



Australian Government

MULTI-YEAR WORK PLAN 2019 - 2022

Multi-Year Work Plan 2019-2022

KOMPAK

Jalan Diponegoro No. 72

Jakarta 10320 Indonesia

T: +62 21 8067 5000 F: +62 21 3190 3090

E: info@kompak.or.id

www.kompak.or.id

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LIST OF ACRONYMS, ABBREVIATIONS AND TERMS

3T	<i>Tertinggal, Terluar, Terdepan</i> (Disadvantaged Regions)
ACN	Activity Concept Notes
ADB	Asian Development Bank
Adminduk	<i>Administrasi Kependudukan</i> (Population Administration)
AQs	Activity Questions
Bappenas	<i>Badan Perencanaan Pembangunan Nasional</i> (Ministry of National Development Planning)
Bangga Papua	<i>Bangun Generasi dan Keluarga Sejahtera Papua</i> (Program to alleviate poverty and improve children's nutrition in Papua)
BBL	Brown Bag Lunch
BPD	<i>Badan Permusyawaratan Desa</i> (Village Consultative Council)
BPJS	<i>Badan Penyelenggara Jaminan Sosial Kesehatan</i> (National Social Security Agency)
BPS	<i>Badan Pusat Statistik</i> (Statistic Indonesia)
Bupati	Head of District
CSO	Civil Society Organization
CRVS	Civil Registration and Vital Statistics
DAK	Dana Alokasi Khusus (Special Allocation Fund)
DEVI	Development Innovation Indonesia
DD	<i>Dana Desa</i> (Village Fund)
DFAT	Department of Foreign Affairs and Trade
DID	<i>Dana Insentif Daerah</i> (Regional Incentive Fund)
Dukcapil	<i>Kependudukan dan Pencatatan Sipil</i> (Population and Civil Registration)
ECED	Early Childhood Education
EOBI	Ease of Being Indonesian
EOFO	End-of-Facility Outcomes
GoA	Government of Australia
Gol	Government of Indonesia
GESI	Gender Equality and Social Inclusion
IO	Intermediate Outcome
ISAT	Independent Strategic Advisory Team
Kecamatan	Sub-district
Kemendagri	<i>Kementerian Dalam Negeri</i> (Ministry of Home Affairs)
KOMPAK	<i>Kolaborasi Masyarakat dan Pelayanan untuk Kesejahteraan</i>
KSI	Knowledge Sector Initiative
KVS	<i>Kecamatan and Village Strengthening</i>
LANDASAN	<i>Layanan Pendidikan dan Kesehatan</i> (Program for Education and Health Services in Papua and West Papua)
LDD	Living Design Document
LED	Local Economic Development
LPA-NTB	<i>Lembaga Perlindungan Anak-Nusa Tenggara Barat</i> (The institute for Child Protection West Nusa Tenggara)
LSP	Local Solutions to Poverty
MAHKOTA	<i>Menuju Masyarakat Kokoh dan Sejahtera</i> (Towards a Strong and Prosperous Society)
MAMPU	<i>Maju Perempuan Indonesia untuk Penanggulangan Kemiskinan</i> (Empowering Indonesian Women for Poverty Reduction)

M&E	Monitoring and Evaluation
MIS	Management information system
MNCH	Maternal, Newborn and Child Health
MoF	Ministry of Finance
MoHA	Ministry of Home Affairs
MoV	Ministry of Villages, Development of Disadvantaged Regions and Transmigration
MSS	Minimum Service Standards
MSEs	Micro and Small Enterprises
MSMEs	Micro, Small and Medium Enterprises
Musrenbang	<i>Musyawah Perencanaan Pembangunan</i> (Community Development Planning Meeting)
MWP	Multi-Year Work Plan
Otsus	<i>Otonomi Khusus</i> (Special Autonomy)
PbMAD	<i>Pembelajaran Mandiri Aparatur Desa</i> (Capacity Development for Village Apparatus)
PFM	Public Financial Management
PLWW	Program Logic and Ways of Working
PMF	Performance Management Framework
PMIP	Performance Management Implementation Plan
PEKKA	Pemberdayaan Perempuan Kepala Keluarga (Empowering Female-Headed Households)
PRISMA	Promoting Rural Income through Support for Markets in Agriculture
PROSPERA	<i>Program Kemitraan Indonesia Australia untuk Perekonomian</i> (The Australia Indonesia Partnership for Economic Development)
PTPD	<i>Pembina Teknis Pemerintahan Desa</i> (Technical Assistant for Village Government)
PUSKAPA UI	<i>Pusat Kajian Perlindungan Anak Universitas Indonesia</i> (Center on Child Protection and Wellbeing, University of Indonesia)
Puskesmas	<i>Pusat Kesehatan Masyarakat</i> (Community Health Centre)
PWD	Person with Disabilities
PWS	<i>Pemantauan Wilayah Setempat</i> (Local Monitoring)
QA	Quality Assurance
QC	Quality Control
Renstra	<i>Rencana Strategis</i> (Strategic Plan)
RPJMN	<i>Rencana Pembangunan Jangka Menengah Nasional</i> (National Medium-Term Development Plan)
RPJMD	<i>Rencana Pembangunan Jangka Menengah Daerah</i> (Regional Medium-Term Development Plan)
SAIK	<i>Sistem Administrasi dan Informasi Kampung</i> (Village Information and Administration System)
SC	Steering Committee
SD	<i>Sekolah Dasar</i> (Elementary School)
Sekolah Anggaran	Budget Literacy
SekNas Fitra	<i>Sekretariat Nasional Forum Indonesia untuk Transparansi Anggaran</i> (National Secretariat for the Indonesian Forum on Budget Transparency)
SEPAKAT	<i>Sistem Perencanaan, Penganggaran, Analisis dan Evaluasi Kemiskinan Terpadu</i> (Integrated Analysis System for Poverty Reduction and Social Welfare)
SIAK	<i>Sistem Informasi Administrasi Kependudukan</i> (Population Administration Information System)
SID	Sistem Informasi Desa (Village Information System)
SDGs	Sustainable Development Goals
SOP	Standard Operational Procedure
TA	Technical Adviser
TASS	Technical Assistance for Education System Strengthening

TC	Technical Committee
TKPL	<i>Tim Koordinasi Pengembangan Ekonomi Lokal</i> (Local Economic Development Coordination Team)
TWP	Transition Work Plan
UMD	<i>Universitas Membangun Desa</i>
UNICEF	United Nations International Children's Emergency Fund
VFM	Village Financial Management



1 | INTRODUCTION



This document presents KOMPAK's Multi-Year Work Plan (MWP) for the Australia Indonesia partnership program, KOMPAK, covering the period 2019 to 2022. Specifically, this MWP outlines the seven main areas of KOMPAK's work and the key outputs that will be the focus for 2019 as we work towards achieving KOMPAK Success in 2022. The key principles for preparing this work plan were to ensure the planning processes was:

- **Demand-driven and solution-focused**, working with government to understand root causes of problems and identify possible solutions.
- **Participatory and bottom-up**, involving multiple stakeholders and conducting planning at the provincial and district level, inviting national government to better align the local and national agendas of KOMPAK.
- **Leveraging results to date** to build on what has worked, and consolidating and focusing based on KOMPAK's comparative advantage.
- **Shifting from 'doing' to facilitating**, where government will be leading on Activities, and KOMPAK is supporting to provide technical assistance to institutionalise and sustain results beyond 2022.
- **Prioritising change at scale**, by identifying and featuring flagships that define what KOMPAK Success in 2022 looks like, and expanding local results for larger-scale impact.
- **Integrating KOMPAK technical areas to effectively address sectoral issues**, where KOMPAK teams are identifying the interconnection between governance issues (eg. public financial management, regulations, local government capacity and community engagement) to design an integrated approach that also leverages innovation and gender equality and social inclusion.
- **Identifying opportunities to collaborate with other DFAT and donor programs** to maximise impact where there are common objectives, and promote efficiencies in ways of working and engagement with government counterparts and stakeholders.

This Multi-Year Work Plan links to several other key KOMPAK documents:

- The overarching design laid out in the **Living Design Document (LDD)**.
- The **Performance Management Framework (PMF)** and its **Performance Management Implementation Plan (PMIP)** that detail how KOMPAK will manage and measure performance of Activities, including the resourcing, monitoring tools, and processes for performance management.
- The **Gender Equality and Social Inclusion (GESI) Strategy (2019–2022)** that outlines KOMPAK's focus for GESI-specific initiatives and strategies for mainstreaming GESI into program implementation.
- The **Risk and Safeguard Management Plan (2018–2022)** that outlines KOMPAK's processes and tools for identifying and managing risk, and social and environmental safeguards.
- The **Sector Strategies** for health and nutrition, education, legal identity, and local economic development, which provide detail on the high-level scope of focus for KOMPAK's governance work in the sectors.
- The **Provincial and National Roadmaps**, which consolidate the strategies, targets and objectives of KOMPAK's partnerships with each provincial government and national government partners.

The Activities and planned outputs for 2019 outlined in this document were endorsed by KOMPAK's Steering Committee on 28 January 2019. It is intended that Activities and key outputs for 2020 and subsequent years will be developed and then approved by the Steering Committee on an annual basis, as part of KOMPAK's annual work planning process. This may result in modifications to the expected changes for 2022, based on learning and results from implementation, as part of KOMPAK's ways of working as an adaptive facility.



2 | OPERATING CONTEXT

The start of KOMPAK's continuation phase coincides with an important year for Indonesia. Presidential elections will be held in April 2019, and the country will choose between incumbent, Joko Widodo, and his opponent, Prabowo Subianto. As the elections take place, the government will finalise the next National Medium-Term Development Plan (*Rencana Pembangunan Jangka Menengah* or RPJMN 2020–2024). At the same time, the local leadership in 171 districts and provinces that underwent elections in 2018 are starting their new five-year term.

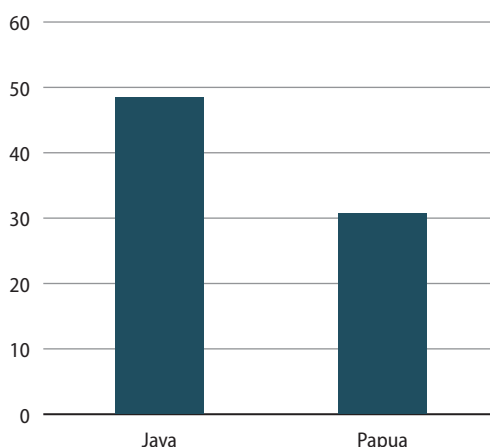
These changes in leadership will naturally have some implications for a facility like KOMPAK, which operates at both national and sub-national levels. There might be ensuing changes in leadership at the ministerial level in KOMPAK's main partner ministries, namely the Ministry of National Development Planning (Bappenas), Ministry of Home Affairs (MoHA), Ministry of Finance (MoF), and Ministry of Villages, Development of Disadvantaged Regions and Transmigration (MoV). Changes might also occur at the technical working level. Changes in leadership can present challenges, as well as opportunities. Another implication is that the government's attention and resources might be diverted towards the election, possibly putting a pause on policy processes and changes that KOMPAK is trying to influence. Nonetheless, with three and a half years of work already on the ground, and well-established relations with government and civil society organisation (CSO) partners, KOMPAK is well placed to maintain its relevance and contribution into the next phase.

Going into the next presidency and five-year development plan, the government is likely to continue its focus on reducing poverty and inequality, promoting more equitable economic growth, and more equal access to public services and quality jobs. Over the last decade, Indonesia has made important gains in economic growth and poverty reduction. However, progress is slowing down on both fronts. Economic growth has stagnated at around 5% for the last five years (since 2013) with a very slight increase in the past three years. Poverty has reduced to single digit levels (9.8% in 2018).¹ However, further gains in reducing poverty will become increasingly challenging, as it requires more effort to address the chronic poor. Income gaps persist, though the Gini coefficient has reduced slightly from 0.408 in 2015 to 0.389 in 2018.²

Geographic disparities are still prevalent with respect to poverty, economic development, and access to basic services. Economic growth is concentrated in Western Indonesia, particularly in Java. Poverty is lower in Western Indonesia at 10.33%, as compared with 18.01%³ in Eastern Indonesia. There are also urban–rural disparities, which may be further exacerbated by the population distribution shifting more from rural to urban areas. Based on the most recent data, poverty in rural areas is nearly double that in urban areas; 13.47% as compared with 7.20%,⁴ respectively. Meanwhile, income inequalities are higher in urban areas at 0.324 (Gini coefficient), compared with rural areas at 0.40.⁵ Disparities in access to basic services are apparent, as illustrated by the gaps in coverage for basic health and education services between Java and Papua.

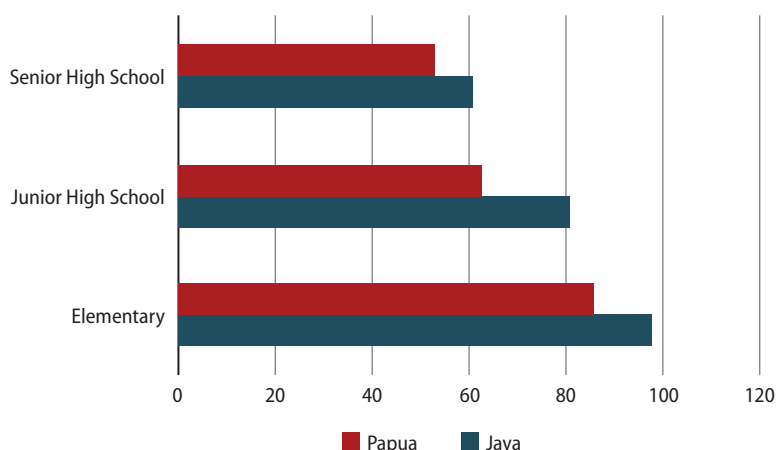
^{1,2,3,4,5} BPS (2018)

DIAGRAM 1: % INFANTS (AGE 0-59 MONTHS) WITH COMPLETE BASIC IMMUNIZATION IN 2017



Data source: National Bureau of Statistics (BPS) 2017

DIAGRAM 2: EDUCATION ENROLMENT RATES IN PAPUA AND JAVA (2017)



Data Source: National Bureau of Statistics (BPS) 2017

One of the reasons behind the high rates of rural poverty, and widening gap in poverty between rural and urban areas, can be attributed to the failure of employment to grow fast enough. About 30% of Indonesians work in agriculture, and poverty is high among households that rely on agriculture as their main source of income (ADB et al., 2018).⁶ Most poor people in rural areas are engaged in micro and small enterprises (MSEs). While MSEs⁷ employ 89% of the workforce and contribute 57% of Gross Domestic Product, they are the least productive type of enterprise, which limits growth. Female labour force participation⁸ is significantly below that of men: 53% female compared with 82% male, which has a significant impact on economic growth, as well as poverty.

The government is likely to also continue its pathway towards more decentralised expenditure, including through the Village Funds and special allocation funds, while striving for overall improvements in quality spending in health and education. Between 2013 and 2018 transfers to subnational government increased from 31.1% to 34.5% of total expenditure.⁹ The special autonomy funds (*otsus*) for Papua and Papua Barat will cease in 2021, and the provincial and district governments there will have to come up with alternative mechanisms to design and deliver their local development programs. Therefore, KOMPAK’s support in optimising the use of *otsus* funding in these two provinces, and its impact on poverty reduction, becomes increasingly important and relevant.

⁶ BPS (2016) national data sets on labor force participation and employment by type (www.bps.go.id)

⁷ Asian Development Bank (2018). Key Indicators for Asia and the Pacific 2018: 49th Edition.

⁸ International Finance Corporation (2016). Women-owned SMEs in Indonesia: A Golden Opportunity for Local Financial Institutions: Market Research Study.

⁹ Ministry of Finance (2018) Financial Plan and Draft National Budget for 2019.



3

KOMPAK AS A
GOVERNANCE
FACILITY

KOMPAK OBJECTIVES

KOMPAK is a facility funded by the Government of Australia (GoA) to support the Government of Indonesia (GoI) in achieving its poverty reduction targets. KOMPAK focuses on addressing key constraints related to service delivery and employment opportunities, with a clear line of sight to development outcomes in the following areas: health, nutrition, education, local economic development, and civil registration and vital statistics (CRVS). More specifically, KOMPAK aims to contribute to these development priorities of the government:

- Improving access to quality basic health and nutrition services.
- Improving access to quality basic education services and early childhood education and development (ECED).
- Increasing access to legal identity documents.
- Increasing the productivity of micro and small enterprises and their contribution to local economic development (LED).

KOMPAK's formal goal is that **'Poor and vulnerable Indonesians benefit from improved delivery of basic services and greater economic opportunities'**. The facility commenced in January 2015 and is expected to conclude its work at the end of June 2022.

KOMPAK works towards three End-of-Facility Outcomes (EOFOs) that contribute to its overall goal, namely:

- EOFO 1: Local government and service units better address the needs of basic service users.
- EOFO 2: The poor and vulnerable benefit from improved village governance.
- EOFO 3: The poor and vulnerable benefit from increased opportunities for economic development.

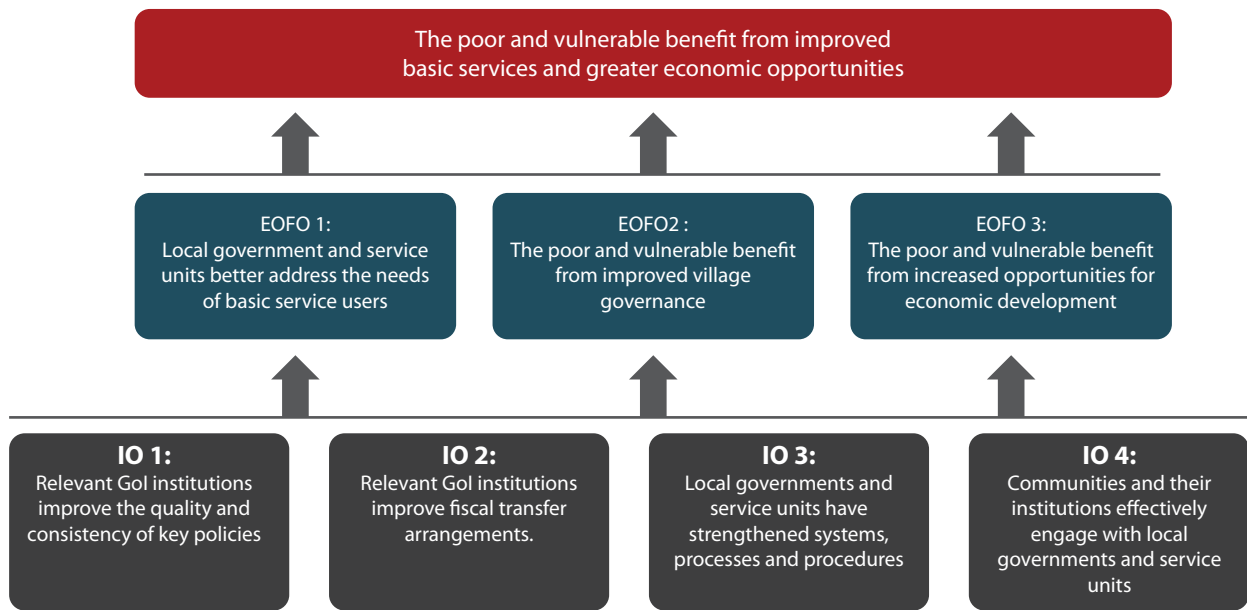
These EOFOs, while broad in nature, serve two fundamental purposes for KOMPAK: to outline the **types** of results against which its overall performance will be assessed; and also to help to specify the three main **domains** in which KOMPAK will work to contribute to its broader goal.

KOMPAK works from the 'bottom up' (at the point of service or the frontline where communities access the service), as well as from the 'top down' (improving policy coherence, strengthening the regulatory environment, and investing in planning and delivery systems). In striving towards greater contributions to the above sector outcomes, KOMPAK focuses on four core areas of governance and community empowerment: improving policies and regulatory frameworks, public financial management (PFM) systems, sub-national systems for service delivery, and citizen engagement and social accountability for better services. These are reflected in the revised Intermediate Outcomes (IOs) for KOMPAK from 2019–2022:

- IO1: Relevant GoI institutions improve the quality and consistency of key policies related to service delivery, village governance, and local economic development.
- IO2: Relevant GoI institutions improve fiscal transfer arrangements for service delivery, village governance and local economic development.
- IO3: Local governments and service units have strengthened systems, processes, and procedures.
- IO4: Communities and their institutions actively engage with local governments and service units for better services, inclusive and transparent village development, and support for local economic development.

KOMPAK's high-level results framework, comprising its broader goal, EOFOs, and IOs, is presented in Figure 1.

