



Australian Government



# KOMPAK TRANSITION WORK PLAN

July - December 2018

**KOMPAK**

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KOMPAK is an Australia–Indonesia Government Partnership  
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## Acronyms, abbreviations and terms

<b>APBD</b>	<i>Anggaran Pendapatan dan Belanja Daerah</i> (Regional Budget)
<b>APBDes</b>	<i>Anggaran Pendapatan dan Belanja Desa</i> (Village Budget)
<b>BaKTI</b>	<i>Bursa Pengetahuan Kawasan Timur Indonesia</i> (a knowledge bank and a source of information on development in the Eastern Indonesian Region)
<b>Bappeda</b>	<i>Badan Perencanaan Pembangunan Daerah</i> (Development Planning Agency at Sub-National Level)
<b>Bappenas</b>	<i>Badan Perencanaan Pembangunan Nasional</i> (Ministry of National Development Planning)
<b>BAST</b>	<i>Berita Acara Serah Terima</i> (Certified Acceptance of Grant Support)
<b>Bina Pemdes</b>	<i>Bina Pemerintahan Desa</i> (Directorate for Village Development)
<b>BPD</b>	<i>Badan Permusyawaratan Desa</i> (Village Consultative Council)
<b>BUMDesa</b>	<i>Badan Usaha Milik Desa</i> (Village-Owned Enterprise)
<b>Camat</b>	Head of Subdistrict
<b>CRVS</b>	Civil Registration and Vital Statistics
<b>CSO</b>	Civil Society Organisation
<b>DAK</b>	<i>Dana Alokasi Khusus</i> (Special Allocation Fund)
<b>DD</b>	<i>Dana Desa</i> (Village Fund)
<b>DEVI</b>	Development Innovation Indonesia
<b>DFAT</b>	Department of Foreign Affairs and Trade
<b>DID</b>	<i>Dana Insentif Daerah</i> (Regional Incentive Fund)
<b>DJPK</b>	<i>Direktorat Jenderal Perimbangan Keuangan</i> (Directorate General of Fiscal Balance)
<b>EOFO</b>	End-of-Facility Outcome
<b>FITRA</b>	Forum Indonesia untuk Transparansi Anggaran ( <i>Indonesia Forum for Budget Transparency</i> )
<b>GESI</b>	Gender Equality and Social Inclusion
<b>GoA</b>	Government of Australia
<b>Gol</b>	Government of Indonesia
<b>ICT</b>	Information Communication Technology
<b>IO</b>	Intermediate Outcome
<b>KADIN</b>	<i>Kamar Dagang dan Industri</i> (Trade and Industry Chamber)
<b>JIPP</b>	<i>Jaringan Inovasi Pelayanan Publik</i> (Network for Public Service Innovation)
<b>Kecamatan</b>	<i>Sub-district</i>
<b>KOMPAK</b>	<i>Kolaborasi Masyarakat dan Pelayanan untuk Kesejahteraan</i>
<b>LANDASAN</b>	<i>Layanan Pendidikan dan Kesehatan</i>
<b>LPA</b>	<i>Lembaga Perlindungan Anak</i> (Institute for Child Protection)
<b>MEL</b>	Monitoring, Evaluation and Learning
<b>MAHKOTA</b>	<i>Menuju Masyarakat Kokoh dan Sejahtera</i> ((Towards a Strong and Prosperous Indonesian Society)
<b>MIS</b>	Management Information System
<b>MoEC</b>	Ministry of Education and Culture ( <i>Kementerian Pendidikan dan Kebudayaan</i> )

<b>MoF</b>	Ministry of Finance ( <i>Kementerian Keuangan</i> )
<b>MoHA</b>	Ministry of Home Affairs ( <i>Kementerian Dalam Negeri</i> )
<b>Mol</b>	Ministry of Industry ( <i>Kementerian Perindustrian</i> )
<b>MoL</b>	Ministry of Labour ( <i>Kementerian Tenaga Kerja</i> )
<b>MoV</b>	Ministry of Villages, Disadvantaged Regions and Transmigration ( <i>Kementerian Desa Pembangunan Desa Tertinggal dan Transmigrasi</i> )
<b>MSS</b>	Minimum Service Standards
<b>NTB</b>	<i>Nusa Tenggara Barat</i> (West Nusa Tenggara)
<b>NTT</b>	<i>Nusa Tenggara Timur</i> (East Nusa Tenggara)
<b>Otsus</b>	<i>Otonomi Khusus</i> (Special Autonomy)
<b>PEKKA</b>	<i>Perempuan Kepala Keluarga</i> (Female-Headed Households Empowerment)
<b>PerBup</b>	<i>Peraturan Bupati</i> (District Head Regulation)
<b>Perda</b>	<i>Peraturan Daerah</i> (Local Legislation – Province or District)
<b>Perdasi</b>	<i>Peraturan Daerah Provinsi</i> (Province Legislation – especially for Papua and Papua Barat Provinces)
<b>PFM</b>	Public Financial Management
<b>PMF</b>	Program Management Framework
<b>PKAD</b>	<i>Pengembangan Kapasitas Aparatur Desa</i> (Strengthening the Capacity of Village Government)
<b>PMC</b>	<i>Project Management Cycle</i>
<b>PP</b>	<i>Peraturan Pemerintah</i> (Government Regulation)
<b>PTPD</b>	<i>Pembina Teknis Pemerintahan Desa</i> (Technical Facilitators for Village Governance)
<b>PUSKAPA UI</b>	<i>Pusat Kajian Perlindungan Anak Universitas Indonesia</i> (Center on Child Protection and Wellbeing, University of Indonesia)
<b>PWD</b>	People with Disability
<b>Puskesmas</b>	<i>Pusat Kesehatan Masyarakat</i> (Community Health Centre)
<b>Ranperda</b>	<i>Rancangan Peraturan Daerah</i> (Draft Local Legislation Province or District)
<b>Ranperbup</b>	<i>Rancangan Peraturan Bupati</i> (Draft of District Head Regulation)
<b>RPJMN</b>	<i>Rencana Pembangunan Jangka Menengah Nasional</i> (National Medium-Term Development Plan)
<b>SAID</b>	<i>Sistem Administrasi dan Informasi Desa</i> (Subdistrict Information System)
<b>SAIK</b>	Village Information and Administration System
<b>SDC</b>	Skills Development Center
<b>SC</b>	Steering Committee
<b>SEPAKAT</b>	<i>Sistem Perencanaan Penganggaran Analisis dan Evaluasi Kemiskinan Terpadu</i> (Integrated System for Planning, Budgeting, and Evaluation for Poverty Reduction Program)
<b>SID</b>	<i>Sistem Informasi Desa</i> (Village Information Systems)
<b>SOP</b>	Standard Operating Procedure
<b>SP</b>	Strategic Partner
<b>TAF</b>	The Asia Foundation
<b>TC</b>	Technical Committee
<b>UMD</b>	<i>Universitas Membangun Desa</i> (Universities Developing Villages)

# 1. Introduction

## 1.1 Purpose

This workplan presents key activities that KOMPAK will implement during the transition period July to December 2018. This 6-months transition period is intended to bridge between KOMPAK's initial phase (2015-2018, ended in June) and the continuation phase (2019-2022). Therefore, this workplan focuses on the continuation of activities from the previous phase, preparation of program strategies and systems for the next phase, and initiation of new activities.

The workplan builds on the earlier draft "KOMPAK Transition Work Plan July – December 2018" that was submitted to DFAT in April 2018. It was further refined through consultations with KOMPAK's key stakeholders. These include: DFAT; KOMPAK's four counterpart Gol ministries – Bappenas, Ministry of Finance (MoF), Ministry of Home Affairs (MoHA), Ministry of Villages, Remote Areas and Transmigration (MoV); seven counterpart provincial governments (Aceh, Central Java, East Java, West Nusa Tenggara, South Sulawesi, Papua and West Papua); and KOMPAK's partners – Centre for Child Protection at University of Indonesia (Puskapa UI), Institute for Child Protection NTB (LPA NTB), Empowering Female Headed Households (PEKKA), National Secretariat of Indonesia Budget Transparency Forum (Seknas FITRA), and BaKTI Foundation (Yayasan BaKTI).

KOMPAK's Technical Committee, co-chaired by Bappenas and DFAT, discussed the draft workplan on 17 July 2018 and concluded with overall endorsement of the proposed key activities and budget allocations. This workplan document provides an explanation of the workplan structure, summary description of activities by thematic issue, engagement with KOMPAK partners, and summary budget.

