REFORM THE REFORMERS CONTINUATION

Quarterly Report

Fiscal Year 2014, Quarter II – April to June, 2014

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SUMMARY OF PROGRAM OVERVIEW

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Point of Contact	Agung Djojosoekarto Program Director of Democratic and Justice Governance Partnership for Governance Reform
	Rizal Malik Team Leader Reform the Reformers – Continuation (RtR-C) project
Title of Project	Reform the Reformers – Continuation
Period of Activity	28 March 2013 – 30 June 2015
Funding Amount	**AUD 6.2 Million**
Description of Beneficiaries	Kementerian Pemberdayaan Aparatur Negara & Reformasi Birokrasi Lembaga Administrasi Negara Other relevant ministries and government institutions CSO Coalitions for Bureaucratic Reform across Indonesia (NGOs, media, universities)
End of Program Outcomes	1. KemenPANRB has designed and socialize their internal Integrated Human Resource Management System in line with the ASN Law. 2. KemenPANRB implements Integrity Systems that Prevents the Misuse of Resources 3. Availability of the Integrated National Bureaucratic Reform Development Model 4. National and regional CSOs mobilize a solid coalition that was able to impose bureaucratic reform of basic services [health, education, and licensing] at the regional and national level 5. KemenPANRB and other GoI institutions use information produced by BR Hub to address key policy issues related to BR and to strengthen coordination with Australia on key BR issues 6. DFAT management and sectoral programs use information produced by BR Hub to integrate attention to key BR issues into new and existing programming
Reporting Period	Fiscal Year 2014 Quarter II – April to June 2014

EXECUTIVE SUMMARY

Reform the Reformers Continuation (RtR-C) is pleased to present to DFAT and The Program Steering Committee the quarterly report that covers the project implementation activities in the period in the period April 1 – June 30, 2014. It represents the analysis on current progress against EOPOs and IOs, major findings, results achieved and lessons learned from the work undertaken by the RtR-C team in collaboration with the key stakeholders; KemenPANRB, DFAT, Strategic Partners (AIPD, AIPEG, APSC), Kemitraan, 8 CSO Coallitions, and other relevant stakeholders.

About Reform the Reformers Continuation (RtR-C)
RtR-C is designed to play important roles in facilitating the consolidation process through 4 components in order to achieve cultural change in the civil service towards an ethos of service to the people, namely:
(1) Bureaucratic reform consolidation in internal Ministry of State Apparatus Enhancement and Bureaucratic Reform (KemenPANRB).
(2) National bureaucratic reform consolidation.
(3) Consolidation of CSOs Coalition on advocacies and supervisions.
(4) Generating policy learning and exchange facility through BR Hub.

Key Developments related to Bureaucratic Reform in this Quarter
- **Presidential Election**
  Indonesians went to the polls to elect their next president on July 9, 2014. The official results won't be known until July 22, but it is expected that the new Government provides Indonesia with the opportunity to embark on profound reform. It is important that the new President stated his position on bureaucratic reform and deliver its implementation strategy.
  RtR-C should use the momentum to provide advocacy support in facilitating the formulation of BR priorities to the new government and developing bureaucratic reform trajectory which ensures the sustainability of the target between the short, middle and long terms.
- **KASN recruitment**
  As Civil Servant Commission (KASN) is about to be established, there is a growing concern regarding its effectiveness as it may contribute to the existing oversized organizational structure of ministries and agencies as well as local governments, which does not only cause severe inefficiency, but also the overlapping and ineffectiveness in service, governance and development. As Commissioners of KASN have been recruited, there is also a need to assist them in the institutional development with a clear and efficient organisational structure.

Key Activities Carried Out in this Quarter
Many important activities were carried out during this quarter are:
- Providing technical assistance to KemenPANRB to develop Integrated Human resource Management System
- Providing support on Open Selection for Secretariat General of Ministry of Home Affairs (Kemdagri), Secretariat Ministry of Administrative Reforms (KemenPANRB) and expert staff of KemenPANRB
- Providing technical assistance for the selection process for the commissioners of KASN (National State Aparatus Commission)
- Capacity building for 8 CSO Coallitions on advocacy management in the 14 districts in 8 provinces
- Providing knowledge facilitation for DFAT and strategic partners on ASN
- Conducting advocacy on the continuation of bureaucratic reform to the politicians involved in the presidential elections

- Providing technical assistance for piloting BR authentic (contextual reform) to LAN and local governments of Bogor, Flores Timor and Gorontalo.

Key Achievements in this Quarter

The major achievements related to project in the reporting period are:

- The finalization on audit system on human resource management
- The development of IHRMS competency model (hard and soft) resulted in final draft version
- The completion of KASN commissioners open selection process resulted in the assessment report on 14 candidates of KASN
- Completion of manual tracking candidate for KASN which become a reference in the commissioners selection
- News release on bureaucratic reform to mass media (links as attached in the annex 8.1.)
- Advocacy effort resulted on the question addressed on Presidential debate about BR strategy
- Production of policy evidences by BR Hub – position paper about BR continuation for the upcoming President and 3 policy notes on continuation of BR about 1) the importance of BR continuation, 2) BR and Anti Corruption, 3) Contextual BR Reform.

Key Updates about Program Management from this Quarter

In terms of program management, there are improvements made as follows:

- Deed of Amendment between DFAT and Kemitraan has been signed on June 5, 2014 on the current acquittable grant for RtR-C project
- The reformulation of intermediate outcomes has been agreed in the Project Working Committee meeting, and will be offcially approved by Program Steering Committee
- Rubric-based approach applied in developing RtR-C program logic in line with the changes in the intermediate outcomes
- Finalization on RtR-C workplan developed for the period July 2014 – June 2015, including with the budget re-class
- External mid-term evaluation is ongoing to evaluate whether this project is on track with its EOPOs/ IOs.

Key Issues on the Future Direction of the RtR-C project

- **IHRMS implementation** – the implementation of IHRMS is less likely to succeed or be sustainable without strong commitment and very active involvement from senior leadership in KemenPANRB.
- **KASN establishment** – eventhough the list of candidates of KASN commissioners has been submitted to the President for approval, there is not yet any certainty when the Commissioners of KASN will be officially inaugurated. The delayed inauguration will delay its assignment and KASN institutional development.
- **Revisiting the Program Logic** – as the practice in applying indicators for every output/outcome (as in logical framework) have not been able to accommodate the dynamic change of RtR-C, the rubric-based approach is applied through the description of the multiple outcome situations/conditions (rather than merely on indicators). However, the program logic may not work effectively without a sense of ownership on the ideal target (refer to the various ideal/good/adequate/poor conditions described in Rubrics) by the Key Stakeholders. Thus, engaging key stakeholders in the review process is of paramount importance.
- **Project achievements** – based on the analysis on rubric achievements, the project is less likely to achieve its target as stated in the EOPOs/ IOs without the strong commitment of key stakeholders involved to focus in the outcomes defined. There is a need to conduct a Review of Program Strategy

based on key points from Mid-term Review, RtR-C program logic and the direction from Program Steering Committee.