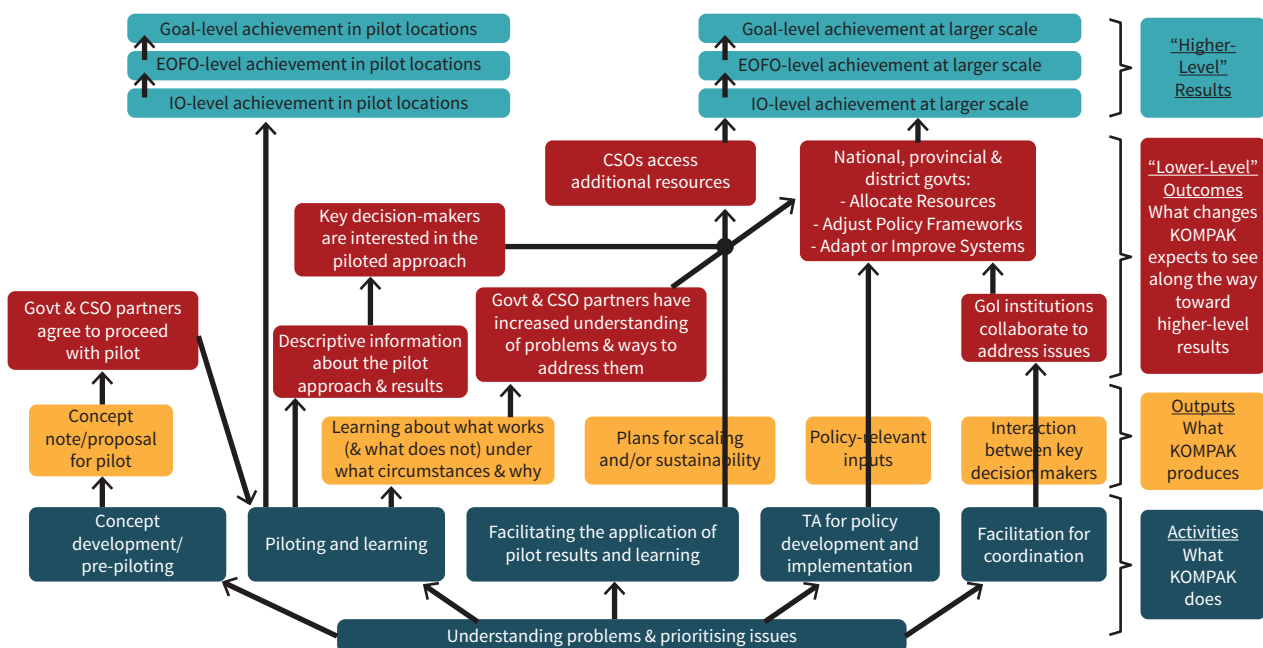
FIGURE 1: KOMPAK’S HIGHER-LEVEL RESULTS FRAMEWORK



HOW KOMPAK WORKS

At the heart of KOMPAK is the approach of experimentation, evidence, and targeted policy support. Different types of Activities are designed and implemented to generate ‘lower-level outcomes’, which are expected to contribute to KOMPAK’s higher-level results. KOMPAK’s lower-level program logic (see Figure 2 below) describes the pathways by which KOMPAK’s Activities link up to the higher-level results.

FIGURE 2: KOMPAK’S LOWER LEVEL PROGRAM LOGIC



Broadly KOMPAK supports six different types of Activities:

- Activity Type 1: Understanding Problems and Prioritising Issues
- Activity Type 2: Concept Development
- Activity Type 3: Piloting and Learning
- Activity Type 4: Facilitating the Application of Pilot Results and Learning
- Activity Type 5: TA for Policy Development and Implementation
- Activity Type 6: Facilitation for Coordination.

WHO ARE KOMPAK'S PARTNERS

KOMPAK works with government at national and local levels. The national stakeholders are comprised of the Ministry of National Development Planning, Ministry of Finance, Ministry of Home Affairs, and the Ministry of Villages, Development of Disadvantaged Regions and Transmigration. At the local level, KOMPAK operates in 26 districts spread across seven provinces, namely Aceh, Central Java, East Java, West Nusa Tenggara, South Sulawesi, Papua, and West Papua, and works with provincial and district governments in these areas.

KOMPAK partners with selected civil society organisations on these common objectives:

- *Lembaga Perlindungan Anak Nusa Tenggara Barat* (LPA-NTB or Child Protection Agency of West Nusa Tenggara Province) – improving civil registration and vital statistics in NTB province.
- *Pemberdayaan Perempuan Kepala Keluarga* (PEKKA or Empowering Female-Headed Households) – strengthening women's leadership in villages.
- *Pusat Kajian dan Advokasi Perlindungan dan Kualitas Hidup Anak* (PUSKAPA or Center on Child Protection and Wellbeing) – improving civil registration and vital statistics.
- *Sekretariat Nasional Forum Indonesia untuk Transparansi Anggaran* (SekNas Fitra or National Secretariat for the Indonesian Forum on Budget Transparency) – social accountability for village budgets and basic services.
- *Yayasan BaKTI* (Knowledge Exchange for Eastern Indonesia) – improving basic services in Papua and Papua Barat.

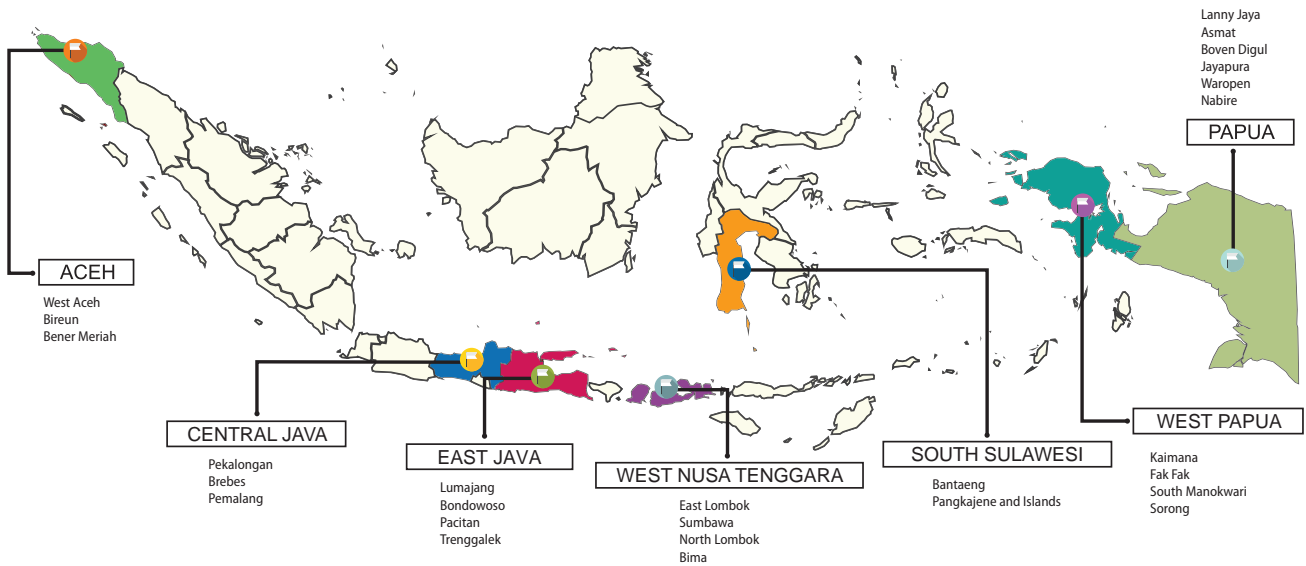
KOMPAK also collaborates with other Department of Foreign Affairs and Trade (DFAT) programs and DFAT funded initiatives to leverage efficiencies and effectiveness in program delivery.

- INOVASI, UNICEF,¹⁰ TASS – integrating demand-side and supply-side interventions for improving education services and achievement of Minimum Services Standards (MSS) at sub-national level.
- KSI – strengthening knowledge-to-policy processes at sub-national level and piloting CSO financing mechanisms.
- MAHKOTA – piloting locally-specific social protection program in Papua.
- MAMPU – piloting social accountability and inclusive village planning and budgeting; improving access of marginalised groups to basic services.
- PRISMA – piloting market-driven approaches to improve local economic development.
- World Bank and Local Solutions for Poverty – strengthening institutional capacities to support village development; convergence programming at sub-national level to reduce stunting.
- World Bank and PROSPERA – strengthening fiscal transfer policies and sub-national PFM capacities to improve decentralised service delivery.

¹⁰ DFAT provides funding to UNICEF's education program in Papua.

WHERE KOMPAK WORKS

FIGURE 3: KOMPAK PROVINCIAL AND DISTRICT FOCUSED AREAS



KOMPAK works in seven provinces, 26 districts across Indonesia, as shown in Figure 3 above.



4 | OVERVIEW OF
THE MULTI-YEAR
WORK PLAN

HOW THIS WORK PLAN WAS DEVELOPED

This Multi-Year Work Plan represents the results of KOMPAK's strategic planning process for 2019 to 2022, and specifically includes identified priorities for 2019. The process was carried out between May and December 2018 at the national and sub-national levels (in KOMPAK supported locations).

During this process, KOMPAK prepared two high-level sets of guiding documents: **Sector Strategies** for health, education, CRVS, and LED; and **Technical Guidelines** for fiscal transfers and public financial management (including special autonomy funds); sub-district (*kecamatan*) and village strengthening (including community engagement and social accountability); sector governance strengthening; and local economic development.

The **Sector Strategies** provide the scope of focus of KOMPAK's work in each sector (the *what*) and the types of problems KOMPAK's governance work will aim to address. KOMPAK teams refer to the Sector Strategies for guidance on the types of problems relevant to KOMPAK, and to better understand the results that governance interventions can help to contribute towards within each sector. The Sector Strategies outline KOMPAK's best understanding of each sector's problems at this point in time. It may be that over the coming four years local implementation is likely to surface new information and understanding of the issues, and may require modifications and improvements to the Sector Strategies.

The **Technical Guidelines** outline the specific types of governance interventions (the *how*) that KOMPAK adopts to test solutions to the sectoral problems. KOMPAK implementation teams use the Technical Guidelines as their **toolkit** to help them identify the types of relevant governance activities to focus on to address identified problems outlined in the Sector Strategies. The guidelines are a guide only, and have been developed based on KOMPAK interventions, approaches and learning to date. Teams in collaboration with local government may identify other types of governance interventions outside the current toolkits, as implementation progresses and teams learn. The process of local learning may inform iterations to the Technical Guidelines over the coming four years.

In each KOMPAK-supported province, a series of multi-stakeholder consultations were carried out to identify and prioritise sectoral problems and then map and select priority governance solutions KOMPAK could support government to carry out. The process built on KOMPAK results to date, consolidated and focused in on specific locally-identified problems, and aimed to select approaches that could lead to broader impact and scale outside the pilot locations by 2022. The results of these consultations were documented in Activity Concept Notes (ACNs) prepared by each provincial team and appraised by the KOMPAK Executive Team. The appraisal criteria draw on the Criteria for Selection of New Activities (see Box 1)

BOX 1: SELECTION CRITERIA FOR NEW KOMPAK ACTIVITIES

- Contribute towards KOMPAK's Intermediate Outcomes and End-of-Facility Outcomes linked to the Sector Strategies.
- Contribute towards the Gol's development priorities.
- Contribute towards solving local development problems (applicable for locally-implemented initiatives).
- National and/or sub-national government (and other relevant stakeholders') commitment to the activity.
- KOMPAK has the capabilities and a comparative advantage over other development actors.
- Clearly defined project/activity description, which:
 - Provides information on linkages to the above.
 - Describes what success will look like.
 - Identifies sustainability and exit strategies.
 - Identifies a strategy for how to achieve policy impact, replication, institutionalisation, and scale up.
 - Identifies a strategy for programming for gender equality and inclusion.
 - Identifies indicators and an approach to monitoring and learning/adaptation.
 - Provides a timeline for implementation.
 - Provides estimated costs.

At the national level, the technical team conducted parallel discussions with national counterpart ministries to identify and prioritise the national agenda for 2019. These discussions were primarily related to the national policy and regulatory framework, and national pilots supported by KOMPAK. Outcomes of the provincial consultations were communicated and discussed during Technical Committee and Thematic Working Group meetings as part of this process for alignment between KOMPAK's local and national support. The agreed priority areas of KOMPAK's national support to counterpart ministries were detailed in national ACNs that followed the same Executive Team appraisal process.

A total of 30 ACNs were approved in early 2019, and form the basis of the implementation work outlined in this Work Plan. Of these ACNs, 10 are from the national team and each present focused areas of KOMPAK's work related to: fiscal transfers and public financial management, special autonomy funds improvement, sub-district (*kecamatan*) and village strengthening, social accountability, civil registration and vital statistics, and local economic development. The remaining 20 ACNs from the sub-national teams present KOMPAK's work in supporting local government to solve priority problems in the sectors of: health and nutrition, education, local economic development, and civil registration and vital statistics.

In addition to the implementation ACNs, budget is allocated and work plans are developed by teams providing cross-cutting support to implementation of these activities. Cross-cutting support is provided for: program performance (which includes monitoring, evaluation, learning, knowledge management, and strategic planning and review), communications, and program governance. Budgets for innovation and gender equality and social inclusion (GESI) are incorporated in to the national and subnational ACNs as a way of integrating this work in to the plans of implementation teams and creating more ownership and responsibility for the innovation and GESI agendas.

The draft work plan was then presented to the Technical Committee on 17 January 2019 for review. Following modifications, it was then was presented to the Steering Committee for Gol and DFAT approval on 28 January 2019.

This document therefore represents the final version, based on local and national consultation and planning, and endorsement by the Steering Committee.

HOW IT IS STRUCTURED

KOMPAK has grouped its Activities into seven thematic areas of work, with expected changes by 2022, key outputs for 2019, and indicative outputs for 2020–2022. The seven thematic areas are:

- Fiscal decentralisation, PFM, and special autonomy funds.
- Health and nutrition sector strengthening.
- Education sector strengthening.
- Civil registration and vital statistics strengthening.
- *Kecamatan* and village strengthening.
- Social accountability.
- Local economic development.

This main section of this report is structured around the nine areas of Success in 2022 (Section 5), and the seven thematic areas of work that will contribute to this success (Section 6).

This Multi-Year Work Plan will be the main reference document for developing the detailed and costed Annual Work Plans. The proposed key outputs for 2019 form the basis for the Annual Work Plan 2019. Analysis of progress in achieving these outputs at the end of each year will be used to inform KOMPAK Annual Work Plans in subsequent years.



5 | KOMPAK SUCCESS
IN 2022

1 bulan	BIG, OPV1
2 bulan	DPT-Hb-His 1, OPV2
3 bulan	DPT-Hb-His 1, OPV3
4 bulan	DPT-Hb-His 1, OPV4, OPV
9 bulan	Campak
18 bulan	DPT-Hb-His, Campak (Lansud)

PEMERINTAH KABUPATEN BONDOWOSO
DINAS KESEHATAN BONDOWOSO
PUSKESMAS

MOTIVASI

Visi
Menuju Masyarakat Sehat dan Wajar

Misi

1. Mengembangkan
2. Mendorong
3. Memelihara
4. Memelihara
5. Dan Masyarakat

KEBERKHAIRAN

1. TEAM WORK (KERJA SAMA)
2. TOGETHERNESS (BERSAMA SAMA)
3. TRANSPARANCY (KETERBUKAAN)
4. LEADERSHIP (KEPEMIMPINAN)

BERKERJA DENGAN
MEMBUAT SEMUA JENIS
KARYA

GENERASI

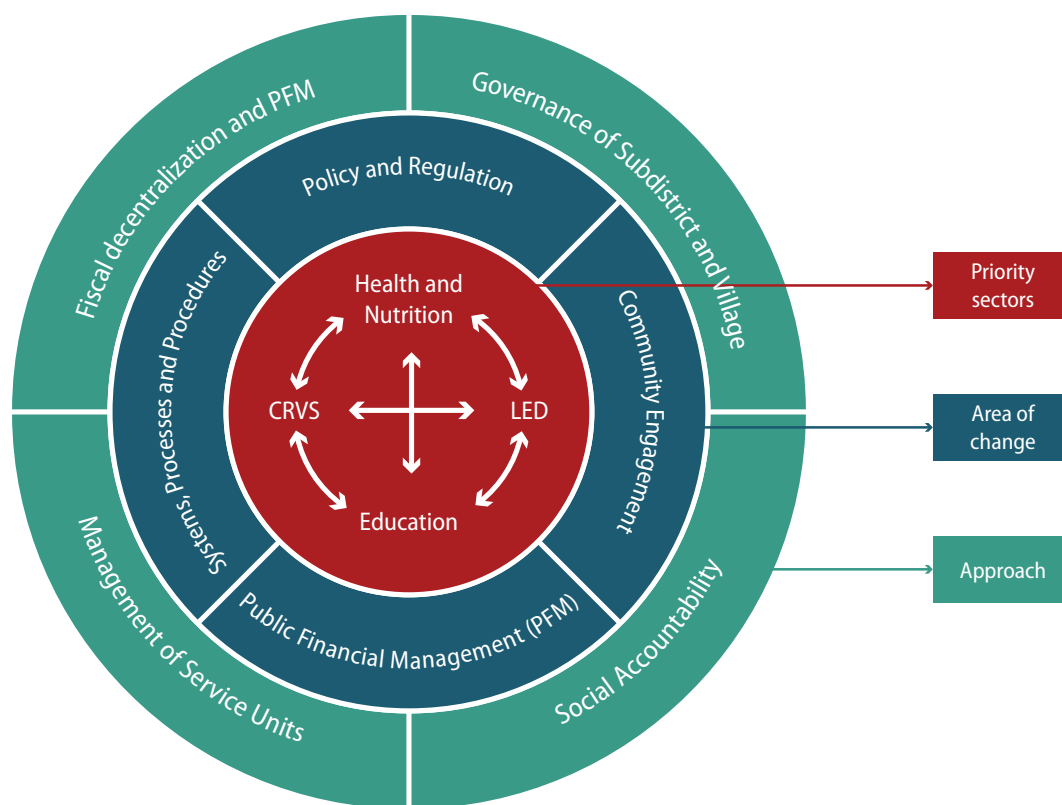
KOMPAK has defined aspirational targets for KOMPAK Success in 2022 to reflect the desired long-term changes to which KOMPAK strives to contribute through its Activities. KOMPAK Success in 2022 provides the framework for assessing KOMPAK’s overall performance as a facility in contributing to large-scale change during the seven-year period. There are three main categories of change¹¹:

- (i) National or provincial **policy changes** that KOMPAK will aim to influence.
- (ii) **Durable change(s) at the district level** that KOMPAK will contribute towards – these are IO-level changes (i.e. policy; fiscal transfer arrangements, service delivery systems, processes and practices; and engagement between communities and local governments and service providers).
- (iii) **Successful model(s)** that KOMPAK will have tested and demonstrated as potentially scalable (by the government or other institutions).

The KOMPAK team is using the Success in 2022 targets as the basis for setting priorities and resource allocations, and ensuring their alignment with these aspirational targets. As a facility, KOMPAK allows room for emerging opportunities and priorities that do not directly contribute to these targets, though such Activities should not comprise more than 20% of KOMPAK’s resourcing. Assessment of the current situation in relation to KOMPAK Success in 2022 will be undertaken in the first half of 2019. The development of KOMPAK Success in 2022 follows discussions with government counterparts, recommendations from the Independent Strategic Advisory Team (November 2018), and the guidance set out KOMPAK’s Performance Management Framework.

In relation to the four priority sectors (health and nutrition, education, CRVS, and local economic development), KOMPAK’s Activities aim to generate change in four main areas, as defined in the IOs. In designing these Activities, KOMPAK is building on the results and tools developed thus far in the first phase, namely PFM and fiscal decentralisation, sector strengthening, sub-district and village strengthening, and social accountability. The overall framing for KOMPAK’s Multi-Year Work Plan is provided in Figure 4 below:

FIGURE 4: KOMPAK PRIORITY SECTORS, AREAS OF CHANGE, AND APPROACH



¹¹ This definition of success updates and broadens the definition in PMF Section 4.17 which identified durable Intermediate Outcome level change and ways of working.

In 2022, KOMPAK aims to see and contribute to the following major changes related to decentralised service delivery, village governance, and local economic development in Indonesia.