## 1.2 Focus of the Transition Period

During the transition period, KOMPAK's main objectives are:

- to consolidate the current portfolio of activities for greater coherence, impact and sustainability;
- to develop the guiding strategies and plans for the continuation phase; and
- to strengthen systems and processes for improved delivery of results in the continuation phase.

In line with these objectives, KOMPAK's focus during the transition period is described below:

### 1) Preparation for the continuation phase:

KOMPAK is developing a set of strategic documents to guide implementation during the continuation phase 2019-2022. This involves stakeholder consultations and technical assistance both at the national level and at the local levels. The documentation includes:

- Design and strategy documents (living design document, sector strategies, GESI strategy)
- Program management instruments (Performance Management Framework, Risk Management Plan, and MIS)
- Technical implementation guidelines on KOMPAK's core governance interventions: PFM, *kecamatan* and village strengthening, data/information management, social accountability,

special-autonomy related support. Over time these may be expanded following the results of stakeholder consultations

- Implementation planning documents: provincial roadmaps that contain analysis of local-specific problems to be addressed, objectives/targets to be achieved, and multi-year implementation plans per region
- Governance documents: revised Standard Operating Procedures (SOP) to accommodate changes in the governance structures and improved practices.

## 2) Program activity implementation:

In parallel with the development of the above documentation, KOMPAK continues to implement program activities. The transition work plan aims to consolidate ongoing interventions and promote their institutionalization, sustainability and replication. Activities that are strongly aligned with KOMPAK's framework and local priorities and have demonstrated significant progresses toward achieving the expected results will be continued. Some activities will complete their implementation cycle by December 2018. New activities that address current gaps related to governance of basic services, particularly health, education, and nutrition, will be initiated. Meanwhile, other initiatives from the previous period, particularly those that are still far from achieving the intended results and have limited or no commitment from the government counterparts, will be discontinued.



### Criteria for adding new activities:

- Contribute towards KOMPAK's agreed outcomes;
- Contribute towards GOI's development plans and strategy;
- Contribute towards solving local development challenges and priorities (applicable for locally implemented initiatives);
- National and/or subnational government commitment to the activity.



### Criteria for dropping activities:

- Does not contribute to KOMPAK defined outcomes;
- Does not contribute towards GOI's development plans and strategy;
- Does not contribute towards solving local development challenges and priorities (applicable for locally implemented initiatives);
- Lack of or declining national and/or subnational government commitment to the activity;
- Does not meet defined milestones for success;
- Does not achieve the intended results;
- Too expensive and resource-intensive for government or others to replicate.

## 2. Structure of Workplan

KOMPAK has three high-level End-of-Facility Outcomes (EoFOs):

- 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

While the three EoFOs will remain in the high-level framework for the next phase, KOMPAK is revising its Performance Management Framework and program logic to cover three levels of results: facility-level results, sector-specific outcomes (health and nutrition, education, civil registry and vital statistics, and local economic development), and local-level results. This will replace the previous strategic framework that was comprised of the five Intermediate Outcomes (IOs) underpinning the three EoFOs. The revised IOs will correspond to three sets of problems that KOMPAK is seeking to address: quality and consistency of



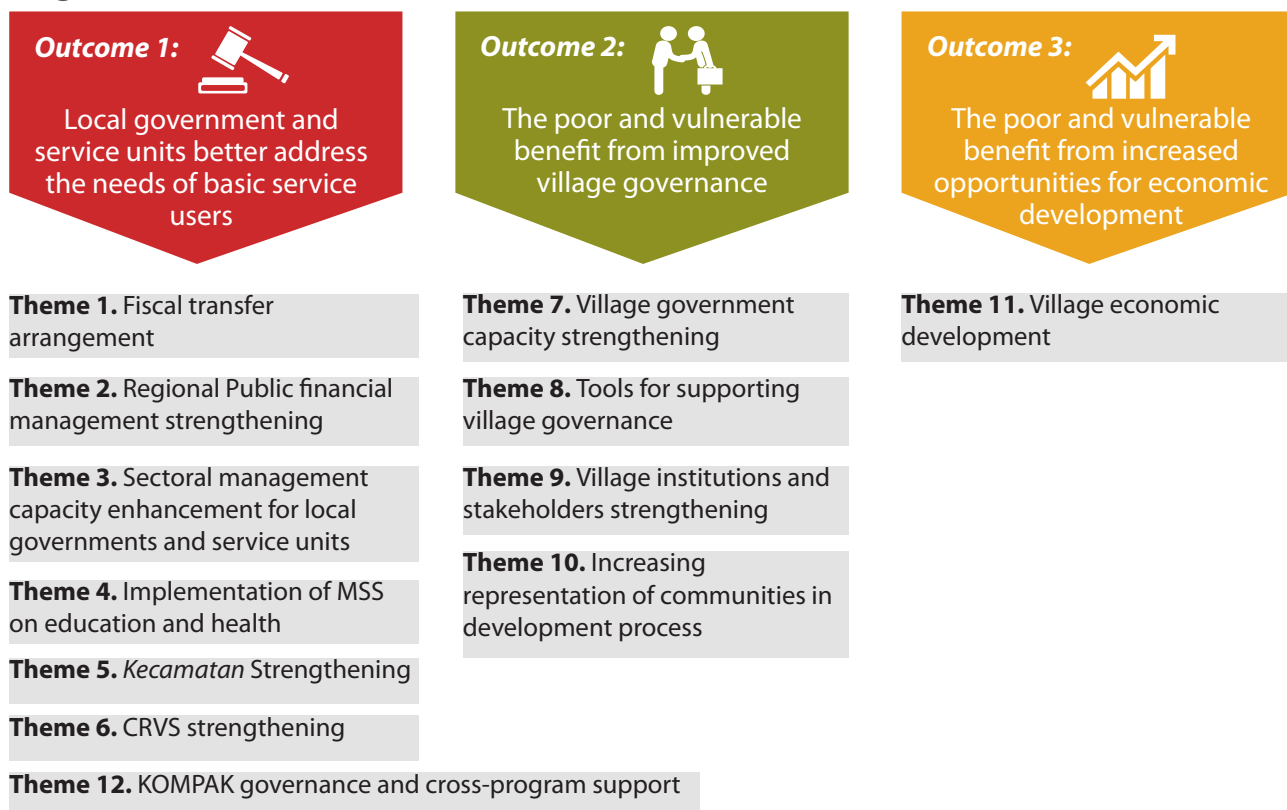
**key policies**, effectiveness of **systems for service provision**, and quality, depth and intensity of **citizen engagement and social accountability**. A mix of activities will be designed to achieve these IOs.

As such, KOMPAK is moving away from the current approach of grouping its activities under “Projects” and is shifting to grouping based on thematic issues for transition period. A set of 12 themes have been identified that reflect KOMPAK’s main strengths and areas for the transition period of intervention based on the first three years of implementation. Each theme is a consolidated group of activities that respond to a specific set of problems. They have been defined based on results and learning from the initial implementation phase through June 2018. The 12 themes are:

1. Fiscal transfers
2. Regional public financial management strengthening
3. Strengthening sectoral management capacity for local governments and service units
4. Implementation of Minimum Services Standards on education and health
5. *Kecamatan* Strengthening
6. CRVS strengthening
7. Village government capacity strengthening
8. Tools for supporting village governance
9. Village institutions and stakeholders strengthening
10. Increasing representation of communities in development processes
11. Village level economic development
12. KOMPAK governance and cross-program support

This transition workplan is structured based on Outcomes and themes as shown in Diagram 1 below. While Themes 1-11 are associated with each respective Outcome, Theme 12 covers cross-cutting support to all Outcomes and Themes: KOMPAK Governance, Monitoring Evaluation and Learning (MEL), GESI, Innovation, and Communication & Knowledge Management.

**Diagram 1. Outcomes and Themes**





### 3. Summary Description of Activities (by Theme, by Outcome)

For each Outcome, this section provides:

- a summary problem statement that is based on KOMPAK's high-level problem statements as defined in the revised Performance Management Framework;
- an explanation of the themes as they relate to the Outcome; and
- summary information on key activities under each theme, including problem statement, linkage/contribution to GOI policy, partners, budget, geographic location and risk. For each activity, specific outputs and geographic locations are defined.