- **Future Reform Priorities under the New Government** – the review on new government priorities in Bureaucratic Reform with actionable recommendations may serve as an entrace to contributing in the development of future reform priorities as favored by the new government.

Furthermore, the report also provides the plan of activities for the next 3-month period, which will be used as a management tool and also for monitoring purposes. Annexes on List of Online Documents on RtR-C, List of RtR-C Consultants, Risk Management, and Rubric are included at the end of the report.

INTRODUCTION

Reform the Reformers Continuation (RtR-C) project is a continuation of the Reform the Reformers project which is initially established as INSPIRE (Initiatives for Public Sector Reform) project in the Vice President Office. In its development journey, RtR-C contributes toward the bureaucratic reform led by KemenPANRB. Source of funding for the project has been provided by the DFAT, in response to the call of cooperation from the Government of Indonesia.

This Quarterly Report for the Project 'Reform the Reformers Continuation' covers the project implementation activities in the period April 1 – June 30, 2014. This report is the second of a series of quarterly progress reports in 2014 financial year that is intended to provide DFAT and the Program Steering Committee about the information on the implementation progress, the result achieved, challenges faced, and lessons learned from the work undertaken by the RtR-C team.

The format of the Report follows the structure:
1. Summarry of Progress Against Intermediate Outcome (IO)
2. Summarry of Progress Against End of Project Outcome (EOPO)
3. Activity Implementation Progress
    3.1. Progress Narrative on Activities
    3.2. Implementation challenges encountered and action taken or to be taken
    3.3. M&E Update
4. Management and Administrative Issues
5. Lessons Learned
6. Planned Activities for the Next Quarter
7. Financial Acquittal
8. Annexes:
    8.1. List of Online Documents on RtR-C
    8.2. List of RtR-C Consultants
    8.3. Risk Management
    8.4. RtR-C Rubric

1. SUMMARY OF PROGRESS AGAINST INTERMEDIATE OUTCOME (IO)

This section provides summarry of progress against intermediate outcome (IO) achieved in FY 2014 Q2.

The table in this section serves as an explanation and analysis, based on the self-assessment, whether achieved outputs and planned inputs are likely to be sufficient to meet the IO's. The key outputs prior to this quarter, key outputs in this quarter and the remaining target to be achieved by the end of RtR-C project in June 2014 are listed and analysed towards the intermediate outcomes (IO).

The analysis on the progress at IO level is based on the status described in the rubric that is defined into 4 categories:

Excellent	Performance is clearly exemplary in relation to the intermediate outcome (IO). Very few or no gaps or weaknesses. Any gaps or weaknesses have no significant impact and are managed effectively.
Good	Performance is generally strong in relation to the intermediate outcome (IO). Few gaps or weaknesses. Gaps or weaknesses have some impact but are mostly managed effectively.
Adequate	Performance is inconsistent in relation to the intermediate outcome (IO). Some gaps or weaknesses have impact, and are not managed effectively. Meets minimum expectations/requirements as far as can be determined.
Poor	Performance is unacceptably weak in relation to the intermediate outcome (IO). Significant gaps or weaknesses are not managed effectively. Does not meet minimum expectations/requirements.

EOPO	Intermediate Outcome	Status Based on Rubric[1]			Key Outputs Prior to FY 2014 Q2	Key Outputs FY 2014 Q2	Remaining target to be achieved by June 2015
		Baseline	Current	Target			
1.1. KemenPAN-RB has **designed** and **socialized** their internal Integrated Human Resource Management System in line with The ASN Law.	1.1.1. KemenPAN-RB has designed the integrated human resource management system that is in line with the ASN Law.	poor	adequate	excellent	• Report of KemenPANRB human resources management audit	• Draft of competency model (soft and hard competency)	The existence of the following modules: • Performance management system/ modul • Recruitment/selection system/ modul • Training and development system/ modul • Carreer path model • Reward management system/ modul • IHRM information system
		Description of Current Status: The status is **adequate** because only less than half (<50%) HR management subsystems have been developed. There are 7 modules to be developed and finalized, but at this moment only 1 module that on its final drafting.The team is currently still designing and drafting the modules for integrated human resource management system. Integrated HR management system based on IT has only been discussions on PermenPAN legal drafting, not yet enacted in the PermenPAN.						
	1.1.2. KemenPAN-RB has internalized multiple functions of integrated HR management system.	poor	poor	good	N/A	N/A	• All system/moduls developed by RtR-C are internalized in KemenPANRB through relevant and important work units such as Biro SDM, Biro Perencanaan, and Deputi SDM
		Description of Current Status: The status is **poor** because the IHRMS subsystem in the IT-based is still under development on its IT operational design. Basically, The IT-based system system cannot be integrated in IHRMS system, because the modules prepared for IHRMS system have not been fully developed.						

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[1] The status defined was based on self-assessment of RtR-C program staff referring to the Rubric developed for each IO. The external evaluation will be needed to confirm the status of achievements defined in Rubric and to further analyse whether the project is on track to its EOPOs/ IOs. The Rubric is attached in the Annex 8.4.

EOPO	Intermediate Outcome	Status Based on Rubric[1]			Key Outputs Prior to FY 2014 Q2	Key Outputs FY 2014 Q2	Remaining target to be achieved by June 2015
		Baseline	Current	Target			
1.2. KemenPAN-RB **implements** Integrity Systems that Prevents the Misuse of Resources.	1.2.1. KemenPAN-RB has designed and applied the instruments of system integrity.	poor	adequate	good	• 3 instruments of integrity system (code of conduct, conflict of interest, whistle blowing system)	• Draft PermenPANRB about gratification control unit (Unit pengendalian Gratifikasi (UPG)).	• PermenPANRB on gratification control unit.
		Description of Current Status: The status is a**dequate** because only less than half (>50%) integrity system instruments have been finalized and have been socialized internally for its piloting. The integrity system instruments are still discussed to be enacted into PermenPAN legal drafting. The IBR team and KemenPANRB are still working on to finalize the PermenPANRB on gratification control unit, so that inegrity system instrument can be officially applied and implemented.						
	1.2.2. Change agents support the implementation of the integrity system in KemenPAN-RB.	poor	adequate	good	• 60 change agents have been selected.	• 30 KemenPANRBs change agents are trained in developing action plan; draft of action plan has been finalized. • Draft on guidelines of change agent development has been finalized.	• PermenPANRB on the guidelines of change agent development
		Description of Current Status: The status is **adequate** because the guideline of Agent of Change is still being discussed to be enacted into PermenPAN legal drafting. The Agents of Change have developed their workplan to support the implementation of the integrity system in KemenPAN-RB, but have not implement their planned activities yet.						
	1.2.3. KemenPANRB has conducted evaluation to the integrity system as a refinement strategy to the system.	poor	poor	excellent	N/A	• Consultants for IPA survey evaluation have been recruited. • Methodology and indicators of the survey have been agreed by and between consultants and KemenPANRB.	• Report and recommendation of the IPA (Intergrity, Professionalty, Accountability) survey.
		Description of Current Status: The status is still **poor** because the integrity system evaluation has not been conducted. Currently, the team is preparing the evaluation activity together with KemenPANRB.						
2.1.	2.1.1. KemenPAN-RB	poor	adequate	good	• Human resource	• Review on National BR	• Lessons learned on

