



**Government of the Republic of Indonesia  
United Nations Development Programme**

**Indonesian Democracy Index  
(IDI)**

**Project Document**

February 2009

## ABBREVIATIONS

AWP	Annual Work Plan
Bappeda	Badan Perencanaan Pembangunan Daerah (Regional Development Planning Agency)
Bappenas	Badan Perencanaan Pembangunan Nasional (National Development Planning Agency)
BPKP	Badan Pengawas Keuangan dan Pembangunan (Finance Supervision and Development Board)
BPS	Badan Pusat Statistik (Statistics Indonesia/National Statistic Office)
CDR	Combined Delivery Report
CP	Country Programme
CPAP	Country Programme Action Plan
CSO	Civil Society organisation
DPD	Dewan Perwakilan Daerah (The House of Regional Representative)
DPRD	Dewan Perwakilan Rakyat Daerah (Local Legislative)
EB	Expert Board
FACE	Funding Authorization and Certificate of Expenditure
GOI	Government of Indonesia
HACT	Harmonised Approach to Cash Transfer
IDI	Indonesian Democracy Index
Musrenbang	Musyawahar Perencanaan Pembangunan (Consultative Planning Meeting)
MYFF	Multi-Year Funding Framework
NEX	National Execution
NGO	Non-Governmental Organisation
NPD	National Project Director
OAI	Office of Audit and Investigation
OGC	Oslo Governance Centre
PMU	Project Management Unit
RPJM	Rencana Pembangunan Jangka Menengah (Medium Term Development Plan)
ProDoc	Project Document
PWG	Provincial Working Group
RPJP	Rencana Pembangunan Jangka Panjang (Long Term Development Plan)
RKP	Rencana Kerja Pemerintah (Government Work Plan)
TRAC	Target for Resource Assignments from the Core
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

## SIGNATURE PAGE

Country: Indonesia

UNDAF Outcome(s)/Indicator(s): **Outcome 2:**  
By 2010, pro-poor democratic governance is realized with enhanced accountability, capacity and participation in the 10 poorest provinces.

Expected Outcome(s)/Indicator (s): **CP Outcome 3:**  
*(CP outcomes linked to the SRF/MYFF goal and service line)*  
By 2010, pro-poor democratic and participatory decentralization policies and mechanisms in place with public and private institutions adhering to the rule of law and international instruments.

Expected Output(s)/Annual Targets: **CP Output (3.3):**  
*(CP outputs linked to the above CP outcome)*  
Active citizens' participation and civic engagement in democratic political governance at national and local levels including women.

Implementing partner: Directorate of Politics and Communication,  
*(designated institution/formerly executing entity)* Bappenas

Responsible parties: Bappenas and UNDP  
*(formerly implementing entities)*

Programme Period : 2009 – 2011	2009 AWP budget : USD 600,000
Progr. Component : Promoting Democratic Governance	Total resources required
Project Title : Indonesian Democracy Index (IDI)	Total budget : USD 1,650,000
Atlas Award ID : 00049773	Allocated resources
Project Duration : 36 months	• Regular (UNDP TRAC) : USD 110,000
PAC Meeting Date : 22 January 2009	• Global Programme : USD 300,000
Mgmt Arrangement : As for Bappenas, cash advance will be made on a quarterly basis, while UNDP component will be directly implemented.	Unfunded budget : USD 1,240,000

**Agreed by National Development Planning Agency (Bappenas)  
Implementing Partner:**

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Bambang Sutedjo

**Agreed by UNDP:**

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Håkan Björkman

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## **SECTION I – SITUATION ANALYSIS**

### **Background**

Over the past decade Indonesia has been undergoing an important transition towards democracy. Democratic elections in 1999 and 2004, constitutional amendments, new institutions like the DPD, and the reform of basic political laws have introduced democratic practices and good governance principles. New political parties have been allowed to form and contest in general elections, and the president has been directly elected for the first time in 2004. In addition, the country is undergoing the decentralisation of its government and services, delegating power from the centre to 33 provinces and over 500 districts and municipalities.

These changes have coloured Indonesian democracy and created a variety of democratic performances in the region. As a country in transition, Indonesia has turned into a place where variations among different regions are becoming more pronounced. In the future, variations in democratic outlook among different regions in the country may become more apparent, based on differences in institutional set-up, leadership, and local political culture. Without having a democracy measurement operating at the local level using specific local indices, it is difficult to judge whether or not Indonesia is heading toward asymmetric democratic outlook.

It has become clear in the work of the Government of Indonesia, various international agencies, non-governmental organizations, associations of municipal authorities, and among development aid organizations that there is a need for an assessment instrument to allow for an accurate and systematic evaluation of Indonesia's democracy. In particular, there is a need for a method of evaluating the quality, efficiency, and meaningfulness of democratic institutions and practices by a variety of actors and analysts both from within and outside the political systems.

### **Pilot Indonesia Democracy Index (2007-2008)**

Within that framework, Bappenas (National Agency for Development Planning) with support from UNDP, initiated the developed an Indonesian Democracy Index (IDI).

The IDI project supports a nationally owned process for assessing and monitoring democratic governance within all 33 provinces in Indonesia. It aims to provide an inclusive and consultative framework for the systematic assessment and monitoring of democratic governance goals and targets expressed in Indonesia's national and regional development plans. It is meant to measure democratic progress and setbacks at the provincial level. Using three aspects of democracy (civil liberties, political rights and democratic institutions), the Index aspires to facilitate evidence-based political development planning by using a tool to

measure the performance of democracy in the region. Through the Index the principal strengths and weaknesses of democratic life and ways to further consolidate strengths and to rectify weaknesses are to be identified.

The pilot IDI project started in 2007. It tried to measure the level of fulfilment of civil liberties and political rights, and the strength of democratic institutions and processes in Indonesia, based on nationally defined and agreed indicators within 33 provinces in Indonesia. This pilot project was supported by the Statistics Indonesia (BPS) and Regional Development Planning Agencies (Bappeda).

A team of experts developed the first version of the IDI methodology through a series of discussions in different regions to tap people's opinion and judgment useful to generate indicators. A selected partner conducted the actual data gathering and, based on 43 indicators and over 10 variables, analyzed the content of news papers and policy documents, held focus group discussions and conducted interviews to collect data in all 33 Indonesian provinces. Applying these findings and data to the methodology, the expert team developed the index and drafted a report.

In 2008 the IDI project successfully produced draft versions of the IDI methodology, the index and report. In addition, it developed a set of baseline findings and recommendations for improving the index over the next few years. These recommendations came out of an extensive review and consultation process with national and international stakeholders and are integrated in this revised project proposal. With the baseline findings and recommendations available Bappenas and UNDP want to continue their cooperation and improve the quality of the index and its application over the next 3 years.

## **Measuring democracy**

There is no universal method for measuring 'democracy', even less so at the sub-national level. The Indonesian initiative to measure democracy at the provincial level is part of a growing trend to assess democracy at the national and sub-national levels, as a reaction to international governance indicator sources which are methodologically controversial, and not useful to inform national policymaking (highly aggregated scores do not point to specific challenges affecting particular regions or population groups).

While the need for nationally generated and 'actionable' governance data is well recognized, few social scientists and statisticians have experience in this area. There is no 'standard' methodology for measuring democracy or governance at the local level. Contrarily to the Human Development Index which has a clearly defined measurement scope, the plurality of concepts related to governance and democracy is not amenable to the international endorsement of a single methodology. As such, the IDI cannot be assessed against any 'absolute standard', but rather contributes one more 'experiment' to this evolving practice of national democracy measurements.

The IDI is also part of a growing national trend to assess different aspects of democratic governance. In Indonesia, the IDI complements similar efforts that have been developed by other institutions like the Partnership for Governance Reform in Indonesia (PGR), the Centre for Democracy and Human Rights Studies (DEMOS) and international agencies like USAID.

UNDP's primary concern in supporting the IDI is to promote and support assessment processes that develop the capacities of local stakeholders to understand, participate in and use governance assessments that will directly inform reform in the country and empower citizens and groups to hold government to account for its performance. UNDP's key-advantage is that is ideally positioned to help policy-makers in Indonesia to identify governance problems that need to be addressed, and to have at their disposal the means for assessing the effectiveness of policy reforms to address those problems.

For country-led assessments to provide more depth into a particular policy issue, UNDP emphasizes that they must integrate a focus on marginalized and vulnerable groups. Country-specific and disaggregated indicators will help identify specific institutions and practices that perpetuate unfair and sub-standard provision of services to these groups. As such, the IDI strategy will be based on the following 4 key support areas:

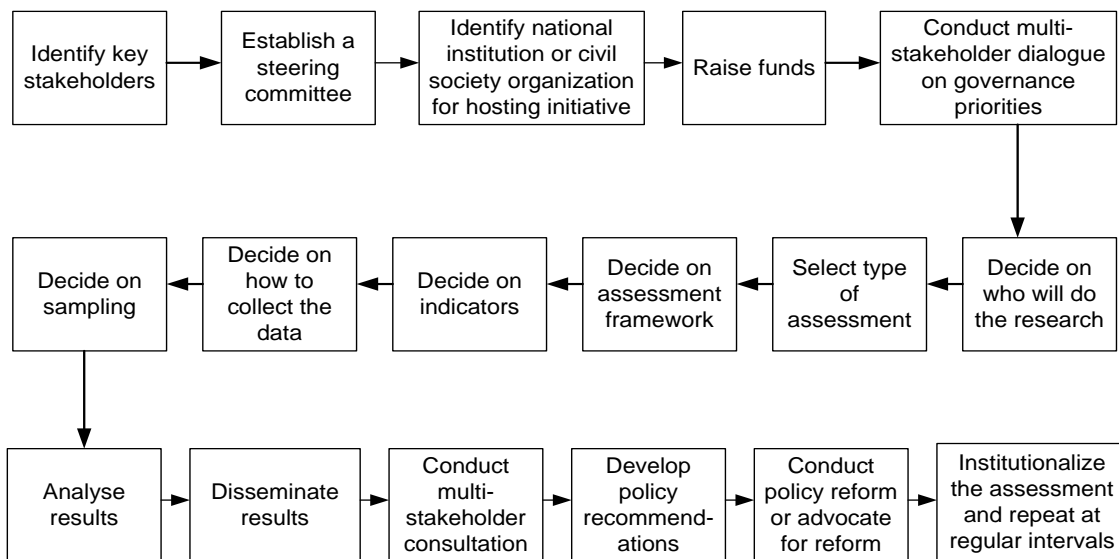
- Promoting multi-stakeholder participation.
- Aligning governance assessments with national development plans.
- Promoting pro-poor and gender-sensitive governance assessments.
- Strengthening evidence-based policymaking

## SECTION II – STRATEGY

### Assessment process

Building upon the experience and lessons learned of the IDI pilot project 2007-2008, this project revision is designed first of all for Bappenas and UNDP to maintain their partnership in the context of nationally led democracy assessments. It will provide catalytic support for Bappenas to move forward with developing a nationally owned democracy index. It will also mobilize assistance to help Bappenas to address capacity problem for developing, producing and utilising aggregated democracy indexes.

The UNDP strategy for Indonesia is based on the following key steps in conducting a country led governance assessment<sup>1</sup>.



### Aligning governance assessments with national development plans

The Indonesian Democracy Index will contribute to the accomplishment of the national agenda in the consolidation of Indonesia's democracy as stated in the concept paper of Bappenas and in the mid-term development plan (RPJM) 2004-2009.

The RPJM stipulates that on the basis of the problems, challenges, and constraints faced by the people and the nation of Indonesia, the vision of national development 2004–2009, has been determined, namely:

1. The realization of life of the people and the nation, that is safe, united, harmonious and peaceful;

<sup>1</sup> For more detailed information see Practice Note Supporting Country-led Governance Assessment by UNDP/Oslo Governance Centre.

2. The realization of the people and nation that upholds the law, equality, and basic human rights; and
3. The realization of an economy that can create employment opportunities and a reasonable living and that provides a solid foundation for a sustainable development.

On the basis of the national development vision, the three national development missions for 2004–2009, have been determined, namely:

1. The realization of a Safe and Peaceful Indonesia
2. The realization of a Just and Democratic Indonesia
3. The realization of a Prosperous Indonesia

The IDI will in particular support the realisation of a just and democratic Indonesia. It will serve as input and is to be integrated into the national development planning exercise (*Musyawarah Perencanaan Pembangunan* or *Musrenbang*) and is as such encouraging evidence-based and inclusive policy making for democratic development.

*Outcome: Political planning process at the national and provincial level is improved and more evidence-based, in order to contribute to the accomplishment of the national agenda in the consolidation of Indonesia's democracy.*

### **Promoting multi-stakeholder engagement**

A central feature of country-led processes for assessing and monitoring democratic governance is that local and national stakeholders actively participate in key steps of the assessment process including what is to be assessed, how to assess it and how the assessment is to be used. Local engagement in all stages of the IDI is critical for linking the assessment results and the corrective actions needed and for safeguarding the transparency and policy relevance of the assessment process. The active involvement and ownership of Bappenas, Bappeda, BPS in all layers of project and programme implementation is the basis for the future sustainability of the IDI.

Regular and active engagement is ensured through the management structure design at the national level a project board will be set up consisting of representatives of Bappenas, UNDP and BPS. At the local level a provincial working group will be established in each province consisting of five members, representing Provincial Bappeda, Provincial BPS, Provincial DPRD, NGO/journalists, and university. To ensure the quality of activities and substantive matters, a group of experts from academic, media, and CSO backgrounds will be set up to provide inputs both for constructing and contextualising the Index (see for more information Section 4 and Annex C).

The outcome indicators refer to the projects' aim to support the Government of Indonesia, in this case Bappenas, BPS and Bappeda in increasing their capacity to develop, produce, utilise and take over the IDI in the areas of their respective responsibilities, as well as to ensure involvement from civil society:

1. The IDI is utilised by Bappenas as one of the tools of analysis for political development planning.
2. The IDI is used by provincial Bappedas as one of the references in political development planning.
3. The Statistics Indonesia (BPS or the National Statistic Office), both at national and provincial levels, is capable of producing the IDI.
4. Civil society, including women's groups, is involved actively in process of constructing and utilizing the IDI.

The data collection will be done by the BPS through an institutional arrangement. In collecting the data, the BPS will work closely with the provincial Bappeda and BPS offices. Bappenas is committed to institutionalise the relevant functions of the IDI as part of its regular functions, i.e. to coordinate and align relevant programmes and policies pertaining to democratic consolidation.

*Output: BPS has proven capacity to collect data and to construct the IDI 2009 and 2010*

### **Promoting pro-poor and gender-sensitive governance assessments**

The current IDI offers an innovative methodology which combines quantitative and qualitative data sources and is generated by a more comprehensive data collection methodology than other existing governance assessments. The IDI triangulates data from four different sources: 1) from the media (analysis of newspaper content), 2) from official documents (local regulations, police records, records of the local elections office, etc.), 3) from focus group discussions (with participants from 13 different 'backgrounds'), and 4) from in-depth interviews. Public surveys would provide useful complementary insights to this already well-rounded data collection methodology.

There is a consensus amongst Bappenas and UNDP that there are currently a number of methodological weaknesses related to both indicator selection and data collection methodology will need to be addressed in the next phase. Indicators will need to be made more 'actionable', more gender sensitive, less prone to misinterpretations. The media review as a primary source of data was also found to pose a number of methodological challenges related to both issues of (assumed) political independence of newspapers, and accessibility (only few newspaper offices have archives of past editions.) Extensive comments and

suggestions for improving the IDI methodology were provided by a peer review group, by the Bappeda, the Oslo Governance Centre and other stakeholders and will be taken into consideration while improving the methodology.

*Output: Methodology and indicators of the IDI are improved through a consultative process, and accepted by Bappenas, Bappeda, BPS and representatives from civil society.*

*Output: BPS has proven capacity to produce IDI 2009 and IDI is communicated effectively through a report.*

### **Strengthening evidence-based policymaking**

The results of this nationally-owned democratic governance assessment are planned to be integrated into the annual national development planning exercise (*Musrenbang*) encouraging evidence-based and inclusive policy making. The IDI should also serve as a checks and balances mechanism against government planning at the provincial level, promoting civic engagement in democratic political governance at national and local levels.

*Musrenbang* is mentioned and defined in the Law No. 25 year 2004 on the National Development Planning System. *Musrenbang* consists of *Musrenbang* for a Long Term Development plan (RPJP), Mid Term Development Plan (RPJM), and a Government Work Plan (RKP). This bottom-up planning process is organized by the Minister for Development Planning at the national level, and the Head of Bappeda at the regional level. The *Musrenbang* is the responsibility of the local government's Planning Department (Bappeda) and is intended to allow citizens to express their aspirations and priorities. This process begins at the village or neighbourhood level with identification of projects the village would like to have, and goes further up through the sub-district, district, provincial and national level. The IDI project timeframe is based on this *Musrenbang* process cycle so that the IDI can serve as input or "evidence" for Bappenas and Bappeda based on which priorities and policies can be set and developed.

Concurrently, a module on how this index can be used for planning purposes by Bappenas and Bappeda will be produced by a team of experts. The team comprises of experts on democracy, political development, and planning. This module will be piloted and improved over the course of the project.

*Output: Bappeda capacitated to use the IDI 2008 for evidence-based political development planning in 3 provinces*

*Output: Bappenas and Bappeda in all provinces have used the IDI 2009 and 2010 for evidence-based political development planning*

## **Sustainability**

Towards the end of the IDI project, a thorough evaluation of the index and its utilization will be carried out with the expectation of providing valuable input for improvement for the index in the subsequent years. It is expected that the Government of Indonesia through Bappenas, BPS, and Bappeda will include the production of IDI in their respective budget plan from 2010, so as to ensure its sustainability. This can then be backed up by increased capacity from the side of Bappenas, Bappeda and BPS to implement and ensure the quality of the IDI successfully. It is also expected that the index will be produced periodically and regularly, such as annually or biannually. The period of IDI production will be decided by Bappenas and will take into account the effectiveness of the use of the index for planning purposes. Therefore the IDI project plans to support two consequent IDI production processes, i.e. for 2010 and 2011.