#### 3.1 Outcome #1: Local government and service units better address the needs of basic service users

##### Summary problem statement

At the *national* level, there are weaknesses and lack of internal consistency of key policies, laws and regulations related to **decentralized service delivery**.

At the *system* level, the functionality, reliability and integrity of financial management is critical. With the Village Law and fiscal decentralization policies in place, over 760 trillion rupiah are channeled in various ways from national to district governments to village governments. These flows must be timely, accurate and spent effectively and efficiently. Strengthening the whole public financial management cycle (planning, budgeting, releasing, acquitting, recording, reporting, auditing) will remain a KOMPAK priority.

At the *district and kecamatan level*, the requisite skills, confidence and authority to act effectively, efficiently and equitably are weakly developed. KOMPAK will continue to strengthen both the authorizing environment and incentives for independent and appropriate action, as well as improve individual competencies and institutional capacities.

In response to the above, six thematic areas have been defined under Outcome 1. **Theme # 1 on fiscal transfer arrangements and Theme # 2 on regional public financial management** will address the core issue of quality of spending and the effectiveness of intergovernmental transfers – including special autonomy funds – in improving basic services. KOMPAK will maintain some support on improving the design of allocation policies at national level and shift more focus and resources toward local government capacities for public financial management, particularly at the district and service unit level. **Theme # 3 on sectoral management capacity** will focus on enhancing capacities of frontline service delivery systems, namely health and nutrition, education, and Civil Registry and Vital Statistics (CRVS), to deliver accessible and quality services to communities. This entails improved and integrated planning and budgeting capacities (cross service units) and sector-specific activities to address local barriers to the aforementioned services. **Theme # 4 on minimum service standards** will focus on strengthening the central government's role in promoting and monitoring compliance to the standards and the local governments' capacities to utilize the standards for their plans and budgets. **Theme # 5 on kecamatan strengthening** will build on previous work to institutionalize training for Camat and staff, support derivative regulations on *kecamatan* that are relevant to basic services, and strengthen data/information management.

**Theme # 6 on CRVS strengthening** will continue support for sustainable models for delivering CRVS at subnational level and policy frameworks at national level, including the national CRVS strategy and development of next Mid-Term National Development Plan (RPJMN) 2020-2024.

### Description by Theme

Theme #1	Fiscal transfer arrangement	
Problem statement	Intergovernmental fiscal transfers – including special autonomy funds – have not led to adequate improvements in basic services delivery at the local level due to lack of effective allocation/targeting policies and weak implementation capacity.	
Linkage/contribution to GOI policy	RPJMN 2015-2019, 2020-2024; DAK and DID policies; Special Autonomy Funds policy	
Partner	MOF; Bappenas; MOV; MoHA; Local Governments, MAHKOTA, UNICEF	
Budget	\$ 425,359	
Geographic location	Central government, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh	
Risk	Substantial reforms required; other development partners/programs also involved on fiscal decentralization policies particularly at national level	
Activity	Output	Location
Support for evidence-based fiscal transfer policies on basic service delivery	Policy inputs to strategic central-level policies, including RPJMN 2020-2024 and DAK policies – focusing on nutrition and affirmative policies for lagging-behind regions	National level
Support for the management of special autonomy (Otsus) funds – policy and implementation	(1) Improved local Otsus policies on allocation priorities for basic services (2) Increased local implementation capacity of Otsus funds (3) Policy inputs on sustainability of Otsus funds post 2021 and 2027 for Papua & Papua Barat and Aceh respectively (end of the current policies)	National level, Papua, Papua Barat, Aceh

Theme #2	Regional public financial management strengthening	
Problem statement	Weak local capacity in planning, budgeting, implementing and monitoring hamper quality of spending to improve basic services	
Linkage/contribution to GOI policy	DAK and DID policies; Minimum Service Standards (MSS); Poverty reduction strategy; RPJMD; APBD	
Partner	MOF; Bappenas; MoHA; Local Governments	
Budget	\$ 462,856	
Geographic location	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh	
Risk	Regional PFM is a relatively new area of work for KOMPAK and still requires further analysis to define appropriate interventions. Current lack of comprehensive analysis on complexity and constraints that can be used as the basis for PFM improvement in the region	
Activity	Output	Location
Support to local governments for strengthening financial management capacity	Improved quality of local governments' plans and budgets that reflect increased allocations for basic services delivery which will be informed by results of review and monitoring of DAK, DID and Dana Desa	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh
Technical support for strengthening financial management capacity in Service Units	Increased financial management skills in Service Units (education and health service units)	Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh

Theme #3	Sectoral management capacity enhancement for local governments and service units	
Problem statement	<ul style="list-style-type: none"> <li>Weak management capacities, lack of incentives, and poor coordination in service units are preventing improvements in access and quality of services. Regulatory frameworks and operational guidelines for specific issues are also lacking at the local level.</li> <li>In addition, KOMPAK currently does not yet have clear strategy and guidance on strengthening sectoral governance interventions in the next phase of the Program, as these are currently in development.</li> </ul>	
Linkage/contribution to GOI policy	Policies on: health system strengthening; financial management of funds managed by service units (Puskesmas and School); village financial management; and presidential regulation 16/2018 on procurement	
Partner	MOF; Bappenas; Local Governments; The World Bank; Yayasan Bakti	
Budget	\$ 1,080,915	
Geographic location	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh	
Risk	Currently KOMPAK lacks adequate interventions to service units and activities are yet, to be defined; lack of interest of local government for budget support arrangement with CSOs	
Activity	Output	Location
Support for financial management strengthening of service units	Training modules (locally adapted) on financial management of service units developed/refined and local teams of trainers formed	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh
Support for local health system strengthening	(1) Policy inputs and drafts of local regulation (Perda) and operational guidelines (Pergub) on local health system strengthening (2) Improved hospital management capacity (SOP, knowledge and skills)	West Papua
Support for pilot initiative of integrated and collaborative area-based frontlines planning and budgeting ( <i>Kecamatan Penggerak</i> )	Integrated and collaborative plans and budgets of service units, villages, and sub-districts, for improved basic services within the <i>kecamatan</i> , developed	Papua, West Papua
Support for sector engagement	(1) Sector strategy documents (health, nutrition, education, CRVS) developed and agreed by key stakeholders with a specific focus on poor women and the marginalised, and local economic development (2) Various local initiatives on health, nutrition, education, legal identity strengthened	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh
Pilot initiative of government budget support for NGO/CSO for improved basic service delivery	Operational model of local government budget support for the engagement of NGO/CSO in the implementation of basic service delivery developed	National level, local (TBD)

Theme #4	Implementation of Minimum Service Standard (MSS) on education and health	
Problem statement	The Minimum Services Standards are an important tool for improving basic services standards, but they are not well understood and applied by local governments. They are not enforced by the National level, and local governments are not incentivized to meet them.	
Linkage/contribution to GOI policy	Government Regulation PP 2/2018 on Minimum Service Standards and subsequent ministerial regulations; DAK policy; RPJMD.	
Partner	MoHA, Bappenas, Local Governments	
Budget	\$ 196,500	
Geographic location	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh	
Risk	Inter-ministerial coordination is challenging and may take time to be effective. Limited fiscal space of local governments to fulfill MSS in planning and budget documents.	
Activity	Output	Location
Support for the development of MSS monitoring instruments	MSS monitoring instruments developed and tested collaboratively by relevant key stakeholders; Tech based innovations tools developed and tested to support MSS monitoring .	National level  East Java, NTB and South Sulawesi
Support for local government capacity strengthening on MSS integration into local plan and budget documents	Increased local governments' understanding on MSS, and inputs are provided for integrating MSS in local planning and budget documents.	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh

Theme #5	<i>Kecamatan</i> strengthening	
Problem statement	The <i>kecamatan</i> has potential for improving service delivery at the frontline, but enabling factors are needed to achieve this, including authority, skills and capacities, data management, and financing. Building upon the accomplishments and progress to date, this theme aims at addressing the following inter-related issues: <ul style="list-style-type: none"> <li>• Poor data management: data is either unavailable or is not used for program planning, implementation monitoring and reporting by sub-district administration and service units;</li> <li>• The new government regulation PP 17/2018 on <i>Kecamatan</i> requires derivative guidelines – including on <i>kecamatan</i> level planning and multi-sector coordination;</li> <li>• Increased demands for the Camat training by some local governments warrants expansion and institutionalization through central government institution;</li> <li>• Following Bupati's delegation of authority to Camat to coordinate public services, the performance of the <i>kecamatan</i> needs to be monitored, measured and, possibly, incentivized.</li> </ul>	
Linkage/contribution to GOI policy	Law 23/2014 on Local Government; Law 6/2014 on Village; and Government Regulation PP 17/2018 on <i>Kecamatan</i> and PP on local innovation.	
Partner	MoHA, Bappenas, Local Governments	
Budget	\$ 434,866	
Geographic location	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh	
Risk	High turn-over of <i>kecamatan</i> and service unit staff may constraint sustainability of support and results. Data management challenges requiring consolidation and validation of data from different sources.	