EOPO	Intermediate Outcome	Status Based on Rubric[1]			Key Outputs Prior to FY 2014 Q2	Key Outputs FY 2014 Q2	Remaining target to be achieved by June 2015
		Baseline	Current	Target			
Availability of the Integrated National Bureaucratic Reform Development Model.	has become a leading agency in the development of policy regulations on Bureaucratic Reform and the ASN Act.				management (preparation of competence) guidelines. • Needs analysis on developing BR roadmap. • Organizational evaluation results at 8 govt bodies. • The initial draft regulations to implement the ASN. • ASN Act disseminated to members of IAPA (Indonesian Association for Public Administration) in FE UI.	Road Map (2010-2014) • The guidelines to develop BR Road Map • The draft regulation on the electronic-based government (e-government) • Academic Paper on e-government.	evaluation 8 Ministry. • Draft regulations for ASN Act involving multiple parties. • The development of models / approaches for 3 policy papers on RPJMN.
		Description of Current Status: The status is **adequate** because KemenPANRB has involved K/L/D, TI, TQA, academia in conducting coordination in the policymaking of BR and ASN, but has not yet involved regularly other sector such as CSO and media. The discussions on PermenPAN drafting are still ongoing through inter-deputy meetings in KemenPANRB. The discussions on Perpres and regulations for UU ASN are still ongoing through inter-departmental meetings.						
	2.1.2. KemenPAN-RB has become a leading agency in promoting the implementation of the change area of Bureaucratic Reform and ASN.	poor	poor	good	• The results of the initial assessment of the readiness of the regions in preparing BR Road Map • Workshop in developing BR road map	• BR Model Development Roadmap in NTB provincial government, the city of Mataram, Kab. West Lombok.	• Lessons learned for developing BR Road Map
		Description of Current Status: The status is **poor** because no pilot regions that have finalized their BR Road Map. In the formulation of BR Road Map, the local government has not carried out any area of change in BR and ASN (that integrate IHRMS & Change Management. The implementation on BR area of changes has not been executed as the BR Road Map has not been finalized.						
	2.1.3. KemenPAN-RB has facilitated the implementation of good practice on National	poor	poor	good	• Public Lecture and Strategic Dialogue on BR	• Technical assistance on performance-based budgeting for auditors assigned for BR initiative.	• Technical assistance to the auditors as follow up the previous activity on change management.

EOPO	Intermediate Outcome	Status Based on Rubric[1]			Key Outputs Prior to FY 2014 Q2	Key Outputs FY 2014 Q2	Remaining target to be achieved by June 2015
		Baseline	Current	Target			
	Bureaucratic Reform and ASN.						• Lessons learned documentation on good practice on National Bureaucratic Reform.
		description below					
	Description of Current Status: The status is **poor** because the document of good practices have not been formulated and finalized, and thus, the socializations of good practices have not been conducted.						
	2.1.4 KASN has become a non structural institution that remains independent and free from political intervention in applying the merit system in the policy implementation and management of ASN.	poor	poor	excellent	N/A	• Assessment result on 14 KASN candidates through open selection process.	• Technical support on the Intitutional Development of KASN • Technical assistance to Secretariate KASN
		Description of Current Status: The status is still **poor** because even if KASN commissioner recruitment has been conducted, but the establishment of KASN has not been implemented. In regards to institutional development of KASN, there is no draft of organizational structure design and its roles & responsibilities developed yet.					
	2.1.5. UPRBN, TI, and TQA carry out its role and function in the implementation of BR policies.	poor	adequate	good	• Definition of roles and responsibilities between UPRBN, TI dan TQA in facilitating the BR policies implementation. • Technical assistance to TI in terms of providing policy analyst consultant, and facilitating meetings between UPRBN, TI and TQA • 2013 Annual compilation of media monitoring on BR for TQA	• Brief on Monthly media monitoring on BR issues	• Evaluation on roles and responsibilities of UPRBN, TI, & TQA in the implementation of policies related to BR and ASN Act.
		Description of Current Status: The status is **adequate** because UPRBN, TI, and TQA have conducted coordination (but not routine and/ unscheduled) because of the need to discuss key issues on BR policies implementation. UPRBN, TI and TQA still need to develop better coordination mechanism and submitted reports in the implementation of BR policies.					

EOPO	Intermediate Outcome	Status Based on Rubric[1]			Key Outputs Prior to FY 2014 Q2	Key Outputs FY 2014 Q2	Remaining target to be achieved by June 2015
		Baseline	Current	Target			
3.1. National and regional CSOs mobilize a solid coalition that was able to impose bureaucratic reform of basic services (health, education, and licensing) at the regional and national level.	3.1.1. CSOs have established coalition to advocate the beuraucratic reform in public services (health and education).	adequate	good	excellent	• CSO Coalition was formed in 8 regions. • There are 24-30 institutions that have joined the CSO coalition. • CSO coalition of local advocacy plan for 10 months (April 2014-January 2015). • Mapping on BR issues in 8 project area. • Understanding among agencies in the coalition of CSO • Advocacy projects developed between RTRC and 8 regional CSO Coalition	• 8 regional CSO Coalition implement the activities based on their workplan for April 2014 to January 2015. • Coordination mechanism on CSO coalition. • Problem analysis of regional bureaucratic reform issues in 8 regions by the coalition of CSOs.	• 8 regional CSO Coalition to implement the advocacy project for April 2014 – January 2015. • Public awareness campaigns conducted by 8 CSO Coalition.
		Description of Current Status: The status is **good** because CSO coallitions have proven its commitment to work together as stated in in the MoU with its division of roles and responsibilities and joint action plan. All CSO coallitions also build a good relationship with the local government so that government is willing to listen and accept the recommendations from CSO coalition, as evidenced in the media documentations (as seen in the annex: list of online documentations).						
	3.1.2. The CSO coallition capacity in advocacy of public service beuraucracy has increased.	poor	adequate	good	• 30 members from 8 local CSO coalitions have been trained in formulating policy briefs. • 30 members from 8 local CSO coalitions have been trained in designing local advocacy project. • 8-10 people 30 people CSO coalition members from 8 regions have been	• Recommendations from CSO Coallition for policy improvement BR thematic area. • Advocacy activities from 8 CSO Coalition are conducted as planned.	• 30 members of 8 CSO Coallitions trained in the areas of (i) Management of advocacy; (ii) Writing articles for advocacy; (iii) Advocacy Writing. • The dissemination of learning resources through advocacy website. • Provide resources for