*Output: Successful evaluation and sustainability of the IDI project are assured.*

## SECTION III – RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the Country Programme Results and Resources Framework:**

By 2010, pro-poor democratic and participatory decentralisation policies and mechanisms in place with public and private institutions adhering to the rule of law and international instruments.

**Applicable MYFF Service Line:**

Service Line 2. Fostering Democratic Governance

**Partnership Strategy:**

The project will be implemented in close collaboration with the BAPPENAS. This implementing partner will bring along their major responsible parties from provincial Bappeda and BPS, as well as NGOs, universities and other civil society organisations in the implementation of the programmes and projects aimed at providing analytical tool for assessing democracy. A number of competent recipients and beneficiaries that have been identified as the preliminary networks are reform-minded civil society leaders, political party leaders and activist, national and local parliamentarians as well as other relevant government stakeholders.

The Indonesian Democracy Index (IDI) will contribute to the accomplishment of the national agenda in the consolidation of Indonesia's democracy and more specifically, in the mid-term development plan (RPJM). As stated in the project documents of the Deepening Democracy programme, the implementing partners and supporters are positioned as the active doers and beneficiaries of the programme. Active involvement of partners in all layers of project and programme implementation is the basis for future sustainability of the IDI. It is expected that policy recommendations and other products of the IDI would be adopted and internalised by all partners in their respective organisations.

As a preliminary step, BAPPENAS has indicated its commitment to institutionalise the relevant functions of the IDI as part of its regular functions, i.e. to coordinate and align relevant programmes and policies pertaining to democratic consolidation.

**Project Title and ID:** Indonesian Democracy Index (IDI)  
00049773

**Project Outcome:**

Political planning process at the national and provincial level is improved and more evidence-based, in order to contribute to the accomplishment of the national agenda in the consolidation of Indonesia's democracy.

**Outcome indicators:**

1. The IDI is utilised by the national development planning agency (Bappenas) as one of the tools of analysis for political development planning.
2. The IDI is used by provincial development planning agencies (Bappedas) as one of the references in political development planning.
3. The Statistics Indonesia (BPS), both at national and provincial levels, is capable of producing the IDI.
4. Civil society, including women's groups, is involved actively in process of constructing and utilizing the IDI.

Intended Outputs	Output Targets (by year)	Indicative Activities	Responsible Parties	Inputs (USD)
<b>Year 2009</b>				
1. Methodology and indicators of the IDI are improved through a consultative process and accepted by Bappenas, Bappeda, BPS and key representatives from civil society	1. The methodology and indicators of the IDI are reviewed and endorsed by all stakeholders by June 2009	1.1 Establishing Expert Board at National level & Provincial Working Group (PWG) in 33 provinces which comprised representatives from academicians, CSOs and media  1.2 Discussion with relevant stakeholders (government, CSOs, media, and academics) to gain inputs and feedbacks for the purposes of revision of the methodology and indicators	Bappenas, BPS  Bappenas	Consultants (\$63,000); moU; facilitation meetings on PWG (\$41,500)  Series of meetings (\$9200); Consultants (\$18,000); series of meetings (\$5000); Consultants (\$5,000) Meetings (\$2500)

Intended Outputs	Output Targets (by year)	Indicative Activities	Responsible Parties	Inputs (USD)
	2. BPS is capacitated to conduct data collection in 33 provinces by September 2009	1.3 Training BPS on the methods of data collection	Bappenas, BPS	Consultants (\$5000); TOT at national & provincial levels (\$37,000) Project management and operational cost (\$45,000)  <b>TOTAL = \$231,200</b>
2. BPS has proven capacity to collect data and to construct the IDI 2009	1. Data is collected by BPS by December 2009  2. BPS is capacitated to construct the IDI by December 2009	2.1 Data collection through media review, document review, FGDs and in-depth interviews  2.2 Working group meetings on indicators' weighting and index construction involving government, CSOs, media and academicians.	BPS  BPS, Bappenas	Contractual service (\$100,000); travel (\$13,000)  Consultants (\$7,000) Series of meetings (\$4500)  Project management & operational cost (\$22,500)  <b>TOTAL = \$147,000</b>

Intended Outputs	Output Targets (by year)	Indicative Activities	Responsible Parties	Inputs (USD)
3. Bappeda is capacitated to use the IDI 2007 for evidence-based political development planning in 3 provinces	1. The IDI is disseminated to all provinces by June 2009.  2. The IDI is utilised for political development planning purposes in 3 provinces by November 2009.	3.1 Dissemination of the IDI to all provinces divided in 6 regions  3.2 Module development on how to use the IDI for political development planning purposes  3.3 Training workshop in 3 provinces on the utilisation of the IDI (technical assistance & review)	Bappenas, BPS  Bappenas, BPS  Bappenas, BPS	Seminars (\$70,000); consultants (\$20,000); travel (\$55,800)  Consultants-module dev (\$6100); Consultants (\$5100); Consultants-module refinement (\$4200)  Training (\$10,000); Consultants (\$18,000); travel (\$10,100)  Project management & operational cost (\$22,500)  <b>TOTAL = \$221,800</b>
<b>Year 2010</b>				
4. BPS has proven capacity to produce the IDI 2009 in all provinces and the IDI is communicated effectively through a report.	1. The IDI is produced by January 2010  2. Communication strategy and the IDI report is produced by June 2010	4.1 Indexing: data processing  4.2 Communication strategy development  4.3 Report writing	BPS  Bappenas, BPS  Bappenas, BPS	Consultants (\$60,000)  Consultants (\$7,500)  Consultants (\$7500); publications (\$5000)

Intended Outputs	Output Targets (by year)	Indicative Activities	Responsible Parties	Inputs (USD)
				Project management & operational cost (\$45,000)  <b>TOTAL = \$125,000</b>
5. Bappenas and Bappeda in all provinces have used the IDI 2009 for evidence-based political development planning	1. The IDI is disseminated in all provinces by June 2010.  2. The IDI is utilised for political development planning purposes in all provinces by July 2010.  3. Utilisation of the IDI by Bappenas by September 2010	5.1 Dissemination of the IDI in all provinces in Indonesia  5.2 Training workshops for all provinces on the utilisation of the IDI & technical assistance  5.3 Review & module refinement  5.4 Training workshop for Bappenas & technical assistance	Bappenas  Bappenas, BPS  Bappenas, BPS	Seminars (\$50,000);  Training workshops (\$50,000); international consultants (\$20,000); travel (\$25,000); Consultants (\$180,000); travel (\$50,000);  Consultants (\$5000); Consultants (\$7500)  Training workshop (\$6,000); Consultants (\$6000); Series of meetings (\$3000)  Project management & operational cost (\$23,000)

Intended Outputs	Output Targets (by year)	Indicative Activities	Responsible Parties	Inputs (USD)
				<b>TOTAL = \$425,500</b>
6. BPS has proven capacity to collect data and to construct the IDI 2010	1. Data is collected by BPS by December 2010  2. BPS is capacitated to construct the IDI by December 2010	6.1 Data collection through newspapers review, document review, FGDs and in-depth interviews  6.2 Working group meetings on index construction involving government, CSOs, academicians, and media	BPS  Bappenas, BPS	Contractual service (\$100,000); travel (\$15,000)  Consultants (\$7000); Series of meetings (\$5000)  Project management & operational cost (\$22,500)  <b>TOTAL = \$149,500</b>
<b>Year 2011</b>				
7. BPS has proven capacity to produce IDI 2010 and the IDI is communicated effectively to a larger audience through a report	1. The IDI is completed by January 2011  2. The IDI Report is produced by June 2011 in line with communication plan	7.1 Indexing: data processing  7.2 Report writing	BPS  Bappenas, BPS	Consultants (\$50,000); series of meetings (\$10,000)  Consultants (\$7500)  Project management & operational cost (\$45,000)  <b>TOTAL = \$112,500</b>

Intended Outputs	Output Targets (by year)	Indicative Activities	Responsible Parties	Inputs (USD)
8. Bappenas and Bappeda in all provinces have used the IDI 2010 for evidence based political development planning	1. The IDI is disseminated in all provinces by June 2011.  1. The IDI is utilised for political development planning purposes in all provinces by November 2011.	8.1 Dissemination of the IDI in all provinces in Indonesia  8.2 Training workshop in all provinces on the utilisation of the IDI & technical assistance  8.3 Review/assessment of the utilisation in all provinces	Bappenas, BPS  Bappenas, BPS  Bappenas, BPS	Seminars (\$70,000); publication (\$10,000)  Training workshops (\$100,000); Consultants (\$7500)  Consultants (\$7500); Series of meetings (\$5,000)  Project management & operational cost (\$22,500)  <b>TOTAL = \$222,500</b>
9. Successful evaluation and sustainable of the IDI are assured	1. The IDI and its impacts in relation to the outcome and outcome indicators reviewed by October 2011.  2. IDI is handed over to Gol and transfer of knowledge and assets is done by December 2011.	9.1 Capacity assessment & evaluation studies  9.2 Project closure	Bappenas, UNDP  Bappenas, UNDP	Consultants (\$10,000)  Meetings (\$5000)  <b>TOTAL= \$15,000</b>

Intended Outputs	Output Targets (by year)	Indicative Activities	Responsible Parties	Inputs (USD)
<i>Year 2009</i> <i>Year 2010</i> <i>Year 2011</i> <b>Total Objective 1, 2 and 3 from 2009-2011:</b>  <b>Available Budget</b>				\$ 600,000 \$ 700,000 \$ 350,000 <b>\$ 1,650,000</b>
			<b>TRAC Global Progr.</b>	<b>\$ 110,000</b> <b>\$ 300,000</b>
			<b>Unfunded (including Gol contribution</b>	<b>\$ 1,240,000</b>

## SECTION IV - MANAGEMENT ARRANGEMENTS

### Project Execution and Implementation

The IDI project will be implemented by the Deputy for Political, Legal and Security Affairs of Bappenas, who will sign the Project Document. As the implementing partner, it will be fully responsible and accountable for the utilisation of the resources that are made available for the project activities. The Deputy will provide the project implementation with the necessary facilities and a senior staff who will assume the position of the National Project Director (NPD). On the basis of close consultation with the Deputy, UNDP will establish a project management unit. A number of professional staff and experts will be recruited to serve this purpose.

To assure the effectiveness of the implementation, the following project structure will be established:

#### *Project Board*

The Project Board is responsible for making executive management decisions for the project. The Board will review and approve recruitment of key project staffs. This Board is consulted by the Project Manager for decisions when project tolerances have been exceeded.

The Board will consist of representatives of Bappenas, UNDP and National Statistics Board (BPS), being chaired by a National Project Director (NPD) from Bappenas. Bappenas will assume the project executive role and represent the project ownership. UNDP, as senior supplier, will play role in providing guidance regarding technical feasibility of the project. BPS, as senior beneficiary, will ensure the realisation of project benefits from perspective of project beneficiaries.

In making any strategic decisions, the Project Board will involve the Ministry of Home Affairs (MoHA) to coordinate efforts. Representatives from Directorate General of Regional Autonomy and Directorate General of National Unity and Politics (*Kesbangpol*) of MoHA will always be consulted in such decisions.

The Board will meet on a quarterly basis (more often if required) and prior to the quarterly meetings, the Project Manager will submit progress reports, both financial and substantive on the previous period and plans for the next one. The Board will evaluate the submitted documents and be in charge of approving reports, workplans and budgets. Annual Workplans (annual budgets) will be approved on annual basis (eventual budget revisions may be approved on a quarterly basis or more frequently if deemed necessary), while project reports and plans will be approved both on quarterly (detailed ones) and annual basis (more strategic ones).

Reporting of project activity implementation will be done on a quarterly basis with financial report to be submitted per individual activities approved in the work plan.

Substantive portion of the report will be made concise focusing on the highlight of the activities. Format for financial report will be made practical and to ensure full financial accountability.

As a part of providing capacity development to BPS, UNDP will arrange a Letter of Agreement (LoA) with BPS regarding involvement of BPS in data collection.

### *Project Assurance*

Project Assurance is the responsibility of each Project Board member, but the role can be delegated since Project Board members cannot exercise day to day monitoring and oversight. Project assurance supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Officer typically holds the Project Assurance role for the UNDP Board member, and a similar government representative can undertake this role for the Project Director. The Project Manager and Project Assurance roles should never be held by the same individual for the same project.

### *National Project Director*

The Director of Politics and Communication of Bappenas will be the National Project Director of the project, who will provide the operational policy guidance to the planning and implementation of the project activities. This position serves as the contribution of Bappenas, as part of the other contributions that have been provided or will be added later on. If necessary, the implementing partner will also assign a Deputy National Project Director to assist the National Project Director in implementing daily activities of the project.

### *Expert Board*

To ensure the quality of activities and substantive matters, a group of experts will be set up to oversee project implementation. The Expert Board will be responsible for providing inputs both for constructing and localizing the Index. These tasks will include guidance and suggestions to finalise indicator selection, data collection methods, and weighting for indicators; guidance for development of data collection training module and Index utilisation design. The Expert Board will be directly involved in assigning grades for each indicator to be used for constructing the Index.

The Board will consist of five experts from three different disciplines: politics, research methodology, and development plannings. They will be recruited from academician, media, and CSO backgrounds. A gender balance will be highly considered in recruiting the board members.

### *Provincial Working Group*

A provincial working group will be established in each province. The group will consist of members representing Provincial Bappeda, Provincial BPS, Provincial Agency for National Unity and Politics (*Kesbangpol Provinsi*), Provincial DPRD, NGO/journalist, and university. The group will act as the project local counterpart who will provide assistance in facilitating project implementation at provincial level. This includes but not limited to act as focal point at provincial level particularly for Bappeda and BPS; help in identifying sources of data, collection of data, and ensuring the quality of the collected data; and provide assistance in utilization of the Index. The group will meet once a month or more frequent if required. Secretariat for the working group will be at provincial BPS. The Letter of Agreement (LoA) between UNPD and BPS will also include the supports expected from Provincial BPS as the secretariat of the working group.

### *National Project Manager*

A National Project Manager will be recruited to execute the overall operation of the project that includes implementation of the work plan in the most effective and efficient ways, facilitating the efforts of the NPD and the Expert Board in producing and utilising the index. In particular the Project Manager will facilitate the revision of indicators and data collection methods, oversee the data collection activities conducted by BPS, and facilitate the Index construction and utilisation. The Project Manager will report to the NPD and coordinate with the programme staffs in UNDP the progress of the project in timely manner.

### *Project Officer*

A Project Officer will be recruited to facilitate the project in accomplishing the activities according to the work plan. Project officer will assist the Project Manager in all aspects of every day operation of the project that includes project implementation, relations with NPD and UNDP programme staffs, financial and administrative aspects, and reporting.

### *Administration and Financial Staff*

One or more supporting staff who will manage the financial, administrative and/or clerical works will be recruited to ensure the orderliness and punctuality of the project office administration in various aspects.

### *National Consultants*

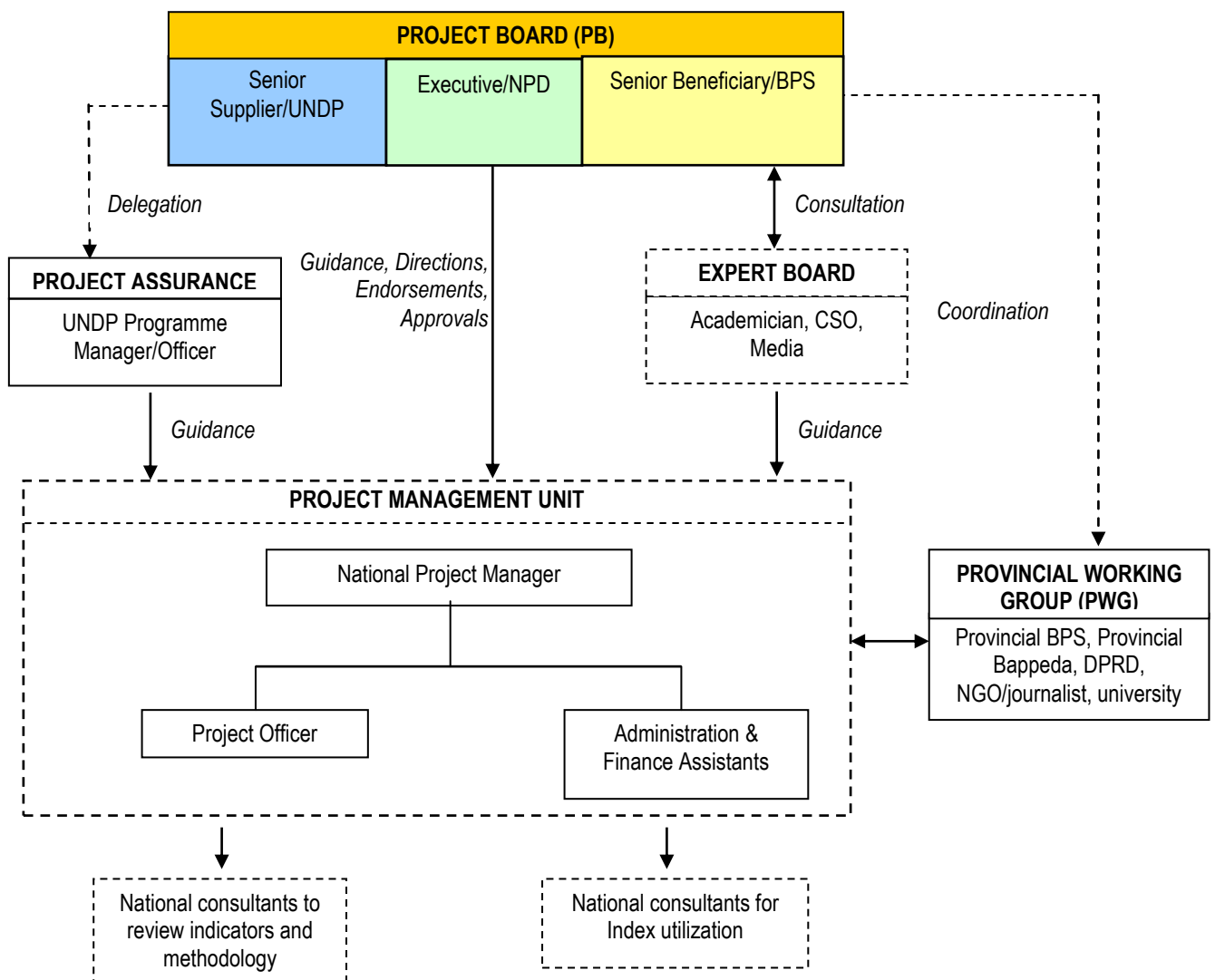
The project will hire national consultants to conduct specific tasks. These tasks will include review of indicators and methodology, development of data collection

modules, conducting training for and supervision of data collection, and report writing. For the purpose of localizing the Index, the consultants will be hired to identify provincial needs, develop Index utilisation modules, provide training for and technical assistance to provincial Bappeda. The consultants will work under the guidance from Expert Board.