Activity	Output	Location
Support for evidence-based planning for Camat and staff	(1) Technical inputs for improvement of <i>kecamatan</i> planning process; (2) Increased skills of Camat and staff on data management for planning; (3) Inputs for the development of derivative guidelines of PP 17/2018; (4) Good practices are shared and disseminated.	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh
Support for capacity strengthening on program implementation and monitoring for service units and villages	(1) Training modules and tools for program implementation monitoring instruments developed and used; (2) Results of programs' performance are disseminated to public.	Papua, West Papua
Support for the institutionalization of Camat training modules	(1) Modules for Camat training are officially adopted by central government's training body (BPSDM/IPDN); (2) Central/local governments plan and budget for the replication of Camat training.	National level, South Sulawesi, East Java, Central Java, Aceh
Support for the development of performance-based incentive systems	Performance indicators and monitoring instruments related to delegation of authority to <i>kecamatan</i> are developed and tested.	National level, NTB, Central Java, Aceh

Theme #6	CRVS strengthening	
Problem statement	<ul style="list-style-type: none"> <li>Large number of unregistered individuals and events. The gap in legal identity documents represents inequality since it disproportionately affects the vulnerable groups in the population.</li> <li>The quality of civil registration services varies and tends to be passive especially in areas where legal identity coverage is low.</li> <li>Poor understanding of the importance of legal identity documents, leading to passive behavior among community members in seeking legal identity and civil registration services.</li> <li>Fragmented policies and financing structure on CRVS, while there are at least six vital events to be recorded and registered, involving at least ten different ministries, and over a dozen of mechanisms.</li> <li>Low quality of vital statistics produced from civil registration and poor utilization of the vital data by other sectors as the basis for delivery of basic services.</li> </ul>	
Linkage/contribution to GOI policy	Law 24/2013 on civil registration; RPJMN 2019-2024; National CRVS Strategy (ongoing) and its subsequent presidential regulation (planned)	
Partner	Bappenas, Local Governments, Pusaka UI, LPA NTB	
Budget	\$ 345,700	
Geographic location	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh	
Risk	Complex set of stakeholders involved at both national and sub-national levels; Weak organizational capacity of local governments for CRVS, thus constraining the institutionalization of support and results	
Activity	Output	Location
Support for local capacity strengthening for CRVS management	(1) Improved access and increased records of CRVS coverage with a focus on poor women and persons with disabilities; (2) Local multi-stakeholder working groups on legal identity established, institutionalized, and have provided policy recommendations – local and national levels;	NTB, South Sulawesi, East Java, Central Java, Aceh

Activity	Output	Location
	(3) SOP for operations and monitoring developed, tested and used; (4) Good practices (particularly on effective models for reaching different target groups – women and PWDs) are shared and disseminated, and mechanism for replication support developed.	
Support for the development of national and local policies	<p><i>National level:</i> Policy inputs for: (1) the development/refinement of national CRVS strategy document and its subsequent presidential regulation; (2) background study of RPJMN 2019-2024 – including inputs from national working group on legal identity; (3) Other inputs in the forms of policy brief and technical notes.</p> <p><i>Sub-national level:</i> (4) Draft report and recommendations of CRVS Rapid Assessment in Papua and Papua Barat (LANDASAN); (5) Inputs for the development of local policies – including Bupati regulations, village regulations, and technical guidelines for Papua’s BANGGA social protection program.</p>	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh

### 3.2 Outcome #2: The poor and vulnerable benefit from improved village governance

#### Summary problem statement

At the *national* level, there are weaknesses and lack of internal consistency of key policies, laws and regulations related to **village governance**.

At the *village level*, the requisite skills, confidence and authority to act effectively, efficiently and equitably are weakly developed. KOMPAK will continue to strengthen both the authorizing environment and incentives for independent and appropriate action, as well as improve individual competencies and institutional capacities.

At the *front-line and community level*, the depth and ‘bite’ of citizen engagement and social accountability has been limited to date. This has resulted in funds being poorly deployed and local priorities not being met. KOMPAK will continue to work to empower local communities to hold their governments (at all levels) to account for the proper use of funds.

In response to the above, four thematic areas have been defined under Outcome 2.

**Theme # 7 on village government capacity strengthening** will support with the development and refinement of several national regulations and policies to better guide village law implementation, increase village government capacities, promote and integrate basic services provision into village development. **Theme # 8 on tools to support village governance** will support and promote online learning platforms to improve the capacities of village government apparatus, strengthen the quality and utilization of village information systems for improved village administration, planning, monitoring, and transparency. **Theme**



**# 9 on village institution and stakeholders strengthening** will continue building the capacities of the village councils (BPD) to channel people’s aspirations into critical decisions and processes related to village development; to draft necessary village legislations, including on village budgets; and to provide oversight to village governments. This includes policy support and technical guidance at national and local levels, as well as piloting of good practices and innovative approaches for inclusive development, mainstreaming of basic services into village development, and establishment of social accountability mechanisms. **Theme # 10 on increasing representation of communities in development processes** will mobilize CSO networks to affect policies and resourcing for villages. Youth groups and non-formal leaders will be engaged to local-specific problems, such as HIV and AIDS in Papua and Papua Barat – and promote women’s participation in village governance and development.

## Description by Theme

Theme #7	Village government capacity strengthening	
Problem statement	Village governments and officials (aparatus desa) do not have sufficient information, capacity, and support (ranging from kecamatan to national level) to execute their roles and functions effectively in implementing the Village Law to benefit poor and vulnerable communities.	
Linkage/contribution to GOI policy	Law 6/2014 on Village; MoHA ministerial regulation 20/2018 on village financial management and 114/2014 on village development; MOV ministerial regulation 3/2015 on village facilitation; Law 23/2014 on Local Government; and Government Regulation PP 17/2018 on Kecamatan; RPJMN 2015-2019 and 2020-2024.	
Partner	MoHA, MoV, Bappenas, Local Governments	
Budget	\$ 937,104	
Geographic location	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh	
Risk	Continued challenging “dynamics” and weak coordinating between key line ministries may constrain harmonized policies and effective oversight and support to local governments on village development.	
Activity	Output	Location
Support for policy development / refinement and policy implementation on village governance	Policy inputs on: (1) Revision of MoHA ministerial regulation 114/2014 on village development (including a GESI perspective); (2) RPJMN 2020-2024; (3) Revision of MoV ministerial regulation 3/2015 on village facilitation (including a GESI perspective); (4) Roadmap on village governance and development (Bappenas); (5) Regulation on integrated capacity development for village government apparatus; (6) Policy implementation: increased understanding of district, kecamatan, and village governments’ officials on village financial management (MoHA ministerial regulation 20/2018).	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh
Support for the implementation of integrated capacity development program for village government apparatus	(1) Technical guidelines for integrated capacity development program are developed and disseminated, including M&E framework and tools; (2) Technical support and oversight provided by sub-districts to villages (through PTPD) on mainstreaming basic services, inclusive and gender/disabilities sensitive planning, and village financial management.	National level, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh



Activity	Output	Location
Support for strengthening and replication of “ <i>Kampung Penggerak</i> ” model (“activator village”) for basic services (Papua and West Papua)	(1) Active roles are fulfilled by village governments in addressing health (nutrition, malaria, HIV and AIDS) and education issues in remote areas through collaboration with and support from sub-district administration and service units; (2) Training modules (locally adapted) on roles and responsibilities and village planning developed, tested, and used for training village apparatus, including members of village councils; (3) Increased knowledge and skills of village apparatus on roles and responsibilities and planning; (4) Increased number of “ <i>Kampung Penggerak</i> ” that act as role model and provide assistance to other villages; (5) Model piloted for integrated and collaborative efforts ( <i>kecamatan</i> administration, service units, villages) for basic services improvement.	Papua, West Papua

