requirement of the contract. As required in the contract, an EMMP will be submitted with the Work Plan (WP), and no later than 90 days after award. EMMP development will require: i) site selection to be complete; and ii) a first draft of the work plan to be developed (in order to assess potential impacts and determine mitigation measures). EMMP activities will be integrated into the final WP and PMP.

**Estimated Cost:** This activity will be supported by Long Term and Short Term labor already approved in the Contract budget.

### 16. Grants Manual:

- Start date: December 1, 2010
- End date: January 15, 2010
- Deliverable: Grants Manual
- Lead team member: ARD Home Office Grants Specialist
- Supporting team members: Grants Specialist, COP

**Details:** The Tt/ARD Home Office Senior Grants Manager will work with the USAID IFACS team to tailor our standard grants manual to best meet the needs of USAID IFACS. This is a requirement of the contract. After the WP is finalized, the Senior Grants Manager will travel to Indonesia to train the USAID IFACS Grants Specialist.

Grants Specialist STTA:	\$1,086 (3 days @ \$ 362/day)
<b>Estimated Cost:</b>	<b>\$1,086</b>

### 17. Office Space:

- Start date: November 15, 2010

- End date: December 15, 2010
- Lead team member: COP
- Supporting team members: Start-up Specialist, Home Office Project Manager (PM)

**Details:** Tt/ARD will identify and rent office space for the Jakarta Office. Satellite Offices will be identified and rented immediately following start-up.

**Estimated Cost:** This activity will be supported by Long Term and Short Term labor already approved in the Contract budget, or previously included in this Mobilization Plan. The budgeted amount for Jakarta Office: \$12,400/month

## 18. Procurement Plan:

- Start date: November 11, 2010
- End date: December 5, 2010
- Deliverable: Procurement Plan (December 5, 2010)
- Lead team member: Procurement Specialist
- Supporting team members: Tetra Tech ARD Home Office Procurement Specialist, Project Manager, and Project Start-up Specialist

**Details:** As discussed in the USAID IFACS Post Award Conference, Tt/ARD will submit a Procurement Plan that meets the needs defined by the Contracts Officer.

**Estimated Cost:** This activity will be supported by Long Term and Short Term labor already approved in the Contract budget.

## 19. Subcontract Agreements:

- Start date: January 28, 2011
- End date: March 11, 2011
- Deliverable: Subcontractor Agreements
- Lead team member: COP
- Supporting team members: STA/M (Kanaan), PM (Keyser)

**Details:** As agreed upon during the pre-award conversation between USAID and Tt/ARD on October 13, 2010 (WIB), Tt/ARD will identify potential subcontractors after site selection based on both geographic and subject matter expertise relevant to the IFACS Scope of Work. Tt/ARD will develop Scopes of Work for the Subcontractors and request Consent to Subcontract. Tt/ARD will focus on organizations that can provide long-term support to IFACS, and whose subject matter expertise, existing partnerships, and projects in target sites will support the IFACS work planning process.

**Estimated Cost:** This activity will be supported by Long Term and Short Term labor already approved in the Contract budget.

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