**Implementation Modalities**

In principle, the project is implemented based on the National Execution (NEX) modalities. The rules and procedures regulating the implementation of the project activities will thus follow the regulations set by the government and UNDP according to the division of tasks agreed by the Bappenas and UNDP. In addition, the relevant government regulations shall be followed for the activities implemented directly and under the responsibility of Bappenas. UNDP regulations shall be applicable for the implementation of activities that are delegated to UNDP as listed in the support services requirements.

**Management Arrangement of the Project**



## **Financial Arrangement**

In accordance with the Rome Declaration on Harmonization and Paris Declaration on Aid effectiveness, the UNDG has drafted a common methodology for UN Agencies to assess the capacity of implementing partners in order to determine the modality of cash transfer. Based on result of HACT Micro Assessment of Bappenas which was conducted in mid of 2008, the "Direct Cash Transfer" modalities will be adopted based on the previous practices applied under the IDI. The Funding Authorization and Certificate of Expenditure (FACE) form will be used for disbursement and reporting. It is designed for the use of Implementing Partners and UNDP in order (1) to request the disbursement of funds; (2) to authorize and implementing partner to incur expenditures up to a certain amount; (3) to report on expenditure incurred in the reporting period; (4) to certify the accuracy of the data and information provided by the implementing partner; and (5) for UNDP to approve the amount to be disbursed. The form allows the tracking of budget lines, cash advances, expenditures, settlement of the expenditures by implementing Partner, and remaining balance. Certifies FACE form is submitted to UNDP every quarter to settle project advances, request for a new advance, and every time the project makes a request for direct payment from UNDP to a selected vendor.

Financial transactions will be recorded and monitored in UNDP's Enterprise Resource Planning System, namely ATLAS. UNDP will prepare a Combined Delivery Report (CDR) at the end of each year which constitutes the official report of project expenditures for a given period and which is subject to annual audit. The Implementing Partner (c.q. the NPD) exercises its financial accountability by signing the quarterly financial reports (FACE form), CDR, and cash position at the end of year.

UNDP will implement the following assurances activities within the context of HACT implementation.

- Periodic spot check reviews of the financial records for provided cash transfers. These should be conducted and documented on a routine basis, or when warranted due to concerns over the functioning of internal controls.
- Programmatic monitoring of activities supported by cash transfers – following UNDP standards and guidance for site visits and field monitoring.
- Schedule Audit: UNDP projects are audited regularly and the audit findings are reported to the UNDP Executive Board. The audit of projects provides UNDP with assurance that resources are used to achieve the results described in the Project Document and that UNDP resources are adequately safeguarded. As required by UNDP guidelines, all project components will be subject to audit on expenditures made by implementing partner (Cash Transfer, Reimbursement, and Direct Payment). Audit of nationally implemented project components can be done by BPKP or private auditor. Internal auditor (office of Audit and Investigation/OAI of

UNDP) or external auditor (UN board of Auditors) will audit project components implemented by UNDP based on the country office support services.

- Special Audit – an audit that responds to special demand. The results of the assurance activities may lead to changes in the procedure and modalities for disbursing cash transfers, and the type and the frequency of future assurance activities.

### **Transfer of Assets**

The implementing partner must maintain an up-to-date inventory of project assets and must provide quarterly to UNDP an inventory of equipment financed by UNDP. UNDP will keep separate records for equipments and vehicles purchased for the purposes of this project. As pr UNDP rules and regulations, equipment purchased with project funds will remain UNDP property until formally transferred or otherwise disposed of at the end of the project.

## SECTION V - MONITORING & EVALUATION FRAMEWORK

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex B), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## Project Assessment/Evaluation

To maintain the quality of the project and to ensure that lessons learned are taken into account before the next phase of the project is implemented, project evaluations throughout project life will be conducted at the end of each year. For this purpose, on-going project evaluations will be carried out at the end of 2009 after piloting Index utilisation in three provinces and end of 2010 after a national scale Index utilisation. In addition, an overall project evaluation will also be held at the end of 2011.

## Quality Management for Project Activity Results

\*\*2009\*\*

**Output One: Methodology and indicators of the IDI are improved through a consultative process, and accepted by Bappenas, Bappeda, BPS and key representatives from civil society**

<b>OUTPUT 1: Methodology and indicators of the IDI are improved through a consultative process, and accepted by Bappenas, Bappeda, BPS and key representatives from civil society</b>		
<b>Activity Result 1.1 (Atlas Activity ID)</b>	Establishing Expert Board at national level & Provincial Working Group (PWG) in 33 provinces	Start Date: Jan 2009 End Date: June 2009
<b>Purpose</b>	To prepare involvement of experts and to initiate more buy-in from provincial stakeholders.	
<b>Description</b>	Mobilize experts, conduct regional workshops, and communicate intensively with provincial Bappeda, BPS and other provincial stakeholders.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>• Composition of the Expert Board that ensures representation from CSO and interest of women group.</li> <li>• Composition of PWG that ensures representation from CSO and interest of women group.</li> <li>• # of meetings conducted by Expert Board</li> <li>• # of meetings conducted by PWGs</li> </ul>	<ul style="list-style-type: none"> <li>• Project management record (reports, minutes of meeting)</li> <li>• Discussions with project staffs</li> </ul>	Q1 and Q2 2009

<b>OUTPUT 1: Methodology and indicators of the IDI are improved through a consultative process, and accepted by Bappenas, Bappeda, BPS and key representatives from civil society</b>		
<b>Activity Result 1.2 (Atlas Activity ID)</b>	Discussion with relevant stakeholders to gain inputs and feedbacks for the purposes of revision of the methodology and indicators	Start Date: Feb 2009 End Date: June 2009
<b>Purpose</b>	To gain inputs, review and finalise indicator selection and data collection methods.	
<b>Description</b>	Conduct series of discussions, both at national and provincial levels.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>• # of discussions with</li> </ul>	<ul style="list-style-type: none"> <li>• Project management record</li> </ul>	Q2 2009

academicians, CSOs, government and other relevant stakeholders <ul style="list-style-type: none"> <li>• Composition of discussions members that represent</li> <li>• Follow ups of recommendations gained from discussions</li> </ul>	(reports, minutes of meeting) <ul style="list-style-type: none"> <li>• Discussions with Expert Board and project staffs</li> </ul>	
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<b>OUTPUT 1: Methodology and indicators of the IDI are improved through a consultative process, and accepted by Bappenas, Bappeda, BPS and key representatives from civil society</b>		
<b>Activity Result 1.3 (Atlas Activity ID)</b>	Training BPS on the methods of data collection	Start Date: Jul 2009 End Date: Aug 2009
<b>Purpose</b>	To make BPS staffs from all provinces capable and ready to collect data	
<b>Description</b>	Develop data collection manual and train BPS staffs (training of trainers in Jakarta and training of BPS staffs at province level)	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>• Data collection manual covers both technical and managerial aspects of data collection.</li> <li>• # of provincial BPS attend the training in Jakarta</li> <li>• # of provincial BPS staffs attend training sessions at province level</li> </ul>	<ul style="list-style-type: none"> <li>• Project management record</li> <li>• Witness the training</li> </ul>	Q3 2009

**Output Two: BPS has proven capacity to collect data and to construct the IDI 2009**

<b>OUTPUT 2: BPS has proven capacity to collect data and to construct the IDI 2009</b>		
<b>Activity Result 2.1 (Atlas Activity ID)</b>	Data is collected by BPS	Start Date: Jun 2009 End Date: Dec 2009
<b>Purpose</b>	To collect data based on the agreed indicators to be used for index construction	
<b>Description</b>	Collect data through newspapers review, document review, FGDs and in-depth interviews	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>• Hard copy and softcopy of data from all provinces are available</li> <li>• Participation of CSOs and involvement of women's groups in data collection.</li> </ul>	<ul style="list-style-type: none"> <li>• Project management record</li> <li>• Discussions with project and BPS staffs</li> </ul>	Q3 and Q4 2009

<b>OUTPUT 2: BPS has proven capacity to collect data and to construct the IDI 2009</b>		
<b>Activity Result 2.2 (Atlas Activity ID)</b>	BPS is capacitated to construct the IDI	Start Date: Jul 2009 End Date: Dec 2009
<b>Purpose</b>	To make BPS staffs capable of doing weighting procedure and constructing index	
<b>Description</b>	Mobilise expert to develop indicator weights; conduct working group meetings	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>

<ul style="list-style-type: none"> <li>• # and qualification of experts involved in indicator weighting</li> <li>• # of meetings to discuss index construction</li> </ul>	<ul style="list-style-type: none"> <li>• Project management record</li> <li>• Discussion with project and BPS staff</li> </ul>	Q4 2009
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**Output Three: Bappeda is capacitated to use the IDI 2007 for evidence-based political development in 3 provinces**

<b>OUTPUT 3:</b> Bappeda is capacitated to use the IDI 2007 for evidence-based political development in 3 provinces		
<b>Activity Result 3.1 (Atlas Activity ID)</b>	IDI is disseminated to all provinces	Start Date: Mar 2009 End Date: Jun 2009
<b>Purpose</b>	To disseminate methodology and results of IDI 2007 to relevant stakeholders in all provinces	
<b>Description</b>	Conduct regional workshop in 6 regions, involving all provinces	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>• # of PGW members attend the regional workshops</li> <li>• Composition of workshops that ensure representation from CSOs and interest of women's groups.</li> <li>• There are follow ups of concerns raised in the workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Project management record</li> <li>• Discussions with project staffs</li> </ul>	Q2 2009

<b>OUTPUT 3:</b> Bappeda is capacitated to use the IDI 2007 for evidence-based political development in 3 provinces		
<b>Activity Result 3.2 (Atlas Activity ID)</b>	Module development on how to use the IDI for political development planning purposes	Start Date: Mar 2009 End Date: Nov 2009
<b>Purpose</b>	To produce a guidance on utilising IDI to be used for training for provincial Bappeda staffs	
<b>Description</b>	Mobilise consultant, discussions with experts.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>• There are follow-ups of relevant recommendations of IDI utilisation in the manual</li> </ul>	<ul style="list-style-type: none"> <li>• Project management record</li> <li>• Discussions with project staffs</li> </ul>	Q3 2009

<b>OUTPUT 3:</b> Bappeda is capacitated to use the IDI 2007 for evidence-based political development in 3 provinces		
<b>Activity Result 3.3 (Atlas Activity ID)</b>	Training workshop in 3 provinces on the utilisation of the IDI	Start Date: Mar 2009 End Date: Nov 2009
<b>Purpose</b>	To make provincial Bappeda understand how to read and interpret IDI results and capable of developing political planning	
<b>Description</b>	Conduct training for Bappeda, provide technical assistance, and assess the utilisation piloting	

Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>• # of Bappeda staffs from 3 pilot provinces who attend training sessions.</li> <li>• # of visits made to provide technical assistants to provincial Bappedas.</li> <li>• There are follow up of lessons learned from utilisation piloting to revise the utilisation manual.</li> </ul>	<ul style="list-style-type: none"> <li>• Witness the training</li> <li>• Project management record</li> </ul>	Q3 2009

**Output Four: BPS has proven capacity to produce the IDI 2009 and the result of the IDI is communicated effectively through a report**

OUTPUT 4: BPS has proven capacity to produce the IDI 2009 and the result of the IDI is communicated effectively through a report		
<b>Activity Result 4.1 (Atlas Activity ID)</b>	Indexing: data processing	Start Date: Jan 2010 End Date: Jan 2010
<b>Purpose</b>	To transform the collected data in each province into an index	
<b>Description</b>	Score the data and construct the index	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>• # of meetings to assign scores for each indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• Project management record</li> <li>• Discussion with project and BPS staffs</li> </ul>	Q1 2010

OUTPUT 4: BPS has proven capacity to produce the IDI 2009 and the result of the IDI is communicated effectively through a report.		
<b>Activity Result 4.2 (Atlas Activity ID)</b>	Communication strategy development	Start Date: Feb 2010 End Date: Mar 2010
<b>Purpose</b>	To create strategies to effectively communicate IDI results to larger public	
<b>Description</b>	Mobilise consultant to develop communication strategy	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>• Bappenas and UNDP are satisfied with communication strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Project management record</li> <li>• Discussions with Bappenas and UNDP</li> </ul>	Q2 2010

OUTPUT 4: BPS has proven capacity to produce the IDI 2009 and the result of the IDI is communicated effectively through a report.		
<b>Activity Result 4.3 (Atlas Activity ID)</b>	Report writing	Start Date: Feb 2010 End Date: May 2010
<b>Purpose</b>	To analyse more on the Index produced	
<b>Description</b>	Mobilise consultant to write the report	

Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>Bappenas and UNDP are satisfied with the IDI report</li> </ul>	<ul style="list-style-type: none"> <li>Project management record</li> <li>Discussions with Bappenas and UNDP</li> </ul>	Q2 2010

**Output Five: Bappenas and Bappeda in all provinces have used the IDI 2009 for evidence based political development planning**

<b>OUTPUT 5:</b> Bappenas and Bappeda in all provinces have used the IDI 2009 for evidence based political development planning		
<b>Activity Result 5.1 (Atlas Activity ID)</b>	Dissemination of the IDI in all provinces in Indonesia	Start Date: Feb 2010 End Date: Jun 2010
<b>Purpose</b>	To communicate effectively the IDI results to larger public	
<b>Description</b>	Conduct a series workshops/seminar and other means of publications	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li># of workshops/seminars</li> <li># of publications</li> <li># of different groups involved in dissemination process and composition of discussions members that represent interest of women's groups.</li> </ul>	<ul style="list-style-type: none"> <li>Project management record</li> <li>Discussions with relevant stakeholders in provinces</li> </ul>	Q2 2010

<b>OUTPUT 5:</b> Bappenas and Bappeda in all provinces have used the IDI 2009 for evidence based political development planning		
<b>Activity Result 5.2 (Atlas Activity ID)</b>	Training workshops for all provinces on the utilisation of the IDI & technical assistance	Start Date: Feb 2010 End Date: Jul 2010
<b>Purpose</b>	To make all provincial Bappeda understand how to read and interpret IDI results and capable of developing political planning based on IDI	
<b>Description</b>	Mobilise consultants to train Bappeda and provide technical assistance	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li># of Bappeda staffs who attend training sessions.</li> <li>Provincial <i>musrenbang</i> sessions make use of IDI as one of inputs.</li> <li># of visits made to provide technical assistants to provincial Bappedas.</li> </ul>	<ul style="list-style-type: none"> <li>Project management record</li> <li><i>Musrenbang</i> document</li> </ul>	Q2 2010

<b>OUTPUT 5:</b> Bappenas and Bappeda in all provinces have used the IDI 2009 for evidence based political development planning		
<b>Activity Result 5.3 (Atlas Activity ID)</b>	Review & module refinement	Start Date: Aug 2010 End Date: Oct 2010
<b>Purpose</b>	To improve the utilisation manual, reflecting lessons learned	

<b>Description</b>	Mobilise consultants to refine the manual		
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>	
<ul style="list-style-type: none"> <li>There are follow up of lessons learned from utilisation to revise the utilisation manual.</li> </ul>	<ul style="list-style-type: none"> <li>Project management record</li> </ul>	Q3 2010	

<b>OUTPUT 5:</b> Bappenas and Bappeda in all provinces have used the IDI 2009 for evidence based political development planning			
<b>Activity Result 5.4 (Atlas Activity ID)</b>	Training workshop for Bappenas & technical assistance	Start Date: Feb 2010 End Date: Jul 2010	
<b>Purpose</b>	To make Bappenas understand how to read and interpret IDI results and capable of developing national political planning based on IDI		
<b>Description</b>	Train Bappenas, provide technical assistance, and assess the utilisation		
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>	
<ul style="list-style-type: none"> <li>Bappenas staffs attended training sessions</li> <li>National <i>musrenbang</i> sessions make use of IDI as one of inputs</li> </ul>	<ul style="list-style-type: none"> <li>Project management record</li> <li><i>Musrenbang</i> document</li> </ul>	Q2 2010	

#### **Output Six: BPS has proven to collect data and to construct the IDI 2010**

<b>OUTPUT 6:</b> BPS has proven to collect data and to construct the IDI 2010			
<b>Activity Result 6.1 (Atlas Activity ID)</b>	Data collection through newspapers review, document review, FGDs and in-depth interviews	Start Date: Jan 2010 End Date: Dec 2010	
<b>Purpose</b>	To collect data based on agreed indicators to be used for index construction		
<b>Description</b>	Collect data through newspapers review, document review, FGDs and in-depth interviews		
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>	
<ul style="list-style-type: none"> <li>Hard copy and softcopy of data from all provinces are available</li> <li>Participation of CSOs and involvement of women's groups in data collection.</li> </ul>	<ul style="list-style-type: none"> <li>Project management record</li> <li>Discussions with project and BPS staffs</li> </ul>	Q3 & Q4 2010	