EOPO	Intermediate Outcome	Status Based on Rubric[1]			Key Outputs Prior to FY 2014 Q2	Key Outputs FY 2014 Q2	Remaining target to be achieved by June 2015
		Baseline	Current	Target			
					trained in preparing financial statements and budgetting.		quality improvement on advocacy of BR issues. • Establishment of multi-stakeholder forum for BR learning.
		Description row					

Description of Current Status: The status is **adequate** because (1) eventhough CSO coallitions have produced a policy brief in the regional level, there are still a lot of corrections/ support needed for technical writing. (2) CSO Coallitions only use press release for advocacy tool. The CSO Engagement team in RtR-C is currently providing technical assistance and resource support on developing media campaign (posters, leaflets, etc.) and policy briefs. To grow its advocacy influence, CSO Coallitions is encouraged to grow its membership. At this mmoment, CSO Coalltions have been able to maintain its membership coallitions, but have not invited more membership.

| | 3.1.3. The CSO Coallitions have actively advocated the local government on the improvement of public service beraucracy. | poor | adequate | excellent | • Draft a formal and informal cooperation commitment CSO and 8 Local Government.
• Draft policy proposals for BR acceleration in 8 regions. | • MoU between CSO Coalition Banda Aceh, Local Government, Ombudsman Aceh, KIP Aceh in working together to improve BR in public health service, signed on June 12, 2014.
• News / articles in local media advocacy | • Commitment formal and informal cooperation between 8 CSO Coallition and local government in the form of MOU
• Commitment formal and informal cooperation between CSO Coallition and Parliament in 8 regions
• Thematic policy brief about policy proposals for regional BR acceleration
• Manual thematic advocacy
• Articles and media campaigns |

Description of Current Status: The status is **adequate** because although CSO Coalition responsive to changes in local policies related to BR, but policy evidences have not been formulated well as it still need assistance in the content and on technical writing to develop actionable recommendations. The media support CSO coaliitions still depends on the initiative of CSOs to expose the advocacy activities and recommendations on BR issues.

EOPO	Intermediate Outcome	Status Based on Rubric[1]			Key Outputs Prior to FY 2014 Q2	Key Outputs FY 2014 Q2	Remaining target to be achieved by June 2015
		Baseline	Current	Target			
	3.1.4. The CSO Coallitions have conducted advocacy actions in bringing the key issues of BR to the national level.	poor	poor	excellent	• Documentation on innovation and good practices on BR area that can be potentially published at the national level.	• Website www.reformthereformers.org has operationalized. • List of candidates for local author of BR good practice. • Outline the book of innovation and good practice RB area. • List of media coverage that publish good practice and innovation areas of BR.	• The book that documents good practices in eight regions where 8 CSO Coallitions work. • Publication of innovation at the national level.
		Description: The status is **poor** because (1) the regional issues advocated by CSO coalition have not been brought to contribute to the improvement of BR policies at national level, (2) no active forum to communicate and formulate the BR issues in the regional level to develop advocacy action plan at the national level, (3) no publication have been formulated and finalized at the national level that document the good practices of BR implementation.						
	3.1.5. The CSO coallitions have strengthened community capacity in order to be able to advocate issued on bureaucratic reform on basic public services.	poor	poor	excellent	• List of potential communities/ community-based organisations that are or can be potentially active in conducting advocacy on bureaucratic reform on basic public services.	None	• Communities/ community-based organisations that conduct advocacy on bureaucratic reform on basic public services. • Documentation on lessons learned on BR issues in the regional level.
		Description of Current Status: The status is **poor** because (1) CSO coallitions' activities in strengthening community capacity have not yet achieved any significant results, (2) no learning models for strengthening their community in advocacy have been developed, and (3) a network of CSO coalition cadre / champions in the community who have action plan has not been established.						
	3.1.6. The network CSO coalitions in the	poor	poor	excellent	• Compilation on basic recommendations from	• List of issues to be discussed in each	• Documentation of lessons learned on CSOs

EOPO	Intermediate Outcome	Status Based on Rubric[1]			Key Outputs Prior to FY 2014 Q2	Key Outputs FY 2014 Q2	Remaining target to be achieved by June 2015
		Baseline	Current	Target			
	national and districts provided support to government in resolving priority draft regulations related ASNs Law.				CSO coalition on ASN.	regulation on ASN Act. • Tracking Candidate Manual. • Investigation report on Tracking Candidate by ICW. • Advertisement on the Selection of KASN Commissioner.	constribution to the development of ASN Act regulations.
		Description of Current Status: The status is **poor** because (1) CSOs have not engaged actively in the public consultation of ASN Law, (2) CSO capacity in producing actionable recommendations for the ASN regulations are still low and in need of further capacity building, (3) no ASN regulations have been discussed with CSO Coallitions, (4) no CSO forum has been established to formulate proposals on the improvement of the regulations implementation, (5) lack of media support that publish CSOs recommendations in drafting the regulations implementing the ASN.					
4.1a. KemenPANRB and other GoI institutions use information produced by BR Hub to address key policy issues related to BR and to strengthen coordination with Australia on key BR issues	4.1.1. Concept and Working Mechanisms for BR Hub are clear within RtR-C, Kemitraan, DFAT, KemenPANRB, LAN, KASN, and key BR Hub partners (AIPD, AIPEG, APSC)	poor	poor	good	• Draft on BR concept and working mechanism.	• BR Hub concept has been discussed to all components in RtR-C and DFAT representatives. • BR Hub Workplan.	• Final BR Hub concept and working mechanism, as well as activity plans should be accomplished at the end of July 2014 and socialized to key stakeholders (DFAT, AIPD, AIPEG, ACSC).
		Description of Current Status: The status is **poor** because BR Hub concept and working mechanism have not been finalized.					
	4.1.2. Relevant, high-quality, actionable policy evidence related to key BR issues (human resource management & strategic management of BR) is available for use by BR Hub partners and strategic partners (AIPD,	poor	poor	good	• Position paper entitled "Bureaucratic Reform Continuation in Indonesia". • Case Study report: "The Role of the Presidential Agency: Case Study of ASN Act".	• 3 policy notes: (1) "Bureaucratic Reform: New Government Urgent Agenda 2014-2019", (2) "Bureaucratic Reform and Anti-Corruption", (3) "The Importance of Contextual Bureaucratic Reform". • Consultant report on	• Documentation of lessons learned from RtR-C project conducted by IBR, NBR, and CSO. • IHRMS study • Performance management study. • Documentation of (substantial) BR reform initiatives in Indonesia.