- **Local governments have increased allocation and quality of spending to improve access and quality of basic services.**
 - A significant proportion of the government budget is decentralised to the districts and villages. Fiscal transfers (DAK, DID) amount to IDR 706.1 trillion, or 31.8%, of the total government budget. The government continues to increase the budget allocation for Village Funds, with a total of IDR 60 trillion, or 2.7%, of the total government budget distributed to 74,957 villages across the country in 2018. Specifically for Aceh, Papua, and West Papua Provinces, special autonomy funds (*otsus*) are also provided to accelerate development in these provinces. However, the increasing volume of transfers to provinces, districts, and villages has not been matched with commensurate gains in improving people's access to quality health, nutrition, education, and legal identity services.
 - In relation to this, KOMPAK focuses on improving regulatory frameworks to better finance, deliver, and manage performance of basic service delivery. This entails policies that determine how fiscal transfers are allocated, namely DAK, DID, and DD, and also piloting **performance-based incentives** through these existing transfers. At the local level, KOMPAK seeks to improve **local government capacities for public financial management**, and planning and budgeting, including piloting and scaling of supporting tools such as SEPAKAT. With regard to *otsus*, KOMPAK will focus on strengthening national and provincial regulations to increase **effective use of *otsus* funding** in Aceh, Papua, and Papua Barat more broadly, while continuing specific technical support to BANGGA Papua as an *otsus*-funded initiative to reduce poverty.
- **Local governments and service units have developed and tested local innovations to improve the accessibility and quality of health and nutrition services.**
 - Most of KOMPAK's support for health has so far been spread across locally-specific initiatives to improve health services, including island-based services, nutrition, and management of the Puskesmas health centres. Moving forward, KOMPAK is taking on a more consolidated approach to health services governance, with a specific focus on improving access and quality of maternal, neonatal, and child health services, and stunting reduction. The piloting work at sub-national level will serve as the entry point to inform national policies related to health services in island regions and remote areas (the *Tertinggal, Terluar, Terdepan* regions, known as 3T), including the use of technology-based innovations. Also at the national level, KOMPAK will explore policy options for performance-based incentives that are linked to the national social security agency (*Badan Penyelenggara Jaminan Sosial Kesehatan*, or BPJS). In the KOMPAK districts where health and nutrition are being prioritised, KOMPAK seeks to influence district governments' use of MSS data to guide local policies, allocation and spending, and institutionalise mechanisms at all levels (district, sub-district, and village) to support multi-sector convergence actions to reduce stunting.
- **Local governments and service units have developed and tested local innovations to improve the accessibility and quality of education services.**
 - Similar to health, KOMPAK's activities related to education have covered different locally-specific initiatives to improve basic education services. Based on the results and learning, KOMPAK will take on a more targeted approach to address the issue of out-of-school children. In areas where KOMPAK is already working on this issue, KOMPAK will work towards institutionalising local government mechanisms to identify out-of-school children and support their return to school. KOMPAK will aim to document and scale the existing models, while also supporting ways for local government to accurately plan and budget activities to achieve the newly revised MSS for education. At the same time, KOMPAK will initiate some pilots on CSO financing for

education services and village-based services. KOMPAK will leverage the institutional capacities and multi-sector mechanisms that KOMPAK has already helped to build at district, sub-district, and village levels to enable multi-sector coordination for holistic and integrated ECED services delivery.

- **Local government and service units have improved the accessibility and quality of CRVS services.**
 - KOMPAK's work on strengthening CRVS services is aimed to increase the coverage of legal identity document ownership, and the comprehensiveness of population administration (*adminduk*) data, which when augmented will contribute to an increased use of basic services, including health, education, and social assistance. Improved CRVS systems are also expected to generate timely and accurate *adminduk* data for planning, budgeting, and monitoring. In the last two years, KOMPAK's support has enabled more than 67,437 legal identity documents to be issued in 26 districts in the seven provinces where KOMPAK works. Moving forward, KOMPAK will continue its comprehensive programming on CRVS. The Activities are aimed towards improvements in national policies, namely the national CRVS strategy, and local policies, systems, and resources to bring collective and integrated civil registration closer to communities. At the district level, KOMPAK aims for systemic changes related to village-based CRVS systems, simplified CRVS processes, integrated procedures across health, education, social protection and civil registration sectors, and clear budget structures and allocations. The three models for CRVS (acceleration, outreach, and prevention) and CRVS village facilitators will be documented and scaled to inform national policies. Particularly in Papua, KOMPAK will focus on strengthening the CRVS services of BANGGA Papua as a twin component to the cash transfer, so that registration with the program facilitates the beneficiaries to also obtain their legal identity documents.
- **Village governments have skills and mechanisms (including data) to improve services at village and inter-village levels.**
 - One of the main desired outcomes of KOMPAK's work on village governance is that village governments have the means to improve services within and between villages. The targeted results include a combination of top-down policy improvements and local-level changes. The policies relate to setting priorities for Village Funds allocation, and clarifying the authorities of village governments for basic services provision and local economic development. At the local level, KOMPAK supports the district government to put in place supporting regulations on these same issues, and also on village planning and budgeting and village financial management (VFM). It is expected that all districts in KOMPAK locations can generate and use data from villages as a basis for their planning and budgeting. KOMPAK is currently trialling different models of village information systems and capacity development for village apparatus, and will continue these through to 2022.
- **Local governments provide effective support to villages and service units (health clinics and schools) to improve basic services.**
 - Sub-district governments are strategically positioned to oversee and support villages on their development agenda and to coordinate the services units, namely *Puskesmas* and elementary schools (SD), to improve their services. To fully realise this potential of the sub-districts, KOMPAK tries to influence policies at national and sub-national levels, as well as to support local-level systems strengthening. The main policy changes relate to defining the role of sub-districts in coordinating basic services, promoting *kecamatan* strengthening as a national priority program, and making available guidelines for guidance and oversight by the sub-district to the villages. In all KOMPAK districts, it is expected that local regulations on delegation of authority are in place, and that resources and mechanisms are available for sub-districts to exercise these authorities. Ongoing pilots include *kecamatan* strengthening, LANDASAN, integrated support from sub-districts to villages, the *Kecamatan* dashboard, and capacity development for village apparatus (PbMAD).

- **An increased number of women have assumed higher roles of formal responsibility in their village in KOMPAK targeted provinces.**
 - It is well evidenced that increased participation of women in development processes can lead to increased resource allocations that respond to the community's needs, especially health and education. Guided by the GESI strategy, KOMPAK has implemented a number of initiatives to strengthen women's voice and action in village development. These include locally-specific approaches that promote women-led decision-making for improved village development, and the *Akademi Paradigta* that engages women at the village level and equips them with the skills, knowledge, and networks to take on leadership roles in their villages and communities. KOMPAK aims to expand these initiatives through government and CSO networks, while also ensuring that KOMPAK-targeted districts put in place policies and resources to support local leadership programs for women.

- **Communities, especially women, and the poor and vulnerable, are taking action to push government and services units to improve the accessibility and/or quality of services.**
 - Citizen engagement and action to hold governments accountable for basic services and village development is a core area of work in KOMPAK. The overall aim of this social accountability work is that communities can take action to push government and service units to improve their access to quality services, with specific focus on women, and the poor and vulnerable people in the communities. Building on the previous work, KOMPAK will continue piloting of social accountability, namely citizen journalism, collaborative monitoring, complaints-handling mechanisms, and budget literacy (*Sekolah Anggaran*). This will be done in a more coherent way, such that the use of these tools and mechanisms can be integrated into planning and budgeting processes for villages and service units. It is expected that districts in the KOMPAK-targeted locations are then able to institutionalise these tools and mechanisms, particularly for health, education, and CRVS services.

- **An increased number of micro and small to medium enterprises (MSMEs), especially those involving the poor and vulnerable, have increased their productivity and market access.**
 - For local economic development, KOMPAK will focus on increasing the number of micro and small enterprises, especially those owned by or employing the poor and vulnerable, which have increased their productivity and market access. The market-linkages approach facilitates MSMEs, local governments, and the private sector to undertake a participatory design process that generates viable business models/options for the MSMEs to respond to market demands. KOMPAK aims for this market-linkages approach to be adopted as part of the government's poverty reduction strategy and policy. In the selected districts where the market-linkages approach is being piloted, KOMPAK expects that districts will have the regulatory framework, institutional set-up, SOPs, and operational platforms to implement the market-linkages approach in a systematic and sustainable way.



6 | MULTI-YEAR
ACTIVITIES
2019–2022

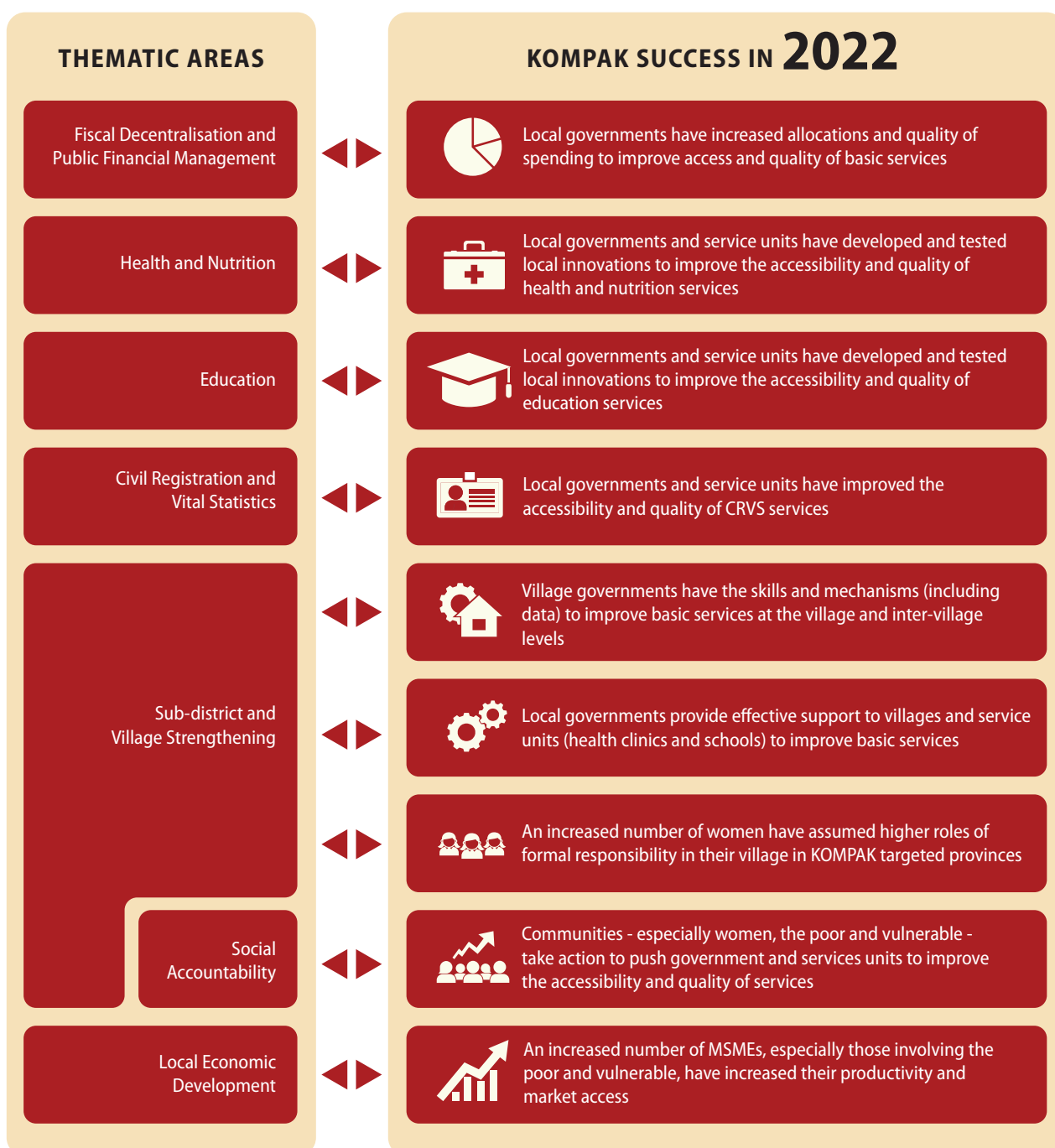
This section of the Multi-Year Work Plan outlines KOMPAK’s thematic areas of work at the national and sub-national levels for 2019. There are seven thematic areas that KOMPAK will focus on to work towards KOMPAK Success in 2022, as outlined in Section 5 above.

These areas of work are a consolidation of KOMPAK’s approved ACNs and integrate:

- KOMPAK’s national policy, influence, and engagement with local piloting, testing, and technical assistance and facilitation.
- KOMPAK’s GESI and Innovation work as cross-cutting areas that contribute to expected changes.
- The work of KOMPAK partners.

How these seven work areas link to KOMPAK Success in 2022 is shown in Figure 5 below.

FIGURE 5: LINK BETWEEN KOMPAK SUCCESS AND THEMATIC WORK AREAS



FISCAL DECENTRALISATION AND PUBLIC FINANCIAL MANAGEMENT

KOMPAK SUCCESS
in **2022**



Local governments have increased allocations and quality of spending to improve access and quality of basic services

Contribute to:
IO1, IO2

KEY ISSUE

Inadequate planning and lack of quality spending in using fiscal transfers to improve basic services provision



Fiscal transfer allocations



Public financial management



Plans and budgets based on Minimum Services Standards (MSS)



Quality spending of special autonomy funds

EXPECTED CHANGES 2022

Improved use of inter-governmental transfers to improve access and quality of basic services

Increased capacities to manage local budgets to improve access and quality of basic services

Improved local government capacities for MSS-based planning and budgeting for basic services

Increased use of Special Autonomy Funds (*Otsus*) to improve access and quality of basic services

KEY OUTPUTS 2019

1. Analysis and technical recommendations on performance-based incentives, including Regional Incentive Funds (DID), Village Incentive Funds (DINDA), *Badan Penyelenggaraan Jaminan Sosial* (BPJS).
2. Analysis and technical recommendations on monitoring Special Allocation Funds (*DAK Fisik and Non-fisik*).
3. Analysis and technical recommendations on decentralisation and regional-based autonomy to improve basic services provided for the draft Mid-Term National Development Plan (RPJMN) 2020-2024 background study.
4. Technical recommendations for preparing high quality DAK proposals to improve basic services.
5. Enhanced capacity of local government in preparing high quality DAK proposals (*DAK Fisik and Non-fisik*).

1. Technical recommendations for improving plans and budget allocations for education, health, and CRVS services, which are based on analysis and results from tested tools (public expenditure analysis PEFA, pro-poor planning and budgeting tools SEPAKAT, and e-planning systems including SIPD and KRISNA).
2. Analysis and technical recommendations on village financial management, within the framework of policy monitoring.
3. Methodology and instruments for service delivery through CSO financing (procurement/ grant mechanism).

1. Technical recommendations on guidance to local governments for achieving MSS indicators in education and health.
2. Technical recommendations for integrating MSS indicators into regional plans and budgets (including MSS costing).
3. Enhanced capacity of local governments in integrating MSS indicators into regional plans and budgets (including MSS costing) through training and mentoring.

1. Analysis and recommendations on national policies related to financing and management of the Special Autonomy Funds (*Otsus*).
2. Recommendations and policy designs on strengthening implementation and impact of Special Autonomy Funds (*Otsus*) to improve basic services.
3. Technical assistance on the use of Special Autonomy Funds (*Otsus*) for social protection of indigenous Papuans (BANGGA Papua).

INDICATIVE KEY OUTPUTS 2020-2022

1. Analysis of impact of fiscal transfers implementation (DID, DAK, and DD).
2. Technical recommendations and policy inputs on ranking performance of villages and sub-districts.
3. Technical recommendations for improving fiscal transfer policies (DID, DAK, and DD).
4. Assistance to local governments to report results from monitoring implementation of DAK funds for education and health.

1. Local capacity in providing expenditure analysis in a regular and quality manner (public expenditure analysis, PEFA, SEPAKAT, e-planning, SIPD, KRISNA) to improve local governments' planning and budgeting.
2. Technical recommendations on service delivery through CSO financing (procurement/grant mechanism).

1. Monitoring results and policy recommendations on integrating MSS indicators into regional plans and budgets.
2. Assistance to local governments on integrating the output of MSS monitoring into the planning documents.

1. Analysis and recommendations to improve implementation of the special autonomy law.
2. Technical recommendations to strengthen regional policies related to the management of Special Autonomy Funds (*Otsus*).

Aceh



Central Java



East Java



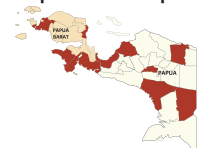
South Sulawesi



West Nusa Tenggara



Papua & West Papua



In contributing to KOMPAK Success in 2022, the **Fiscal Decentralisation and Public Financial Management** (PFM) thematic area will focus on supporting local governments to improve allocations and quality of spending of available resources for health and nutrition, education, and CRVS services delivery, with the aim of increasing access and quality of these services.

As a result of the transition period – aimed at focusing and consolidating – this section of the work plan represents a consolidated portfolio of support to intergovernmental fiscal transfer policies and sub-national public financial management. While KOMPAK previously focused significantly on national-level technical assistance, the future focus has shifted: (i) to more support of both national and local governments, in terms of field-testing, learning, and scaling of new or innovative ways of improving planning, local allocations, and spending; and (ii) through more direct PFM capacity building of sub-national government units and village governments.¹²

Building on learning from the previous period, this plan represents a more structured approach to documenting models being tested, and to gathering, analysing, and sharing evidence of good practice to encourage replication of those models that are showing results (for example, SEPAKAT, MSS-costing tools and integration in planning and budgeting, DINDA, and BANGGA Papua).

During the period of this work plan (2019–2022), KOMPAK will pursue four main development changes:

1. Improved use of intergovernmental transfers to improve access to and quality of basic services.

KOMPAK will continue its policy advice and advocate at the national level to encourage an enabling environment for financing and improvements to the performance of basic health, education, and CRVS services. A core element of this work will focus on sub-national analysis that will provide the national government with the necessary evidence as to what extent its current fiscal policies and tools enables improved local spending and performance. As the RPJMN is expected to be finalised in July 2019, a key priority will be to complete recommendations to Bappenas on how regionally-based fiscal decentralisation and regional autonomy policies can improve basic services.

KOMPAK will also continue to support DPJK on the annual review of the DID formula and results, and in providing policy advice for the updated 2019 Monitoring Guidelines for the 2018 DAK physical and non-physical performance evaluation. The KOMPAK-supported DAK policy study revealed potential for leveraging the DAK non-physical policy to enhance access to health, education, and CRVS services. This will be further explored in 2019.

In addition to continued policy advice and input to further enhance the Village Performance Rating mechanism and financial incentives originally piloted in Bima, KOMPAK will support 3–5 additional local governments in the design and field-testing of this mechanism. The aim with the performance rating is to encourage improved village-level contributions to basic health, education, and CRVS service delivery, in addition to strengthening the role of the sub-district in service delivery oversight and coordination. The Village Performance Rating design and mechanism, which is initiated by MoF, is also closely linked with KOMPAK's support to MoHA which aims to harmonise regional development policies and targets with a set of Sub-District Performance Indicators and performance-based allocations. This initiative is an extension of the delegation of authority to the sub-district office, which also encourages the district to proactively allocate funds for sub-district initiatives and cross-sectoral and village coordination in health, education, and CRVS services.

¹² With reference to the previous work period, this work plan consolidates TWP Theme 1 (Fiscal Transfer Arrangements), Theme 2 (Regional Public Financial Management Strengthening), Theme 3 (Sectoral Management Capacity Enhancement for Local Governments and Service Delivery Units), and Theme 4 (Implementation of Minimum Service Standards in Education and Health).

With the new DAK regulations from 2016, local governments were expected to prepare DAK proposals and submit them through an online system (KRISNA) in 2017. KOMPAK provided technical input to the new policy on the DAK proposal process and mechanisms. As a follow-up to this process, KOMPAK has trained local governments in DAK proposal preparation in all of our target locations. This work will be continued, as the DAK is an important source of financing for sectoral infrastructure, and improved local capacities may lead to improved access to DAK financing for education, health, and CRVS services.

For 2019, KOMPAK will focus on:

National activities:

- Analysis and technical recommendations on performance-based incentives (DID, Dana Insentif Desa/DINDA, and BPJS).
- Analysis and technical recommendations on monitoring guideline for physical DAK (KRISNA) and non-physical DAK (DAK reporting application).
- Analysis and technical recommendation on decentralisation and regionally-based autonomy to improve basic services, as inputs towards RPJMN 2020–2024 background study.

Sub-national activities:

- Recommendations and improved local government capacity to prepare high-quality DAK proposals (physical and non-physical) aimed at increasing access and quality of education, health, and CRVS services.
- Enhanced capacity of local governments in preparing high quality DAK proposals (DAK *Fisik* and *Non-Fisik*).