Theme #8	Tools for supporting village governance	
Problem statement	Main stakeholders for village development at the local level, including facilitators, village officials, and communities, lack information to inform effective village development processes. Online learning media for village government apparatus are available, but require improvement. <ul style="list-style-type: none"> <li>• Availability and quality of village information systems vary across villages and regions. Further improvements needed in most areas. Regions that have demonstrated positive results need to institutionalize the systems and their utilization.</li> </ul>	
Linkage/contribution to GOI policy	Law 6/2014 on Village; MoHA ministerial regulation 20/2018 on village financial management and 114/2014 on village development; MOV ministerial regulation 3/2015 on village facilitation; National policy and guidelines for capacity development of village apparatus (planned).	
Partner	MoHA, MoV, Bappenas, Local Governments, Yayasan Bakti	
Budget	\$ 697,984	
Geographic location	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh	
Risk	Ineffective promotion, monitoring and enforcement by MoHA and MoV for using the online learning media. Lack of capacity of local governments in Papua and West Papua to institutionalize and replicate village and sub-district administration and information systems (SAIK and SAID) and high dependency on KOMPAK.	
Activity	Output	Location
Support for online learning for village apparatus in managing village development	(1) Increased capacity of MoHA and MoV in managing <i>Gapura Desa</i> (e-tutorial) and <i>Ruang Desa</i> (consultation medium between village apparatus with facilitators) respectively; (2) Content materials of both applications improved; (3) Promotion of both applications has increased; (4) Increased download and utilization of both applications.	National level, NTB, South Sulawesi, East Java, Central Java, Aceh

Activity	Output	Location
Support for the development of village information system for basic services and supra-village coordination	(1) Village information system identified to provide adequate (gender and PWD disaggregated) data for village and sector planning; (2) Village information systems are used by local governments; (3) Data/information system (including sex / PWD disaggregated data) is established at sub-district ; and (4) Policy inputs for the development of integrated reporting system (national).	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh
Support for strengthening and replication of integrated village and sub-district administration and information systems (SAIK and SAID respectively) in Papua and West Papua	(1) SAIK and SAID are institutionalized and replicated to other villages and sub-districts; (2) Modules for SAIK and SAID training for village cadres, village apparatus, and sub-district apparatus are developed and used for training them; (3) Village cadres, village apparatus, and sub-district apparatus have the skills to develop the systems; and (4) SAIK and SAID are integrated with data from service units (Puskesmas and schools).	Papua, West Papua

Theme #9	Village institution and stakeholders strengthening	
Problem statement	Village Councils do not have adequate knowledge and capacity to perform their functions related to representation of communities, especially representation of women in their communities, advocacy for community aspirations, development of village legislation, and oversight of village government.	
Linkage/contribution to GOI policy	Law 6/2014 on Village; MoHA ministerial regulation 10/2016 on village council (BPD), 20/2018 on village financial management, and 114/2014 on village development	
Partner	MoHA, Bappenas, Local Governments, Seknas FITRA	
Budget	\$ 177,508	
Geographic location	National level, South Sulawesi, East Java, Aceh	
Risk	Strengthening representational village councils (BPD) may create trade-off for the promotion of broad-based community participation in village governance and development.	
Activity	Output	Location
Support for the development of regulations and technical guidelines on BPD based on good practices – national and local	(1) National BPD technical guidelines, including monitoring instruments, developed and disseminated; (2) Training modules for BPD training developed; (3) Policy inputs for the development of local regulations (Ranperda/Perda or Ranperbup/Perbup, Perdes, RKPDesa, and APBDesa).	National level, NTB, South Sulawesi, East Java, Central Java, Aceh
Support for BPD capacity strengthening around basic service issues – including continuous development of innovative approaches	(1) Concept and operational guidelines for innovative approaches developed (e.g. budget school, aspiration and complaints handling centers, etc.); (2) Linkages established between BPD and development partners; (3) Policy inputs for GESI sensitive village legislations are provided; (4) BPD networks established, including linkages to local parliament (DPRD); and (5) Model developed for increasing female representation in BPD.	National level, NTB, South Sulawesi, East Java, Central Java, Aceh

Theme #10	Increasing representation of communities in development process	
Problem statement	Village communities do not have adequate representation or participation in village governance and development processes. In addition, mechanisms to engage and hold village governments accountable for village development and basic services delivery are lacking.	
Linkage/contribution to GOI policy	Law 6/2014 on Village; MoHA ministerial regulation 10/2016 on village council (BPD), 20/2018 on village financial management, and 114/2014 on village development	
Partner	Bappenas, MoV, Local Governments, Yayasan Bakti, PEKKA	
Budget	\$ 398,341	
Geographic location	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh	
Risk	Low interests of local governments in supporting and sustaining engagement of CSOs and non-formal/informal leaders in village governance and development.	
Activity	Output	Location
Support for strengthening CSOs' and indigenous leaders' engagement to advocate improved village governance for basic services	(1) CSO network mobilized to provide policy inputs for improved village governance and development; (2) Increased capacity of village cadres, customary indigenous leaders and religious leaders in village governance and development processes, including in addressing specific local problems such as outreach for HIV and AIDS and improved school management (Papua and Papua Barat)	National level, Papua, West Papua, NTB, Aceh
Support for strengthening women's leadership at village level	(1) Program design and strategy document on women's leadership at village level for the next phase developed/refined; (2) Increased women capacity, representation, and participation in village planning processes.	Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh

### 3.3 Outcome #3: The poor and vulnerable benefit from increased opportunities for economic development

#### Summary problem statement

At the *national* level, there are weaknesses and lack of internal consistency of key policies, laws and regulations related to **village economic development**.

At the *district, kecamatan and village level*, the requisite skills, confidence and authority to act effectively, efficiently and equitably are weakly developed. KOMPAK will continue to strengthen both the authorizing environment and incentives for independent and appropriate action, as well as improve individual competencies and institutional capacities, **including government and private sector**; and

At the *front-line and community level*, the depth and 'bite' of citizen engagement and social accountability has been limited to date. This has resulted in funds being poorly deployed and local priorities not being met. KOMPAK will continue to work to empower local communities to hold their governments (at all levels) to account for the proper use of funds, **including for village-level economic development**.

In response to the above, one thematic area has been defined under Outcome 3. Theme #11 on Local Economic Development will continue to promote the market linkage approach to improve access of micro enterprises – including BUMDES – to market information, business support and platforms for market uptake. This activity will be expanded to additional KOMPAK districts. Phasing out of innovations to increase employment through technical vocational training to hand over this area of work to Bappenas for continuation in 2019. Policy inputs will also be provided for RPJMN 2020-2024 to facilitate greater uptake and institutionalization of the market linkages approach.

<b>Theme #11</b>		<b>Local economic development</b>	
Problem statement	<p>The poor and vulnerable, especially women and youth, lack access to economic opportunities, jobs, livelihoods and markets.</p> <ul style="list-style-type: none"> <li>Local economic development program lack of participation from communities and market actors.</li> <li>Supportive services and market information to foster growth and development of microenterprises are lacking.</li> </ul>		
Linkage/contribution to GOI policy	RPJMN 2014-2019 and 2020-2024; Cooperatives & MSME Regulation No.7/2015 on Strategic Plan on Development Cooperatives and MSME; Law 6/2014 on village; MoV ministerial regulation 04/2015 on BUMDES; Presidential Instruction No. 9/2016 on Vocational Training Revitalisation		
Partner	Bappenas, MoV, MoL, MoEC, Mol, KADIN, Local Governments		
Budget	\$414,000		
Geographic location	Aceh, Central Java, East Java, NTB, South Sulawesi		
Risk	Common orientation among local governments for “instant” and “quick-spending” approaches in promoting local economic development may challenge the adoption of market linkage approach.		
<b>Activity</b>	<b>Output</b>	<b>Location</b>	
Support for strengthening access of micro enterprises (including BUMDES and cooperative) to market	(1) Market information is made available on-line for users; (2) List of commodities/sectors, poor producers, past and existing programs within districts, value-added opportunities, and market actors are identified; (3) Co-design process to develop prototypes to increase product value and access to market for enterprises run by poor and vulnerable women completed; and (4) Plan of action agreed by local governments, producers and market actors for local economic development, with a focus on female entrepreneurs.	National level, NTB, South Sulawesi, East Java, Central Java, Aceh	
Support for policy formulation on local economic development	(1) Good practices are shared and disseminated; and (2) Policy inputs for RPJMN 2019-2024.	National level	
Support for capacity strengthening of micro enterprises in villages (including BUMDes)	Technical inputs provided to local governments’ plans for strengthening micro enterprises (including BUMDes) using market linkage approach for better impact on local economic development.	Aceh, Central Java, East Java, NTB, South Sulawesi	
Phasing out support for innovations in employment	(1) National map of occupation with competency standard completed in 8 sectors: fishery, food crops, tourism destination, electricity/power, logistics, construction, automotive, and transportation; (2) Skills development centers piloted in 7 districts, with sustainability strategies clearly defined; (3) Assessment conducted to inform GOI expansion of SDC implementation in additional 14 districts; and (4) Monitoring, Evaluation and Learning Framework developed for SDC implementation.		