<b>OUTPUT 6:</b> BPS has proven to collect data and to construct the IDI 2010			
<b>Activity Result 6.2 (Atlas Activity ID)</b>	Working group meetings on index construction	Start Date: Sep 2010 End Date: Dec 2010	
<b>Purpose</b>	To make BPS staffs capable of constructing index		
<b>Description</b>	Conduct working group meetings		
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>	
<ul style="list-style-type: none"> <li># of meetings to discuss index construction</li> </ul>	<ul style="list-style-type: none"> <li>Project management record</li> <li>Discussion with project and BPS staff</li> </ul>	Q2 & Q3 2009	

**Output Seven: BPS has proven capacity to produce IDI 2010 through a consultative process in all provinces, and the results of the IDI are communicated effectively to a larger audience through a report.**

<b>OUTPUT 7:</b> BPS has proven capacity to produce IDI 2010 through a consultative process in all provinces, and the results of the IDI are communicated effectively to a larger audience through a report.		
<b>Activity Result 7.1 (Atlas Activity ID)</b>	Indexing: data processing	Start Date: Jan 2011 End Date: Jan 2011
<b>Purpose</b>	To transform data collected in each province into index	
<b>Description</b>	Score data and construct index	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li># of meetings to assign scores for each indicators.</li> </ul>	<ul style="list-style-type: none"> <li>Project management record</li> <li>Discussion with project and BPS staffs</li> </ul>	Q1 2011

<b>OUTPUT 7:</b> BPS has proven capacity to produce IDI 2010 through a consultative process in all provinces, and the results of the IDI are communicated effectively to a larger audience through a report.		
<b>Activity Result 7.2 (Atlas Activity ID)</b>	Report writing	Start Date: Feb 2011 End Date: Jun 2011
<b>Purpose</b>	To analyse and write IDI report in accordance with communication strategy	
<b>Description</b>	Write report	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>Bappenas and UNDP are satisfied with the IDI report</li> </ul>	<ul style="list-style-type: none"> <li>Project management record</li> <li>Discussions with Bappenas and UNDP</li> </ul>	Q2 2011

**Output Eight: Bappenas and Bappeda in all provinces have used the IDI 2010 for evidence based political development planning**

<b>OUTPUT 8:</b> Bappenas and Bappeda in all provinces have used the IDI 2010 for evidence based political development planning		
<b>Activity Result 8.1 (Atlas Activity ID)</b>	Dissemination of the IDI in all provinces in Indonesia	Start Date: Feb 2011 End Date: Jun 2011
<b>Purpose</b>	To communicate effectively the IDI results to larger public	
<b>Description</b>	Conduct a series workshops/seminar and other means of publications	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li># of workshops/seminars</li> <li># of publications</li> <li># of different groups involved in dissemination process and composition of discussions members that represent interest of women's groups</li> </ul>	<ul style="list-style-type: none"> <li>Project management record</li> <li>Discussions with relevant stakeholders in provinces</li> </ul>	Q2 2011

<b>OUTPUT 8:</b> Bappenas and Bappeda in all provinces have used the IDI 2010 for evidence based political development planning		
<b>Activity Result 8.2 (Atlas Activity ID)</b>	Training workshop in all provinces on the utilisation of the IDI & technical assistance	Start Date: Feb 2011 End Date: May 2011
<b>Purpose</b>	To make all provincial Bappeda more understand how to read and interpret IDI results and capable of developing political planning based on IDI	
<b>Description</b>	Train Bappeda, provide technical assistance, and assess the utilisation	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>• # of Bappeda staffs who attend training sessions.</li> <li>• Provincial <i>musrenbang</i> sessions make use of IDI as one of inputs.</li> <li>• # of visits made to provide technical assistants to provincial Bappedas.</li> </ul>	<ul style="list-style-type: none"> <li>• Project management record</li> <li>• <i>Musrenbang</i> document</li> </ul>	Q2 2011

<b>OUTPUT 8:</b> Bappenas and Bappeda in all provinces have used the IDI 2010 for evidence based political development planning		
<b>Activity Result 8.3 (Atlas Activity ID)</b>	Review/assessment of the utilisation in all provinces	Start Date: Jun 2011 End Date: Aug 2011
<b>Purpose</b>	To improve the utilisation manual, reflecting lessons learned	
<b>Description</b>	Mobilise consultants to refine the manual	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>• There are follow up of lessons learned from utilisation to revise the utilisation manual.</li> </ul>	<ul style="list-style-type: none"> <li>• Project management record</li> </ul>	Q3 2011

### **Output Nine: Successful evaluation and sustainable of the IDI are assured**

<b>OUTPUT 9:</b> Successful evaluation and sustainable of the IDI are assured		
<b>Activity Result 9.1 (Atlas Activity ID)</b>	Capacity assessment & evaluation studies	Start Date: Aug 2011 End Date: Oct 2011
<b>Purpose</b>	To evaluate impacts of the project against its intended outcomes	
<b>Description</b>	Mobilise expert, conduct assessment & evaluation studies	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>• Completion of project activities as planned</li> <li>• Bappenas, BPS and Bappeda are capable of producing and disseminating the IDI</li> </ul>	<ul style="list-style-type: none"> <li>• Project management record</li> <li>• Discussions with project, Bappenas and UNDP staffs</li> </ul>	Q3 2011

<b>OUTPUT 9: Successful evaluation and sustainable of the IDI are assured</b>		
<b>Activity Result 9.2 (Atlas Activity ID)</b>	Project closure	Start Date: Oct 2011 End Date: Dec 2011
<b>Purpose</b>	To close the project and hand the sustainability of the index to Gol	
<b>Description</b>	Project disclosure // IDI is handed over to Gol and transfer of knowledge and assets is done	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>Gol allocate funds in state budget for IDI production and utilisation.</li> </ul>	<ul style="list-style-type: none"> <li>Project management record</li> <li>Discussion with Bappenas, Bappeda and UNDP staffs</li> </ul>	Q4 2011

## SECTION VI – LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document.

- (a) The Revised Basic Agreement for Technical Assistance signed 29 October 1954 between the United Nations, the International Labour Organisation, the Food and Agriculture Organisation of the United Nations, the United Nations Educational, Scientific and Cultural Organisation, the International Civil Aviation Organisation, and the World Health Organisation and the Government of the Republic of Indonesia,
- (b) The Standard Agreement on Operational Assistance signed 12 June 1969 between the United Nations, the International Labour Organisation, the Food and Agriculture Organisation of the United Nations, the United Nations Educational, Scientific and Cultural Organisation, the International Civil Aviation Organisation, the World Health Organisation, the International Telecommunication Union, the World Meteorological Organisation, the International Atomic Energy Agency, the Universal Postal Union, the Inter-Governmental Maritime Consultative Organisation and the United Nations Industrial Development Organisation and the Government of the Republic of Indonesia,
- (c) The Agreement signed 7 October 1960 between the United Nations Special Fund and the Government of the Republic of Indonesia, and
- (d) all CPAP provisions apply to this document.

Additionally, this document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto as Annex E.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and

implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## ANNEX A

### ANNUAL WORK PLAN

Year 2009:

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)	
<p><b>Output 1: Methodology and indicators of the IDI are improved through a consultative process and accepted by Bappenas, Bappeda, BPS and key representatives from civil society</b></p> <p>Baseline:</p> <ol style="list-style-type: none"> <li>The involvements of provincial stakeholders such as Bappedas, BPS, university and civil society need to be enhanced.</li> <li>Some indicators should be more 'actionable' and less interpretive and the methodology still needs to be enhanced.</li> <li>Operationalisation of the IDI is there but not yet translated into applicable and firmed guidelines so that it can be easily understood by data collector.</li> <li>BPS is the only government's institution eligible to manage this kind of index and therefore it should be a clear guideline on how to conduct/collect the data of IDI.</li> </ol>	<p>Establishing Expert Board &amp; Provincial Working Group comprised of representatives from academicians, CSOs, and media</p>	X	X			Bappenas	TRAC	71300	55,000	
								72100	28,000	
								71600	17,500	
								72500	2000	
								74500	2000	
	<p>Discussion with relevant stakeholders to gain inputs and feedbacks for the purposes of revision of the methodology and indicators</p>	X	X				Bappenas	TRAC	72100	10,500
									71600	5,000
									71300	18,600
									74500	1,600
									74200	4,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p><i>Targets:</i></p> <ol style="list-style-type: none"> <li><i>Expert Board is established and Provincial Working Group is established in each province as the core focal point.</i></li> <li><i>The methodology and indicators are discussed, improved and finalised.</i></li> <li><i>Manual on data collection is completed.</i></li> <li><i>BPS is capacitated to conduct data collection in 33 provinces.</i></li> </ol> <p><i>Indicators:</i></p> <ol style="list-style-type: none"> <li>Expert Group &amp; Provincial Working Group formulation with their specific roles and functions.</li> <li>Feedbacks, firmed indicators and enhanced methodology are clearly outlined and used as inputs for refinement.</li> <li>Manual is ready to be used.</li> <li>BPS is ready for data collection.</li> </ol>	<p>Training BPS on the methods of data collection (includes manual development)</p>	X	X			Bappenas,	TRAC	71300	7,500
								71600	11,000
								72100	26,000
								74200	500
								72500	2,000
<p><b>Output 2: BPS has proven capacity to collect data and to construct the IDI 2009</b></p> <p><i>Baseline:</i></p> <ol style="list-style-type: none"> <li>2 BPS is the only government's institution specifically deals with numerous statistical data. It should</li> </ol>	<p>Data collection</p>		X	X	X	BPS	Global Programme	72100	100,000
								71600	13,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p>be the main data collector for this index. With some technical assistances, it should be able to produce the index as well</p> <p><i>Targets:</i></p> <ol style="list-style-type: none"> <li><i>Data is collected by BPS</i></li> <li><i>BPS is capacitated to construct the ID</i></li> </ol> <p><i>Indicators:</i></p> <ol style="list-style-type: none"> <li>Specific terms of reference outlined BPS's function in data collection.</li> <li># of discussion conducted on indicators' weighting and index construction</li> </ol>	<p>Working group meetings on indicators' weighting and index construction</p>					BPS, Bappenas	TRAC	72100	3,000
								71300	5,000
			X	X	X			72500	750
								74500	750
								71600	2,000
<p><b>Output 3: Bappeda is capacitated to use the IDI 2007 for evidence-based political development planning in 3 provinces</b></p> <p><i>Baseline:</i></p> <ol style="list-style-type: none"> <li>The pilot IDI was not fully socialised and disseminated to all provinces.</li> <li>The index is ready but no further specific utilisation of it yet by relevant government stakeholders.</li> <li>Utilisation still needs to be enhanced and refined so that IDI continuously referred as one of the tool of analysis in democracy assessment.</li> </ol>	<p>Dissemination of the IDI to all provinces divided in 6 regions</p>					Bappenas, BPS	TRAC	72100	60,000
								71600	50,000
				X	X			71300	20,000
								72500	7,900
								74500	7,900

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)	
<p><i>Targets:</i></p> <ol style="list-style-type: none"> <li><i>The IDI is disseminated to all provinces by June 2009</i></li> <li><i>The IDI is utilised for political development planning purposes in 3 provinces by November 2009</i></li> </ol> <p><i>Indicators:</i></p> <ol style="list-style-type: none"> <li># dissemination activities conducted.</li> <li>Module is ready to be used.</li> <li># workshop trainings conducted included targeted stakeholders.</li> </ol>	Module development on how to use the IDI for political development planning purposes					Bappenas, BPS	TRAC	71300	5,000	
								72100	4,000	
				X				71600	1,500	
								74200	300	
								72500	400	
	Training workshops in 3 provinces on the utilisation of the IDI				X	X	PMU	TRAC	72100	8,500
						71300			20,500	
						71600			12,600	
						74500			700	
	Project management	PMU operational cost	X	X	X	X	UNDP	TRAC	71400	75,000
						73000			8,000	
						72400			3,000	
						72500			2,000	
						74500			2,000	
<b>TOTAL</b>								<b>600,000</b>		

**Year 2010:**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)	
<p><b>Output 4: BPS has proven capacity to produce the IDI 2009 in all provinces and the IDI is communicated through a report</b></p> <p>Baseline:            1. After data collection, the data needs to be processed into a 'readable' analysis and therefore translated into rank of democracy performance of provinces in Indonesia.            2. An effective communication strategy to disseminate the IDI needs to be developed so that all government stakeholders can use and take the advantage of it            3. A written report should be the minimum requirement for dissemination of the index</p> <p><i>Targets:</i>            1. The IDI is produced by January 2010.            2. Communication strategy and the IDI report are produced by June 2010.</p>	Indexing: data processing	X				Bappenas	Global Programme	71300	40,000	
								72100	10,000	
								71600	10,000	
	Communication strategy development	X	X				Bappenas	TRAC	72100	1,000
									71600	1,500
									71300	5,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p>Indicators:</p> <p>1. Data from newspapers, secondary sources, FGD and in-depth interview from 33 provinces are collected.</p> <p>2. A framework and outline of dissemination strategy</p> <p>3. Outline of the report</p>	Report writing	X	X			Bappenas	TRAC	72100	2,000
								71600	1,000
								71300	7,500
								74200	2,000
<p><b>Output 5: Bappenas and Bappeda in all provinces have used the IDI 2009 for evidence-based political development planning</b></p>	Dissemination of the IDI in all provinces		X	X	X	BPS	Global Programme	72100	20,000
								71600	20,000
								71300	10,000
<p>Baseline:</p> <p>1. In order to be able to use the index for development planning purposes, the index should be disseminated to all provinces.</p> <p>2. All provinces should be able to make use of the index as one of the reference for development planning.</p> <p>3. The utilisation activities need to be reviewed so that the module can be refined for future use.</p> <p>4. As development planner at the national level, Bappenas specifically needs to be trained on how to use the index for development planning.</p>	Training workshops for all provinces on the utilisation of the IDI & technical assistance		X	X	X	BPS, Bappenas	TRAC	72100	50,000
								71300	150,000
								72500	15,000
								74500	15,000
								71600	75,000
								71200	20,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)	
<p><i>Targets:</i></p> <p>1. The IDI is disseminated in all provinces by June 2010.</p> <p>2. The IDI is utilised for political development planning purposes in all provinces by July 2010.</p> <p>3. Utilisation of the IDI by Bappenas by September 2010.</p> <p><i>Indicators:</i></p> <p>1. Number of provinces has been socialised of the index.</p> <p>2. Number of training has been conducted at Bappedas.</p> <p>3. Module refined, review conducted.</p> <p>4. Training for Bappenas conducted.</p>	Review & module refinement					Bappenas	TRAC	71300	7,000	
								72100	3,000	
								71600	2,500	
	Training workshops for Bappenas & technical assistance						Bappenas, BPS	TRAC	72100	6,000
						71300			6,000	
						71600			2,000	
					74500	1,000				
<p><b>Output 6: BPS has proven capacity to collect data and to construct the IDI 2010</b></p> <p><i>Baseline:</i></p> <p>1. The IDI is intended for annual assessment so that there will be comparison for each year.</p> <p>2. BPS will need to be able to construct the index including any further refinement of the methodology and indicators.</p>	Data collection			X	X	Bappenas, BPS	TRAC	72100	100,000	
								71600	15,000	
	Working group meetings on index construction				X		Bappenas, BPS	TRAC	71300	7,000
						72100			3,000	
						71600			2,000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p><i>Targets:</i></p> <p>1. Data is collected by BPS by December 2010.</p> <p>2. BPS is capacitated to construct the IDI by December 2010.</p> <p><i>Indicators:</i></p> <p>1. Specific terms of reference (standard operation procedures/SOPs) outlined BPS's function in how to conduct data collection.</p> <p>2. # of discussion conducted on indicators' weighting and index construction</p>									
Project management	PMU operational cost	X	X	X	X	UNDP	TRAC	71400	75,000
								73000	8,000
								72400	3,000
								72500	2,500
								74500	2,000
<b>TOTAL</b>								<b>700,000</b>	

**Year 2011:**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)	
<p><b>Output 7: BPS has proven capacity to produce IDI 2010 and the IDI is communicated effectively to a larger audience through a report</b></p> <p>Baseline:            1. After data collection, the data needs to be processed into a 'readable' analysis and therefore translated into rank of democracy performance of provinces in Indonesia.            2. A written report should be the minimum requirement for dissemination of the index</p> <p><i>Targets:</i>            1. The IDI is completed by January 2011.            2. The IDI report is produced by June 2011 in line with communication plan.</p> <p><i>Indicators:</i>            1. Database of scores gathered from newspapers, secondary sources, FGD and in-depth interview from 33 provinces.            2. Outline of the report</p>	Indexing: data processing	X				Bappenas	TRAC	71300	20,000	
								72100	30,000	
								71600	10,000	
	Report writing		X	X			Bappenas	TRAC	72100	2,000
									71600	1,000
									71300	3,000
									74200	1,000
									74500	500