2. Increased capacities to manage local budgets to improve access and quality of basic services.

A major challenge in Indonesia is the ability of local governments to better target service delivery, based on actual spending and development outcomes, in terms of sector-specific interventions, locations, and target groups such as the poor and vulnerable, women, and children. To promote national policies related to improved use of data for evidence-based planning and budgeting, KOMPAK will continue its support to the implementation of SEPAKAT at Bappenas, and to Bappeda at the district level. More specifically, the focus for 2019 will be to support the integration of SEPAKAT as an input to strengthening the e-planning modules of the Regional Development Information System (SIPD), the knowledge management of SEPAKAT use by local government, and to expand the current pool of trainers who are able to deliver SEPAKAT capacity building to local governments, with the aim of improving poverty analysis and annual planning and budgeting documents.

To further strengthen the level of analysis and data available to make district-level decisions on the efficiency of funding allocations and spending, KOMPAK will continue supporting district-level budget constraint analysis in an additional four districts, and deepening the analysis on specific sectors. The analysis will be used for KOMPAK's engagement with local governments on how they can improve district planning and budgeting for health, education, and CRVS. The long-term aim with this initiative is to design a simple model to be used by the district government to run annual constraint analysis by themselves, as a basis for budget and spending reviews.

In 2018, the Gol enacted a presidential regulation on procurement (Perpres No. 16/2018) that explicitly identifies Civil Society Organisations as category within one of its procurement mechanisms. This type of outsourcing of government programs to CSOs has the potential for CSOs to play a larger role in delivering government programs, and expand government outreach capacity. KOMPAK will work in collaboration with the World Bank to pilot the new procurement mechanism. KOMPAK will provide technical assistance to both local government and the CSOs during this process, and document challenges and results to generate learning and recommendations on how to operationalise this new mechanism. This work is important, as it could pave the way for direct contracting by government and less donor dependency for CSOs.

For 2019, KOMPAK will focus on:

Sub-national activities:

- Technical recommendations for improving planning and budget allocations for education, health, and CRVS, based on results of tested analysis (public expenditure analysis, PEFA, SEPAKAT, e-planning, SIPD, and KRISNA).
- Analysis and technical recommendations on village financial management within the framework of policy monitoring.
- Methodology framework and instrument for providing basic services through the CSO mechanism (procurement/grant mechanism).

3. Improved local government capacities for MSS-based planning and budgeting for basic services.

KOMPAK has been working on minimum service standards since 2016, and will during 2019 continue to strengthen national policies and guidelines for MSS-based planning, budgeting, and monitoring. Drawing on learning and practice from sub-national work, KOMPAK will provide technical inputs to the development of guidelines on integration and mainstreaming of MSS into regional planning and budgeting documents, as well as inputs to MoHA's technical guidelines for monitoring and evaluating the implementation of Ministerial Regulation No. 100/2018 regarding the integration of MSS into planning and budgeting documents.

Another key element of KOMPAK's support is to finalise the MSS costing tool and methodology. This tool aims to support the districts in more accurately identifying the budget requirements needed to support MSS achievement at both national and local level. The results will then be used as a reference for local planning and budgeting advocacy.

For 2019, KOMPAK will focus on:

National activities:

- Technical recommendations on the design of various technical guidelines for meeting the MSS indicators in the education and health sectors.

Sub-national activities:

- Technical recommendations and increased local government capacity in integrating MSS indicators in regional planning and budgeting documents (including MSS costing), through training and mentoring.
- Enhanced capacity of local governments in integrating MSS indicators into regional plans and budgets (including MSS costing) through training and mentoring.

4. Increased use of special autonomy funds to improve access to and quality basic services.

KOMPAK will continue its focus at the national level on providing analysis and evidence on the effectiveness of the implementation of *otsus* policies, in addition to recommendations for improvement. *Otsus* funding in Papua and West Papua Provinces is scheduled to end in 2021, while in Aceh funding is scheduled to decrease in 2022, and end in 2026. As the *otsus* funding represents a major revenue source for both the provincial (50%) and district budgets in these locations, a decrease or an eventually discontinued source of income will have significant impact on service delivery. Thus, optimising the *otsus* allocation and spending for the remaining years will be crucial, and KOMPAK will support such activities in all three provinces. In addition, support will be provided to Papua and West Papua in analysing and preparing policy recommendations for a possible extension of *otsus* funding beyond 2021.

In relation to BANGGA Papua, KOMPAK will support government efforts to scale the pilot to additional districts, starting in 2019, with continued focus on effective implementation of the communications strategy. Learning from the transition period, there are further channels within the government, such as the provincial Public Affairs unit, to pursue in broadening the reach and resourcing of the agreed communications strategy.

For 2019, KOMPAK will focus on:

National activities:

- Analysis and recommendations on national policies related to financing and improving management of the special autonomy funds.

Sub-national activities:

- Recommendations and policy designs on the implementation of special autonomy funds that have impact on improving basic services.
- Technical assistance on the use of special autonomy funds for social protection of indigenous Papuans (BANGGA Papua).

HEALTH AND NUTRITION

KOMPAK SUCCESS
in **2022**



Local governments and service units have developed and tested local innovations to improve the accessibility and quality of health and nutrition services

Contribute to:
I01, I02, I03, I04

KEY ISSUE

Pregnant women and children, especially the poor and vulnerable, experience obstacles in accessing quality health services



Health services management



Quality and reach of services



Cross-sectoral coordination



Infrastructure



Community participation

EXPECTED CHANGES 2022

Improved basic health services in remote areas

Improved basic health services for maternal, neonatal, and child health, and stunting reduction

Improved village-level basic health services in Papua and Papua Barat

KEY OUTPUTS 2019

1. Analysis and technical recommendations on the implementation of Ministerial Health Regulation No. 90/2015 on Delivery of Health Services in Remote Areas.

1. District and village regulations available to improve basic health services for MNCH and nutrition.
2. Mechanisms (strategic plan, technical guidelines, action plan, SOP) to support improved MNCH and nutrition services at the village and sub-district levels.
3. Recommendations on performance-based incentives to strengthen MNCH referral systems.
4. Piloting technology innovations for health services (e.g. drone, mobile app).

1. District policy to improve services for HIV and AIDS, and malaria, through community empowerment.

INDICATIVE KEY OUTPUTS 2020-2022

1. Lessons from trialling multi-sector approaches to improve village-based services.
2. Technical recommendations on technology-based innovations to support mobile and outreach health services.

1. Analysis and technical recommendations on implementing the National Strategy Guidelines on Stunting Prevention through integrated multi-sector planning and budgeting.
2. Performance-based incentive mechanism piloted for accreditation of community health centres (linked to BPJS).

1. Model piloted on strengthening capacity of community health centres to conduct outreach and mobile services, including community-based services for prevention of HIV and AIDS, and malaria.

Aceh



East Java



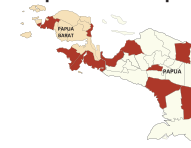
South Sulawesi



West Nusa Tenggara



Papua & West Papua



In contributing to KOMPAK Success in 2022, the basic **Health** governance work will focus on supporting local government and service units to develop and test innovations to improve the accessibility and quality of MNCH and nutrition services.

This work is guided by the KOMPAK Basic Health Governance Strategy and the provincial consultation results on sector priorities. Therefore, interventions are concentrated on improvements in access to and quality of maternal, neonatal and child health, and stunting reduction. Specifically, the approach taken aims to decrease the current variability of coverage in basic health services and stunting prevention initiatives, and also to enhance the comprehensiveness and quality of services in very remote and island-based regions, while targeting poor and vulnerable (pregnant) women¹³ and children¹⁴ in particular.

¹³ Pregnant and postpartum women.

¹⁴ Children under 5 years old.

Following the transition period that facilitated review, re-focusing, and provincial consultation on key problems, challenges, and identification of provincial priorities, this work plan represents a more consolidated portfolio of KOMPAK's support to strengthening specific areas of health sector governance. While some work within the health sector has previously taken place, such as support to Puskesmas accreditation and service unit PFM, new elements have been added that consider the more deliberate focus on basic health services.

During the period of this work plan (2019–2022), KOMPAK will pursue three main development changes:

1. Improved basic health services in remote areas.

Considering the locations where KOMPAK works, the contextual challenges to local service delivery are many. For example, a particular concern in South Sulawesi in terms of local service delivery is the challenges of providing accessible quality services to the population in the coastal areas and to the many small islands. In the KOMPAK-supported district of Pangkajene dan Kepulauan (Pangkep) the geographical challenges are extreme, as the district is responsible for service delivery to the population on the 117 small islands off the coast, the furthest of which is a two-day boat ride from the district capital. The same can be said about the Papuan region, where geography often contributes to poor access and quality of services, poverty, and even levels of stunting and malnutrition.

To enable adequate services in these challenging contexts, service providers need to explore alternative methods to ensure greater coverage and variability in service quality. Therefore, KOMPAK focus will be on supporting analysis, technical recommendations, and innovative approaches to deliver services. This work will consider alternative ways of providing outreach services, improved village-based services, and by using new technology, such as drones for delivery of medical supplies, for example.

For 2019, KOMPAK will focus on:

National activities:

- The regulatory framework is already in place to guide delivery of health services in remote areas. However, access to quality health care in remote and island-based areas is far from optimal. Therefore, KOMPAK will support Bappenas and the Ministry of Health (MoH) to prepare a rapid appraisal of the implementation of Permenkes No. 90/2015 regarding Implementation of Health Care in Health Care Facilities in the 3T areas. The overall aim with this support is to provide evidence-based information and technical recommendations as policy input to government on improvements to:
 - MNCH outreach services (especially to very remote and island-based areas).
 - Cross-sectoral approach to village based service delivery.
 - How multi-sectoral planning and budgeting can contribute to delivering better and more targeted MNCH outreach services and stunting prevention (e.g. 1000 First Days of Life).

While this activity is driven by the national KOMPAK team, the lessons and learning from the sub-national activities planned below will provide the necessary input to the national work, and it will enable KOMPAK to make field-based recommendations, based on actual experience.

2. Improved basic health services for maternal and child health, and stunting reduction (Aceh, East Java, South Sulawesi, NTB, and Papua)

Access to equitable maternal, newborn, and infant health services, and overall compliance with minimum service standards is low across the districts. Improvements to antenatal care (ANC), birthing assistance, referral systems, and postnatal care (PNC) have therefore become a key priority in many locations. Several provinces reports constraints related to lack the necessary competence and motivation to deliver comprehensive ANC and PNC services by staff, and service delivery challenges such as: (i) health centre governance, (ii) lack of sufficient financing and quality spending; (iii) providing outreach services; (iv) achieving sufficient quantity of services; and also (v) quality of planning and budgeting for MNCH services. KOMPAK aim to pilot test technology based innovations for health services, in addition to more traditional solutions to improvements of services.

Unfortunately, an extended problem of these service delivery limitations is that infants and toddlers from poor and vulnerable families are experiencing a higher level of stunting and malnutrition. Contributing factors are shortfalls of staff competencies and knowledge about stunting prevention; the lack of public information and awareness raising of the importance of the First 1000 Days of Life (HPK) by the service units and community-based services; in addition to lack of cross-sectoral coordination and service delivery. Several of KOMPAK's focus districts fall within the 160 priority districts targeted by the new National Strategy to Accelerate Stunting Prevention (Stranas Stunting). This strategy focuses on convergence of supply-side and demand-side interventions for mothers and children in the first 1,000 days of life; in the areas of health; early childhood education and development; water, sanitation and hygiene (WASH); and food security; as well as social protection.

Puskesmas and community-based health services are the key frontline service delivery units and service providers for MNCH-related and nutrition improvement services in Indonesia. Improvements in quality and access to Puskesmas and other community-based services may have significant contributions to MNCH service delivery and reductions in child stunting.

For 2019, KOMPAK will focus on:

Sub-national activities:

- At the sub-national level, support will centre on providing recommendations and draft regulations related to how districts and villages can increase the effectiveness of maternal and child health, nutrition, and prevention of stunting interventions, in line with MSS (in Aceh, East Java). In certain locations, and as the result of very specific contextual challenges, KOMPAK will also focus on specific solutions for MNCH service delivery and stunting prevention related to: remote and island-based areas (Sulsel); emergency response (NTB); and HIV/AIDS and Malaria (Papua). This work will be implemented in close collaboration with MSS activities, social accountability activities, and efforts to improve the role of the sub-district in better cross-sectoral coordination.
- KOMPAK will support improved mechanisms and tools (strategic plan, technical guideline, action plan, and SOP) to support MNCH and improved nutrition at the village and sub-district levels. For 2019, this will entail reviews of the implementation of technical MNCH-related guidelines and SOPs, to identify challenges and provide recommendations for improvements. The aim is to improve the quality of MNCH program implementation, and of guidelines and SOPs. In addition, KOMPAK will also advocate for the use of MSS indicators as a basis for multiple stakeholders to develop strategic planning at the district, sub-district, and village, through the RPJMD meeting, RAD (*Rencana Aksi Daerah*/District Action Plans), DHO Planning, Puskesmas Planning, and RPJMDes/Village Planning. During the district, sub-district, and village planning, the institutions will agree to their roles and responsibilities to achieve the MSS indicators, and also agree on the budget allocations needed to achieve the indicators.

- Access to quality health services in remote and very isolated areas in some parts of Aceh, East Java, South Sulawesi, NTB, Papua, and West Papua remains a challenge. Many health workers who are designated to work in the health facilities (Puskemas, Pustu, or Polindes) in these remote areas often refuse to remain for longer periods due to the difficult conditions, and a consequence is that service facilities have limited opening hours, or are only open on selected days. This has serious consequences for patients in emergency situations, such as a delivery with complications. To contribute to improving access to quality MNCH services, KOMPAK will pilot a model MNCH referral system from village to health facilities. This work will initially focus on identifying challenges and mapping possible solutions to enable KOMPAK to provide recommendations for the model for a MNCH referral system in remote locations.
- KOMPAK has already pilot tested new technology to improve efficiency in basic health care delivery, such as the use of mobile applications to better provide outreach services. Moving forward, KOMPAK will continue investing in new technology and innovations, and aim to further review and possibly pilot test the use of drones to deliver medical supplies and possibly blood to remote frontline service delivery units.

3. Improved village level basic health services in Papua and Papua Barat

A holistic approach to frontline service delivery based on '*Kewilayahan*' can enable local governments to take multi-sector actions to reduce barriers to accessing basic services. In Papua and Papua Barat, a holistic model for development of sub-districts, '*Kecamatan Penggerak*', has demonstrated an effective mechanism for sub-district offices to facilitate a collaborative and integrated planning and budgeting process for improving health services with Puskesmas and villages. One focus area that has demonstrated this approach is the pilot of a mechanism for health-literacy on HIV/AIDS and malaria. KOMPAK has supported the local government in training 369 village cadres in Papua and West Papua in the prevention and control of HIV/AIDS, with operational support from villages. The original model has since been expanded to include a specific issue on the elimination of malaria in particular locations with high malaria cases.

For 2019, KOMPAK will focus on:

Sub-national activities:

- KOMPAK will also support development of district policies to improve services for preventing and treating HIV and AIDS and malaria, through community empowerment. The aim is to strengthen the capacity of community health centres to implement community-based initiatives for the prevention of HIV/AIDS and malaria, in collaboration with the village governments. The aim is to strengthen and develop a holistic approach for Puskesmas outreach services and management capacities, with supervision from province and district health offices, and in collaboration with district-level community empowerment and village government agencies. Strengthening the regulatory framework for this initiative will focus on establishing a clear mechanism and process for determining village priorities and investments, and further strengthening capacities for Puskesmas management. KOMPAK will support Bappeda to lead the coordination between multiple agencies, namely the community empowerment and village government agency (DPMK), and the health agency, to develop integrated plans for specific health services programs that respond to communities, based on *kewilayahan* on prevention of HIV/AIDS and malaria.

EDUCATION

KOMPAK SUCCESS
in **2022**



Local governments and service units have developed and tested local innovations to improve the accessibility and quality of education services

Contribute to:
IO1, IO2, IO3, IO4

KEY ISSUE

Poor and vulnerable children experience constraints in accessing quality basic education and early childhood education and development services



Coordination
across sectors



Human resources,
budget, infrastructure



Community
participation



Quality of services
and data availability

EXPECTED CHANGES 2022

Improved access to basic education services in remote and disadvantaged regions

Improved access to early childhood education and development (ECED) services

KEY OUTPUTS 2019

1. Technical recommendations and analysis on the implementation of policy and regulations to reduce the numbers of out-of-school children.
2. Mechanisms available for planning, budgeting, monitoring, and evaluation to reduce the numbers of out-of-school children.

1. Analysis and recommendations to improve standardised indicators to support implementation of the national action plan on ECED.
2. Technical guidelines on cross-sectoral collaboration, and monitoring and evaluation of ECED services delivery in central and local governments, to support implementation of national action plan on ECED.
3. Recommendations for developing district and village policies and regulations to support ECED services delivery (planning, institutional mechanisms, and budgeting).
4. Technical guidelines on the mechanism and tools for monitoring and evaluation of ECED services delivery.

INDICATIVE KEY OUTPUTS 2020-2022

1. Technical guidelines to replicate evidence-based local innovations to reduce the numbers of out-of-school children.
2. Recommendations for national policy on the provision of education services to island-based out-of-school children, especially in disadvantaged regions (3T).
3. Documentation and dissemination of good practices on reducing the numbers of out-of-school children.
4. Institutional capacities improved to achieve MSS for education, and implement school-based management.

1. Technical inputs to harmonise cross-sectoral policies to improve access to village-based ECED services, based on the results of cross-sectoral monitoring and evaluation.
2. Inputs to district and village-level policies and regulations to prioritise allocations for ECED services delivery.

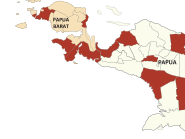
Central Java



West Nusa Tenggara



Papua & West Papua



In contributing to KOMPAK Success in 2022, the basic **Education** governance work will focus on supporting local government and service units to develop and test local innovations to improve the accessibility and quality of education services.

This work is guided by the KOMPAK Basic Education Governance Strategy and the provincial consultation results on sector priorities. Interventions are concentrated around improving equity in access to quality basic education services, with a particular focus on system strengthening that is aimed at improving minimum standards of services and ECED, and reducing the number of children out-of-school.

During the period of this work plan (2019–2022), KOMPAK will pursue two main development changes:

1. Improved access to basic education services in remote and disadvantaged regions.

There are two focus areas of this work: (i) support to local and village governments to better identify and support the return of out-of-school children (OOSC); and (ii) support to improved school-based management and fulfilment of MSS.

According to UNICEF, approximately 4.5 million children in Indonesia who should be in school are not.¹⁵ A majority of the OOSC in Indonesia are ‘drop-out’ students, especially students in transition between levels, and poverty remains the main demand-side barrier for access to schooling. For primary and junior secondary schooling, differences in social economic status and the gender of students do not play a major role, although access for the poorest 20 % remains lower (Susenas 2017). OOSC is particularly a problem in Pekalongan (Central Java). The average years of schooling was 6.73 in 2017, which is more than five years less than the government’s commitment to 12 years of mandatory schooling. The Pekalongan Government estimates that 10,403¹⁶ children who should be attending school are not. KOMPAK’s work in this area is a continuation of previous activities and successful practices in supporting the Back-to-School Movement (*Gerakan Kembali Sekolah*), which returned 4,056 children to school between 2017 and 2018. In addition, the same support activities resulted in an encouraging local innovation in Pangkep, which encouraged children back to school, by offering special independent ‘Boat Class’ teaching services for students when fishing with their parents. The Boat Class was acknowledged by the Ministry of Bureaucratic Reform and State Apparatus’s SINOVIK awards program as one of the top 20 public service innovations in Indonesia. The district government has confirmed plans to roll out the approach to an additional four districts.

One effort to achieve Education National Standards is through minimum service standards that determine the minimum service level that must be met by local government and education units. According to the Rapid Study on MSS Implementation (2014), and the Strategic Coordination of MSS Implementation (2015), conducted by the Regional Autonomy Directorate of Bappenas, the key challenges with the current framework are the very high MSS targets, which are difficult for sub-national agencies to achieve, and also the lack of resources that exist for them to meet the specified targets. For example, in the provinces of Papua and West Papua, only 46% of the 217 primary schools carried out the mandatory MSS assessments, and only 30% met the MSS criteria. Key constraints in the implementation of MSS are the lack of mentoring by supervisors, lack of collaboration between principals and teachers, and the low involvement of school committees. Therefore, KOMPAK will advocate for MSS-oriented basic service improvement.