### 3.4 Cross-cutting Themes: Better KOMPAK governance and cross-program support

#### Summary

Cross-cutting areas are linked and embedded providing support to all Outcomes and all other thematic areas. They are critical for successful implementation of KOMPAK. **Theme # 12.1 on KOMPAK program governance**, priorities during the transition include: amendments to the governance structures and SOP, consultations to develop key strategic documents required for the continuation phase, meetings, supervision, and monitoring as required. Priorities under **Theme # 12.2 on Monitoring, Evaluation, and Learning (MEL)** are to finalize the Performance Management Framework, implementation plans and tools, including MIS, and to institutionalize them internally. This is to ensure that program teams use the tools and that results and learning inform implementation. Likewise, **Theme 12.3 on GESI** will refine KOMPAK’s strategy to incorporate lessons learned, take on new opportunities and ensure institutionalization internally. **Theme # 12.4 on Innovation** will support the institutionalization and replication of good practices in the previous phase, launch new initiatives (such as innovation hubs and digital governance tools and alternative financing for development programs), and identification of new initiatives in KOMPAK-assisted districts.

Theme #12.1	KOMPAK Program Governance	
Problem statement	Key strategies, plans, internal systems and processes need to be refined to improve KOMPAK’s performance and effectiveness in KOMPAK’s continuation phase.	
Linkage/contribution to GOI policy	N/A	
Partner	Bappenas, MoHA, MoV, MoF, Local Governments, and other partners	
Budget	\$ 552,649	
Geographic location	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh	
Risk	Key government stakeholders are preoccupied with other priorities, which may create a constrain for effective collective consultation processes.	
Activity	Output	Location
Development/refinement of KOMPAK program design and strategy documents, as well as technical guidelines, and program management instrument documents	<p>Key KOMPAK program design and strategy documents developed/refined and agreed with stakeholders through consultation processes at central, province, and district levels, including:</p> <p>KOMPAK Living Design Document</p> <ol style="list-style-type: none"> <li>(1) Sector Strategy Documents on priority sectors: Health (including nutrition), Education, CRVS, and Local Economic Development</li> <li>(2) Technical implementation guidelines on KOMPAK’s core governance interventions: PFM, <i>kecamatan</i> and village strengthening, data/information management, social accountability, special-autonomy related support. Over time these may be expanded following the results of stakeholder consultations</li> <li>(3) Implementation planning documents: provincial roadmaps that contain analysis of local-specific problems to be addressed, objectives/targets to be achieved, and multi-year implementation plans per region</li> </ol>	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh

Support for the execution of roles and functions of KOMPAK governance structures	<ol style="list-style-type: none"> <li>(1) Meetings and consultations of all governance structures at central and provincial to district levels (Steering Committee, Technical Committee, Thematic Working Groups, and Technical Teams) are convened as required, and provide feedback, recommendations, and decisions in accordance with their respective mandates;</li> <li>(2) Members of governance structures conduct field visits for supervision, monitoring, and oversight, as required;</li> <li>(3) Joint GoI-GoA-KOMPAK supervision mission to local governments conducted, as required; and</li> <li>(4) Periodic and <i>ad hoc</i> GOI reportings at central and subnational in line with prevailing regulations and requirements.</li> </ol>	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh
Support for LANDASAN program governance arrangements	<ol style="list-style-type: none"> <li>(1) Review of LANDASAN Program in Papua and West Papua is conducted to map out progresses and lessons; recommendations for continuous improvements are provided, which may lead to;</li> <li>(2) Refinement of Landasan Program design and implementation management; and</li> <li>(3) Implementation of LANDASAN Program is better synchronized with other relevant local governments' and donors' programs.</li> </ol>	Papua, West Papua
Support for the expansion of KOMPAK to NTT	<ol style="list-style-type: none"> <li>(1) Assessment visit(s) conducted and recommendations provided based on identification and analysis of needs, taking into accounts lessons from other relevant programs in the past and present;</li> <li>(2) Program locations (districts) are selected; and</li> <li>(3) Technical committees at province and district levels established.</li> </ol>	National level, NTT

Theme #12.2	Monitoring, Evaluation, and Learning (MEL)
Problem statement	MEL is a central and integral part of program management. Following Independent Progress Review recommendations KOMPAK will strengthen MEL systems, tools and processes to ensure they are fit for purpose as well as integrating MEL functions across the program to improve linkages between monitoring, learning and practice.
Linkage/contribution to GOI policy	N/A
Partner	Bappenas, MoHA, MoV, MoF, Local Governments, and other partners
Budget	\$ 288,782
Geographic location	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh
Risk	Performance Management Framework (PMF) must capture information, data and learning across a broad range of activities in 7 provinces, operating at 3 levels of logic: activity, sector and KOMPAK (facility). There are risks in the ability of one system to capture everything. Thus, the framework and accompanying MIS must be sophisticated, yet simple enough to report effectively on results and changes at all three levels.

Activity	Output	Location
Development/refinement and implementation of KOMPAK's MEL Framework	(1) KOMPAK's PMF developed/refined and agreed with stakeholders through consultation processes; (2) Monitoring tools refined and new ones developed based on PMF needs; (3) Increased staff skills across the program to effectively use the PMF and tools; (4) Implementation progress and challenges are monitored; recommendations are provided and follow up on for improvement; (5) Data and analysis feed to continuous improvement of program implementation; (6) MIS fully functioning and utilized; and (6) Quarterly review and reflection are conducted, upon which learnings may inform adjustments to the work plans and budget.	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh

Theme #12.3		Gender and Social Inclusion (GESI)
Problem statement	KOMPAK's GESI Strategy needs refinements to incorporate lessons learned and new opportunities to further mainstream GESI and program GESI-focused initiatives across the program	
Linkage/contribution to GOI policy	N/A – embedded in all thematic areas	
Partner	Bappenas, MoHA, MoV, MoF, Local Governments, and other partners	
Budget	\$ 92,286	
Geographic location	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh	
Risk	Low commitment and awareness about how to program GESI activities; male-dominated government bureaucracies which may constrain the promotion, mainstreaming, and institutionalization of GESI sensitive approaches.	
Activity	Output	Location
Development/refinement and implementation of KOMPAK's GESI Strategy in KOMPAK-assisted programs/activities	(1) KOMPAK's GESI Strategy Document (2019-2022) developed/refined; (2) GESI is embedded and mainstreamed in KOMPAK-assisted program deliveries, Performance Management Framework (PMF), and in the quarterly review and reflection; (3) GESI monitoring data and learning are gathered and communicated internally and externally to feed in to programming for continuous improvement in program implementation; and (4) GESI Action Plans developed for each district highlight specific commitments and plans for GESI mainstreaming and targeted activities.	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh



Theme #12.4	Innovation	
Problem statement	<ul style="list-style-type: none"> <li>Lack of information and technical capacity to identify opportunities and design innovative approaches to improve basic service delivery.</li> <li>Limited scope of successful innovation initiatives in previous phase.</li> </ul>	
Linkage/contribution to GOI policy	N/A – embedded in all thematic areas	
Partner	Bappenas, MoV, Local Governments, Universities, CSOs, private sector	
Budget	\$ 194,000	
Geographic location	National level, NTB, South Sulawesi, East Java, Central Java, Aceh	
Risk	Existing policies and technical guidelines in service provision may limit opportunities in promoting innovations	
Activity	Output	Location
Support for innovation design, implementation, and replication	(1) Good practices of UMD innovation support in the previous phase is promoted for replication (through: technical facilitations in relevant conferences/ workshops, promoting linkages between universities and business sector, UMD Apps to connect the actors, and dialogues with national education institutions; (2) Increased number of institutional participants using DEVI online innovation platform; (3) Platform of Network for Public Service Innovation (JIPP/Jaringan Inovasi Pelayanan Publik) is launched in Central Java, South Sulawesi, and East Java; (4) ICT based innovations are identified in KOMPAK-assisted program activities through hackathon and other means, e.g. potential for blockchain or other forms of technology innovations; (5) Apps and Dashboard for child and maternal health monitoring developed; and (6) Alternative financing for development programs identified and initiated, among others from private sector and crowd funding.	National level, NTB, South Sulawesi, East Java, Central Java, Aceh (other regions to be confirmed at a later stage)

Theme #12.5	Communication and Knowledge	
Problem statement	Knowledge, results and good practices from KOMPAK need to be documented and shared. Inadequate understanding of the public and key stakeholders on KOMPAK's progress and results. Wider public need to be well informed on the results of KOMPAK as a bilateral development cooperation.	
Linkage/contribution to GOI policy	N/A – embedded in all thematic areas	
Partner	Bappenas, MoV, Local Governments, Universities, CSOs	
Budget	\$ 402,825	
Geographic location	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh	
Risk	KOMPAK staff are too preoccupied in delivering program activities, thus have no time to support documentation.	