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)	
<p><b>Output 8: Bappenas and Bappeda in all provinces have used the IDI 2010 for evidence-based political development planning</b></p> <p>Baseline:</p> <ol style="list-style-type: none"> <li>The IDI needs to be disseminated to all provinces.</li> <li>Utilisation still needs to be enhanced and refined so that IDI continuously referred as one of the tool of analysis in democracy assessment.</li> <li>After training, provinces will still need technical assistance to assure the sustainability the using of the index in development planning.</li> </ol> <p><i>Targets:</i></p> <ol style="list-style-type: none"> <li>The IDI is disseminated in all provinces by June 2011.</li> <li>The IDI is utilised for political development planning purposes in all provinces by November 2011.</li> </ol> <p><i>Indicators:</i></p> <ol style="list-style-type: none"> <li>Number of provinces has been socialised of the index.</li> <li>Number of training has been</li> </ol>	Dissemination of the IDI in all provinces					Bappenas, BPS	TRAC	72100	30,000	
			X	X	X			71600	30,000	
								71300	10,000	
								74200	5,000	
	Training workshops in all provinces on the utilisation of the IDI & technical assistance.						BPS, Bappenas	Global Programme	72100	30,000
						71300			20,000	
			X	X		72500			10,000	
						74500			10,000	
						71600			20,000	
	Review/assessment of the utilisation in all provinces						Bappenas, BPS	TRAC	71300	5,000
				X		72100			5,000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)		
conducted at Bappedas. 3. Assessment report outlined the review of the utilisation.								71600	4,000		
<p><b>Output 9: Successful evaluation and sustainability of the IDI are assured.</b></p> <p>Baseline:</p> <p>1. After handing over to the Gol, an evaluation of the project needs to be conducted so that the Gol can review and be ready for next implementation on its own.</p> <p>2. The project needs to be properly closed down after the handover.</p> <p><i>Targets:</i></p> <p>1. <i>The IDI and its impacts in relation to the outcome and outcome indicators reviewed by October 2011.</i></p> <p>2. <i>The IDI is handed over to Gol and transfer of knowledge and assets are done by December 2011.</i></p> <p>Indicators:</p> <p>1. Evaluation report outlined review on overall project implementation.</p> <p>2. Smooth handing over to Gol.</p>	Capacity assessment & evaluation studies				X	Bappenas, BPS	TRAC	72100	2,000		
										71600	2,500
										71300	3,000
										72500	1,000
										74500	1,000
	Project closure					X	Bappenas, BPS	TRAC	71300	2,000	
										72100	500
										72400	1,500

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Project management	PMU operational cost	X	X	X	X	UNDP	TRAC	71400	75,000
								73000	8,000
								72400	3,000
								72500	2,000
								74500	2,000
<b>TOTAL</b>								<b>350,000</b>	

## ANNEX B

### RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Last Update	Status
1	Lack of buy-in from provincial stakeholders	Programme/ Project Formulation	Political	Less utilization of the Index for provincial political planning P=3 I=4	Dissemination of IDI idea as well as IDI pilot result to provincial level will be carefully designed and implemented. Involvement of Bappeda, CSO and university to complement the involvement of BPS will be organized in a more formal arrangement. Provincial stakeholders will be involved actively in data collection stage.	National Project Director	N/A	Factored into project formulation as a key design criteria.
2	Risk of misuses or misappropriation of funds.	Programme/ Project Formulation	Financial	The project will support to enhance capacity for financial monitoring of all UNDP portfolios as a whole, with emphasizes on the field validation of outputs, beneficiaries interview, and review of financial expenditure. It will affect and can cause delay of the implementation project.	The project's financial resources will be managed and controlled through application of UNDP internal control framework. All financial transaction will be monitored, recorded, analyzed, and reported through UNDP's ATLAS Enterprise Resource Planning (ERP) system.	National Project Director	N/A	Factored into project design and implementation of monitoring system

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Last Update	Status
				P= 1 I = 3				
3	Ineffective preparation/ coordination	Programme/ Project Formulation	Institutional	Coordination will be main focus of the project, and lack of it can cause overlap and lost or sub-optimal opportunities for synergize. P=2 I=3	The project is designed to facilitate closer coordination and partnership with Government, donors, and other stakeholders, in order to prevent overlap and maximize synergy between projects and activities in order to increase the ownership of project to the government.	National project Director	N/A	Factored into project formulation as a key design criteria.
4	Recurrence of new government regulation	Programme / Project Formulation	Regulatory	It will create uncertainty in regulatory environment that may cause slow-down in the preparation and implementation of new projects / programmes. P = 3 I = 1	It remains possible that further new regulation will occur that could result in a continued predominant focus of project preparation process and longer initiation period. To accommodate this prospect, dedicated staffing and activities have been formulated specifically for facilitating the initiation process.	National Project Director	N/A	Factored into project formulation as a key design criteria.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Last Update	Status
5	Insufficient consultation with other donors, other line ministries and local stakeholder into project activities.	Programme / Project Formulation	Organization	Delay in the implementation of the IDI in the political planning process. P=3 I=3	Set up inclusive institutional mechanism (SC and Working Group). Create downward accountability mechanism through donors and other line ministries involvement in public hearing. Initiatives in joint programme and activities to inform strategies and policy design related with development effectiveness.	National Project Director	N/A	Factored into project formulation as a key design criteria.
6	Limited resources of the implementation of a new programme/project	Programme/ project Formulation	Financial	Delay in the implementation of project. P=3 I=3	Map government, private sectors, and donor resources currently dedicated to the certain programme/project. Align donors and multilateral/bilateral agencies. Build upon already existing development and poverty reduction process and initiatives and integrated certain project/programme aspects in these. Provide seed funding and help with fund raising.	National Project Director	N/A	Factored into project formulation as a key design criteria.
7	Democratic development takes a backstage in government's priority	Programme / Project Formulation	Political	Less commitment from Bappenas, BPS and/or Bappeda delays the implementation and affects the quality. P=1	Continuous consultation with the implementing partner on the virtue of democratic development in order to consolidate Indonesia's democracy	National Project Director	N/A	Factored into project formulation as a key design criteria.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Last Update	Status
				I=4				
8	Misunderstanding on the concept and purpose of IDI or suspicion on the part of one or more of the national stakeholders	Programme / Project Formulation	Management	Lack of support from one of the stakeholders will affect the national ownership of the IDI. P=3 I=3	A series of discussion and socialisation effort in the regions with local stakeholders, especially done by the implementing partner	National Project Director	N/A	Factored into project formulation as a key design criteria.
9	Bappenas, BPS and Bappeda find the index to be difficult to implement for evidence-based political development planning purposes	Programme / Project Formulation	Management	Asymmetry in the knowledge of how to implement the index as input will prevent the IDI from being used effectively. P=3 I=3	Development of a user-friendly module for making the index as input for planning purposes; a series of trainings to increase the knowledge of state planners about the index.	National Project Director	N/A	Factored into project formulation as a key design criteria.
10	Different prioritisation among respective stakeholders may cause inefficient use of resources and hinder a synergy	Programme / Project Formulation	Management	Delay in the project implementation and lower quality of activities and outputs. P=4 I=4	Regular coordination meetings, lobbies and advocacy by the PMU are some important approaches.	National Project Director	N/A	Factored into project formulation as a key design criteria.
11	Lack of understanding and mastery on democratic	Programme / Project Formulation	Management	Delay in the project implementation and lower quality of activities and	Training and mentoring processes, use of UNDP's international network on Governance Assessments, as	National Project Director	N/A	Factored into project formulation as a key design criteria.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Last Update	Status
	development may cause the projects to be managed improperly			outputs. P=2 I=3	well as capacity development for the project staff are seen as feasible alternatives			
12	Long process for resources mobilisation may cause delays or cancellation of project activities	Programme / Project Formulation	Financial	Delay in the project implementation and lower quality of activities and outputs. P=3 I=4	Solid plans for resources mobilisation and collective presentation to donors and other potential supporters are important and facilitated under the project.	National Project Director	N/A	Factored into project formulation as a key design criteria.

## ANNEX C

### Function of Boards and Working Group

#### A. Project Board

##### Function:

Monitors and guides the project management facility under the Implementing Partner in the execution of project activities, ensuring that project is achieving expected results according to schedule, within budget, and quality outputs and approach accepted by beneficiaries.

1. Reviews Quarterly Progress Reports and assesses project progress prepared by the Project Coordinator;
2. Conducts annual review of project progress and tolerance review, confirming (or not) continuing project relevance and tolerance review;
3. Reviews and approves project revisions;
4. Reviews Combined Delivery Reports (CDR);
5. Defines for the Project Coordinator the specific project tolerances within which he can operate without the intervention of the Project Board. (For example, if the Project Board sets a budget tolerance of 10%, the Project Coordinator can expend up to 10% beyond the approved budget amount without requiring a revision from the Project Board; and
6. Meets to conduct tolerance review and address other issues as required by project coordinator or other parties when those issues hamper the execution of approved work plan.

##### Outputs:

1. Approved next Annual Work Plan and Activity schedule including detailed budget.
2. Approved project revisions and confirmation of continuing project relevance.
3. Endorsement of Project Annual Progress Report for review by the Outcome Board
4. Setting of project tolerances

#### B. Expert Board

##### Function:

Expert Board will provide substantive guides to project management and consultants in order to achieve high quality outputs.

1. Provide final recommendations on indicator selection and methodology;
2. Provide guidance in development of data collection module and utilisation module;
3. Assess the quality of the collected data;
4. Provide guidance for technical assistance during Index utilisation;
5. Conduct scoring for every indicators for Index construction;
6. Provide guidance for Index report writing; and
7. Participate in review of overall Indexing process.

##### Outputs:

1. Final recommendations on indicators and data collection methods
2. Scores of all indicators for every provinces
3. Directions for development of modules for data collection, Index utilisation and report writing

### **C. Provincial Working Group**

#### Function:

Provincial working group will act as project's counterpart at province level and provide assistance in facilitating project implementation at provincial level.

1. Participate in regional/provincial discussions to disseminate and utilise IDI;
2. Provide inputs for indicator selection and data collection method review;
3. Provide inputs for and participate in utilisation of the Index;
4. Facilitate data collection at province level; and
5. Facilitate Index utilisation at province level.

#### Outputs:

1. Inputs for indicator review
2. Inputs for development of modules for utilisation

## ANNEX D: Terms of References (TORs) of Key Project Personnel



### UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

#### I. Position Information

Job Code Title: Project Manager, IDI  
Position Number: TBA  
Type of Recruitment: National  
Type of Contract: Service Contract (SC)  
Department: Governance Unit  
Reports to: National Project Director, IDI  
Duty Station: Jakarta

Appointment Period: six (6) months  
(renewable)  
Position Status: Non-Rotational  
(*Rotational/non-Rotational*)  
Current Grade:  
Approved Grade: NOB  
Position Classified by:  
Classification Approved by:

#### II. Organizational Context

It has become clear in the work of various international agencies, non-governmental organizations, associations of municipal authorities, and among development aid organizations that there is a need for an assessment instrument to allow for an accurate and systematic evaluation of country's democracy. In particular, there is a need for a method of evaluating the quality, efficiency, and meaningfulness of democratic institutions and practices by a variety of actors and analysts from within political systems and outside of them (such as the civil society, media, etc.).

Ideally, the Indonesian Democracy Index (IDI) will allow stakeholders to carry out their own assessments of democracy and to give them a framework for comparing experiences and sharing lessons learned. We are interested in a close and careful evaluation of democracy: popular control by the people of public decisions and decision-makers and political equality that requires equal respect and equal worth for all citizens.

The purposes of conducting the democracy assessment include the following:

- To provide a practical resource tool to government officials, administrators, partners (such as non-government organizations), and civic leaders as they conduct self-evaluations of democratic life;
- To stimulate further thinking on the ways to define and describe the best ways to structure and practice democracy; and

The IDI will serve as tool for government in assessing its policy and democratic development in Indonesia. Political development planning, according to the role of Bappenas and the mid-term development plan (RPJM), is facilitated through an Index as a tool to measure the performance of civil liberty, political rights and democratic institutions in the regions. To this end, the project will devise a set of methodology and criteria to create Indonesian Democracy Index.

Internally, the Project Manager leads the Project Management Unit (PMU) at the Implementing Agency in close collaboration with Programme Staff at UNDP. Externally, s/he represents the Implementing Agency and UNDP in the project implementation and management.

### **III. Functions / Key Results Expected**

Summary of key functions:

- Managing day-to-day project implementation and leading the PMU (70%)
- Providing technical assistance to the NPD and the project (30%)

#### **I. Project Management**

##### *1. Planning*

- i. Organise joint planning meetings involving Implementing Agency, UNDP and other relevant parties to develop an annual work-plan and a corresponding budget plan with clearly stated milestones contributing to the achievement of target outputs defined in the Project Document (Pro-Doc) and get it approved by the NPD and UNDP.
- ii. Develop quarterly work-plans and expenditure plans based on the agreed annual work-plan.
- iii. Advise the NPD and UNDP for revisions to the work-plan and budget plan based on the operational and strategic appreciation of project implementation with given conditions.
- iv. Consolidate and synchronize proposals of project beneficiaries with project annual work-plan and targets, providing advice on the appropriateness as well as timeliness of these proposals according to established targets and timeframes.

##### *2. Implementation*

- i. Prepare Terms of Reference (ToR) for required inputs (individual and institutional consultancy services, procurement of goods, organization of training, seminars, etc.), with expert technical support as required;
- ii. Supervise the PMU staff and consultants and evaluate their performance in delivering individual outputs as described in their ToR;
- iii. Mobilise competent national and international experts that are needed by the beneficiaries of the projects, following the agenda and activities that are supported by the projects;
- iv. Follow-up and ensure that required inputs are processed in a timely and transparent manner and mobilize competent national and international expertise as required.
- v. Confirm and attest to the timeliness of submission and the quality of goods and services procured for the project;
- vi. Review project resource requirements and provide advice to the NPD on the need for budget adjustments and revision;
- vii. Provide strategic inputs and advice to UNDP Programme Manager with regard to the project implementation and on matters that need immediate attention of Programme Manager of Deepening Democracy.

### **III. Functions / Key Results Expected**

#### *3. Monitoring and Evaluation*

- i. Monitor project progress against annual and quarterly work-plan and budget plans;
- ii. Monitor and evaluate activities implemented by partners;
- iii. Liaise with the Implementing Agency and UNDP on the conduct of project evaluation and ensure access by the evaluators to project documentation, personnel and institutions involved in the project.

#### *4. Reporting and Audit*

- i. Prepare project progress reports (quarterly and annual / financial and substantive) against set targets and indicators, with an analysis of evidence of progress towards planned outputs according to schedules, budgets, and inputs provided by the project;
- ii. Prepare final project report, with an analysis of progress towards expected results as defined in the ProDoc and subsequent work plans and budgets. Together with UNDP, organize final project review meeting;
- iii. Establish and maintain a systematic filing system of key documents (in hard copy and soft copy) in line with audit requirements;
- iv. Assist UNDP Programme Manager/Officer in closing projects operationally and financially in accordance of rules and regulations of UNDP and in close coordination with implementing agencies;
- v. Liaise with UNDP on the conduct of project audit and ensure access by auditors to project documentation, personnel and institutions involved in the project. Ensure that audit recommendations are complied with.

### **II. Technical Assistance**

#### *1. Knowledge Management and Sharing*

- i. Ensure that relevant project outputs, best practices and lessons learned are disseminated, complying with the quality requirements of the implementing agency, UNDP and other donors;
- ii. Identify relevant databases and facilitate access by project partners to relevant, state of the art information;
- iii. Work with the Programme Manager of Deepening Democracy in developing info and communication strategy for information dissemination, complying with the quality requirement of the implementing agency, UNDP and other donors.

2. Represent the NPD and the national implementing agency as required in networks and events that are relevant to project(s) under his/her responsibility.

#### *3. Networking and Coordination*

- i. Identify and establish relations with national and international networks that could provide technical and advisory support to efficient and effective project implementation;
- ii. Assist the NPD and the national implementing agency in organizing coordination meetings with project partners, donors, UNDP, etc. as required.

## **IV. Impact of Results**

Project implementation in line with the objectives of the project and UNDP rules, regulation and procedures is critical to ensure achievement of UNDP Country Programme outcomes. A client-oriented and efficient approach has significant impact to the image of UNDP Indonesia Country Office.

## **V. Competencies**

### **Corporate Competencies:**

- Demonstrates commitment to UNDP's mission, vision and values
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

### **Functional Competencies**

#### ***Operational Aspect of Project Management***

- Displays maturity and excellent communication and networking skills;
- Ability to work independently and in an organized manner.

#### **Project Management**

1. Has managerial competency with experience in result based management and results oriented approach to project implementation.
2. Has good knowledge and experience in finance, administration, procurement and human resource management.

#### **Communications and Networking**

1. Has good oral communication skills and conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors.
2. Has good written communication skills, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports.
3. Maturity and confidence in dealing with senior and high ranking members of national institutions, government and non-government

#### **Knowledge Management and Learning**

Shares knowledge and experience and ability to develop lesson learned and best practices

#### **Leadership and Self-Management**

1. Focuses on result for the client and responds positively to feedback
2. Consistently approaches work with energy and a positive, constructive attitude
3. Remains calm, in control and good humoured even under pressure
4. Good team player, self starter, has ability to work under minimum supervision and maintain good relationship with other team members.

## VI. Recruitment Qualifications

Education:	Master's degree or equivalent (S2) in Management, Law, Business Administration, Public Administration, Economics, Political Sciences, Social Sciences or related field.
Experience:	<ul style="list-style-type: none"><li>• Minimum of four (4) years of relevant experience at the national level in development areas;</li><li>• Thorough understanding of the current issues on politics and economics in Indonesia;</li><li>• Demonstrated knowledge and experience in managing projects or programmes that deal with survey, data collection, democracy, human-rights or government indexing and such related themes;</li><li>• Proven capability in coordinating the works of consultants and sub-contractor to ensure the quality of works done and delivery of outputs in timely manner;</li><li>• Experience in working with government agencies (central and local), civil society organizations and international organizations is an asset;</li><li>• Knowledge of UNDP system, rules and procedures is an advantage;</li><li>• Familiarity and/or experience with research methodology, especially on qualitative research, is a plus;</li><li>• Experience in the usage of computers and office software packages and in handling of web-based statistical management system is a plus.</li></ul>
Language Requirements:	Demonstrated analytical skills and fluency in English with excellent verbal and drafting skills.



## UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

### Terms of Reference

Post Code:	
Post Title:	<b>PROJECT OFFICER for INDONESIA DEMOCRACY INDEX (IDI)</b>
Recruitment:	Indonesian National
Location/Duty Station:	Jakarta / Project Management Unit Office
Duration of Assignment:	6 months (renewable)
Starting Date:	Immediate
Direct Supervisor:	Programme Manager of Deepening Democracy Cluster
Status/Condition:	SC (NOA Equivalent)

### Background

It has become clear in the work of various international agencies, non-governmental organizations, associations of municipal authorities, and among development aid organizations that there is a need for an assessment instrument to allow for an accurate and systematic evaluation of country's democracy. In particular, there is a need for a method of evaluating the quality, efficiency, and meaningfulness of democratic institutions and practices by a variety of actors and analysts from within political systems and outside of them (such as the civil society, media, etc.).

Ideally, the Indonesian Democracy Index (IDI) will allow stakeholders to carry out their own assessments of democracy and to give them a framework for comparing experiences and sharing lessons learned. We are interested in a close and careful evaluation of democracy: popular control by the people of public decisions and decision-makers and political equality that requires equal respect and equal worth for all citizens.

### Purposes of the Indonesian Democracy Index (IDI):

The purposes of conducting the democracy assessment include the following:

- To provide a practical resource tool to government officials, administrators, partners (such as non-government organizations), and civic leaders as they conduct self-evaluations of democratic life;
- To identify the principal strengths and weaknesses of democratic life in a given setting, and to identify ways to further consolidate strengths and to rectify weaknesses;
- To stimulate further thinking on the ways to define and describe the best ways to structure and practice democracy; and
- To give outsiders such as peer reviewers a tool by which to conduct independent and impartial evaluations of democratic governance.

## **Duties and Responsibilities**

Under direct supervision from UNDP Project Coordinator, the Project Officer will focus on components and activities of the project and ensure that consultants, partners and sub-contractors engaged in the project are carrying out activities as agreed and in line with the rules and regulations of UNDP and implementing agency. More specifically, the Project Officer is to discharge the following functions:

## **Organizational Context**

Under the overall guidance of the Project Coordinator, the Project Officer provides managerial support to ensure high quality, accuracy and consistency implementing project activities producing desired outputs and services described in the project document and annual work plan.

The Project Officer will work in close collaboration with the Administration & Finance Assistant (AFA) and consultants and with UNDP Programme staff to ensure consistent service delivery.

## **Functions / Key Results Expected**

### Summary of Key Functions:

- Support for project implementation.
- Knowledge Management and Sharing.

The Project Officer will focus on components and activities of the project and ensure that consultants, partners and sub-contractors engaged in the project are carrying out activities as agreed and in line with the rules and regulations of UNDP and implementing agency. More specifically, the Project Officer is to discharge the following functions:

### Planning

- Contribute to developing quarterly workplans and expenditure plans based on the agreed annual workplan.
- Assist the Programme Manager in developing terms of reference for activities planned in collaboration with relevant institutions.

### Implementation

- Provide the Programme Manager with relevant inputs on project implementation activities.
- Arrange and participate in meetings with relevant parties related parties on project implementation issues.
- Ensure administrative and financial activities of the project have been done in line with the UNDP standard.
- Make regular report to the Programme Manager on all aspects of project activities implementation.
- Mobilise competent national and international experts that are needed by the beneficiaries of the projects, following the agenda and activities that are supported by the project.

- Follow-up and ensure that required inputs are processed in a timely and transparent manner.
- Review project resource requirements and provide advice to the Programme Manager on the need for budget adjustments and revision.

### Monitoring and Evaluation

- Monitor project progress against annual and quarterly workplan, budget plans, procurement and recruitment plan following project implementation guidelines.
- Monitor and evaluate activities implemented by partners. Assist the Programme Manager in following the monitoring and evaluation requirements by UNDP and/or implementing agency.

### Reporting and Audit

- Contribute to project progress reports (quarterly and annual / financial and substantive) against set targets and indicators, with an analysis of evidence of progress towards planned outputs according to schedules, budgets, and inputs provided by the project.
- Contribute to final project report, with an analysis of progress towards expected results as defined in the project document and subsequent work plans and budgets.
- Maintain a systematic filing system of key documents (in hard copy and soft copy) in line with audit requirements.
- Assist the Programme Manager in following up with audit recommendations applicable to project implementation process and PMU organization.
- Assist the Programme Manager in closing projects operationally and financially in accordance of rules and regulations of UNDP and in close coordination with the implementing agency

### Knowledge Management

- Ensure that relevant project outputs, best practices and lessons learned are properly documented and communicated with UNDP and implementing agency as well as other stakeholders.
- Assist the Project Coordinator in developing information and communication strategy for information dissemination, complying with the quality requirements of the implementing agency, UNDP and other donors.

### Networking and Coordination

- Identify and establish relations with national networks that could provide technical and advisory support to efficient and effective project implementation or disseminate outputs, lessons learned, etc. as necessary.
- Assist the Programme Manager in organizing coordination meetings with project partners, donors, UNDP, etc. as required.

### **Impact of Results**

Project implementation in line with the objectives of the project and UNDP rules, regulation and procedures is critical to ensure achievement of project outputs thus contributing to UNDP Country Programme outcomes. A client-oriented and efficient approach has impact on the image of UNDP CO and Implementing Agency.

## **Qualifications**

- Master's Degree or equivalent (S2) in Law, Business Administration, Public Administration, Economics, Political Sciences, Social Sciences or related fields.
- Minimum 2 (two) years relevant experiences at the national level in development areas.
- Good knowledge and experience in finance, admin, procurement and human resource management
- Good oral communication skills and conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors.
- Solid knowledge and relevant experience in working on electoral reform, democratization, good governance and other political issues.
- Maturity and confidence in dealing with senior and high ranking members of national institutions, government and non-government.
- Willingness to travel as required.
- Excellent command of both written and spoken English.



## UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

### Terms of Reference

Post Title	: <b>ADMINISTRATION &amp; FINANCE ASSISTANT for INDONESIAN DEMOCRACY INDEX (IDI) PROJECT</b>
Recruitment	: Indonesian National
Location/Duty Station	: Jakarta (Project Management Unit Office)
Duration of Assignment	: 6 months (renewable)
Starting Date	: Immediate
Direct Supervisor	: Project Officer
Status/Condition	: SC

### Background

It has become clear in the work of various international agencies, non-governmental organizations, associations of municipal authorities, and among development aid organizations that there is a need for an assessment instrument to allow for an accurate and systematic evaluation of a country's democracy. In particular, there is a need for a method of evaluating the quality, efficiency and meaningfulness of democratic institutions and practices by a variety of actors and analysts from within political systems and outside of them (such as the civil society, media, etc.).

Ideally, the Indonesian Democracy Index (IDI) will allow stakeholders to carry out their own assessments of democracy and to give them a framework for comparing experiences and sharing lessons learned. We are interested in a close and careful evaluation of democracy: popular control by the people of public decisions and decision-makers and political equality that requires equal respect and equal worth for all citizens.

The purposes of conducting the democracy assessment include the following:

- To provide a practical resource tool for government officials, administrators, partners (such as non-government organizations), and civic leaders as they conduct self-evaluation of democratic life;
- To identify the principal strengths and weaknesses of democratic life in a given setting and to identify ways to further consolidate strengths and rectify weaknesses;
- To stimulate further thinking on the ways to define and describe the best ways to structure and practice democracy; and
- To give outsiders, such as peer reviewers, a tool by which to conduct independent and impartial evaluations of democratic governance level in Indonesia.

The project will be implemented by the Office of the Deputy for Politics, Laws, Defense and Security of Bappenas (National Development Planning Agency) of the Republic of Indonesia in close collaboration with Bappeda (Regional Development Planning Agency) in all 33 provinces and other stakeholders at the national and local levels.

## **Duties and Responsibilities**

Under direct supervision from the Project Officer, the Administration and Finance Assistant (AFA) will ensure that administrative activities of the project run in line with the rules and regulation of UNDP and implementing agency. More specifically, the Administration & Finance Assistant is to discharge the following functions:

### *Administrative:*

- Arranging for and providing secretarial support in the project office, particularly in conducting regular correspondence, filling documents, maintaining a contact list and arranging meetings;
- Arranging provision and maintenance of office equipment and supplies;
- Assisting in organization of events such as workshops and seminars to be held at regional and national level and providing necessary assistance of events at the provincial and district level;
- Supporting the project staff and other relevant personnel in making travel arrangements;
- Establishing a system of compiling, classifying, storing, and processing documentations of process in the project;
- Perform relevant duties, as required.

### *Financial:*

- Full compliance of financial processes and financial records with UNDP and Government of Indonesia's rules, regulations, policies and strategies.
- Good understanding of the accounting principles and audit procedures to ensure that all financial transactions follow the guidelines of UNDP and the Government of Indonesia.
- Proper control of the supporting documents for payments and financial reports of the project; preparation of all types of vouchers; and payments execution.
- Maintenance of the proper filing system for finance records and documents.
- Advises and assists staff, experts and consultants on aspects of allowances, travel claims, calculation and payment of DSA or other entitlements, and other financial matters.
- Advises project personnel on complying with relevant financial rules, including with donor requirements and in line with UNDP and standard accounting rules.
- Prepares researched information for planning and the project audit, and status of financial resources of the project.
- Regular monitoring of the project delivery.
- Advises on reporting and assists in the preparation of financial reports.
- Management of cash receipts and petty cash.
- Assists in the verification and reconciliation of various expenditures reports from UNDP and the Implementing Partners.
- Timely and accurate preparation of bank reconciliations.
- Assists in the financial closure of the project.
- Performs other duties as required.

## **Qualifications**

- Diploma Education, preferably with specialized certification in Accounting and Finance. University Degree in Business or Public Administration would be desirable, but it is not a requirement.
- Minimum 4 (four) years of professional experience in administration and finance;
- Excellent communication skills;
- Computer literate, particularly with MS Office suites.
- Fluency in written and spoken English and Bahasa Indonesia.

## ANNEX E: Country Office Support Services Agreement

(Name)  
Assistant Resident Representative  
Head of the Governance Unit  
UNDP Indonesia

Date (...)

Dear (...),

**Subject: UNDP Country Office Support Services for Implementation IDI**

Reference is made to consultations between BAPPENAS, the institution designated by the Government of Indonesia and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project: **Indonesia Democracy Index (IDI)**.

In accordance with the provisions of the letter of agreement signed on ..... and the project document, it is hereby requested that the UNDP country office provide support services for the project as described below.

<b>Support Services</b>	<b>Schedule for the provision of the support services</b>	<b>Cost to UNDP of providing such support services</b>	<b>Amount and method</b>
Identification and recruitment of national and international project personnel	Throughout the project period.	Per Universal Price List	Amount of reimbursement to UNDP to be computed upon recording and reporting of actual expenditure in the Combined Delivery Report, to be debited against project budget, and to be credited to UNDP's Extra Budgetary Account.
Procurement of goods and services	Throughout the project period.	Per Universal Price List	
Training and capacity development activities	Throughout the project period.	Per Universal Price List	
Research, Monitoring and Evaluation activities	Throughout the project period.	Per Universal Price List	
Coordination support	Throughout the project period.	Per Universal Price List	
Outreach, solicitation and grant making	Throughout the project period.	Per Universal Price List	

Yours sincerely,

(Name)  
(Position)  
National Project Director IDI

**ANNEX F:**

**Review on IDI Project 2008 by UNDP Oslo Governance Centre –  
Mission Report**

**Mission Report**

***Indonesia Democracy Index (IDI)***

**26 November – 3 December 2008**

**UNDP Oslo Governance Centre<sup>2</sup>**

**Joachim Nahem**  
*Governance Specialist – Programme Manager*

**&**

**Marie Laberge**  
*Programme Officer*

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Thanks to R. Sudarshan -Regional Centre Bangkok who provided valuable comments to the report

## Key Recommendations

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- ✓ The IDI as it currently stands should not be 'launched' as a completed index.
- ✓ While methodological revisions are required, most can be done relatively easily.
- ✓ It is advisable to establish a new research team to revise the methodology.
- ✓ To enhance the policy relevance of the IDI at the provincial level and to foster 'ownership' of the IDI by each province, 'satellite indicators' could be selected by individual provinces to reflect the particular democracy challenges they face.
- ✓ 2007-2008 should be seen as a pilot phase for testing the IDI methodology, and a tremendous learning experience for the IDI team and its stakeholders.
- ✓ In the next phase, periodic consultations with Bappenas, Bappeda, representatives of local parliaments and national/provincial statistical offices will be critical to sensitize stakeholders to the method and to the application of the findings in policymaking.
- ✓ It is essential that the CO senior management provides strong support for the IDI project and champions the idea of a national index to strengthen democracy at the provincial level.
- ✓ There is a need to significantly revise the IDI ProDoc to reflect the new research and consultation activities.
- ✓ A formal project Advisory Board should be established and composed of respected and high-profile representatives from the media, academia, private sector, civil society and government (Bappenas and other relevant ministries).
- ✓ At a minimum, last year's IDI project budget (400k) is needed for 2009. In the long run, there is a need to significantly increase this budget, including contributions from Bappenas.
- ✓ The most likely donors in Indonesia for the IDI appear to be Australia, the Netherlands and Norway.

## **I. Background**

Over the past decade Indonesia has been undergoing an important transition towards democracy. Democratic elections in 1999 and 2004, constitutional amendments, new institutions like the DPD, and the reform of basic political laws have introduced democratic practices and good governance principles. New political parties have been allowed to form and contest in general elections, and the president has been directly elected for the first time in 2004. In addition, the country is undergoing the decentralisation of its government and services, delegating power from the centre to 33 provinces and over 500 districts and municipalities. These changes have coloured Indonesian democracy and created a variety of democratic performances in the region.

It has become clear in the work of various international agencies, non-governmental organizations, associations of municipal authorities, and among development aid organizations that there is a need for an assessment instrument to allow for an accurate and systematic evaluation of a country's democracy. In particular, there is a need for a method of evaluating the quality, efficiency, and meaningfulness of democratic institutions and practices by a variety of actors and analysts both from within and outside the political systems.

In the last few years many efforts have been taken to systematically assess the state of democracy in Indonesia. Public opinion surveys have been conducted regularly to reveal opinions of Indonesians about current democracy issues and progress of democracy. Several new efforts have also been made to develop indicators to more systematically assess the situation. Bappenas (Ministry of National Development) with support from UNDP, have developed an Indonesian Democracy Index (IDI) meant to measure democratic progress and setbacks at the provincial level (33 in total). Using three aspects of democracy (civil liberties, political rights and democratic institutions), the Index will facilitate political development planning by using a tool to measure the performance of democracy in the region. Through the Index the principal strengths and weaknesses of democratic life and ways to further consolidate strengths and to rectify weaknesses can be identified.

IDI will complement similar efforts that have been developed by other institutions. The Partnership for Governance Reform in Indonesia (PGR) has the key mandate to develop, review and update governance indices in Indonesia on annual basis. Its Governance Assessment (GA) focuses on 4 arenas (government, bureaucracy, civil society and economic society) and 5 principles (transparency, accountability, efficiency, fairness, participation and effectiveness). The GA aims to consolidate findings on the indices and share them on an annual basis to both national and international audience. The GA will serve the purpose of providing scientific analysis of whether or not the work of all stakeholders working to improve good governance in Indonesia has yielded positive impact or otherwise.

The Center for Democracy and Human Rights Studies, DEMOS, conducted national surveys in 2003 and 2007 to gather comprehensive data on the condition of democratization process in Indonesia. DEMOS's surveys are based on the assessment by democracy activists in all provinces of political identity, the standard of intrinsic democratic institutions and actor's will and capacity to promote and use them. Case studies of crucial problems come in addition. Results of the first survey have been published in a book titled "Making Democracy Meaningful, Problems and Options in Indonesia." A book on the resurvey is forthcoming in December.

Democracy & Governance Public Opinion Survey of USAID surveyed the perceptions, attitudes and aspirations of the Indonesian people on a number of themes relating to the development of democratic governance in Indonesia. Some of the major areas with which the survey captured are those of public support for democracy; pluralism and tolerance; national and regional parliaments and executives; the justice system, law enforcement agencies and rule of law; local government and decentralization; corruption; and gender equity.

## **II. Mission by the UNDP Oslo Governance Centre to Indonesia**

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Through the Global Programme on Capacity Development for Democratic Governance Assessments and Measurements, UNDP seeks to assist developing countries in producing disaggregated and non-ranking governance indicators to enable national stakeholders to better monitor performance in democratic governance reforms. The aim of the Programme, co-ordinated by the UNDP Oslo Governance Centre (OGC), is to develop the capacities of government, the national statistics office and civil society in the collection, maintenance and analysis of governance related data and to assist the development of an inclusive and consultative framework for the systematic assessment and monitoring of democratic governance goals and targets expressed in national development plans. From 2009 to 2011, the Programme will support 14 countries, including Indonesia, in conducting their own democratic governance assessment.

UNDP Indonesia and Bappenas attended a workshop in Oslo August 2007 hosted by OGC on *Measuring and Assessing Democratic Governance* ([http://www.undp.org/oslocentre/docs07/oslo\\_workshop\\_report.pdf](http://www.undp.org/oslocentre/docs07/oslo_workshop_report.pdf)).

OGC has subsequently provided extensive desktop support to UNDP Indonesia and the IDI project team. The CO requested a mission from OGC in connection with a Bappenas/UNDP organized seminar for the IDI. The OGC mission was also tasked with reviewing the IDI project and providing recommendations for a revised project starting 2009 which will be supported through the OGC Global Programme.