Based on recent implementation experience, KOMPAK learned that the national standards of MSS did not seem to be fully applicable for the Papuan region, considering the local context. While there are opportunities to contextualise such standards, Papuan and West Papuan district governments have not been able to do so. Further, the region is also facing challenges with compliance with appropriate budget allocations to meet the MSS requirements. Therefore, KOMPAK will advocate and provide technical assistance for MSS contextualisation and MSS-oriented basic service improvement, through integration and mainstreaming of MSS requirements into planning and budgeting processes, in addition to introducing a MSS monitoring tool.

¹⁵ While the national OOSC figures for primary school education (0.7%) are very low, the numbers increase for junior school education (8.6 %) and senior secondary school education (28.2%).

¹⁶ MPM data from the social affairs office in Pekalongan District.

While technically the districts are responsible for local service delivery funded by district budgets, a large percentage of service delivery spending derives from the *otsus* funding, which is under the responsibility of the provincial government. Therefore, KOMPAK will target support to both the provincial and district *Tim Anggaran Pemerintah Daerah* (TAPD, Provincial/District Budgeting Team). To ensure greater coordination in delivering on the MSS, KOMPAK will also work to strengthen vertical coordination and collaboration between levels of government to ensure greater harmonisation of plans and budgets to deliver basic education services. In doing so, KOMPAK will strengthen integrated governance, with joint accountability and funding agreements between district, schools, and village.

In a further effort to improve school governance in the Papuan region, through capacity development of staff and institutions at the frontline service delivery level, KOMPAK aims to strengthen school-based management to enable better management of school resources in support of MSS fulfilment and community oversight. KOMPAK will continue adopting an active modelling concept that encourages '*Sekolah Penggerak*' (schools with more advanced capacity) to provide peer supports to other units with relatively lower capacity. This '*Sekolah Penggerak*' could be an alternative support system for local capacity building that the government could adopt in the future. This model also revitalises the concept of active school committees, which can function as an effective accountability mechanism.

For 2019, KOMPAK will focus on:

Out-of-school children (Pekalongan, Brebes, and Pangkep)

National activities:

- Review the effectiveness and results of current policies and regulations on OOSC, in terms of local implementation and achievements in returning OOSC to school, or to an alternative educational service opportunity. The aim with this activity is to enable KOMPAK to provide technical recommendations based on learning, to guide policy discussions and innovations. In particular, KOMPAK seeks to provide recommendations for special arrangements and relevant models for OOSC in island areas and 3T locations.

Sub-national activities:

- To enable governments to act and implement measures to target OOSC, they need to know how many, where they are, and who they are. Therefore, KOMPAK seeks to provide technical support in developing or making use of already existing information systems to better identify and target these children. This work is closely linked with CRVS interventions and village information system support provided by KOMPAK.
- Identification of the OOSC is of course one of the key elements in tackling this problem. However, making budgets available to enable local and village governments to respond to this challenge is equally important. Therefore, improving coordination between levels of government, in terms of planning, budgeting, monitoring, and evaluation of OOSC, is especially important. In particular, KOMPAK will seek to improve use of the Education Operational Assistance (BOP *Kesetaraan*) for Out-Of-School Children mechanism.
- Guidelines and training will also be prepared to enable replication of the 'Boat Class' innovation from Pangkep district to equip new instructors to train teachers in four additional sub-districts in Pangkep, South Sulawesi.

2. Improved access to Early Childhood Education and Development Services (Central Java and NTB)

Inequities persist in terms of ECED participation rates across gender, regions, and also different socio-economic backgrounds. The 'one village, one early child education (ECED) centre or PAUD' is actively implemented across Central Java and NTB. However, several districts are struggling with implementing the more expanded and comprehensive Holistic and Integrated ECED (HI-ECED) convergence programming, as expressed by the district governments of Pemalang and Brebes (Central Java), and Sumbawa (NTB).

The prioritisation of HI-ECED in KOMPAK-targeted locations is not only linked with ECED centers delivering education services, but is closely connected with the continuing challenge of high levels of stunting in these locations. Considering HI-ECED is focusing on convergence programming, HI-ECED is also seen as a possible contribution to stunting reduction.

For 2019, KOMPAK will focus on:

National activities:

- Review and provide recommendations to strengthen the standardised indicators for implementing the national action plan of HI-ECED. The aim with this work is to determine indicators that can represent the achievements of the ECED program. These standard indicators will be a reference in the national action plan of HI-ECED, which will also be adopted in national action districts, especially in KOMPAK intervention areas.
- The development of technical guidelines on cross-sectoral collaboration for HI-ECED program delivery in central and local government will support the implementation of the national action plan of HI-ECED.

Sub-national activities:

- While the regulatory framework for HI-ECED may be in place, coverage, spending, and quality of ECED remains low in most locations. In fact, central government ECED funding has actually declined. Therefore, ensuring local funds are made available for delivering the HI-ECED program, as well as infrastructure/assets and training of staff, remains important to ensure HI-ECED policies are actually implemented. KOMPAK will support and provide recommendations for district and village policies and regulations that support the HI-ECED program delivery (mechanism and budgeting).
- KOMPAK will support the development of technical guidelines on the mechanisms and tools for monitoring and evaluation of ECED services delivery.

CIVIL REGISTRATION AND VITAL STATISTICS

KOMPAK SUCCESS
in **2022**



Local governments and service units have improved the accessibility and quality of CRVS services

Contribute to:
I01, I02, I03, I04

KEY ISSUE

Low coverage of legal identity document ownership, especially among the poorer, marginalized, and younger children



Access and geographical constraints



Quality of services and data



Cross-sectoral coordination



Human resources, budget, infrastructure



Community participation

EXPECTED CHANGES 2022

More coordinated national policies and strategies, technical guidelines, programs, and activities to strengthen CRVS

Improved accessibility and quality of CRVS-related services in districts, sub-districts, and villages

KEY OUTPUTS 2019

1. Guidelines for CRVS strengthening policies, as informed by models and learning at the local level (village-based civil registration system, use of data from village and sub-district information systems, and increased budget allocations).
2. Guidelines and policies for accelerating coverage of legal identity among populations with special needs, as informed by models and learning in Papua and Papua Barat.
3. Analysis and concept development on the 'Ease of Being Indonesian' (EOBI).
4. Midline study to assess the impact of legal identity on health and education services.

1. Institutionalised sub-national (district/sub-district/village) policies to increase the coverage of legal identity documents and improve the quality of CRVS services.
2. Final design of mechanisms, technical guidelines, systems, and procedures for cross-sectoral coordination (health, education, social, sub-districts, and villages) to increase coverage of legal identity documents and improve the quality of CRVS services.
3. Strengthened capacity of district Civil Registry and Population Administration offices, as well as sub-districts and villages, to plan, budget, and implement CRVS services.
4. Piloting blockchain for cash transfers – legal identity (Papua).

INDICATIVE KEY OUTPUTS 2020-2022

1. Guidelines for cross-sectoral collaboration for CRVS (health, education, and social), with focus on birth and death registration.
2. Guidelines for use of population administration data and data sharing to strengthen vital statistics, as a basis for development planning.
3. Guidelines and policies on implementing CRVS services as part of emergency preparedness and response.

1. Proven and implemented mechanisms, technical guidelines, systems, and procedures for cross-sectoral coordination (health, education, social) at sub-national level, to increase the coverage of legal identity documents and improve the quality of CRVS services.
2. Documentation to inform replication on impact and learning from village-based civil registration system, data use through interoperability of village and sub-district information systems, and increased budget allocations.
3. Evidence and lessons learned in increasing community participation (including women, people with disabilities, and other marginalised groups) in planning, accessing, and monitoring CRVS services.

Aceh



Central Java



East Java



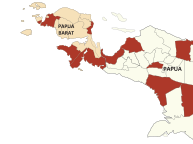
South Sulawesi



West Nusa Tenggara



Papua & West Papua



In contributing to KOMPAK Success in 2022, the **Civil Registration and Vital Statistics (CRVS)** work will focus on improving district government and service unit capacity to deliver accessible quality CRVS services (KOMPAK Success in 2022 # 4).

This work aims to: (i) strengthen the CR service units, while promoting the use of health, education, and social services; and (ii) support institutionalisation of a CRVS system that starts from the village level and up. To contribute to this success, KOMPAK partners with PUSKAPA to expand KOMPAK’s policy influence at the national and sub-national levels; measuring and documenting changes at those levels; and bringing the proven pilots to scale.

The desired end goals are: (1) CR service units provide universal and accessible services at village and district levels; (2) CRVS policies and budgets are more coherent at all administrative levels; and (3) Community members, especially the most vulnerable, are active in seeking and monitoring Dukcapil services.

Between 2019 and 2022, KOMPAK through its partnership with PUSKAPA will pursue the following development changes:

1. **More coordinated national policies and strategies, technical guidelines, programs, and activities to strengthen CRVS in KOMPAK-targeted locations.**

The evidence confirmed that the current CRVS gaps are caused by structural barriers, requiring systemic reforms, rather than technical or technological quick fixes. Dukcapil services are available, but face significant challenges in poorly-resourced places. Therefore, KOMPAK will support the development and implementation of national directions that support service units, especially in remote areas, to achieve stronger and more coordinated human, financial, and infrastructure resources at the village, sub-district, and district levels. This includes providing policy references to facilitate the collaboration of systems between basic services where vital events happen (e.g. health, education, and social protection) and Dukcapil. The soon-to-be-adopted national strategy on CRVS will strengthen and leverage the existing connections between Dukcapil and other sectors towards interoperabilities.

Over the next three years, KOMPAK aims to institutionalise and/or bring to scale key policy changes of: (i) Acceleration of legal identity fulfilment for the populations with special needs, especially in low-performing areas in Papua and Papua Barat; (ii) Village-based CRVS system that links to district-level units; (iii) Cross-sectoral CRVS collaboration in health, education, and social protection; (iv) Stronger financial management and transfers for CRVS, especially through Village Funds; and (v) SID/SAIK/SAID and SIAK interconnectivity. Given the recent disasters, which also affected KOMPAK-supported areas, this work will draw from the learning to promote incorporation of a CRVS component in the emergency preparedness and response mechanisms.

This national-level work will contribute to Gol efforts to achieve the targets in the: National Medium-Term Development Plan 2020–2024; National Strategy on CRVS; Asia-Pacific Civil Registration and Vital Statistics Decade 2024; and Sustainable Development Goals (SDGs) 2030.

In 2019, the work at the **national level** will provide support to:

- Development and implementation of CRVS-strengthening policies, informed by good practices on the ground.

This year, the work will focus on the village-based civil registration system, data usage from SID/SAIK/SAID, and budget improvement for CRVS. In the following years, the aforementioned foundational policies will further the work around the development and implementation of policies on cross-sectoral collaboration, use of population administration data to inform vital statistics and development planning, and CRVS in emergency preparedness and response.

- Development and implementation of policies to accelerate coverage of legal identity documents for people with special needs, including marginalised groups.

Given the significant gaps of legal identity coverage in Papua and Papua Barat, this work will focus on those areas, and having the good practices and learning inform the development of replication models on CRVS that are inclusive for people with special needs and including marginalised groups. This will build on PUSKAPA's support in the previous phase to integrate CRVS components in LANDASAN, and in the BANGGA Papua program. In the following years, this work will further policy changes that explore opportunities to connect SAIK and SIAK, and discuss the benefits of integrating CRVS components in social assistance design and delivery. This national-level work will ensure that GESI considerations are prominent, through targeting remote areas, hidden populations, and socially-excluded individuals, as well as children and parent(s) with disabilities.

- Development of concepts and analysis for the 'Ease of Being Indonesian' (EOBI) measurement.

Research and analysis remain one of the key foundations for CRVS work. This year, KOMPAK will focus on the conceptualisation of the Ease of Being Indonesian measurement, as part of an effort to table the citizenry aspects in the national indexes. In the following years, this work will continue to support specific studies, including for CRVS budgeting structures and mechanisms, secondary analyses of existing datasets, technical notes development, and mid-line and end-line studies.

- Midline study to assess the impact of legal identity on health and education services.

This midline will build on the CRVS baseline of 2016 and aim to identify in target locations, and expand to other locations, the impacts of legal identity on access to basic services.

2. Improved accessibility and quality of CRVS-related services in KOMPAK-targeted districts, sub-districts, and villages.

The evidence suggests that, by 2017, 11 of 26 KOMPAK targeted districts have surpassed the 2019 national target of 85% birth certificate coverage among all children. However, birth certificate coverage from all KOMPAK districts only reached 75.6%, which was well below the national target. This signals a problem of disparities between the districts, with one district only reaching as low as 22.6% birth certificate coverage. Moreover, access to birth registration becomes more challenging for children from the poorest households and in remote places, with over 60% of children without a birth certificate coming from the bottom two income quintiles and rural areas. This signals a problem of social exclusion. Lastly, the birth certificate coverage was lower among the younger children, with only 62% of under-fives in all KOMPAK-targeted districts having a birth certificate, and one district only having 20% coverage. This signals ineffective birth registration, even among the 11 high performing districts.

This work at the sub-national level will support the improvement of CRVS accessibility and quality, through services provided by district government and service units. KOMPAK will direct its resources to tackle the underlying problems of disparities and exclusion. This approach ensures that we are responding to the CRVS problems we identified at the local level, and at the same time investing in durable solutions at the national level. Through efforts to register the births of the younger and poorer population, this work will also be able to respond to the legal identity problems on NIK, KTP, KK, marriage certificates, and death certificates.

In 2019, the work at the **sub-national level** will provide support to:

- Institutionalising sub-national (district/sub-district/village) policies to increase the coverage of legal identity documents, and improve the quality of civil registration services.

In the previous phase, this work has been successful in exercising a ‘proof of concept’ on collective, integrated, and mobile services for civil registration, in accelerating legal identity document ownership, and the outreach of *Dukcapil* services to remote and marginalised populations. With the exception of Jawa Timur, Papua, and Papua Barat, such initiatives have transformed institutionalised legal identity acceleration policies. Consistently throughout the years, this work will assess the efficacy, and document the ‘how-to’, and also assist local governments to improve the delivery of those acceleration models. The results will inform further promotion within the policymaking processes at the national and sub-national levels. In the areas where the models have not been tested, this work will undertake pilots and advocate for institutionalisation to bolster sustainability.

- Finalising of mechanisms, technical guidelines, systems, and procedures for cross-sectoral coordination (health, education, and social).

Included in this work is strengthening the foundational elements of a village-based CRVS that works across and with different sectors, and also the availability of trained village registrars. Their main responsibilities include disseminating information on the importance of legal identity and how to apply, identifying legal identity needs within the community, to assist individuals with their applications and supporting documents, to bring and submit the applications to the district level (or sub-district when available) *Dukcapil* office, to collect the documents once they are ready, and to distribute the documents to the applicants. At the same time, *Dukcapil* at the district level remains the main point of service for CRVS, and is responsible for cross-sectoral collaborations. Therefore, consistently throughout the years, this work will facilitate the development, training, and institutionalisation of SOPs to ensure streamlined, clear, and measured business processes for all kinds of vital event registrations and interlinkages.

- Strengthening the capacity of the district’s Civil Registry, as well as sub-district and village structures, to plan and budget for accessible civil registration services.

Local governments can plan and budget their CRVS program more effectively, if they can access and use the complete *Dukcapil* data. Therefore, this work will support the identification and application of ways to increase the quality and use of vital data, including in exploring the potential of new technology such as blockchain. Moreover, this will include the development and implementation of guidelines on data-driven planning and budgeting for CRVS, protocols on *Dukcapil* data-sharing vertically from village to district level, and horizontally from *Dukcapil* to other sectors, towards interoperability of vital data between *Dukcapil* and health, education, and social protection sectors in select areas. Consistently throughout the years, this work will develop, implement, and improve practices in increasing community participation (including from women, people with disabilities, and other marginalised groups) in planning, accessing, and monitoring civil registration services.

- Piloting blockchain for cash transfers – legal identity in Papua.

This links to implementation of BANGGA Papua and plans to scale this cash transfer program to new districts in 2019. Discussions began with government in 2018 on the opportunities for use of blockchain and the feasibility of piloting in the context of cash transfers Papua will be further explored.

STRENGTHENING GOVERNANCE OF THE SUB-DISTRICT AND VILLAGE

KOMPAK SUCCESS
in **2022**



Village governments have the skills and mechanisms (including data) to improve basic services at the village and inter-village levels



Local governments provide effective support to villages and service units (health clinics and schools) to improve basic services



Communities – especially women, and the poor and vulnerable – take action to push government and service units to improve the accessibility and/or quality of services



An increased number of women have assumed higher roles of formal responsibility in their village in KOMPAK-targeted provinces

Contribute to:
IO1, IO2, IO3, IO4

KEY ISSUE

Sub-district and village governments have limited capacity and support to effectively respond to community needs and deliver basic services



Regulatory framework



Sub-district and village government capacity



Oversight



Administration process



Data and information system

EXPECTED CHANGES 2022

An increased role and improved quality of support provided by sub-district and village governments in the provision of basic services

Improved quality of village financial management, especially in disadvantaged regions (3T)

KEY OUTPUTS 2019

1. Policy recommendations to Gol related to strengthening village authorities, National Roadmap for integrated village development planning, and a roadmap for village facilitation for improved access to basic services.
2. Recommendations on technical guideline development related to sub-district service innovation and village oversight (*binwas*).
3. Recommendations to Gol and drafted technical guidelines on the sub-district as the centre for village assistance and empowerment (under MoHA's PKAD strategy: village clinics/PTPD/PbMAD), based on pilot results and learning.
4. Recommendations to inform the Gol's development of technical guidelines on the role of sub-district government in improving basic services, based on local learning and testing.
5. Recommendations to inform the Gol's development of technical guidelines on the role of village government in improving basic services, based on local learning and testing.

6. Village government is using village information systems (SID) for planning of basic services.
7. Sub-district government is using Kecamatan Dashboard for planning and coordinating oversight (*binwas*) activities related to the provision of basic services.
8. Recommendations for LG drafting of policy on the delegation of authority from the Head of District to the sub-district in the provision of basic services.
9. Recommendations for LG drafting of technical guidelines on cross-sectoral coordination in the provision of basic services.
10. Recommendations for LG drafting of technical guidelines on village authorities in the provision of basic services.
11. Policy recommendations and technical assistance to LGs on implementing data-driven village planning for improved basic services, and to increase public awareness about health and education (MNCH, malaria, HIV and AIDS, and nutrition), and to promote healthy behaviour.

1. Policy analysis on village financial management in disadvantaged regions (3T).

INDICATIVE KEY OUTPUTS 2020-2022

1. Policy paper on proposed revisions to regulation, including inputs from field learning and good practices on relevant implemented policies.
2. Recommendations to LGs, based on KOMPAK learning for the replication of the PTPD model, to increase the role of sub-district and village governments in improving basic services.
3. Mentoring and technical support to LGs for implementing policies on the role of sub-district and village governments in supporting improvements to basic health services (in the Puskesmas), as well as strengthening public awareness of health issues (MNCH, malaria, HIV and AIDS, and nutrition) and promoting healthy behaviour and visits to *Puskesmas*.

1. Technical recommendations to Gol on village financial management policies in disadvantaged regions (3T).
2. Communication modules and materials for village financial management, especially in disadvantaged regions (3T).

Aceh



Central Java



East Java



South Sulawesi



West Nusa Tenggara



Papua & West Papua



In contributing to KOMPAK Success in 2022, the **Sub-District and Village Governance** work area will focus on:

- Strengthening skills and capacity of village governments and the availability of mechanisms (including data) to improve services at the village and inter-village level.
- Improving policies and mechanisms so that local governments can provide effective support to villages and service units (health clinics and schools) to improve services.
- Strengthening local mechanisms for communities, especially women and the poor and vulnerable, to take action to push government and service units to improve the accessibility and/or quality of services.
- Increasing the number of women who have assumed higher roles of formal responsibility in their village in KOMPAK-supported provinces.