Activity	Output	Location
Support for communications and knowledge management	(1) Dissemination of good practices is supported through different knowledge sharing and exchange opportunities (IDF, appreciation night, Bakti-initiated Eastern Indonesia Forum, etc.) and policy dialogue forums between local governments, National level and CSO partners; (2) Good practices from our activities in KOMPAK locations are well-documented, shared, disseminated, and promoted using various media platforms; (3) KOMPAK's publication materials are made available for sharing and dissemination; and (4) Platforms and tools to increase public understanding of KOMPAK's progress and results, including the website, are functioning and widely utilized.	National level, Papua, West Papua, NTB, South Sulawesi, East Java, Central Java, Aceh

## 4. Working with KOMPAK Partners

### 4.1 Introduction

In November 2017, DFAT conducted an independent progress review of KOMPAK, and the report made a number of recommendations related on its Strategic Partners (SP):

- KOMPAK and Strategic Partners should jointly develop improved ways of working at national and sub-national levels that build better working relationships (end of Phase 1).
- Streamline the number of Strategic Partners and rationalize their purpose. Selecting only those that have demonstrated successes in delivering outcomes to date, and in working collaboratively at sub-national levels to ensure that their interventions are strategically aligned with KOMPAK's outcomes (Phase 2).

In response to these recommendations KOMPAK initiated an internal review of its SP engagement strategy. The focused areas of this review include:

- Current performance (technical and management) and program alignment of each Strategic Partner and propose the role and technical focus of Strategic Partners going forward;
- Current ways of working between KOMPAK and its SP (engagement, management, and coordination and partnership) and propose improved ways of working going forward.

The recommendations from this assessment – which were discussed with and endorsed by DFAT – inform KOMPAK's approach in working with partners in future. Key relevant recommendations include:

- KOMPAK to continue working with and deliver activities through third-party engagement. The overall objectives of the engagement should include to broaden coverage, reach grassroots communities, ensure sustainability, and also to continue leveraging on existing networks, experiences, and expertise. KOMPAK should also continue to build on emerging partnerships with other DFAT funded programmes such as MAMPU and INOVASI in the field. The report also recommended to approach the partnership with "One family – One KOMPAK" – which reflects a suggestion for improvement in relationships and ways of working.

- Remove usage of the term “Strategic Partners” – simply just refer to “Partners” instead. KOMPAK should move towards acknowledging its various partnerships, and focus on ensuring a strong rationale for each partnership, in terms of what and how individual partners can contribute towards delivering KOMPAK’s objectives. This approach will enable each partner to simply be defined in accordance with what they actually do, and allow KOMPAK flexibility to engage the partners needed to achieve results.
- Agree on some simple assessment criteria, but judge the value of each partnership on the need and the task ahead. The main assessment criteria for selecting partners should always focus on the need and task ahead and will therefore vary depending on the tasks and activities in question. The criteria is:
  1. Is the partner’s organisational vision, mission and strategic positioning aligned with KOMPAK’s objectives? Are they aligned with the needs for KOMPAK to engage with a partner organization?
  2. Does the partner have existing networks that will assist KOMPAK in driving, advocating and delivering its agenda?
  3. Does the partner have demonstrated technical expertise, experience and management capacity to deliver the agreed scope of work?
  4. Are the partner’s proposed activities and objectives clearly aligned with KOMPAK outcome area(s)?
  5. Has the partner developed a framework for monitoring, evaluation and learning which supports KOMPAK’s and includes an assessment framework for when interventions can be scaled-up/replicated and when they should be dropped?
  6. Has the partner effectively addressed and integrated gender equality and social inclusion within its design, activities and MEL framework?
  7. Has the partner developed a feasible sustainability strategy and risk management plan?
- Strengthen coordination, collaboration and partnerships at all levels. A majority of the partnerships have been positive for KOMPAK, and increased coordination and collaboration at all levels would further strengthen these partnerships. It is recommended that KOMPAK and its partners engage closer in terms of:
  1. Closer collaboration and co-design of thematic strategies, implementation strategies (including contextual variations), activities, and adapt interventions during implementation with KOMPAK;
  2. Strategic discussions on relevant broader issues rather than just project or activity specific;
  3. Engage strategically with partners on national and local level policy engagement and advocacy;
  4. Subnational policy engagement and advocacy together with KOMPAK subnational offices;
  5. Ensure DFAT involvement in strategic coordination activities for high level strategy cohesion and to maximise opportunities and minimise risks at the national level; and
  6. Ensure a unified KOMPAK vision and mission where partners and KOMPAK together drive a defined agenda.
- Harmonization of KOMPAK and Partners MEL frameworks, including provision of some capacity development to partners on MEL

## 4.2 Work with Selected Partners in the Transition Period

Following the review recommendations, KOMPAK with DFAT endorsement has continued partnerships with PUSKAPA UI, LPA NTB, PEKKA, and Seknas Fitra through the transition period. The scope of each partnership is mainly to continue and maintain progress on key activities in the previous phase and develop design and plans for the continuation phase. KOMPAK and its Partners (now referred to as KOMPAK Partners) will co-design the activities and workplan, as well as agree on improved ways of working.

**Table 1 – Summary of Partners’ Activities for the Transition Period**

PUSKAPA UI	Theme # 6 on CRVS strengthening. PUSKAPA UI will continue providing technical assistance to local governments and partners to strengthen, sustain and replicate the good practices. Specifically for Papua and West Papua, PUSKAPA UI will provide technical assistance to the LANDASAN Program and the Papua Province’s universal child grant program called BANGGA PAPUA that is being supported jointly by KOMPAK and MAHKOTA. At the national level, PUSKAPA will continue its policy advocacy and technical assistance work for on the National CRVS Strategy and preparation of the RPJMN 2020-2024. PUSKAPA and KOMPAK will jointly design the activities for the continuation phase.
LPA NTB	Theme # 6 CRVS strengthening. LPA NTB will continue outreach activities and other village level work to increase CRVS services uptake, as well as partnership and advocacy with local governments. LPA NTB and KOMPAK will also jointly design the activities for the continuation phase
PEKKA	Theme # 10 on increasing representation of communities in development processes – particularly around support for strengthening women’s leadership. Based on results and reflecting on lessons learned during the previous phase, PEKKA and KOMPAK will refine the design of the <i>Paradigma Academy’s</i> training model and seek for opportunities to integrate the training into other platforms, including other women’s networks and government trainings. PEKKA will also move its work to primarily align with KOMPAK assisted regions. Hence joint assessments and consultations with local stakeholders will be conducted.
Seknas FITRA	Theme # 9 on village institutions and stakeholders strengthening – particularly on village councils (BPD). Seknas FITRA will continue to pilot models for BPD strengthening, and its work will be expanded to other KOMPAK-assisted districts. Seknas FITRA and KOMPAK will jointly design the activities for the continuation phase.
Yayasan BaKTI	Yayasan BaKTI has been providing implementation support to the LANDASAN Program in Papua and Papua Barat. They will continue the planned activities. The Program will undergo a review during the transition period, and results may suggest for the revision to the original design and implementation strategies. Yayasan BaKTI and KOMPAK will jointly redesign the Program as required.  Note: Yayasan BaKTI was not part of the SP review. Unlike other Partners that were engaged through grants, Yayasan BaKTI was/is engaged under procurement modality. It now falls under the generic term “Partner.”