EOPO	Intermediate Outcome	Status Based on Rubric[1]			Key Outputs Prior to FY 2014 Q2	Key Outputs FY 2014 Q2	Remaining target to be achieved by June 2015
		Baseline	Current	Target			
	AIPEG, APSC)					ANJAB & ABK Harmonization in KemenPANRB, BKN and LAN. • Consultant report on "Own Motion Investigation (ORI)". • Documentation on FGD Lessons Learned by Independent Commissions for KASN. • Documentation on FGD CSOs in advocating the BR continuation.	• Piloting contextual BR at Bogor, Lombok Barat, and Flores Timur. • Facilitating development of a methodology and set of indicators on BR related project. • BR knowledge exchange and support. • Pool of experts on BR.
		Description of Current Status: The status is **poor** because (1) There is not yet any policy evidence finalized and produced that is distributed and accepted by strategic partners and praised on its quality of being credible, convincing, scientific, evidence-based, (2) The policy evidences produced by BR Hub are all still in draft version and have not been published and accessed without special request.					
4.1b. DFAT management and sectoral programs use information produced by BR Hub to integrate attention to key BR issues into new and existing programming	4.1.3. DFAT and strategic partners (AIPD, AIPEG, APSC) conduct targeted advocacy for GoI action on BR Issues	poor	poor	good	• Coordination on the facilitation of the implementation of ASN Act with other DFAT Programs (APID, AIPEG, KSI, APSC). • Information sharing on Policy brief on KASN produced by APSC.	Information sharing facilitated by RtR-C on LOGICA (Local Governance Innovations for Communities in Aceh) DFAT on their achievements and experience in Aceh project.	• Series of information and knowledge sharing on BR upates, policy brief on emerging BR issues, and policy paper published by RtR-C to DFAT & strategic partners.
		Description of Current Status: The status is **poor** because the policy evidences produced by the BR hub have not been distributed to, available online and being requested by DFAT and strategic partners, and thus DFAT and strategic partners have not used the policy evidences generated by BR Hub as a reference when describing the BR issue in front of the GoI.					
	4.1.4. DFAT staff and strategic partners staff (AIPD, AIPEG, APSC)	poor	poor	good	• Information sharing and update on BR, policy brief on emerging BR issues,	None	• Series of information and knowledge sharing on BR upates, policy brief on

EOPO	Intermediate Outcome	Status Based on Rubric[1]			Key Outputs Prior to FY 2014 Q2	Key Outputs FY 2014 Q2	Remaining target to be achieved by June 2015
		Baseline	Current	Target			
	conduct targeted advocacy to DFAT on key BR Issues				presentation of ASN law by Vice Head of Ministry (Wamen).		emerging BR issues, and policy paper published by RtR-C to the staff of DFAT & strategic partners.
		Description of Current Status: The status is **poor** because the knowledge sharing on BR issues have not been conducted regularly to discuss and facilitate learning on BR issues. In addition, the policy evidences produced by the BR hub have not been distributed to, available online and being requested by the staff of DFAT and strategic partners, and thus the staff involved in BR programs have not used the policy evidences generated by BR Hub as a reference when describing the BR issues.					

2. SUMMARY OF PROGRESS AGAINST END OF PROJECT OUTCOME (EOPO)

This section provides summarry of progress against End of Project Outcome (EOPO) achieved in FY 2014 Q2.

Considering the progress against intermediate outcome, as presented in the previous section, the analysis on the progress at EOPO level is divided into 3 categories:

- Consistenly positive progress
- Mixed or inconsistent progress
- Consistently weak or limited progress

The analysis on the progress at EOPO level is based on RtR-C self-assessment analysis whether achieved outcomes likely to be sufficient to meet the EOPO's. The external evaluation will be needed to confirm whether the project is on track to its EOPOs.

EOPO	Status of Progress	Descriptive analysis
KemenPAN-RB has designed and socialized their internal Integrated Human Resource Management System in line with The ASN Law.	Consistenly positive progress	Efforts at designing Integrated Human Resource Management System are showing results and the pace of developing the models is as planned, though sense of ownership and quality concerns persists. Concerns over the sense of ownership to the development of IHRMS can be solved with the strong commitment and very active involvement from senior leadership in KemenPANRB.
KemenPANRB implements Integrity Systems that Prevents the Misuse of Resources.	Consistenly positive progress	Overall there is a trend towards improved quality of partnerships generally operating on a firmer basis, with stronger transparency and ownership between KemenPANRB and RtR-C to develop the integrity systems. The area of consistently positive progress is in the quality of dialogue on policy formulation to incorporate integrity system into PermenPAN and collaboration expressed by joint assistance in developing and finalizing the integrity system.
Availability of the Integrated National Bureaucratic Reform Development Model.	Mixed or inconsistent progress	There has been mixed progress in improving accountability through developing integrated National Bureaucratic Reform development model, where progress has moved slower than expected. Despite a generally improved consultation base in terms of developing National Bureaucratic Reform model, an inconsistent approach to generating reform is apparent, as is the improvement of accountability through the technical assistances provided in the formulation of policy regulations, BR Road Map, e-Govt and establishment of KASN. Efforts at formulating National Bureaucratic Reform Development Model are slow, in part due to the lack of clear national strategies on bureaucratic reform around which RtR-C can align.

There is some progress towards the use of analysis on the |

		formulation of National BR model, but the sort of analysis needed to inform policy and programming in the bureaucratic reform arena remains inadequate and insufficiently applied, not least to strategies to address barriers to reform, and to ensure positive impacts from reform processes. Probability of success is gradually improving, with quality technical assistance and clear BR trajectory from the new government as the main drivers.
National and regional CSOs mobilize a solid coalition that was able to impose bureaucratic reform of basic services [health, education, and licensing] at the regional and national level.	Consistenly positive progress	The efforts at improving CSOs Coallition's capacity to impose bureaucratic reform of basic services are showing positive progress, though the pace of reform is slow and quality concerns persist. The changes resulted from advocacy activities of 8 CSO Coalitions may have not been able to be measured yet, as the program has just begun on April 2014, but some evidences, as documented in the media, have provided certain accountability. Budget support operations have been instrumental here, especially for aggregate fiscal discipline and prioritization of expenditure within the agreed budget. As the length of the project is only 10 months, the advocacy activities are focused on mentoring and preparation of SOPs (Standard Operational Procedure) for public service on health, education, migrant workers, and sub-district public services using the service standards of ISO 9001-2008.
KemenPANRB and other GoI institutions use information produced by BR Hub to address key policy issues related to BR and to strengthen coordination with Australia on key BR issues.	Consistenly weak or limited progress	Accountability is showing little progress, hindered by a lack of clear mechanisms and concept on BR Hub for holding RtR-C to account on BR Hub roles, and the continued information produced by BR Hub to address key policy issues related to Bureaucratic Reform. There is still lack of use of policy evidences produced by BR Hub as no policy evidences has been finalized and disseminated to KemenPANRB and other GoI institutions.
DFAT management and sectoral programs use information produced by BR Hub to integrate attention to key BR issues into new and existing programming.	Consistenly weak or limited progress	There has been generally weak progress overall in managing for results, with concepts and working mechanism on BR Hub roles and functions are not clearly or commonly understood. In addition, BR Hub has not shared any policy evidences to DFAT and strategic partners. The knowledge sharing events held by RtR-C to share the learning on BR have not been conducted regularly and have not showed any positive outcomes where DFAT management and sectoral programs may use any information produced and shared by BR Hub. Although bureaucractic reforms often advocate stronger managing for results, few activities in these areas have either both robust or shared theories of change.