As a result of the transition period – aimed at focusing and consolidating – this section of the work plan represents a consolidated portfolio of support to strengthen sub-district and village governance.¹⁷

Between 2019 and 2022, KOMPAK will pursue two main development changes:

1. **Increased role and improved quality of support provided by sub-district and village governments in the provision of basic services.**

In 2019, at the **national level**:

- Bappenas has requested support from KOMPAK to develop two roadmaps. The first is a roadmap for integrated village development for improved basic services. This roadmap will help to consolidate and provide guidance across the main implementing ministries. The second is a roadmap for village facilitation to support improvements in basic service delivery.
- KOMPAK will also work with MoHA to provide policy recommendations on village authorities, and to develop technical guidelines that will support the sub-district to conduct sectoral-based facilitation at the sub-district level. This will use the PTPD platform and include facilitation for problem identification, coordination across stakeholders and villages to address the problem, and an integrated district and village planning process (linking village processes to *musrenbang* and district sectoral-planning processes).
- Related to this, KOMPAK will provide recommendations to GOI and support the development of technical guidelines on strengthening the village to carry out self-led capacity development initiatives. These may include, for example, the village governments and/or village councils using village budget to engage local actors to support village capacity building. These guidelines will then be tested and refined through local Activities in the regions where KOMPAK is focused on addressing specific sectoral issues (CRVS, health and nutrition, and education).
- KOMPAK will develop recommendations to GOI and drafted technical guidelines on the sub-district as the centre for village assistance and empowerment (Under MOHA's PKAD Strategy and village clinics/PTPD/PbMAD) based on pilot results and learning.

¹⁷ With reference to the previous work period, this work plan consolidates TWP Theme 5 (Kecamatan Strengthening), Theme 7 (Village Government Capacity Strengthening), and Theme 8 (Tools for Supporting Village Governance).

In 2019, at the **local level**, KOMPAK will:

- Support the development of local guidelines for sub-district and village governments in operationalising their respective roles to support basic services delivery that is linked to national policy guidelines already developed. This will build on national policy and technical support provided and will support the continued piloting of the PTPD training in facilitation skills with a focus on addressing specific sectoral issues.
- KOMPAK will support local governments to use the village information system (SID) and sub-district dashboard for health, education, and CRVS planning. This work builds on initial support to SID and the *kecamatan* dashboard. To date, integration models have been tested in Lombok Timur and all KOMPAK-supported sub-districts in Aceh. KOMPAK is engaging with Bappenas on this, as it would like to see the sub-district become the centre for information and data, and for facilitation and coordination for improved basic services delivery, and data integration is a key element of this.
- Provide technical support to local governments in drafting regulations on delegation of authority from the Head of District (*Bupati*) to sub-district, on cross-sector coordination in the provision of basic services.
- Recommendations to local governments to the drafting of technical guidelines on village authorities in the provision of basic services.
- Based on piloting and local learning, KOMPAK will provide analysis and policy recommendations on data-driven village planning, to support improvements in health and nutrition, education, and CRVS services

2. Improved quality of village financial management, especially in disadvantaged regions (3T or regions that are left behind, at the border, and at the frontline).

At the policy level, KOMPAK aims to promote the simplification of village financial management in less developed and remote regions. In 2019, at the local level:

- Based on the national assessment and local learning from implementation, KOMPAK will support local governments with the provision of recommendations to develop local policies for village financial management in 3T regions, based on local context, conditions, and capacities.

SOCIAL ACCOUNTABILITY

KOMPAK SUCCESS
in **2022**



Communities - especially women, and the poor and vulnerable - take action to push government and service units to improve the accessibility and/or quality of services

Contribute to:
IO3, IO4

KEY ISSUE

Communities – especially the poor and vulnerable – experience obstacles to accessing qualified basic services



Stakeholders
collaboration



Community organising
and empowerment



Social accountability
tools/mechanisms

EXPECTED CHANGE 2022

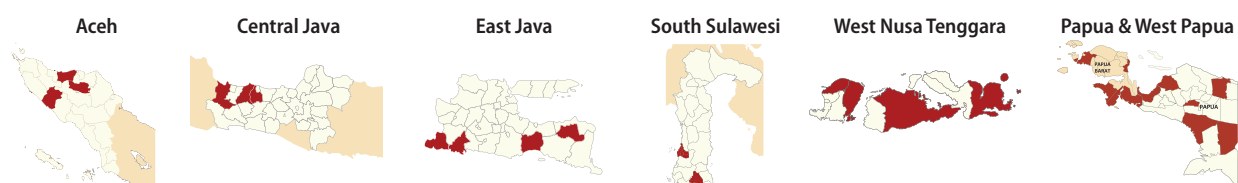
Collaborative engagement between communities and government for improved basic services delivery, particularly for poor and vulnerable groups

KEY OUTPUTS 2019

1. Policy recommendations from pilot testing of community involvement in monitoring the provision of basic services (social accountability tools: collaborative monitoring, complaint handling, inclusive planning and budgeting, school budgeting, and Akademi Paradigta).
2. Piloted social accountability mechanisms that contribute to improvements in access and quality of basic services.
3. Capacity of women's groups to engage in village financial planning and management, especially related to the provision of basic services to poor and vulnerable groups.

INDICATIVE KEY OUTPUTS 2020-2022

1. Policy recommendations on community–government collaboration in monitoring the provision of basic services.
2. Policy recommendations at the district and village levels on the involvement of women's groups in village financial planning and management, especially related to the provision of basic services to poor and vulnerable groups.



In contributing towards KOMPAK Success in 2022, the Social Accountability work will aim to support women, and the poor and vulnerable to take action to push government and service units to improve the accessibility and/or quality of services.¹⁸

Between 2019 and 2022, KOMPAK will pursue the following development change:

1. Collaboration and engagement between community and government for improved basic services delivery, particularly for poor and vulnerable groups.

Enactment of Presidential Regulation No. 16/2018 on government procurement of good and services provides new opportunities for KOMPAK to pursue in the continuation phase. KOMPAK will identify opportunities through existing partners, as well as start to explore opportunities beyond these, to pilot this regulation in support of sustainable civil society–government partnerships for improved delivery of basic services.

¹⁸ This work area corresponds with TWP Theme 9 (Village Institution and Stakeholder Strengthening) and Theme 10 (Increased Representation of Communities in Development Processes).

Between 2017 and 2018, KOMPAK piloted a number of approaches in partnership with CSOs to promote social accountability in village planning and budgeting (engaging with local and village governments), and in the delivery of basic services (engaging with the service unit). Some models showed some positive results in those pilot locations; however, the strategies and mechanisms for future replication and scaling (in a sustainable way) were unclear.

Conversely, KOMPAK's existing partners – SekNas Fitra and PEKKA – show evidence of sustaining models for promoting transparency in budgeting and planning, and responsiveness of local government to women's groups and marginalised communities. Recent examples in the last few months of 2018 include: village head decrees on Village Information and SOPs to operationalise these, increasing participation of women, people with disabilities, and marginalised groups in village planning meetings, and seven villages holding specific community meetings on basic services improvements.

These models and emergence of institutionalising mechanisms that promote government responsiveness and transparency will be further developed, documented, and shared for policy influence at national and sub-national levels, and replication at the sub-national level.

In 2019, at the **national level**, KOMPAK will build on what exists and what has worked to:

1. Provide policy recommendations to Gol from pilot testing of community involvement in monitoring the provision of basic services (social accountability tools such as collaborative monitoring, complaint handling, inclusive planning and budgeting, school budgeting, and Akademi Paradigta). KOMPAK will continue discussions with government on opportunities under the new procurement regulation to support government–CSO partnerships, and will aim to identify local opportunities within existing activities, where partnerships could contribute to addressing priority local problems.

In 2019, at the **sub-national level**, KOMPAK will focus on:

1. Piloting social accountability mechanisms that contribute to improved access and quality of basic services. Specifically, through its partnership with SekNas Fitra, KOMPAK will continue to support scaling of inclusive planning and budgeting, BPD sekolah anggaran (school budget), and mechanisms for complaint handling at the village level. In addition, during 2019 KOMPAK will engage partners locally to support efforts to address local sector problems identified through the provincial roadmap process. At the national level, KOMPAK will gather and analyse learning and evidence from these various approaches for advocacy and policy inputs, and to promote cross learning and sharing for replication of proven approaches.
2. Capacity development of women's groups in village financial planning and management, especially related to the provision of basic services to poor and vulnerable groups, building on PEKKA's success to date in these strengthening activities. Through its partnership with PEKKA, KOMPAK will support scaling of the female cadres training and alumni support, with a focus on refining its models in KOMPAK-targeted locations, to enable the scaling of models for inclusive village planning and budgeting.

In testing and learning about what works and why in different contexts, KOMPAK recognises the importance of an iterative approach to social accountability. Learning from the 2018 Strategic Partner review will be used in refining KOMPAK partnerships, as well as ensuring appropriate resourcing for knowledge management, monitoring and evaluation, and communication for replication and scale.

LOCAL ECONOMIC DEVELOPMENT

KOMPAK SUCCESS
in **2022**



An increased number of MSMEs, especially those involving the poor and vulnerable, have increased their productivity and market access

Contribute to:
IO1, IO3

KEY ISSUE

Limited government services for diverse MSMEs to access markets



Access to information



Coordination of services and support



Involvement of private sector (market actors)



Economies of scale



Business process and capacities

EXPECTED CHANGES 2022

Enhanced policy and enabling environment for promoting sustainable local economic development through market linkages

Improved facilitation and support services in strengthening local economic development, especially in accessing markets

KEY OUTPUTS 2019

1. Analysis and policy recommendations on sustainable local economic development, using the market-linkages approach.
2. Analysis and policy recommendations for the RPJMN 2020–2024 on improving economic productivity among the poor.
3. A tested market-linkages approach that improves the productivity of the poor.
4. Availability and use of market-linkages guidelines and instruments to promote sustainable local economic development.

1. Local policy recommendations on sustainable local economic development (including priority commodities and coordination mechanisms), using the market-linkages approach as part of a poverty reduction strategy.
2. Market-linkages approach piloted through platforms and models that are appropriate to the local context in each location.

INDICATIVE KEY OUTPUTS 2020-2022

1. Policy recommendations to central and local governments based on documentation of market-linkages models, to promote sustainable local economic development.
2. Facilitation provided to increase institutional capacities and use of platforms.

1. Mentoring approaches piloted to strengthen mechanisms and procedures for market linkages.
2. Documentation of results from piloting market-linkages approach, mechanisms, and procedures.



In contributing to KOMPAS Success in 2022, the **Local Economic Development** work area will focus on increasing the number of micro and small to medium enterprises, especially those owned by or employing the poor and vulnerable, which have increased their productivity and market access.¹⁹

¹⁹ With reference to the previous work period, this area of work aligns with Theme 11 on Local Economic Development.

Between 2019 and 2022, KOMPAK will pursue the following two development changes:

1. **Enhanced policy and enabling environment for promoting sustainable local economic development through the market linkages approach.**

KOMPAK's approach to LED differs from other portfolios of KOMPAK's governance work. The focus is on the one model – market-linkages approach – at the national and sub-national level. The idea of this approach is to develop a sustainable business model by strengthening the market orientation of micro and small enterprises that are owned by or employ workers from poor communities, and providing various interventions according to market needs. This approach aims to address some of the key issues related to limited government services for diverse MSMEs to access markets. Specifically:

- Lack of a tailored approach for government to effectively address obstacles that inhibit market access.
- Lack of coordination between the various MSME programs.
- Lack of involvement of the private sector (market actors).
- Small-scale economies that are not regionally-based.
- Limited capacity of MSMEs in post-harvest processing.

KOMPAK supported local governments to pilot the approach in 2017 and 2018 in Pacitan (the chosen commodities were cassava flour and medicinal herbs), and North Lombok (focusing on community-based tourism in two villages). Positive indications of business productivity and increased sales generated interest and enthusiasm amongst decision-makers in Bappenas. For 2019, Bappenas has requested support from KOMPAK to expand the market-linkages pilot, in addition to its continuation in North Lombok and Pacitan.

In 2019, at the **national level**, KOMPAK will provide:

- Analysis and policy recommendations on sustainable local economic development using the market-linkages approach.
- Specific policy inputs to the RPJMN 2020–2024 in relation to the government's poverty reduction strategy. This piloting that began in 2017 links to ongoing planning within Bappenas for an alternative model for sustainable livelihoods.
- A tested market-linkages approach that shows evidence of improved productivity of the poor, coupled with available market-linkages guidelines and instruments to support sustainable local economic development.
- Market linkages platform, guidelines and instruments to promote sustainable economic development. These will be developed based on learning from the initial piloting and refinement that began in 2018.

2. **Improved facilitation and government services in strengthening local economic development, especially in accessing markets.**

In 2019, at the **sub-national level**, KOMPAK will build on learning and results in the first two pilot locations (Pacitan and North Lombok) to:

- Provide policy recommendations on sustainable local economic development (including priority commodities and coordination mechanisms) using the market-linkages approach as part of a poverty reduction strategy.

- KOMPAK will support scaling of the market-linkages approach in the five KOMPAK-targeted districts of Bantaeng (piloting processed seaweed and coffee), Trenggalek (piloting medicinal herbs, coconut-based products, and black grass jelly), Aceh Barat (piloting coconut; water hyacinth handicraft, and gold thread and embroidery), Pekalongan (piloting tea, batik, and village tourism), and Pematang (coffee, jasmine essential oil, and processed pineapple). The specific activities involve connecting smallholders (the poor communities producing the commodities) with the offtaker (the private sector or buyer) to improve the market value of their commodities to be bought by the offtaker. Pilot districts establish and manage a Local Economic Development Coordination Team (*Tim Koordinasi/Pokja Pengembangan Ekonomi Lokal*, or TKPL) to manage the pilot.

In the two pilot districts of Pacitan and North Lombok, the market-linkages approach is now being scaled to focus on other commodities. The district government is playing the lead role, and thus KOMPAK's role has reduced. In 2019, KOMPAK's role will shift to conducting select pieces of analysis and providing advice. The aim will also be to help generate learning and evidence on the effectiveness of the approach, to bring to national policy dialogue on broader application of the market-linkages approach in sustainable livelihoods and poverty reduction strategies. Learning in 2018 showed the need to invest more resources in documentation of the model, gathering evidence of the results, and testing assumptions. This will be addressed in the coming period.



7 | CROSS-CUTTING
MODELS AND
APPROACHES

Embedded within the above activities are a number of models and approaches that enhance the way in which KOMPAK achieves its results and responds to local contexts and conditions.

LANDASAN

LANDASAN is a unique area of KOMPAK's work. Since inception, its design has integrated all aspects of KOMPAK's governance and sector work in the one geographic location, testing a fully-integrated approach to improving basic service delivery. It engages the core institutions at all levels, namely district government, sub-district government, service units, village government, and communities.

It has been the holistic model that KOMPAK has looked to during the recent strategic planning process, to better align the various elements of governance work in other provinces. The approach of creating 'motivator' health centres (*Puskesmas Penggerak*), schools (*Sekolah Penggerak*), sub-districts (*Kecamatan Penggerak*), and villages (*Kampung Penggerak*), has been effective in setting examples of how these institutions should function to address service delivery bottlenecks. The direct involvement of community cadres in the villages has also led to building fundamental capacities and systems at the grassroots level for improved planning, budgeting, and targeting of government programs. In the past, opportunities for the broader KOMPAK (provinces outside of Papua and Papua Barat) to learn from this model and its various piloted approaches has been less than optimal. Going forward, this will be addressed.

An external review of LANDASAN was conducted between August and September 2018. The review assessed the effectiveness, efficiency, and relevance of the program to inform decisions on an extension phase, and a design for this extension phase. Overall, the review confirmed the program has made reasonable progress, despite some ambitious targets in the design. The review showed evidence of positive results related to community participation, service delivery improvements, and strengthened local government capacity for village development. There was some evidence and examples of replication of certain components of the program (such as SAIK). Importantly, the review noted strong government commitment at all levels – including through financing of some activities.

The main review recommendations considered by KOMPAK in the future design were to strengthen: the performance framework (for MEL), knowledge management and learning, GESI implementation and resourcing, a sustainability and replication strategy, the communication strategy and protocols, and staff capacity related to advocacy skills and some of the technical areas of LANDASAN's work (health, education, and HIV and AIDS and malaria). Finally, based on the data stocktake that took place in late 2018, the future approach in each of the 10 LANDASAN districts will be tailored to the local context, conditions, priorities, and capacities. KOMPAK is making greater efforts to engage with national government stakeholders in LANDASAN, and to document well the results, so that the lessons learned and best practices can be better used to inform national policies, including those related to special autonomy funds.

The LANDASAN refined design for 2019 remains relevant to national policy priorities related to accelerating development in Papua, reducing disparities through an area-based approach to development, and improving basic services in remote areas. It supports at least three areas of the Papua Provincial Government's Regional Medium-Term Development Plan (*Rencana Pembangunan Jangka Menengah Daerah, RPJMD*), in relation to: bureaucratic reform and good governance; coordinated and integrated planning, including synchronisation across the sectors; and revitalisation of health and education service provision through community participation.

Going forward, LANDASAN's integration into KOMPAK will be facilitated in a structured way, primarily through the processes, systems, and tools of the PMF and its PMIP. Specifically this will mean: LANDASAN data and information will be integrated and managed within KOMPAK's management information system; LANDASAN team will participate in the KOMPAK-wide planning and performance review processes; and specific sector objectives will be reported and analysed alongside experiences and learning in other parts of KOMPAK, to promote more integrated learning.

WOMEN IN LOCAL LEADERSHIP

KOMPAK's GESI Strategy (2019–2022) consolidates GESI initiatives to date that have shown the potential for impact. A key area of proposed focus – reinforced by the Independent Strategic Advisory Team as promising – is building women in local leadership. In 2019, laying the foundations to consolidate this work in the four years to come will be a focus for the GESI portfolio.

This work aims to address in KOMPAK-targeted locations: (i) the low number of women holding leadership positions in the village; (ii) the low budget allocations to develop women to have skills/knowledge/networks to take on leadership roles; and (iii) the lack of effective local mechanisms to enable women to drive local development.

The activities for building women in local leadership are not a standalone within KOMPAK. The 'testing' ground where this work will take place to generate results, learning, and test models, is in the Activities outlined previously in the work areas of CRVS, education, health, and local economic development.

One component of this work is through KOMPAK's partnership with PEKKA. PEKKA's work is embedded within the provincial Activities related to improving basic services. At the same time, their work will generate specific GESI results and learning on improved women's skills, knowledge, and networks; and also on local government budget (APBD and APBDes) allocations to support women's activities for their leadership improvement (such as PEKKA's *Akademi Paradigta*). PEKKA will collaborate with KOMPAK's partner SekNas Fitra, identifying and leveraging opportunities for PEKKA alumni to prepare for and take on leadership roles within the village consultative council (BPD). As well as promoting opportunities for women local leaders, this will also support SekNas Fitra to achieve their own objectives related to strengthened capacity and representation of the BPD.

A second component of this work is through KOMPAK provincial teams' support to local governments to pilot models of affirmative action for women and marginalised groups in village planning and development processes. Again, this work is embedded within the provincial teams' broader agenda of improving access to basic services, and so generates results and learning on improving access to basic services, as well as GESI-specific results on women in local decision making. In Aceh, KOMPAK will support the provincial government to further pilot and replicate *Musyawarah Rencana Aksi Perempuan* (Musrena), a women's consultative planning forum connected to the main district level planning process (*Musrenbang*). In East Java, KOMPAK will support the Pacitan District Government and Trenggalek District Government to pilot *Musyawarah Rencana Inklusi* (*Musrenbang Inklusi*), promoting affirmative action for women and marginalised groups to secure budget for local planning priorities.

Through this above work, KOMPAK will continue to build awareness, commitment, and capacity of the team to better understand and deliver successful strategies promoting gender equality and social inclusion. This will be facilitated through ongoing monitoring and field support from the KOMPAK GESI team and consultant experts, continued weekly sharing of good practice and highlights from across the program, GESI review and progress as part of the Activity and team performance reviews, and specific areas of analytics on progress related to the pieces of work building women in local leadership.

INNOVATION

Innovation cuts across KOMPAK's work at the national and sub-national levels with the main objective of providing smart solutions and use of technology to support improvements in basic service delivery. In 2019, there are two main strategies to encourage innovation across KOMPAK's portfolio.

The first strategy is to facilitate collaboration and partnership between non-traditional actors for village development. One example is *Universitas Membangun Desa* (UMD). Over the past two years, this pilot has moved to scale, and this has led to a subsequent shift in KOMPAK's role. In the early pilot days, KOMPAK was the technical designer and implementer. In 2018, as the pilot scaled and replicated, KOMPAK shifted its engagement to become facilitator and adviser supporting government in its efforts to replicate the initiative, and to universities now independently managing and scaling their own programs. In 2019, KOMPAK will continue to connect government at the national level to build this initiative across other ministries, and encourage a legal framework for UMD. Initiatives to connect new universities with pilot universities to act as mentors to those interested to replicate the model (through peer-to-peer learning) will be taken over by sub-national teams in relevant locations.

A second example of KOMPAK's facilitation role is the DEVI (devi.id) innovation platform that connects innovators with the private sector or investors. Initially, KOMPAK supported Saraswati to establish the platform and attracted members to join. In 2019, KOMPAK will continue to facilitate Bappenas engagement with Saraswati to explore potential to leverage this online platform to support Bappenas' market-linkages.