### 4.3 Preparation for Extension Phase

As discussed above, delivering activities with and through Partners will be a core strategy of KOMPAK for the extension phase.

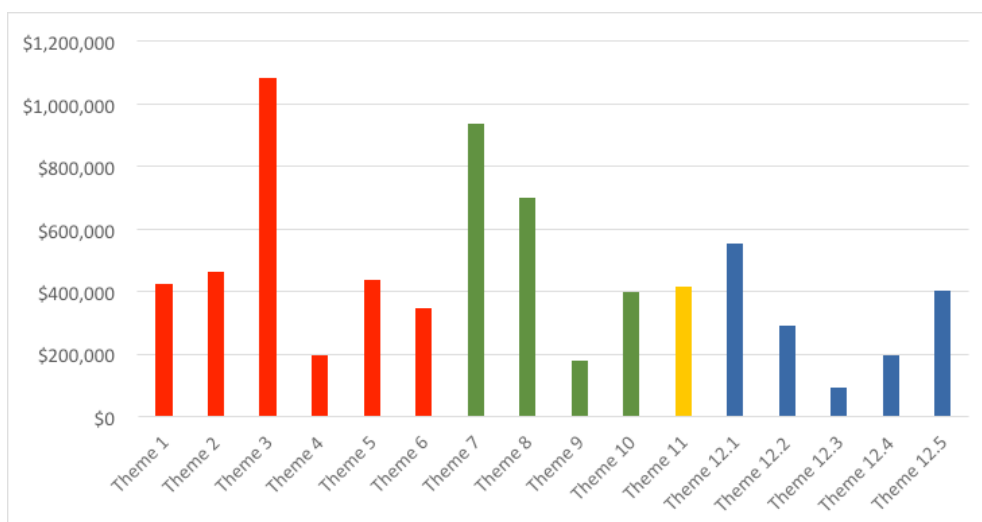
In summary, with regards to the partnership, during the transition period, KOMPAK, in discussions with DFAT and GOI, will:

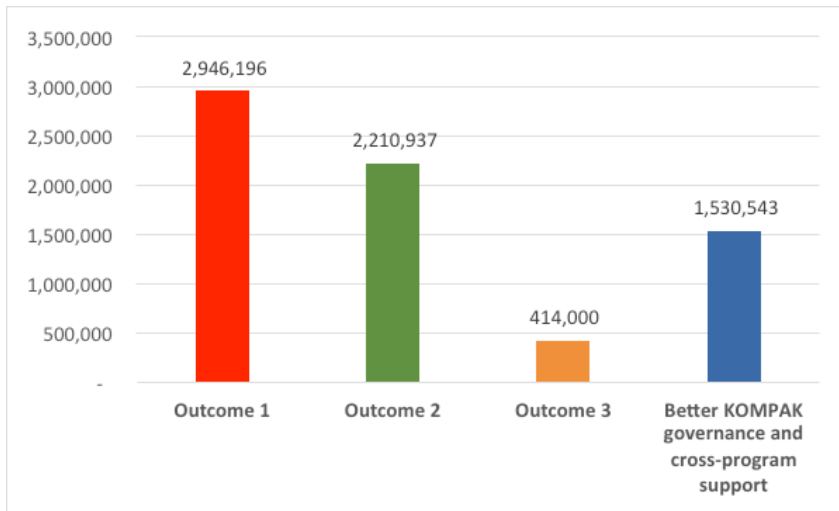
- Identify program needs and activities that will be implemented through partnerships
- Identify potential Partners both at the national level and at the local levels
- Prepare the required documentation and process for engagement of Partners in compliance with administrative and legal requirements
- Leverage CSO partnerships and networks through other DFAT programs.

## 5. Budget Summary

### 5.1 Program Budget Summary by Outcome and Theme

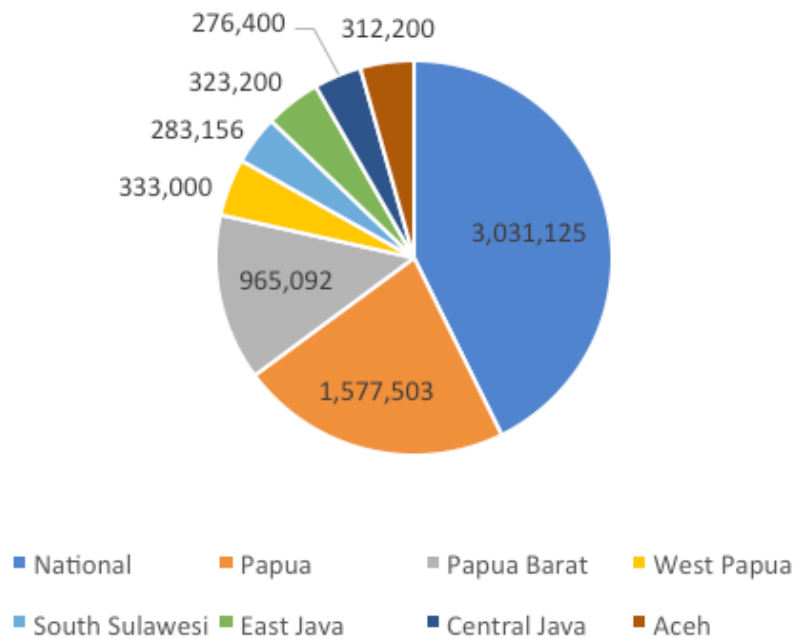
Description		Budget
<b>Outcome # 1</b>		<b>\$ 2,946,195</b>
Theme # 1	Fiscal transfer arrangement	\$ 425,359
Theme # 2	Regional public finance management strengthening	\$ 462,856
Theme # 3	Sectoral management capacity enhancement for local governments and service units	\$ 1,080,915
Theme # 4	Implementation of Minimum Service Standard (MSS) on education and health	\$ 196,500
Theme # 5	Kecamatan strengthening	\$ 434,866
Theme # 6	CRVS strengthening	\$ 345,700
<b>Outcome #2</b>		<b>\$ 2,210,938</b>
Theme # 7	Village government capacity strengthening	\$ 937,104
Theme # 8	Tools for supporting village governance	\$ 697,984
Theme # 9	Village institution and stakeholders strengthening	\$ 177,508
Theme # 10	Increasing representation of communities in development process	\$ 398,341
<b>Outcome # 3</b>		<b>\$ 414,000</b>
Theme # 11	Local economic development	\$ 414,000
<b>Theme # 12 Better KOMPAK governance and cross-program support</b>		<b>\$ 1,530,543</b>
Theme 12.1	KOMPAK Program Governance	\$552,649
Theme 12.2	Monitoring, Evaluation, and Learning (MEL)	\$288,782
Theme 12.3	Gender and Social Inclusion (GESI)	\$92,286
Theme 12.4	Innovation	\$194,000
Theme 12.5	Communication and Knowledge	\$402,825
<b>TOTAL</b>		<b>\$ 7,101,676</b>





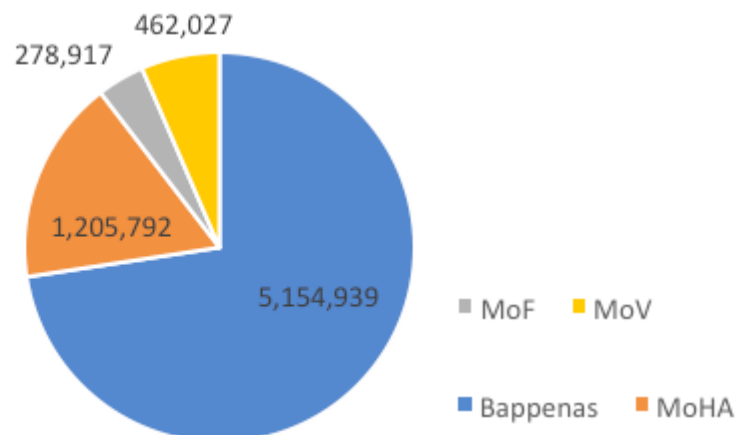
## 5.2 Program Budget Summary by National and Sub-national

Description	AU\$
National	\$ 3,031,125
Sub-national	\$ 4,070,550



## 5.3 Program Budget Summary: BAST per ministry

Description	AU\$
Bappenas	\$ 5,154,939
MoHA	\$ 1,205,792
MoF	\$ 278,917
MoV	\$ 462,027





Australian Government

# KOMPAK

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Kemitraan Pemerintah Australia - Indonesia