3. ACTIVITY IMPLEMENTATION PROGRESS

This section consist of 3 sub-sections describing the progress narrative of activities, implementation challenges encountered and action taken or to be taken, and M&E update.

3.1 Progress Narrative on Activities

This section consist of progress narrative of activities implemented from 4 components of RtR-C, including what was planned, as defined in the workplan stated in the previous quarterly report and TOR produced, versus what was actually achieved, as described in the result log.

3.1.1 Internal Bureaucratic Reform

Activities	Activity Code	Counter part	Status	Result Log	
				Process	**Products**
Development and Workshop for Online System on Request and Fund Disbursement (SOPPA) in KemenPAN RB	11-12-111 **IO** 1.1.1	KemenPAN RB	completed	TOR is approved, Activity is conducted as planned, Activity Report is submitted	Online system for request and fund disbursement developed.
Description: This activity was conducted on March 18 until April 3 2014. This online system is developed in order to improve the performance accountability and integrity in the management of fund. The actors involved in the development of this online system are the Human Resource and General Affair Bureau, Planning Bureau, and the Inspectorate of KemenPAN RB. On the process of this system development, each unit on KemenPAN RB was also involved. This process was conducted so that the established system (*SOPPA – Sistem Online Permohonan dan Pencairan Anggaran*) worked in line with the KemenPANRBs needs to strengthen the accountability and transparency.					
Internalizing and Strenghthening on the Implmemetation of Core Values KemenPANRB for Female Civil Servants	11-12-110 **IO** 1.2.2	KemenPAN RB	completed	TOR is approved, Activity is conducted as planned, Activity Report is submitted.	70 Female Civil Servants of KemenPANRB attended the workshop. Document of integrity pact signed by the attendees
Description: This activity was conducted on April 21, 2014. This workshop is conducted in order to enhance the commitment of Female Civil Servants in strenghthening the core values in the integrity system developed by KemenPANRB. Three female high officials of echelon I and one of ecehelon II attended the workshop and got involved actively in the discussion. The Ministry Secretary, Tasdik Kinanto delivered his opening speech in front of 70s female civil servants from cross–department of KemenPANRB. Two reputable female resource persons invited by Kemitraan enthusiatically shared their experience as professional workers, as mothers and wives at the same time, how they applied those core values in their professional work and in their home. The attendees stated their commitment to work on the core values of KemenPANRB as stated in the integrity pact.					
Workshop on Strengthening the Role of Agent of Change in KemenPANRB	11-12-110 **IO** 1.2.2	KemenPAN RB	completed	TOR is approved, Activity Report is submitted.	Problem analysis and action plan on the role of agent of change
Description: This activity was conducted on May 19-21, 2014 and was continued to June 2, 2014. This workshop was conducted in order to understand why the role of agent of change has not been able to function optimally and also to increase motivation of the agent of change to promote integrity system. Besides, the workshop aimed to develop action					

Activities	Activity Code	Counter part	Status	Result Log	
				Process	**Products**
plan for each change agent. Some constraints such as lower salary standard, weak integrity system, and lower participation of KemenPANRB high officials of echelon I were identified during the workshop. Participants developed action plan for each of them based on the problem analysis. Due to the time limitation, the discussion of action plan draft was continued two weeks afterwards and was finally finished on June 2, 2014.					
Support on Open Selection for Midlle High Officials (Jabatan Tinggi Madya) as Secertary General for MoHA	11-12-104 **IO** 1.1.2	KemenPAN RB	completed	TOR is approved, Activity Report is submitted.	3 best candidates for the position of General Secretary of MoHA are selected. Report of assessment centers result ad recommendations.
Support on Open selection for positions secretary of KemenPANRB and expert staff	11-12-104 **IO** 1.1.2	KemenPAN RB	ongoing	TOR is approved, Activity Report is submitted, and assessment report will be submitted in July 2014.	Draft recommendations on the implementation of open selection.
Description: The recruitment for candidates of General Secretary of MoHA was conducted on April 1-17 2014, and for candidates of Secretary of KemenPANRB, and expert staf of the KemenPANRB was conducted on May 8-June 20, 2014. This open selection is conducted in order to provide support for MoHA, as requested, to foster the acceleration on bureaucratic reform initiative in the Ministry. RtR-C has facilitated KemenPANRB with independent assessment center to assess soft competency of candidates for the positions: General secretary of MoHA, Secretary of KemenPANRB, and expert staf of the KemenPANRB. Open selection for position General Secretary of MoHA was attended by 7 candidates from internal MoHA and 1 candidate from provincial government of Gorontalo. The best candidate recommended by assessment center has been approved by the President and is now filling the position of Secretary General of MoHA.					
Workshop on Strengthening the Facilitating Team and Preliminary Development of Competency Model for KemenPANRB	11-12-104 **IO** 1.1.1	KemenPAN RB	completed	TOR is approved, Activity Report is submitted.	Draft soft competency model Assessment result from the key resource persons
Description: This activity was conducted on June 5-7, 2014. This workshop is conducted with the support of LPP Yogyakarta in order to support the facilitating team on the development of competency model as part of IHRMS development. The development of IHRMS in KemenPANRB was kicked off in April 2014. A consulting firm of HRM, LPP Yogyakarta, was selected and recruited in March 2014 to develop KemenPANRBs IHRMS for up to September 2014. Up to June 2014, the Consultant has finalized the report of HRM audit and preliminary draft of soft competency model.					
Workshop on the Development of Hard Competency for IHRMS	11-12-104 **IO** 1.1.1	KemenPAN RB	completed	TOR is approved, Activity Report is submitted.	Draft hard competency model
Description: This activity was conducted on June 17-20, 2014. There are two series of workshop conducted to develop hard competency model. This workshop is conducted in order to support the facilitating team on the development of hard competency model. Preliminary draft is avalaible and will be finalized in the next workshop.					