### III. Mission Findings

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#### A. IDI Methodology

- *There is no universal method for measuring 'democracy', even less so at the sub-national level.* The Indonesian initiative to measure democracy at the provincial level is part of a growing trend to assess democracy at the national and sub-national levels, as a reaction to international governance indicator sources which are methodologically controversial, and not useful to inform national policymaking (highly aggregated scores do not point to specific challenges affecting particular regions or population groups). While the need for nationally generated and 'actionable' governance data is well recognized, few social scientists and statisticians have experience in this area. There is no 'standard' methodology for measuring democracy or governance at the local level. Contrarily to the HDI which has a clearly defined measurement scope, the plurality of concepts related to governance and democracy is not amenable to the international endorsement of a single methodology. As such, the IDI cannot be assessed against any 'absolute standard', but rather contributes one more 'experiment' to this evolving practice of national democracy measurements.
- *The IDI offers an innovative methodology which combines quantitative and qualitative data sources.* The IDI is generated by a more comprehensive data collection methodology than other existing governance assessments. The IDI triangulates data from four different sources: 1) from the media (analysis of newspaper content), 2) from official documents (local regulations, police records, records of the local elections office, etc.), 3) from focus group discussions (with participants from 13 different 'backgrounds'), and 4) from in-depth interviews. Public surveys would provide useful complementary insights to this already well-rounded data collection methodology.
- *There is a consensus amongst the IDI project team, Bappenas and UNDP that a number of methodological weaknesses related to both indicator selection and data collection methodology will need to be addressed in the next phase.* Indicators will need to be made more 'actionable' (e.g. not only measuring number of discriminatory actions by local government, but also data on which state organizations are the perpetrators of such discrimination, and against which population group), more gender sensitive, less prone to misinterpretations (e.g. "number of protests" as a measure of freedom of assembly: should a high number be interpreted negatively or positively? Were demonstrators encouraged by a political party to take part in a protest with financial or other incentives?) The

media review as a primary source of data was also found to pose a number of methodological challenges related to both issues of (assumed) political independence of newspapers, and accessibility (only few newspaper offices have archives of past editions.) Extensive comments and suggestion for improving the IDI methodology were provided to the IDI project team by OGC (see annex 2), a peer review group, and by participants/stakeholders during the mission.

- *2007-2008 was a pilot phase for testing the IDI methodology, and a tremendous learning experience for the IDI team.* Far from being cast in stone, the IDI methodology should be amended fairly easily based on the practical and theoretical insights gained throughout this process. International experience confirms the need for self-assessment methodologies to undergo such a ‘maturation process’ before they are ready for application: the ongoing technical review of the IDI therefore should not be seen in a negative light, but rather as a critical stage for harvesting the fruits of this complex intellectual and logistical experiment.

### **Recommendations**

- ✓ **The IDI as it currently stands should not be ‘launched’ as a completed index.** IDI results should be presented as a ‘pilot initiative’; they are not operational yet, nor definite. The results generated by the index need to be interpreted in light of the aforementioned methodological caveats.
- ✓ **While methodological revisions are required, most can be done relatively easily.** Technical discussions initiated with OGC during the mission (see OGC comments in annex 2) can be pursued remotely, as deemed necessary by the IDI project team.
- ✓ **It is advisable to establish a new team to revise the methodology.** Fresh insights are needed to identify new (or revised) indicators and research methods for collecting data. The peer review group which provided excellent comments on the shortcomings of the existing methodology could be asked for suggestions of alternative measurement approaches.
- ✓ **‘Satellite indicators’ selected by individual provinces to reflect the particular democracy challenges they face** would enhance both the policy relevance and usability of the IDI in each province, and the ownership of the IDI at the provincial level. Satellite indicators could focus on particularly vulnerable population groups, or on particular aspects of democracy which are not covered by the core IDI indicators (e.g. land/ forest governance).
- ✓ **Other possible data sources should be explored,** such as relevant databases maintained by NGOs with nationwide representation (such as

the Legal Aid Institute), by provincial branches of the National Ombudsman, the State Audit, the Human Rights Commission, etc.

- ✓ **Public surveys capturing citizen opinions and perceptions could add an important (missing) dimension to the current dataset, and could help generate interest among citizens for the IDI.** Citizens are likely to pay more attention to results and to use them to engage their local representatives if their voice is captured in the IDI.
- ✓ **One simple, cost-effective way to collect public perception data could be to graft a ‘democracy module’ to the annual socio-economic household survey** conducted by the local branches of the National Statistical Bureau.
- ✓ **Complementarities between the IDI and the Governance Index, developed by the Partnership for Governance Reform, should be clearly identified** (since both indices are supported by Bappenas and UNDP), and effectively tapped to increase uptake of results from both indices in a meaningful way, at the provincial level. Data collected by the Partnership on local regulatory framework, budgetary allocations, inter-agency coordination, the delivery of public services, etc. are likely to have high explanatory power for the violations of civil liberties and political rights recorded by the IDI. The 33 senior researchers coordinating the data collection process for the Governance Index in the 33 provinces could also play a useful role in the IDI data collection process. The good contacts they have established with local authorities to obtain the data needed for the Governance Index could be leveraged by the IDI for accessing ‘official documents’ from local authorities (i.e. one of the four sources of data for the IDI). If both indexes are to be institutionalized at the provincial level, it will be important for the Governance Index and IDI to coordinate their data collection activities in an effort not to overburden local authorities with data requests.

## *B. Application of the IDI*

- *It is not clear yet who exactly will use the IDI (government, parliamentarians, civil society?), how exactly it will be used (in planning, budgeting, auditing, civic advocacy mechanisms?), at which level (district, provincial, national?), for what purpose (for internal reporting from provincial governments to the centre, for provincial parliaments to use it as a ‘checks and balances tool’ against government planning, for civic advocacy to demand better democratic performance at the local level?)* This critical question on the ‘policy uptake’ of the IDI was also raised by a representative of a multilateral organization at the Seminar hosted by Bappenas to review national and international experience in measuring democracy. Moreover, will the IDI be used or seen as ranking provinces or simply grouping them?

- Strong leadership on the part of Bappenas for the development of the index augurs well for the institutionalization of the IDI in the formal policymaking process, and for the financial sustainability of the exercise. *However, Bappeda has had very limited exposure or involvement in the development of the index so far.*
- *There is a concern that Bappenas is running and initiating too many parallel assessment projects* (across units and under different directors). There is currently talk of new national indexes on good governance, democratic culture and others. These multiple measurement tools risk confusing end-users and reducing the currency of IDI.

### Recommendations

- ✓ **Periodic consultations need to be held with Bappenas, Bappeda, representatives of local parliaments and national/provincial statistical offices** to discuss the practical applications of the IDI at the provincial level (distinct from other indexes developed by Bappenas), and to enable provincial stakeholders develop a stake in the IDI development process (*the insights gathered from these consultations should also inform the IDI methodological revisions: indicators should be selected with a clear sense of who will be the end-users.*)
- ✓ **The IDI should not be seen as a provincial ranking ('naming and shaming') but rather a comparative grouping** which allows for each province to address its own needs and individual baselines rather than competing with other provinces
- ✓ **One such concrete avenue for using the IDI, as explained by Bappenas, would be the formulation of 'political development plans' by each provincial government.** A budget line item called 'political development' was fleshed out into a plan by less than 5 provinces (out of 33) last year, due to the lack of democracy and governance data available to inform such plans. The IDI could fill an important data gap for the preparation of such a plan by all provinces.
- ✓ **The evidence base provided by the IDI is also likely to strengthen the position of a local parliament vis-à-vis the executive.** All recent governance assessments (including the IDI) point to the very weak performance of local parliaments in holding the local government accountable. The institutionalization of the IDI in the planning / budgeting processes at the provincial level could serve as a powerful tool to empower local parliaments. It is therefore important to involve local parliaments in consultations on possible applications of the Index: in the end, parliamentarians might well have the highest stake in the IDI of all provincial-level stakeholders.

- ✓ **Consultations should also be held with the Partnership for Governance Reform** to document the uses of the Partnership's "Governance Index" by provincial governments. The possibility for the IDI to be disseminated via the same consultative forum and to be used in the same policymaking processes should be explored.

**Consultation with Bappeda to present the IDI methodology and the first round of IDI results (held at Bappenas, 5 December 2008):**

*Highlights from discussion*

**The general sense amongst Bappeda officials is that the IDI could potentially become a very useful tool for provincial governments,** provided the methodology is fixed and some 'contextual variables & indicators' are added to the provincial IDIs to minimize the risk for misinterpretation of results.

**The IDI could also serve as a much-needed incentive for Bappeda to take concrete steps towards establishing a systematic documentation system at the local level.** With the recent adoption of the Access to Information Law, to be effective in 2010, the IDI represents a timely opportunity for provincial governments to capitalize on the IDI data collection process for establishing publicly accessible provincial archives.

**For the IDI to be useful to Bappeda policymakers, provincial parliamentarians and other potential users, the indicators need to be made more 'actionable', more specific.** For instance, indicators measuring 'freedom from discrimination' should provide a breakdown of the various forms of discrimination, and the various groups who are victim of discrimination.

**Some indicators do not really measure what they purport to be measuring.** For instance, indicators measuring the "role of political parties" are only measuring internal party governance, not the roles of parties.

**Representatives from a large proportion (at least half) of provinces represented in the consultation said that the IDI results did not provide an accurate picture of the 'state of democracy' in their province.** This mismatch was mainly attributed to 'unreliable data sources', particularly from the media review. Representatives warned that the IDI would not be used for 'democratic development planning' if the results did not better reflect ground realities.

**The local parliaments were identified as the most strategic 'IDI advocates' for disseminating IDI results to the concerned institutions.** Since local parliaments had the lowest score, it is expected that they will want to engage actively in the dissemination of results, in an effort to strengthen their position. The data collected for the IDI will empower local parliaments in their efforts to pressure other democracy actors to reform.

**'Province-specific' factors influencing the development of democracy should also be captured by the IDI, such as conflict dynamics in the province of West Kalimantan.** If such contextual factors are not factored in the IDI, there is a risk for the IDI to be seen as an 'unfair measure' of democratic development by some provinces. (Another such

example was presented by the representative of South Sumatra, who warned against correlating the number of public protests with the level of democratic development. The low level of religious and ethnic tensions in this province explains the low score on 'public demonstrations': it would be wrong to infer that people do not enjoy their civil liberties in this peaceful province!)

**'Province-specific political cultures' should also be factored in the IDI.** In some provinces (such as in Yogyakarta), citizens are very respectful of their government and refrain from holding public demonstrations. They are nonetheless actively involved through other public accountability mechanisms, such as public hearings. The importance of such 'explanatory variables' for the IDI was fully recognized by Bappenas, who intends to develop a 'Cultural Index' to measure those societal characteristics which have a bearing on IDI results.

**Reliance on only one newspaper (the paper with the largest circulation in the province) as the main source of data for the IDI will negatively affect the credibility of the results** (it is often the case that the best-selling newspaper has shareholders from the government.) Other governmental sources could be considered, such as the Department of Religions and the Public Prosecutor for obtaining data on 'freedom of faith'.

**Focus Group Discussions (FGD) and in-depth interviews are critical data collection instruments and should therefore be conducted in a more rigorous manner** - with better qualified facilitators and a more representative group of participants. A Bappeda official who took part in a FGD reported the following:

- Only 10 participants showed up, with only 2 women (FGD usually involve at least 20 participants, and 50% should be women)

- Several participants were from remote villages, and had not taken part in some of the democratic processes assessed by the IDI, such as the Musrembang (participatory planning meetings at local level): their inexperience translated into very negative comments on these processes.

- The ten participants were all Muslims, and asserted that there was no discrimination against religious minorities in this province (had religious minorities been represented in the FGD, such a claim would have been immediately challenged, said the Bappeda official.)

### ***C. Project Implementation***

- ***The IDI project faced several implementation challenges:*** delays in data collection, prolonged procurement procedures, change of project staff as well as contractual issues for research experts. The current mid-term review of the country programme, however, seems to have satisfactorily dealt with these issues.
- ***Concerns have been expressed by UNDP Indonesia (in particular by senior management) to the effect that the project may not be sustainable for methodological and political reasons.***

- *The current IDI project team is the institutional memory of the project and has developed good relationships with key stakeholders* (with Bappenas in particular). The 2007-08 pilot phase has provided valuable lessons learned which need to be applied to the next phase.
- *The current IDI project team had only minimal interaction with provincial Bappeda and with the national provincial statistical offices.* As a result, the project team did not have a full understanding of available sources of data at the provincial level, of the average level of data collection capacity in provincial statistical offices, and of data uses and data needs of Bappeda for local policymaking.

### Recommendations

- ✓ **Current project staff should be retained;** it is also important to provide the project manager and officer with more long-term contracts (e.g. ALD which is the preferred contract modality for a 3 year project). Success of the project will very much depend on keeping the existing project staff intact. There may also be a need for expanding the project team either with a national officer or if need be with an international chief technical adviser (CTA).
- ✓ **It is essential that the CO senior management provides strong support for the IDI project and champions the idea of a national index to strengthen democracy at the provincial level.** Even though Bappenas is the implementing partner and ultimate user (along with Bappeda) of the index, UNDP can step up its efforts to advocate for country-led assessments of democratic governance, and to champion the Index as a critical tool for evidence-based policymaking in the area of political development at the local level. The methodology might still be undergoing some revisions, but the key principles of national ownership, development of national capacities for the production and application of governance data, and alignment of the assessment with local development plans are strongly promoted by the IDI.
- ✓ **The results and findings of the IDI need to be more powerfully communicated and ‘packaged’** if its going to be used as a policy tool and at the same time raise awareness among media, citizens and key actors. At present the IDI is not well known; hence a strategy should be devised to raise its profile among different user groups (e.g. media, government, human rights NGOs etc.) or beneficiaries (e.g. citizens, marginalized groups etc.). The project should plan several communication activities and outputs for the next phase (the UNDP communications team may help in this regard).
- ✓ **There is a need to significantly revise the IDI ProDoc to reflect the new research and consultation activities.** The current Project Manager is

probably best positioned to make these revisions (in consultation with relevant CO staff and Bappenas) since he was present in almost all meetings held during the OGC mission.

- ✓ **An Advisory Board should be established, composed of respected and high-profile representatives from the media, academia, private sector, civil society and government (Bappenas and other relevant ministries).** This Advisory Board would serve as a 'sounding board' for both the methodological revisions and the identification of possible uses for the Index. While in the first phase of the project, the peer review group provided feedback very late in the process, the next phase should strive to invite and address criticism *throughout the process*, so as to diffuse any potential backlash prior to initiating data collection. The Advisory Board would also serve as a group of high-profile advocates for the Index, in their respective spheres of influence.
- ✓ **A more 'junior' team of practitioners, including representatives of Bappeda and provincial statistical offices** whose experience as data collectors and data users will be critical to ensure the usability of the index, should be hired to support the Project Manager with the day-to-day work on methodological improvement of the Index.
- ✓ **An international validation of the IDI could be held prior to launching the Index.** International scrutiny will enhance the 'quality assurance' of the IDI and will likely increase national / provincial buy-in. Such a validation team could be done in cooperation between the IDI Project and the OGC (which has facilitated similar validation processes for other countries)

#### *D. IDI synergies for UNDP Programming*

- **Synergies with the Legal Empowerment and Assistance for the Disadvantaged (LEAD) Project & the participatory approach being developed to monitor the performance and progress of the project (mid-term impact assessment):** The IDI does not have a component on 'access to justice'; the only two indicators measuring the 'role of courts' are both focused on government interference in judicial processes. As such, the LEAD project could potentially make a valuable contribution to the IDI by suggesting the addition to the IDI of a selected number of indicators of 'access to justice' for which data will be collected in the course of the mid-term evaluation of the LEAD project (early 2009). The LEAD evaluation prioritizes participatory data collection methods and national ownership of results to promote the sustainability of such an monitoring system *beyond* the LEAD project impact assessments. Such efforts at institutionalizing an M&E system to measure the legal empowerment and assistance provided to the disadvantaged should be synchronized with the institutionalization

of the IDI assessment, to allow for some of the LEP indicators to be also integrated in the IDI.

- **Synergies with the Building and Reinventing Decentralized Governance (BRIDGE) Project:** The IDI could also be used by the BRIDGE project as a critical accountability mechanism for citizens to demand better democratic performance of their provincial government. The other focus of the BRIDGE project on bolstering the role of provincial government is also well served by the evidence base generated by the IDI which should allow for more targeted policymaking by local authorities.
- **Synergies with the next National Human Development Report on Local Governance & Decentralization, and with future provincial HDRs:** The forthcoming NHDR (July 2009) on the theme of local governance and decentralization offers an ideal platform for introducing the IDI, especially so that Bappenas is also the national agency responsible for the development of the NHDR. However, data collection for the IDI is unlikely to be completed by July 2009, therefore forthcoming provincial HDRs in Papua and Aceh might make for more realistic targets for showcasing IDI data in HDRs.

#### *E. Engaging Donors – Resource Mobilization*

- **At a minimum, last year’s IDI project budget (400k) is needed for 2009.** The OGC Global Programme has committed \$300k over the next 3 years (starting with 100k for 2009) to the IDI project. OGC will look into the possibility of making all funding available for 2009-2010.
- **Government funds (Bappenas through the State Budget) will not be available before 2010, possibly 2011.** Hence there is a need for UNDP Indonesia to provide its own funding or to mobilize additional resource from donors for 2009-2010.
- **The most likely donors in Indonesia for the IDI appear to be Australia, the Netherlands and Norway.** It will be essential for UNDP to demonstrate the complementarity and synergy with other assessment initiatives, in particular with the Partnership for Governance Reform which is primarily funded by the Netherlands.
- **Norway has provided funding for Demos and is currently evaluating this support. There is an opportunity to engage Norway in the IDI,** especially through the MFA/Norway in Oslo which is a close partner of the OGC Global Programme. The possible addition of “satellite indicators” to the core IDI indicators, to measure forest governance and preservation in

relevant provinces, should help increase potential funding from Norway (through UNREDD, which has prioritized Indonesia for support.)