The second strategy is to identify where technology can provide solutions to those priority problems KOMPAK seeks to address. In some cases, the Innovation team takes a bottom-up approach. They consult sub-national teams on key district problems from the provincial roadmap process, and aim to identify opportunities to use technology. For example, an internal KOMPAK team challenge and call for proposals was conducted in 2018. The 'winner' of this challenge was KOMPAK's East Java team, who will work with the Innovation team in 2019 on one of their identified district problems. Specifically, in 2019 KOMPAK's will develop and test use of mobile applications and a dashboard for pregnant mothers and newborn children as part of the Bondowoso District Government's commitment to prevention of stunting and maternal and infant mortality. This same problem was identified in two other KOMPAK districts (North Lombok and Pangkep District); however, as a starting point, the KOMPAK will begin the pilot in Bondowoso.

In other cases, KOMPAK is reaching out to global networks to identify and source new ideas and opportunities for KOMPAK to use technology. The first example is blockchain. In 2017, KOMPAK connected to global networks (EverID, QADRE, and Blockchain Zoo), which are keen to trial blockchain in Indonesia. This sparked interest from Bappenas, and KOMPAK is now engaging with Bappenas to assess opportunities for blockchain in BANGGA Papua. While the transition period identified the challenge and possible 'lack of readiness' of this pilot for blockchain, KOMPAK will explore this further in 2019, and also look to identify other opportunities across KOMPAK's portfolio for blockchain.

A second example is the potential to use drones. KOMPAK team has connected with a private company who already successfully use drones for the distribution of vaccines, drugs, and blood into remote area in Rwanda. KOMPAK has connected them to South Sulawesi, where in 2019 the team will explore opportunities for drones to distribute blood to remote health clinics to improve service unit management.



8

PERFORMANCE MANAGEMENT



KOMPAK's three main performance documents: Performance Management Framework (PMF 2019–2022), Program Logic and Ways of Working (PLWW), and Performance Management Implementation Plan (PMIP 2019–2022), provide the framework and operational procedures, systems, and tools to manage performance of the Activities outlined in this plan. This section outlines briefly how KOMPAK will manage and monitor performance of the Multi-Year Work Plan, with reference to these documents.

The purpose of KOMPAK's performance management is to:

- **Improve quality** of KOMPAK program delivery in two main ways: (i) by promoting contestability of the decision making about investments and assessment of performance; and (ii) by explicitly linking planning, implementation, and performance for KOMPAK teams and partners.
- **Make performance visible** at the Activity/team level, as the basis for decision-making.
- **Encourage honesty and reflection** from KOMPAK implementation teams on performance, to drive quality and improvement.

KOMPAK has revised and strengthened its systems, resourcing and procedures for performance management, which has helped to work towards the following:

- Alignment and contribution of Activity-level outputs with short term expected changes and overall KOMPAK Success in 2022.
- Strengthened accountabilities and enhanced responsibilities of implementation teams for performance management of their own activities and contribution to KOMPAK level success more broadly.
- Improved contestability of results through team-based performance reviews that gather and assess evidence and are externally validated.
- An integrated annual performance management cycle aligning work planning and implementation, risk management, progress reporting, and governance mechanisms.
- An improved system for data and information management through the redeveloped Management Information System (MIS) that will be continuously developed throughout 2019.

A focus for 2019 will be about continued socialisation of new systems, procedures and responsibilities, refinement of systems to ensure they are fit for purpose and strengthening capacity of the M+E staff and the implementation team to effectively contribute to performance management.

Guided by the PMF and its PMIP, KOMPAK assesses performance at the Activity level and KOMPAK level as outlined below.

PERFORMANCE AT THE ACTIVITY LEVEL

Activity-level performance monitoring for this MWP will be guided by the PMIP, with reference to the PMF and PLWW.

As outlined in Section 6 of this plan, there are seven main areas of KOMPAK work.²⁰ Each area comprises one or more Activities, which are the basic unit of KOMPAK investment. Therefore, data, information, and evidence from Activity implementation will help to assess Activity performance, as well as performance at a higher level; for example, progress in CRVS (as one of the seven areas of work), or progress of KOMPAK overall in a particular province. As outlined in the PMF, there are four general questions that will drive performance monitoring and management at the Activity level:

²⁰ Fiscal transfer and public financial management; Sub-district and village strengthening; Social accountability; Local economic development; CRVS, Health and nutrition, and Education.

- **AQ1 Delivery:** Did we deliver the Activity (and sub-activities) in line with plans, including in a timely manner?
- **AQ2 Quality:** Did implementation, as well as the outputs/direct results of the Activity, meet expectations of quality?
- **AQ3 Effectiveness:** What are the indications that the Activity is contributing to progress towards more distant outcomes?
- **AQ4 Adaptation:** How have we adapted to improve the delivery, quality, and/or effectiveness of the Activity?

Through the interim performance review (each year in May), and the final performance review (each year in October–November), teams will follow the guidelines in the PMIP to assess performance against the four AQs above. Teams will use the most appropriate PMIP monitoring tools (noted down in their ACN MEL Plan) for gathering data, information, and evidence to inform the performance reviews. The nine available tools are:

- Traffic Light Tool (AQ1 and AQ4)
- Event Quality Tool (AQ2)
- Participant Assessment Survey (AQ2)
- GESI Quality Tool (AQ2)
- Pilot Scaling Reflection Tool (AQ2 and AQ3)
- National/Provincial Policy Change Tool (AQ3)
- National/Provincial Policy Engagement Log (AQ1, AQ2, AQ3)
- Improved Sub-National Policies Practice Tool (AQ3)
- Additional Funding Tool (AQ3).

As noted in the PMIP, each Activity will be scored according to the four AQs, and then validated by the Performance team. Specific follow-up actions, which may include planning and budget revisions, will be carried out and review results will be stored in the MIS.

KOMPAK has identified the following priority evaluative studies for 2019. These studies will assess results and make recommendations for future implementation, to enrich Activity-level performance review information:

- **Social accountability:** analysing learning and results to date from tested models and approaches to improving community and government engagement for government responsiveness in the delivery of basic services.
- **Health services in remote isolated areas:** documenting KOMPAK's experiences in the delivery of health services in remote island regions, specifically Pangkep in South Sulawesi, and the role of innovation in providing governance solutions to persistent sector-based problems
- **Village budget analysis:** analysing village budgets and expenditure in KOMPAK-targeted locations where there is increased budget allocation towards basic services (education and health), and also the contribution of this to evidence of outcomes in the sectors. In addition, this study will explore factors that influence and incentivise shifts in spending at the village level.
- **CRVS mid-line survey.** Following the 2016 CRVS baseline study conducted by PUSKAPA in KOMPAK locations, this study will provide a mid-line survey in KOMPAK locations with comparison locations to provide analysis on the conditions and progress related to CRVS systems.

PERFORMANCE AT THE KOMPAK LEVEL

As outlined in the PMF, by the end of 2022 for KOMPAK to be considered successful, it will need to demonstrate that several of its Activities have contributed to the achievement of higher-level results. As outlined in this plan, these higher-level results are presented as the aspirational targets of KOMPAK Success in 2022.

In demonstrating the overall success of the program, KOMPAK will point to various instances where KOMPAK has provided meaningful contributions (through Activities and lower-level outcomes) in terms of a mix of:

- **National or provincial policy change** that KOMPAK aims to influence.
- **Durable District-Level Change** that connects to IO-level change (i.e. policy; fiscal transfer arrangements; service delivery systems, processes and practices; and engagement between communities and local governments and service providers), which can be either: (i) demonstrated; or (ii) plausibly assumed to contribute to EOFO-level change.
- **Successful model(s)** that KOMPAK will have tested and demonstrated as potentially scalable (by the government or other institutions).

KOMPAK expects that by 2022 a number of changes will have occurred at scale, at least at the district level. In some cases, change might have occurred across multiple districts, or at the province level, and at the national level.

The changes and KOMPAK's contributions to these will need to be supported by a credible mix of evidence and well-articulated assumptions. Evidence will be taken from:

- i) a consolidation of Activity-level data and information;
- ii) results of evaluative studies that have been undertaken; and
- iii) documented cases of change at scale.

KOMPAK assessment of these contributions to instances of change will be validated by the ISAT.

There are three main ways that KOMPAK will document change at scale are outlined below. These link directly to DFAT's Performance Assessment Framework (PAF):

1. **Significant Policy Changes.** Information will be tracked and documented through KOMPAK's National/Provincial Policy Change Tool and National/Provincial Policy Engagement Log.
2. **Pilot Tracking and Reflection.** Pilots will be tracked using KOMPAK's drafted pilot-to-scale strategy. This was prepared in 2018, with an accompanying structured reflection tool for teams to review pilot progress. This tool aligns with DFAT's Pilot Tracking Tool.
3. **Durable District Changes.** Change will be tracked and documented using KOMPAK's Improved Sub-National Policies Practice Tool as well as Additional Funding Tool that can help to capture financial contributions from local government for initiatives.

Proposed studies in 2019 to document change at scale are:

- **Significant Policy Change**
BANGGA Papua: Together with DFAT's MAHKOTA program, KOMPAK has provided technical support to the Provincial Government of Papua to pilot a cash transfer program (using otsus funds) focused on improving nutrition for children under four years of age. Based on initial piloting in 2018, the provincial government plans to scale the pilot in 2019 to additional districts and this study will aim to capture and analyse early signs of change and emerging impacts of the program.

- **Pilot tracking**

LANDASAN: This began as a pilot under DFAT's Australia-Indonesia Partnership for Decentralisation (AIPD) in 2015. It was transferred and scaled through a second phase under KOMPAK. Under KOMPAK this pilot has gained momentum with strong leadership and commitment from the Provincial Government in Papua and in West Papua and is now considered a program rather than a pilot. A number of components of LANDASAN are being scaled and replicated by local government with support from KOMPAK. Specific small pilots within LANDASAN to be explored and analysed to document change at scale include the work on village information systems (SAIK).

Sistem Administrasi Informasi Kampung (SAIK): Accurate and timely data is difficult to obtain in Papua, yet critical to ensure services are reaching the people who need them most. As part of LANDASAN, KOMPAK piloted a comprehensive village-based information system SAIK that features community-based data collection, integration of this data into an online system, and feeding the data upwards to the sub-district information system (*Sistem Administrasi Informasi Distrik* or SAID). In some pilot locations, SAIK has led to better targeting of government assistance programs and identification of health services needs. More thorough analysis of results of SAIK is needed to inform provincial strategies and broader national policy related to village data and development.

- **Durable District Change**

Sub-District Strengthening: KOMPAK has provided technical support to Bappenas and MoHA to test approaches (such as the PTPD model) to strengthen the role of the sub-district in improving access to basic services. Some main components of this approach have been institutionalised in a number of KOMPAK targeted districts through regulations, financing models and mechanisms (such as kecamatan and village clinics). Preliminary analysis on change at scale will begin in 2019 to report against PAF indicators in 2020.

CRVS: The CRVS Mid-line survey mentioned above will assess changes in policies, systems, and services and to what extent these have been institutionalized in the KOMPAK districts.

To identify cases of change at scale that will be reported on beyond 2019, on an annual basis KOMPAK will use the performance management cycle monitoring together with evaluative studies to identify results, good practice and emerging changes to be documented.

KEY PRIORITIES FOR PERFORMANCE MANAGEMENT IN 2019

To bed down processes, systems, and tools to guide and support performance management, the key priorities in 2019 are:

- Human resourcing: completing recruitment in the first quarter of 2019 for positions in the Performance team.
- Testing and refining KOMPAK's nine monitoring tools outlined in the PMIP to ensure they are fit-for-purpose and demonstrate efficiencies for teams.
- Continue to build modules (based on the monitoring tools) in the MIS, as they are tested and refined by the implementation teams.
- Provide capacity support, including training to KOMPAK staff and Partners in monitoring, evaluation, and learning. This includes continued socialisation of the three main documents for performance monitoring.



9

SUSTAINING RESULTS

In the next phase, KOMPAK will increasingly focus on institutional sustainability of its results. This is critical to KOMPAK's long-term potential impact. KOMPAK Success in 2022 sets out the long-term changes that KOMPAK aims to see through national-level and province-level policy improvements, as well as durable changes at the district level, and pilots.

To ensure that these results and changes are sustainable, KOMPAK's main approach is to work closely with government to build ownership of KOMPAK's Activities from the outset. KOMPAK engages government partners in developing plans and Activities to ensure the relevance and value of KOMPAK's support to them. For example, KOMPAK involved multiple government stakeholders during the provincial roadmap process, so that the proposed Activities and plans are developed based on a solid understanding of the needs, context, constraints, and opportunities.

Furthermore, in designing Activities, KOMPAK identifies government 'vehicles' for scaling and institutionalisation. This means policy instruments, systems, and financing to implement the interventions, and sustain the results beyond KOMPAK.

- **Policy advocacy** – In most of its work areas, KOMPAK advocates for policies and regulations to embed changes that are introduced through KOMPAK's work into the authorities, ways of working, and financing arrangements of the government at the national and sub-national levels. Policy and regulatory change can be the entry point for KOMPAK to initiate activities, but it can also be the means for institutionalising change as the activity progresses.
- **Systems strengthening** – KOMPAK works through government systems rather than setting up parallel ones. Especially in relation to the sector strengthening work in education, and CRVS, KOMPAK finds tweaks in the government systems, processes, and procedures to deliver services better, faster, and more cheaply to the communities.
- **Financing** – KOMPAK strives for scaling and institutionalisation through government resources and, to a certain extent, other development partners and the private sector. It is expected that national and local governments will provide both in-kind and financial resources for scale-up of activities. Moreover, the government will resource the institutional and systemic changes that KOMPAK affects, whether related to design sprints for MSMEs, mobile health and education services, or village clinics.

As KOMPAK transitions its work into government resources, KOMPAK will revisit internal resourcing to better support scaling and institutionalisation. Resources (both financial and human) for direct implementation and technical assistance should decrease, while resources for knowledge management and advocacy should increase. KOMPAK may also look into how the resourcing at sub-national level may better support horizontal diffusion of best practices, especially in provinces with strong economic growth and local budgets. Related to this, KOMPAK is exploring ways to partner more with local institutions, including at sub-national level, which have the expertise and capacities on issues related to governance, decentralised service delivery, and community-driven development. This would enable KOMPAK to transfer its learning, evidence, and expertise into local institutions that can provide facilitation and technical support to government in the longer-term.

To this effect, KOMPAK is drafting a sustainability strategy by the end of 2019 to lay out how KOMPAK will apply the above approaches in practice leading up to the end of the facility in June 2022.



10 | COMMUNICATIONS



KOMPAK has a communications team in place that is part of the Cross-Cutting directorate, and supports the rest of KOMPAK for all of its communications functions. The overall goal of KOMPAK's communications strategy is to establish effective internal and external communications, so that KOMPAK is able to:

- Ensure there is common understanding of what KOMPAK does by staff and key stakeholders.
- Assist KOMPAK to effectively engage with Gol, DFAT, and other stakeholders.
- Develop a framework to demonstrate and communicate progress, success, lessons and results.
- Change behaviours and perceptions to gain or retain support where necessary.

Key target audiences for KOMPAK's communications are DFAT, Gol, partners (both CSO and private sector), other development programs, media, internal staff, and the general public. KOMPAK's communication objectives are therefore to:

1. **Establish and promote KOMPAK's brand and identity.** This is especially important at this point in time, when KOMPAK is starting the continuation phase. The communications messages, materials, and tools will refresh KOMPAK's identity, what results have been achieved thus far, what will be different, and what will be achieved by 2022. This is to build KOMPAK's identity and brand, as well as to further increase KOMPAK's credibility.
2. **Establish effective internal communications.** Effective internal communication is crucial to the overall facility success, as it has impact in almost every aspect of the facility. This objective focuses on increasing the sense of ownership by staff towards the identity attached to the facility's goals, outcomes, and Activities. Further, the objective is also to increase awareness of the role of staff in achieving the overall goals. With stronger ownership, staff will be able to represent the facility's brand through their appropriate and confident manner in communicating to external stakeholders.
3. **Establish effective external communications.** This objective focuses on knowing who KOMPAK's stakeholders are, and how to best communicate with them in delivering KOMPAK's messages. Different stakeholders have different interests in KOMPAK's work, and effective communication ensures that these interests are met, to gain support that can further amplify the impact of KOMPAK's work.

Some of the primary tools for KOMPAK to achieve these objectives include:

- **Website, information kit, and newsletters** – The website and information are currently being revamped. The newsletter is being redesigned for quarterly distribution. All of these will be completed and reintroduced by Q2 of 2019.
- **Media outreach and familiarisation trips** – KOMPAK has already well-established relations and networks with print and online media. Moving forward, KOMPAK will conduct media familiarisation trips to the field, so that media can showcase KOMPAK's results on the ground and help to build a positive understanding of KOMPAK.
- **Branding guidelines and quality control/quality assurance for printed materials, templates, brown bag lunches (BBLs), and team meetings** – These are the existing tools to ensure a consistent image and understanding of KOMPAK among internal stakeholders.

Communications in KOMPAK are closely linked both in structure and function to Monitoring, Evaluation and Learning, and Knowledge Management. Specific support is also provided to the implementation teams on the communications elements of Activity design and delivery. Currently KOMPAK is revisiting its Knowledge Management strategy, in light of the new PMF, and to better support KOMPAK's learning agenda and taking pilot-to-scale approaches.



11

RISK AND SAFEGUARD MANAGEMENT

Related to this MWP, KOMPAK identifies the following risks. These align with the DFAT categorisations of risk:

- Operating environment
- Partner capacity and relations
- Development results
- Operational risks (including fraud/fiduciary, compliance and safeguards).

KOMPAK reviews and assesses risk on an ongoing basis, through a number of formal and informal mechanisms. These include, but are not limited to: Senior Management Team internal quarterly risks reviews, Activity risk assessments through Activity design and planning and performance review, Partnership Performance Assessments and Health Checks with DFAT, Independent Strategic Advisory Team review, internal and external audits, and Steering Committee and Technical Committee meetings. Further detail on the timing and responsibilities related to each are included in the Risk and Safeguards Management Plan 2018–2022.

On a quarterly basis, KOMPAK updates and submits its Risk Register to DFAT. Timing of these updates aligns with the performance reviews and reflections from implementation teams, and quarterly expenditure review from the Operations team. KOMPAK's Risk and Safeguard Management Plan 2018–2022 provides a framework for the systematic and structured management of risks and screening of safeguards.

For 2019, the following risks to the delivery of KOMPAK's work plan have been identified:

Operating Environment

- The lead up to Indonesia's Presidential elections in April 2019 might cause some political volatility and pose security risks to staff. There is potential for increased corruption and possibly demonstrations and/or small-scale conflict. KOMPAK staff will need to be monitored closely, both at the national and local levels. The election results might lead to a rotation of senior officials, which may impact on KOMPAK relations and implementation of Activities, where key KOMPAK champions are rotated to new positions. This might affect the momentum of Activities, particularly the policy agenda at the national level. KOMPAK is anticipating this risk by maintaining strong engagement at the technical levels in government, so that Activities can continue with minimal disruption.
- The new Presidential Regulation No. 28/2018 on Regional Cooperation has unclear implications for KOMPAK and other bilateral donor programs that are operating at the subnational level. This may have implications on reporting and management requirements of KOMPAK subnational activities in future which may affect the scope and nature of KOMPAK's work. Hence, KOMPAK is mitigating this risk by staying abreast of the discussions between MoHA and Bappenas, and providing information and input, as appropriate, regarding the implications of this new regulation on programs like KOMPAK.

Partner Capacity and Relations

- KOMPAK's continued shift away from direct implementation towards facilitating, influencing, and supporting government to take leadership to replicate and scale effective Activities, represents a new way of working with local government partners. There is a risk that national and local government may perceive KOMPAK as being less responsive to their requests and priorities. This might affect relationships and in some cases buy-in from government for this approach. KOMPAK is addressing this risk in the planning process by mapping the development priorities of the local government and jointly defining KOMPAK's and the governments' respective contributions in supporting these priorities.

- KOMPAK's problem-driven and bottom-up approach, which values PDIA (Problem Driven Iterative Adaption), requires significantly more investment in monitoring, evaluation, and learning than a traditional program with more predictable results. More investment is needed for learning and analysis in conjunction with local partners. There is a risk that local government and partners lack capacity, time, and willingness to invest in a more intensive learning process, which may affect uptake and scale. KOMPAK is mitigating this risk by engaging the government and partners in tracking the progress of pilots and Activities, and conducting joint reviews with government.