3.1.2 National Bureaucratic Reform

Activities	Activity Code	Counterpart	Status	Result Log	
				Process	**Products**
Designing the Legislation / Policy Development in Government Agencies using Electronic Systems (e-Government)	11-12-115 **IO** 2.1.1	KemenPANRB	completed	TOR is approved, activity is conducted, activity report has been submitted to KemenPANRB Institutional Deputy and RtR-C	A draft regulation on Electronic Systems for Government Agencies (e-Govt) and Academic Paper for draft Bill on e-Govt
Description: This activity was conducted from November 12, 20013 – April 12, 2014. The development of e-Government was conducted together between Kemenpan-RB and the Ministry of Communications, and several related Ministries. This activity was conducted to draft legislation and policy related formulation on the governance of e-Govt. There are 3 Working Team involved in the development of e-govt: (1) Legal drafter, in charge of preparing draft legislation and regulatory policy formulation of government electronic systems; (2) The technical team, in charge of Information Technology that sets the operational standard, maintenance procedure and security system applications. The technical Team is also responsible to develop the network at the national level and prepare the detailed blueprint design for the implementation of the ICT Infrastructure Master Plan and; (3) Supervision and monitoring team, as the supervisor of the IT system established by the technical team.					
Facilitation and Technical Assistance Support on the Development and Refinement of BR Road Map to Local Governments as "Pilot Project"	11-12-116 **IO** 2.1.1	Province NTB, West Lombok Municipality, and Mataram City	ongoing	TOR is approved, activity is conducted, activity report has been submitted, advocacy and technical support is ongoing	Draft documentation on BR contextual pilot project. Joint working mechanism between RTR-C and AIPD
Description: RTR-C-RB provided support to KemenpanRB to accelerate the preparation and implementation of BR Road Map for 5 provinces (Aceh, Central Java, East Java, West Nusa Tenggara, North Sulawesi) and some state / city in the regional level. The model used here is the BR contextual model. The main achievements of this quarter are (1) a strong commitment of the Government of the NTB province, West Lombok Municipality, and Mataram City to develop and accelerate the completion of the BR Road Map documents; (2) cooperation between the RTR-C and AIPD to maximize the use of resources in providing assistance to the NTB provincial government and West Lombok regency. NTB provincial government invited the public to scrutinize the draft engagement through uploading RMRB draft of NTB provincial government website as can be seen in the following link: http://www.ntbprov.go.id/. Additional info on the process: http://lombokbaratkab.go.id/bupati-lombok-barat-berkomitmen-tinggi-terhadap-reformasi-birokrasi.html/#more-12199					
Support on the Selection Process of KASN	11-12-116 **IO** 2.1.4	KemenPANRB	completed	TOR is approved, activity is conducted, activity report is submitted, advocacy support to deliver the expected results is ongoing	KASN assessment instruments Documentation of results from the Assessment Center namely Dunamis

Activities	Activity Code	Counterpart	Status	Result Log	
				Process	**Products**
Description: This activity was conducted on May - June, 2014. This workshop was conducted in order to support KemenPANRB in conducting the open selection for KASN. RTR-C played an important role in providing technical assistance to the Selection Committee, such as: (1) the formulation of the advocacy competencies of KASN Commissioner; (2) the implementation of talent mapping (pre-assessment); (3) advocacy on the assessment process; (4) the provision of assessment center; and (5) advocacy on the interview implementation. Multiple consultants, such as Synergy and Dunamis, were involved to implement talent mapping and assessment center. In addition, the involvements of experts / academics are also crucial during the process of assessment. The selection result of 14 KASN candidates for the KASN Commisioner has been submitted to the President to appoint 7 Commissioner.					
Discussion on the Implementation of ASN Act for Local Governments and CSO	11-12-113 **IO** 2.1.4	KemenPANRB, 8 CSO coaliitions, LG of Jatim, Jateng, NTB, Sulut, Aceh, Banten, Kota Bogor, Flotim	completed	TOR is approved, activity is conducted, and report has been submitted to Deputy SDM and WamenPANRB	Documentation on input from local governments and CSOs in the planning to contribute in developing the regulations for KASN implementation, PKT, & PPPK
Description: This activity was conducted on June 9, 2014. This workshop was conducted in order to support KemenPANRB in gathering the input, suggestions and recommendations from the local government and CSO in the preparation to develop the regulations for KASN implementation, PKT, & PPPK. There were 16 persons (out of 24 invitations) attended the discussion. Participants were divided into 3 groups which discussed in rotating manner through round robin method on the issues related to (1) policy in HR management; (2) Implementation of HRM system; and (3) Enforcement (reward and punishment). The recommendations were then submitted to KemenPAN-RB as the coordinator for Government Regulation stipulation.					
Revisiting the BR Road Map and its implementation	11-12-116 **IO** 2.1.1	KemenPANRB, Province NTB, Mataram City, West Lombok Municipality	Ongoing	TOR is approved, activity is conducted, report is being made by consultant	Desk review of BR Road Map Data collected from local governments on BR Road Map
Description: This series of activity was conducted on March - August, 2014. This activity aimed to conduct a review of the implementation on policies of BR Roadmap for substantive input in the formulation of BR Road Map 2015-2019 and drafting guidelines for K/L/D. Currently, an evaluation model is being developed by using the dimensions and determinants of policy implementation. The dimensions in the evaluation model used to analyze the implementation of the policy variable are measured on its productivity, linearity, and efficiency level. Meanwhile, the determinants of policy implementation are measured by the substance of policies, actors executing tasks, interaction networks, the participation of target groups, and resources.					

3.1.3 Civil Society Engagement

Activities	Activity Code	Counterpart	Status	Result Log	
				Process	**Products**
Tracking Candidate for KASN Commissioner	11-12-116 **IO** 3.1.6	Indonesian Corruption Watch	completed	TOR is approved, coordination with ICW, activity report is submitted	Report on track record of 14 candidates of KASN
Description: This activity was conducted on April 15 – May 15, 2014. RtR-C worked together with KemenPANRB to publish the advertisement on open selection for KASN member and supported Public Relation (Humas) of KemenPANRB in conducting the pers conference. RtR-C worked together with ICW on tracking KASN candidates with the following series of activities: (1) RtRC Pansel discussed methodology of the tracking record, (2) open the complaint mechanism to public about KASN candidates figure; (3) investigation activities on KASN candidates track record; (4) formal and informal approaches conducted to convince Selection Committee (Pansel) and KemenPANRB to accept the presentations from the Tracking Team, (5) Presenting the results to the Selection Committee. The result had been considered in the selection process and become part of the discussion during interviews.					
Public Campaign on Bureaucratic Reform through Advertorial for CSO	11-12-116 **IO** 3.1.3	CSO	Ongoing	Review ToR, activity report, financial statement, regular monitoring activity to 8 CSO Coalision	Reports from CSO Media coverage informed by CSO
Description: This series of activity will last for 10 months (April 2014 – January 2015) as part of RtR-C CSO engagement project with 8 CSO Coalision. During April – June 2014, 8 CSO Coalisions have conducted a series of public campaign, as stated in the Annex 8.1.					
Advocacy activities conducted by 8 CSO Coalition	11-12-116 **IO** 3.1.2	CSO	Ongoing	Review ToR, activity report, financial statement, regular monitoring activity to 8 CSO Coalision	Reports from CSO Media coverage informed by CSO
Description: This series of activity will last for 10 months (April 2014 – January 2015) as part of RtR-C CSO engagement project with 8 CSO Coalition. During April-June 2014, the CSO coalition partners in 8 regions RTRC have conducted presentations, lobbying and advocacy related activities to the local government. These activities have generated a common understanding between the government and the CSO coalition to oversee the reform process in a wide range of issues: improvement of health care service in the Puskesmas/ community health center (CSO Coalition of Aceh), the advocacy on the concept of village government bureaucracy (CSO Coalition Papua), facilitation on the drafting of BR road map (CSO Coalition Kalbar), piloting on sub-dictrict public service improvement (CSO Coalition Sulawesi), monitoring on health and education services (West Java and East Java CSO Coalition), social audit methodology developed for monitoring the bureaucracy performance (CSO Coalition Central Java), and support on international migration worker licensing improvement and integrated services (CSO Coalition NTB).					