### *G. Next Steps/Follow-Up*

- ✓ CO to consult with Bappenas on mission recommendations and way forward
- ✓ CO/IDI Project to revise the current pro-doc and share draft with OGC/Regional Centre Bangkok
- ✓ CO to provide OGC with documentation (as per instructions in email from OGC, deadline is 26 January although possible to seek an extension) in order to release funding of \$100,000 from Global Programme
- ✓ OGC to discuss mission findings with Norad HQ which is advising its Embassy in Indonesia on governance priorities for 2009 and beyond. OGC also to inform other programme donors (DFID and Netherlands)
- ✓ OGC to follow-up directly with various CO projects (LEAD, BRIDGE etc.) with information-sharing

Annex 1

**ASPECTS, VARIABLES, AND INDICATORS  
INDONESIAN DEMOCRACY INDEX**

ASPECT	VARIABLE	INDICATORS
CIVIL LIBERTY	<b>Freedom of Assembly and Organisational Rights</b>	<ol style="list-style-type: none"> <li>1. The number of local (PerDa) and governor (PerGub) regulations deemed to limit freedom of assembly for general assembly of a political party, demonstration and boycott.</li> <li>2. The number of local (PerDa) and governor (PerGub) regulations deemed to limit freedom of association for political party, mass organisations and religious affiliations.</li> <li>3. The number of statements from local government deemed to limit freedom of assembly of political party, demonstration and boycott.</li> <li>4. The number of statements from local government deemed to limit freedom of association for political party, mass organisations and religious affiliations.</li> <li>5. The number of physical actions from local government deemed to limit freedom of assembly for political party's forming and activities.</li> <li>6. The number of physical actions from local government deemed to limit freedom of assembly for mass organisations' forming and activities.</li> <li>7. The number of actions from the local people deemed to limit to freedom of assembly in forming and political party activities.</li> <li>8. The number of actions from the local people deemed to limit freedom of assembly in forming mass organizations and its activities.</li> </ol>
	<b>Freedom of speech</b>	<ol style="list-style-type: none"> <li>9. The number of local (<i>perda</i>) and governor (<i>Pergub</i>) regulations deemed to limit freedom of speech.</li> <li>10. The number of statements from local government – written and or orally – deemed to limit freedom of speech.</li> <li>11. The number of physical actions from the local government deemed to limit freedom of speech of the people.</li> <li>12. The number of actions from one individual or community deemed to limit freedom of speech of the other individual or communities.</li> </ol>

ASPECT	VARIABLE	INDICATORS
	<p><b>Freedom of religious affiliation</b></p>	<p>13. The existence of any discriminative local regulations that limit freedom of religious affiliation.</p> <p>14. The existence of discriminatory actions from local government towards the people to build their religious place.</p> <p>15. The existence of repressive actions from one community toward the other communities refusing certain local regulation related to religious beliefs.</p> <p>16. The number of events of banning or discriminatory actions of religious performance from the local government.</p> <p>17. The existence of banning or discriminatory actions from one community toward other community to perform their religious beliefs.</p>
	<p><b>Freedom from discrimination</b></p>	<p>18. The existence of discriminative regulations (based on politics, gender, ethnic group, marginalized group, etc.).</p> <p>19. The existence of discriminative behaviour from local government (on issues such as staff promotion, recruitment, etc.).</p> <p>20. The existence of discriminative behaviour from the local people towards other community.</p>
POLITICAL RIGHTS	<p><b>The right to vote and to be elected</b></p>	<p>21. Percentage of people who have voter's card to people who have the right to vote.</p> <p>22. Percentage of people who are registered as voters to people who have the right to vote.</p> <p>23. The total number of barrier (from political opponents, KPUD, or regional government) to the people in exercising their right to vote.</p> <p>24. The total number of barrier (from political opponents, KPUD, or regional government) to the people in exercising their right to be elected (including for minority groups).</p>
	<p><b>People's participation in politics</b></p>	<p>25. Voters-turnout rate.</p> <p>26. Frequency of involvement from the people in hearing session with DPRD.</p> <p>27. Frequency of involvement from the people in audience session with Pemda.</p> <p>28. Number of involvement from the people in <i>musrenbang</i> representing civil society.</p> <p>29. Frequency of involvement from the people in demonstration.</p> <p>30. Frequency of involvement from the people in boycott action.</p>

ASPECT	VARIABLE	INDICATORS
	<p style="text-align: center;"><b>Participation of people in government's monitoring</b></p>	<p>31. The frequency and substance of report from the people towards the government on the management of local governance through <u>press statement/release</u> in mass media.</p> <p>32. The frequency and substance of report from the people towards the government on the management of local governance through <u>official letter</u> to local government (Pemda).</p> <p>33. The frequency and substance of report from the people towards the government on the management of local governance to the police.</p> <p>34. The frequency and substance of <u>news initiated by the mass media</u> in covering news on the management of the local governance.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">DEMOCRATIC (STATE) INSTITUTION</p>	<p style="text-align: center;"><b>Free and fair election</b></p>	<p>35. Equal frequency and time allocation for campaign to all political parties.</p> <p>36. The total number of vote count that are <u>not</u> counted before official witness and independent witness.</p> <p>37. The total number of political intimidation in the form of forced-voting by supporters of a certain candidates accompanied by threat of violence.</p> <p>38. The total number of money politic practices that are reported by <i>panwas</i> and the amount of money involved.</p> <p>39. The total number of protests/complaints that are followed-up by KPU and <i>Panwaslu</i> to the total number of protests/complaints that are done by the candidates or her/his supporters.</p> <p>40. The total number of threat/physical violence acts (hitting, burnig, throwing, etc. that could cause injury/death) that are done by member/supporter of a certain candidate to member/supporter of other candidate.</p>

ASPECT	VARIABLE	INDICATORS
	<b>Role of DPRD</b>	41. Percentage of budget allocation in APBD (provincial budget plan) for education and health sector to the total budget of APBD. 42. The total number of written critics from the fractions in DPRD towards the Yearly Report of the Head of the Region/Province ( <i>Kepala Daerah</i> ). 43. Percentage of the total number of <i>perda</i> that comes from the initiative right of the DPRD to the total total number of <i>perda</i> issued. 44. The total number of recommendations from DPRD that are results of a follow up from complaint/aspirations of the people. 45. The total number and the length of deadlock in making a decision.
	<b>Role of Political Party</b>	46. Frequency of training for the cadres of political party. 47. The total number of double board/committee in a political party (e.g. in PKB). 48. The total number of party's board member who has close relationship with the chairman of the party. 49. The total number of legislative members from political party who has close relationship with the chairman of the party. 50. The total number of non-board member and non-functionary (not member of DPRD or regional government authority) who gives financial donations to respective political party.
	<b>Role of the Regional Government's Bureaucracy</b>	51. The total number of provincial government's authority's "siding" (i.e. take sides) with one or more candidates in the election.
	<b>Role of Independent Judiciary</b>	52. The number of political interventions from executive, legislative or judicative of the central and local government on judicial process 53. The total number of controversial verdict.
	<b>Freedom of press/mass media</b>	54. The level of independence of the press/mass media <i>vis a vis</i> the government.

## Annex 2

<p style="text-align: center;"><b>Comments on IDI methodology</b> <b>UNDP Oslo Governance Centre</b> <i>28 November 2008</i></p>
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For further information on existing methodologies / indicators developed by other countries / organizations in the specific thematic areas covered by the IDI and discussed in this note, please do not hesitate to contact ([marie.laberge@undp.org](mailto:marie.laberge@undp.org) and [Joachim.nahem@undp.org](mailto:Joachim.nahem@undp.org))

### General comments

- **For a more comprehensive assessment of each variable, “input-based indicators” (i.e. indicators measuring government actions/policies/regulations) should be complemented by “output-based indicators” (i.e. indicators measuring the impact of those actions/policies/regulations).**
  - Currently, most indicators are “input-based” and “event-based”. There is a risk that a lack of measures focused on ‘causes’ leading to such and such action / behaviour, and a lack of measures focused on ‘impact’ of govt actions/policies/regulations might distort the interpretation of results.
- **Measuring only “incidence of events” might be misleading if not complemented by survey data.**
  - E.g. No. of “physical actions/incidents” by govt against civic/political groups might be low, but this might be due to high levels of intimidation/fear of persecution. Therefore, while a low no. of “physical actions/incidents” might be interpreted positively in the assessment (i.e. as a ‘high level of freedom’), a survey of civic/political organizations might reveal the *reasons* behind such low levels of demonstrations (e.g. high level of fear.) Such survey data will shed important light on the meaning of the first indicator.
- **Public surveys could be implemented at relatively low cost by attaching few questions to existing socio-economic household surveys** (adding few questions in a separate ‘governance module’ attached to the main questionnaire) International experience in doing so can be shared.
- **A more “positive” formulation of indicators (i.e. measuring “good actions/progress” as opposed to “wrongdoings”) could make the assessment less politically ‘threatening’, and could make the links to policy actions more explicit.**
  - E.g. “Freedom to gather / to form a union”: other more ‘positive’ indicators could include:
    - No. of Perda/Pergub/statements by Regional Govt Authority that *recognize/guarantee* the freedom to gather in public /general meetings, demonstrations and strikes.
    - No. of *new* political parties, NGOs, faith organizations established over the year
    - No. of requests for holding demonstrations *accepted* by local administration authority

- Survey of political parties, NGOs, faith organizations in province: *“To what extent do you feel free to gather in public /general meetings, demonstrations and strikes, without fear of retribution?”*
- **Gender dimension could be mainstreamed across all variables.**
  - E.g. Freedom of expression: Can women express dissent in public settings without fear of retribution? (survey of women who are members of political parties, NGOs, faith organizations)
- **Focus on minority ethnic/linguistic/religious groups could also be mainstreamed across all variables:**
  - No. of “incidents” (violating freedom to assembly/freedom of expression) could be disaggregated along these lines
- **If Official Statistical Office is to lead data collection in the next phase, CSO oversight might be required to ensure trustworthiness of results in the eyes of the public** (‘CSO audit of research method / results’ could be undertaken as final step in data collection process, as a checks & balance mechanism)
- **Still need to identify how could citizens make use of IDI results.**
  - E.g. As check and balances mechanisms against govt planning for budget line on “political development”? Or establish a “Special Parliamentary Committee on IDI” in DPRD – working in close consultation with a representative group of CSOs in the province - to ensure uptake of IDI results in DPRD legislative/oversight activities)
- **To complement the “core set” of IDI indicators (common to all provinces), “satellite indicators” (i.e. province-specific) could be selected to ensure local relevance of IDI in each province** (e.g. to measure specific challenges faced by specific minority groups in a given province.)
- **No variable on corruption? (while corruption highlighted as a major issue in other governance surveys)**
  - Could use survey data: “Have you experienced a situation where you had to give non-official financial contribution to a govt representative to facilitate solving a problem?” (yes/no for various actors)
  - “What is your level of satisfaction with the effort of your local govt representatives” over the last 12 months to control corruption in your province?”

**More specific comments on variables / indicators:**

- **While “Freedom from discrimination” could be mainstreamed across all variables, it might also be insightful to keep I as a separate variable with more “positive indicators”** i.e. measuring *affirmative measures* taken to advance equal rights of minority groups (e.g. % complaints of discrimination investigated & resolved)
- **“Right to vote / to be elected”:** More pro-poor & objective indicators could include:
  - Ratio of poor to non-poor voters in elections (analysis of census data matched with voting data)

- Share of public expenditure spent on voter education and/or on voter registration campaign (budget data)
  - Average time required to vote in local elections (incl. travel + queuing + voting time) (survey data)
  - Gender sensitive indicators: % eligible females registered as voters; Voter turnout (%) among registered females; Ratio of female to male voters (& candidates?)
- **“People’s right to participate in politics”:** No. of hearings/audiency/musrenbang does no say anything as to whether or not people’s participation had any impact on decisions taken.
    - Event-based data could be complemented by survey data: “how many times have you or someone in your household participated in the last 12 months in the following - hearing, musrenbang, etc.?”
    - How do you evaluate your experience in participating in these events? Very useful vs useful to some extent vs not useful”
    - “To what extent to you feel that the decisions of those in power at he local govt reflect your own priorities?”
- **“People’s right to participate in monitoring their government”:** The 4 indicators measure “numbers of complaints” but do not say who are the complainants and whether filing a complaint provides citizens with redress in a reasonable time period (i.e. does not measure the impact of public monitoring)
    - More “actionable indicators” to measure these 2 important dimensions are important to help policymakers understand ‘what needs to be fixed’
    - E.g. indicator to measure whether complaint mechanisms is effective: % cases reported to police & ombudsmen that were successfully prosecuted
    - Disaggregation of complaints by groups of complainants
    - Other indicators could also be used to measure how frequently are specific types of public monitoring mechanisms used, e.g. number of public tracking expenditure surveys (PETS) undertaken
- **A low number of complaints should NOT be interpreted as if people had little to complain about: it might be that people have no access to complaint mechanisms, or that they do not feel that they will gain anything by filing a complaint, or that they fear retribution.**
    - Survey data, once again, would reveal whether citizens know *how to file a complaint, and how much they trust the complaint mechanism* will provide them with redress (e.g. people’s low level of trust in the police might explain why the “frequency of report/complaint about local govt to the police” (ind.33) is low.
- **Directly related to “public monitoring of govt” is the democratic principle of “access to information” (a prerequisite for holding govt to account). A separate variable could be introduced on “access to information”, with indicators such as:**
    - No. of requests for official info over past year (disaggregated by gender / minority groups)
    - % info requests by the media responded effectively by govt (admin data on requests for official info and/or surveys of local media)
    - Local govt expenditure & budget publicly available (yes or no)

- **“Role of DPRD”:**
  - To measure the “representation role” of DPRD, a possible indicator could be “no. of consultations with CSOs during the legislation-making process”
  - Gender-sensitive indicator: % seats in DPRD held by women
  
- **On “Role of political party”:**
  - Might be easier to simply measure “number of parties which publish financial statements of the political party” (instead of ind. 50)
  
- **“Role of govt bureaucracy”: Why only in time of elections? Could also look at integrity/professionalism of bureaucracy in non-election time:**
  - E.g. Procurement indicators: Proportion of advertised bids vs. total number of procurements/ Proportion of value of the advertised bids vs. value of all procurements
  
- **“Role of independent court”: Current indicators risk being contested by govt: who decides what makes a verdict “controversial”?** For a more ‘objective’ & pro-poor focus, could measure “access to justice by all – including by the poor & minority groups”:
  - Backlog (i.e. dossiers awaiting judgement for over 6 months) of court cases (as % of total cases tried over past 12 months) (“backlog of cases” could also be disaggregated by types of crimes – for e.g. a high backlog of ‘small cases of little financial value’ could indicate that the poor are disproportionately disadvantaged, since for them, even claims of small financial value mean a significant opportunity loss in terms of both time & money)
  - Number of attorneys as % citizens in need of one
  - Size of funds allocated to legal aid in the provincial budget (per capita)
  - Amount of money spent on servicing one beneficiary of legal aid (=legal aid budget / number of beneficiaries of legal aid services)
  - Average duration of cases processed by public defenders office as % average duration of the type of case in question
  
- **Freedom of press / mass media: current indicator risks being controversial (who decides ‘level of independence’ of the media?)** How to ensure that what is considered ‘independent’ in province A is not considered more or less independent in province B? In other words, how to ensure consistent scoring? Other possible indicators include:
  - No. newspapers / articles / websites closed/censored by regulatory authorities
  - No. journalists or media persons who reported sanctions, political or corporate pressure for publication of certain information (survey of journalists / media outfits)

## ANNEX G

### Supplemental Provisions to the Project Document<sup>3</sup> – Legal Context

#### The Legal Context

##### *General responsibilities of the Government, UNDP and the executing agency*

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of Indonesia, the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

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<sup>3</sup> In this Annex, the old terms of "Government" and "Executing Agency" are corresponding to the new terms "Coordinating Agency" and "Implementing Partner" as used in the body of this Project Document.

*(a) Participation of the Government*

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
2. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.
3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.
4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.
5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.
6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.
7. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.
8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.
9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.
10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.
11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

*(b) Participation of the UNDP and the executing agency*

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.
2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager<sup>4</sup> a/ who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.
3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.
4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.
5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.
6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.
7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.
8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.
9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

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<sup>4</sup> May also be designated Project Co-ordinator or Chief Technical Adviser, as appropriate.

### ***Rights, Facilities, Privileges and Immunities***

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.
2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.
3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
  - (a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
  - (b) Be immune from national service obligations;
  - (c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;
  - (d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
  - (e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.
4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.
5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:
  - (a) The salaries or wages earned by such personnel in the execution of the project;
  - (b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn there from;
  - (c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
  - (d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or

organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn there from upon departure of such personnel.

6. The Government shall ensure:
  - (a) prompt clearance of experts and other persons performing services in respect of this project; and
  - (b) the prompt release from customs of:
    - (i) equipment, materials and supplies required in connection with this project; and
    - (ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.
7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.
8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.
9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

#### ***Suspension or termination of assistance***

1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgment of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.
2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.
3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.

**ANNEX H**

**REPUBLIC OF INDONESIA**

**PRESIDENTIAL REGULATION  
NUMBER 7 OF 2005**

**ON**

**THE NATIONAL MEDIUM-TERM DEVELOPMENT PLAN  
2004-2009**

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**ANNEX I**

**PRESIDENT  
OF THE  
REPUBLIC OF INDONESIA**

**LAW OF THE REPUBLIC OF INDONESIA  
NUMBER 17 OF 2007  
ON  
THE LONG-TERM NATIONAL DEVELOPMENT PLAN  
OF 2005-2025**

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