Development Results

- It is expected that in the next three years KOMPAK will provide evidence of its contribution to development results and long-term change. KOMPAK's PMF reflects the complexities and complicated nature of its work. The revised PMF will be operationalised by a Performance team of new staff (under recruitment), and will be supported by the implementation teams, with increased responsibilities for their own performance management. There is a risk to development results if KOMPAK staff do not have the capacity to effectively gather, manage, and analyse convincing data and information that provide evidence of development results and success, particularly at the KOMPAK level. KOMPAK is mitigating this risk by engaging a third party to provide technical advice on MEL, while continuing with staff recruitment.
- KOMPAK aims for replication and institutionalisation of its results through government, but time is limited. There is some risk that KOMPAK cannot fully transition its activities into government systems and resources. KOMPAK is addressing this risk by continuing only Activities from the previous phase that have already demonstrated positive progress and strong buy-in from government in the first phase. KOMPAK continues to maintain strong engagement with and buy-in from government counterparts. Moreover, KOMPAK is strengthening its internal systems for MEL and knowledge management.
- The new approach of KOMPAK to be more focused on results may be challenging for KOMPAK partners when designing their programs. Programs will be expected to deliver measurable contributions to KOMPAK, while their modalities and approaches might not always be aligned with the conditions set by KOMPAK (limited budget, limited time, and new geographic areas). KOMPAK is responding to this risk by linking the partners' monitoring and evaluation systems with KOMPAK, and investing in capacity building of partners on MEL.

Operational Risks

- Ensuring KOMPAK has the right team in place to deliver the KOMPAK program is fundamental to the success of the program. As KOMPAK enters 2019, there are some vacancies in key positions, particularly related to the cross-cutting team. If these positions are not filled by suitable candidates, this could impact on the effectiveness of the KOMPAK program. KOMPAK's robust recruitment approach, as well as involvement from senior Abt and DFAT staff in the selection process will help to mitigate this risk.
- Ongoing operational risks include potential fraud and misuse of funds, and non-compliance with DFAT and KOMPAK policies and procedures by either KOMPAK or its partners. To help minimise these risks, KOMPAK has strong existing controls, including (but not limited to): robust policies and procedures; induction and fraud training; ongoing refresher training of policies and procedures to staff and partners; robust acquittal review mechanisms; and ongoing capacity building to partners.
- There is a risk that local partners identified to support the implementation of the KOMPAK work plan have weak operational capacity, thus increasing the risk of potential fraud and misuse of funds, or non-compliance with key DFAT and KOMPAK policies and procedures. To mitigate this risk, KOMPAK will conduct comprehensive due diligence assessments of potential partners. For partners that KOMPAK does engage, KOMPAK will identify areas for improvement and support their operational capacity development. KOMPAK also has robust induction training and acquittal review processes to help minimise this risk



12 | FINANCIALS 2019



KOMPAK receives its annual allocation of funds from DFAT based on the financial year (FY) from July to June. This workplan presents activities within the calendar year from January to December. Based on the most recent variation of the Head Contract for KOMPAK, the program expects to allocate approximately AUD 10 million for activity costs for both FY 2018-2019 and FY 2019-2020. This will be subject to annual appropriation of the budget by DFAT. KOMPAK therefore is working on an annual allocation of AUD 10 million for the 2019 work plan. In previous years KOMPAK developed its budget based on an upper limit which incorporates a 20% over programming. The purpose of this is to maintain a degree of flexibility as a facility in order to respond to changing circumstances, shifts in priorities from Gol or GOA, and additional funding from DFAT that may become available to support program delivery.

Table 1 therefore shows the annual upper limit across the key thematic areas. This budget summary was presented to, and approved by, the Steering Committee on 28 January 2019.

TABLE 1: BUDGET SUMMARY BY THEMATIC AREA

THEMATIC AREAS	UPPER LIMIT (AUD)
Fiscal Decentralization and PFM	1,925,945
Strengthening health and nutrition sector governance	940,520
Strengthening education sector governance	625,169
Strengthening CRVS sector governance	1,785,191
Strengthening governance of sub-districts and villages	1,469,195
Social Accountability	1,994,200
Local Economic Development	1,030,180
Program Support	2,229,600
Grand Total	12,000,000

Table 2 shows further detail of estimated allocation across thematic areas that contain more than one component (for example Fiscal Decentralisation and PFM). This table also separates the Cross-Cutting support for GESI and Innovation. This helps to show the estimated allocations for key areas of KOMPAK's support (for example otsus and MSS) as well as to show estimated allocations for key support and cross cutting areas of work.

TABLE 2: DETAILED BUDGET ALLOCATION INCLUDING THEMATIC AREA AND CROSS CUTTING SUPPORT

NO	DESCRIPTION	UPPER LIMIT(AUD)
Thematic Areas		9,063,400
1	Fiscal Transfer (FT)	251,329
	Public Financial Management (PFM)	847,489
	Minimum Service Standard (MSS)	372,190
	Otsus	454,937
2	Health	854,805
3	Education	539,455
4	CRVS	1,756,620
5	Kecamatan Village Strengthening (KVS)	1,392,068
	Sistem Informasi Desa (SID)	77,127
6	Social Accountability (SA)	1,640,700
7	Local Economic Development (LED)	876,680
Crosscutting*		707,000
8	GESI	353,500
9	Innovation	353,500
Program Support		2,229,600
10	Program Governance	1,027,700
11	Communications & Media Relations	494,900
12	MEL	707,000
Grand Total		12,000,000

* Allocated across Thematic Areas on Table 1.

Figure 6 shows the estimated allocation across KOMPAK Outcome areas, Cross-Cutting (GESI/Innovation) and Program Support (monitoring learning and performance, governance and communication). The diagram shows 75% of budget allocation for Outcome areas, with 25% allocated for Cross-Cutting and Program Support, that contribute across all outcomes.

FIGURE 6: BUDGET ALLOCATION BY OUTCOME AND CROSS CUTTING PROGRAM SUPPORT

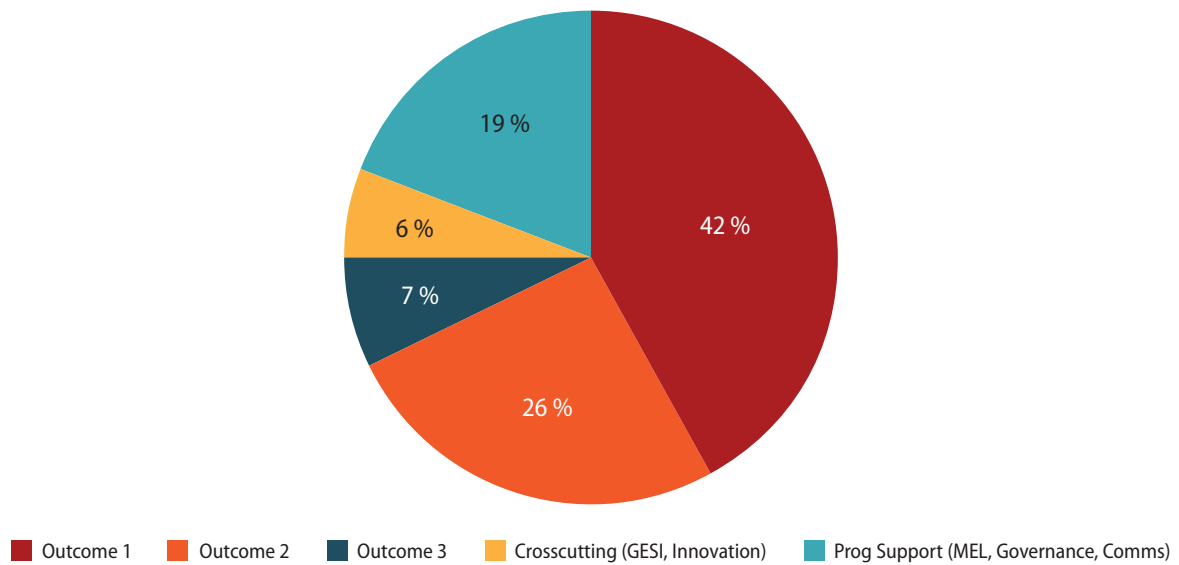
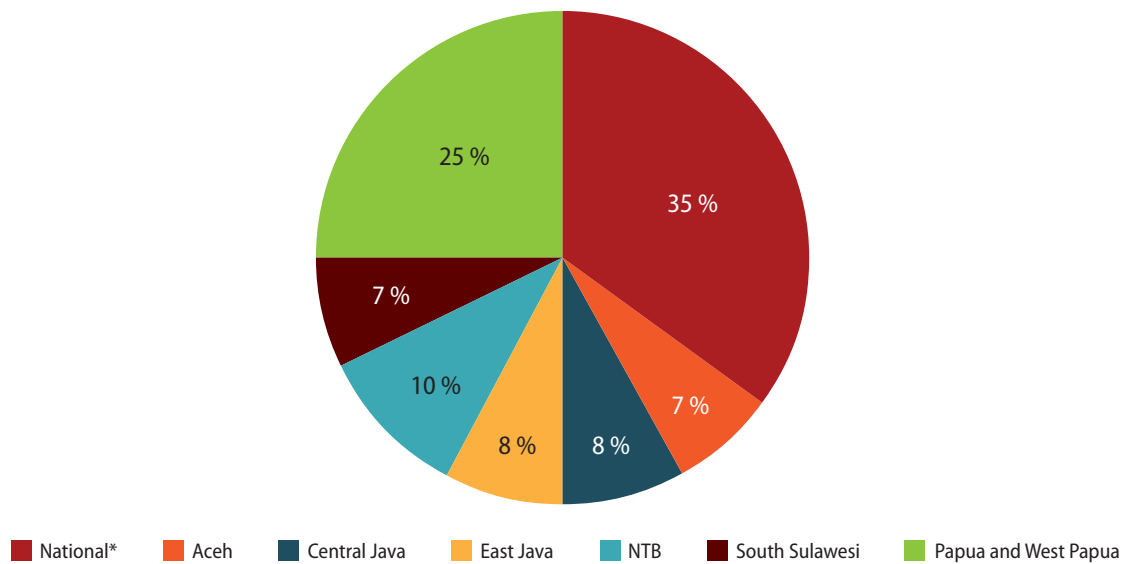


Figure 7 shows the estimated allocation across national and provincial locations. 65% of the budget has been allocated for activities within provincial locations. The 35% allocation for activities at the national level includes \$1.2 million (10% of the total budget) for program support including MEL and Communications that support to all geographical locations.

FIGURE 7: BUDGET ALLOCATION BY GEOGRAPHIC LOCATION



* Includes AUD 1.2 million allocation for MEL and Communications



ANNEX:
KEY OUTPUTS 2019
TOWARDS EXPECTED
CHANGES IN 2022

Fiscal Decentralisation and Public Financial Management

KOMPAK SUCCESS 2022	EXPECTED CHANGE 2022	KEY OUTPUTS 2019
Local governments have increased allocations and quality of spending to improve access and quality of basic services.	Improved use of inter-governmental transfers to improve access and quality of basic services.	<ol style="list-style-type: none"> 1. Analysis and technical recommendations on performance-based incentives, including Regional Incentive Funds (DID), Village Incentive Funds (DINDA), <i>Badan Penyelenggara Jaminan Sosial</i> (BPJS). 2. Analysis and technical recommendations on monitoring Special Allocation Funds (DAK Fisik and <i>Non-fisik</i>). 3. Analysis and technical recommendations on decentralisation and regional-based autonomy to improve basic services provided for the draft Mid-Term National Development Plan (RPJMN) 2020–2024 background study. 4. Technical recommendations for preparing high quality DAK proposals to improve basic services. 5. Enhanced capacity of local government in preparing high quality DAK proposals (DAK Fisik and <i>Non-fisik</i>).
	Increased capacities to manage local budgets to improve access and quality of basic services.	<ol style="list-style-type: none"> 1. Technical recommendations for improving plans and budget allocations for education, health, and CRVS services, which are based on analysis and results from tested tools (public expenditure analysis PEFA, pro-poor planning and budgeting tools SEPAKAT, and e-planning systems including SIPD and KRISNA). 2. Analysis and technical recommendations on village financial management, within the framework of policy monitoring. 3. Methodology and instruments for service delivery through CSO financing (procurement/ grant mechanism).
	Improved local government capacities for MSS-based planning and budgeting for basic services.	<ol style="list-style-type: none"> 1. Technical recommendations on guidance to local governments for achieving MSS indicators in education and health. 2. Technical recommendations for integrating MSS indicators into regional plans and budgets (including MSS costing). 3. Enhanced capacity of local governments in integrating MSS indicators into regional plans and budgets (including MSS costing) through training and mentoring.
	Increased use of Special Autonomy Funds (Otsus) to improve access and quality of basic services.	<ol style="list-style-type: none"> 1. Analysis and recommendations on national policies related to financing and management of the Special Autonomy Funds (Otsus). 2. Recommendations and policy designs on strengthening implementation and impact of Special Autonomy Funds (Otsus) to improve basic services. 3. Technical assistance on the use of Special Autonomy Funds (Otsus) for social protection of indigenous Papuans (BANGGA Papua).

Health and Nutrition

KOMPAK SUCCESS 2022	EXPECTED CHANGE 2022	KEY OUTPUTS 2019
Local governments and service units have developed and tested local innovations to improve the accessibility and quality of health and nutrition services.	Improved basic health services in remote areas.	1. Analysis and technical recommendations on the implementation of Ministerial Health Regulation No. 90/2015 on Delivery of Health Services in Remote Areas.
	Improved basic health services for maternal, neonatal, and child health, and stunting reduction.	<ol style="list-style-type: none"> 1. District and village regulations available to improve basic health services for MNCH and nutrition. 2. Mechanisms (strategic plan, technical guidelines, action plan, SOP) to support improved MNCH and nutrition services at the village and sub-district levels. 3. Recommendations on performance-based incentives to strengthen MNCH referral systems. 4. Piloting technology innovations for health services (e.g. drone, mobile app).
	Improved village-level basic health services in Papua and Papua Barat.	1. District policy to improve services for HIV and AIDS, and malaria, through community empowerment.

Education

KOMPAK SUCCESS 2022	EXPECTED CHANGE 2022	KEY OUTPUTS 2019
Local governments and service units have developed and tested local innovations to improve the accessibility and quality of education services.	Improved access to basic education services in remote and disadvantaged regions.	<ol style="list-style-type: none"> 1. Technical recommendations and analysis on the implementation of policy and regulations to reduce the numbers of out-of-school children. 2. Mechanisms available for planning, budgeting, monitoring, and evaluation to reduce the numbers of out-of-school children.
	Improved access to early childhood education and development (ECED) services.	<ol style="list-style-type: none"> 1. Analysis and recommendations to improve standardised indicators to support implementation of the national action plan on ECED. 2. Technical guidelines on cross-sectoral collaboration, and monitoring and evaluation of ECED services delivery in central and local governments, to support implementation of national action plan on ECED. 3. Recommendations for developing district and village policies and regulations to support ECED services delivery (planning, institutional mechanisms, and budgeting). 4. Technical guidelines on the mechanism and tools for monitoring and evaluation of ECED services delivery.

Civil Registration and Vital Statistics

KOMPAK SUCCESS 2022	EXPECTED CHANGE 2022	KEY OUTPUTS 2019
Local governments and service units have improved the accessibility and quality of CRVS services.	More coordinated national policies and strategies, technical guidelines, programs, and activities to strengthen CRVS.	<ol style="list-style-type: none"> 1. Guidelines for CRVS strengthening policies, as informed by models and learning at the local level (village-based civil registration system, use of data from village and sub-district information systems, and increased budget allocations). 2. Guidelines and policies for accelerating coverage of legal identity among populations with special needs, as informed by models and learning in Papua and Papua Barat. 3. Analysis and concept development on the 'Ease of Being Indonesian' (EOBI). 4. Midline study to assess the impact of legal identity on health and education services.
	Improved accessibility and quality of CRVS-related services in districts, sub-districts, and villages.	<ol style="list-style-type: none"> 1. Institutionalised sub-national (district/ sub-district/village) policies to increase the coverage of legal identity documents and improve the quality of CRVS services. 2. Final design of mechanisms, technical guidelines, systems, and procedures for cross-sectoral coordination (health, education, social, sub-districts, and villages) to increase coverage of legal identity documents and improve the quality of CRVS services. 3. Strengthened capacity of district Civil Registry and Population Administration offices, as well as sub-districts and villages, to plan, budget, and implement CRVS services. 4. Piloting blockchain for cash transfers – legal identity (Papua).

Sub-district and Village Strengthening

KOMPAK SUCCESS 2022	EXPECTED CHANGE 2022	KEY OUTPUTS 2019
<p>Village governments have the skills and mechanisms (including data) to improve basic services at the village and inter-village levels.</p> <p>Local governments provide effective support to villages and service units (health clinics and schools) to improve basic services.</p> <p>Communities – especially women, and the poor and vulnerable – take action to push government and service units to improve the accessibility and/or quality of services.</p> <p>An increased number of women have assumed higher roles of formal responsibility in their village in KOMPAK-targeted provinces.</p>	<p>An increased role and improved quality of support provided by sub-district and village governments in the provision of basic services.</p> <hr/> <p>Improved quality of village financial management, especially in disadvantaged regions (3T).</p>	<ol style="list-style-type: none"> 1. Policy recommendations to Gol related to strengthening village authorities, National Roadmap for integrated village development planning, and a roadmap for village facilitation for improved access to basic services. 2. Recommendations on technical guideline development related to sub-district service innovation and village oversight (<i>binwas</i>). 3. Recommendations to Gol and drafted technical guidelines on the sub-district as the centre for village assistance and empowerment (under MoHA's PKAD strategy: village clinics/PTPD / PbMAD), based on pilot results and learning. 4. Recommendations to inform the Gol's development of technical guidelines on the role of sub-district government in improving basic services, based on local learning and testing. 5. Recommendations to inform the Gol's development of technical guidelines on the role of village government in improving basic services, based on local learning and testing. 6. Village government is using village information systems (SID) for planning of basic services. 7. Sub-district government is using <i>Kecamatan</i> Dashboard for planning and coordinating oversight (<i>binwas</i>) activities related to the provision of basic services. 8. Recommendations for LG drafting of policy on the delegation of authority from the Head of District to the sub-district in the provision of basic services. 9. Recommendations for LG drafting of technical guidelines on cross-sectoral coordination in the provision of basic services. 10. Recommendations for LG drafting of technical guidelines on village authorities in the provision of basic services. 11. Policy recommendations and technical assistance to LGs on implementing data-driven village planning for improved basic services, and to increase public awareness about health and education (MNCH, malaria, HIV and AIDS, and nutrition), and to promote healthy behaviour. <hr/> <ol style="list-style-type: none"> 1. Policy analysis on village financial management in disadvantaged regions (3T).

Social Accountability

KOMPAK SUCCESS 2022	EXPECTED CHANGE 2022	KEY OUTPUTS 2019
Communities - especially women, and the poor and vulnerable - take action to push government and service units to improve the accessibility and/or quality of services.	Collaborative engagement between communities and government for improved basic services delivery, particularly for poor and vulnerable groups.	<ol style="list-style-type: none"> 1. Policy recommendations from pilot testing of community involvement in monitoring the provision of basic services (social accountability tools: collaborative monitoring, complaint handling, inclusive planning and budgeting, school budgeting, and Akademi Paradigta). 2. Piloted social accountability mechanisms that contribute to improvements in access and quality of basic services. 3. Capacity of women's groups to engage in village financial planning and management, especially related to the provision of basic services to poor and vulnerable groups.

Local Economic Development

KOMPAK SUCCESS 2022	EXPECTED CHANGE 2022	KEY OUTPUTS 2019
An increased number of MSMEs, especially those involving the poor and vulnerable, have increased their productivity and market access.	Enhanced policy and enabling environment for promoting sustainable local economic development through market linkages.	<ol style="list-style-type: none"> 1. Analysis and policy recommendations on sustainable local economic development, using the market-linkages approach. 2. Analysis and policy recommendations for the RPJMN 2020–2024 on improving economic productivity among the poor. 3. A tested market-linkages approach that improves the productivity of the poor. 4. Availability and use of market-linkages guidelines and instruments to promote sustainable local economic development.
	Improved facilitation and support services in strengthening local economic development, especially in accessing markets.	<ol style="list-style-type: none"> 1. Local policy recommendations on sustainable local economic development (including priority commodities and coordination mechanisms), using the market-linkages approach as part of a poverty reduction strategy. 2. Market-linkages approach piloted through platforms and models that are appropriate to the local context in each location.

KOMPAK

*Kolaborasi Masyarakat dan Pelayanan untuk Kesejahteraan
Kemitraan Pemerintah Australia - Indonesia*