3.1.4 Bureaucratic Reform Hub

Activities	Activity Code	Counterpart	Status	Result Log	
				Process	**Products**
FGD on drawing on lessons learned from Independent Commission experience for the establishment of KASN	11-12-126 **IO** 4.1.2	KemenPANRB, KOMNASHAM, Komisi Yudisial, KPK, KIP, Ombudsman Republik Indonesia	completed	TOR was approved, activity was conducted on planned	Discussions note on state auxiliary commissions FGD

Description: This activity was conducted on April 24, 2014. FDG was attended by KOMNASHAM, KY (Judicial Commission), KPK, KIP, the Ombudsman RI and representatives of KemenpanRB who shared their lessons learned about the roles, functions and challenges and constraints of these independent commissions in carrying their roles. There are 4 basic learning discussed in this FGD that become recommendations for KASN establishment: (1) KASN can perform as a professional organization if they know their core business, know to position their specific role in the government and is equipped with a clear and efficient structure, (2) KASN membership should consist of resources with competence in the State administration, human resources management, public policy, law and administration. (3) The Commissioner is elected through an open selection and its membership is open for professionals outside of the governemnt, although the work will be supported by a secretariat consisting of ASN. (4) KASN should be able to position itself as part of an agent of change and build a network with the agents of change, such as an independent commissions, CSO and media.

Activities	Activity Code	Counterpart	Status	Result Log	
The Review on Job Analysis (ANJAB) and Work Load Analysis (ABK)	11-12-125 **IO** 4.1.2	KemenPANRB	ongoing	TOR was approved, Finalisation review is still ongoing	Report on ANJAB and ABK manual of KemenPANRB, BKN, Kemendagri by Sinergi

Description: This activity is still ongoing that is conducted from January - August, 2014. RTR-C and Sinergi performed an analysis of the 3 guidelines of Job Analysis and Work Load Analysis for KemenPANRB, BKN, Kemendagri. Afterward, Sinergi conducted the harmonization on the guidelines to recommend new guidelines for 3 Ministries under review. The guidelines have been completed, and will be piloted to the appointed Ministry or the Ministry who voluntarily offered to be part of the pilot project. MoHA has voluntarily offered to be part of the pilot project for the new ANJAB and ABK guidelines. Banda Aceh government will also be part of the pilot project as it has achieved the best mark in the preparation of ANJAB. The pilot project will be held in the third week of July and the second week of August.

Activities	Activity Code	Counterpart	Status	Result Log	
Advocacy on BR Continuation and Partner Consolidation through Indonesian Anti Corruption Forum (IACF) IV	11-12-126 **IO** 4.1.3	8 CSO Coallision and 16 representatives from Local Governments	completed	TOR was approved, participants invited from CSO and local government attended IACF IV.	CSO FDG discussions note IAFC preceeding downloaded in the website

Description: This activity was conducted on June 9-12, 2014. IAFC event was organized by by RtR-C, Kemitraan, UNODC, TII, ICW, KPK, KSI, , Bappenas, Seknas FITRA, etc. The participation of 8 CSO Coalitions and 16 respresentatives from the local governments in Indonesian Anti Corruption Forum (IACF) IV is intended to provide recommendations related to corruption erradication to the (new) government. In this context, BR Hub aimed to involve in creating recommendation by organizing three sessions related to BR issues. The recommendation is being drafted and will be submitted to the elected President. IACFC preceedings and report where RtR-C contributed in the event can be downloaded in online documents stated in the Annex 8.1.

Activities	Activity Code	Counterpart	Status	Result Log	
				Process	**Products**
Harmonization on Draft Regulations Plan for the Implementation of ASN Act	11-12-125 **IO** 4.1.2	Sinergi	ongoing	TOR was approved, agreement between RtR-C & Sinergi was signed	Draft analysis on 3 ASN regulations drafts
Description: Since there are 12 drafts of implementating regulations of ASN Act, there is a risk that the regulations will not in line and create another disharmony that may resulted in confucion on its application. The drafts regulations need to be analysed to minimize the risk of unsyncronized and dishharmonized implementating regulations. RtR-C recruited Sinergi to analyze the 3 finalized drafts of ASN Act regulations. The process is still ongoing.					
Presidential candidates debate	11-12-125 **IO** 4.1.2	University of Indonesia	Cancelled		
Description: This activity was cancelled because of political complexity faced by University of Indonesia as implementing partner. Advocacy has been conducted in the preparation part by conducting presentation to presidential canditates, providing recommendation taken from Position Paper on the continuation of the BR for new government. But since there were 4 presidential debates planned events organized by different entities inside University of Indonesia and there was not any common ground among them, the event was finally cancelled, as also suggested by the Vice Ministry of KemenPANRB Prof Eko Prasojo.					
Contextual BR Reform piloting	11-12-125 **IO** 4.1.2	LAN, with Bogor Municipal City, Lombok Timur Regency, Gorontalo regency	Ongoing	ToR, approval form, preparation with LAN, preparation with Bogor Municipal City, Lombok Timur Regency, Gorontalo regency	Draft BR Road Map Bogor Municipal City, Lombok Timur Regency, Gorontalo regency using contextual approach
Description: This activity is still ongoing. RTR-C and LAN develop contextual bureaucratic reforms in Bogor city and district East Flores since April 2014. Bogor and East Flores have stated their interest of contextual BR approach with the aims that BR road map can be applicable to improve the public services quality through professional human resource management, organization analysis and public engagement which is in line to the regional needs. In East Flores district, RTR-C works together with AIPD / DFAT in the preparation of several BR instruments including organizational assessment, development IHRMS, leadership performance analysis, values survey instrument, stakehorders engagement instrument and preparation of public service standards.					
"Pipe line study" on Own Motion Investigation for Ombudsman	11-12-125 **IO** 4.1.2	Ombudsman RI	Ongoing	TOR was approved, meeting with Ombudsman, consultant recruitment	Consultant Report on business licensing in Own Motion Investigation
Description: This activity is still ongoing which is conducted from June – August 2014. RtR-C recruited consultant to support Ombudsman in developing and finalizing the concept of Own Motion Investigation. The consultant recruited provides support Ombudsman RI to provide substantial input on business licensing in the concept and management system of Own Motion Investigation, which includes Mystery Shopping method and Business Licensing implementation.					
Dissemination on Open Selection Result of	11-12-126 **IO**	Gorontalo District	completed	TOR has not been submitted to M&E,	Report on Gorontalo open selection.

Activities	Activity Code	Counterpart	Status	Result Log	
				Process	**Products**
Gorontalo District	4.1.2			not yet approved by PME	

Description: This activity was conducted on June 25, 2014. The aim of this activity is to present the result of documentation on open selection implemented in Gorontalo district and to gather input from the participants on the open selection process. This activity was held in Gorontalo government office and was attented by 36 people from the involved SKPD. The open selection process for Primary School Headmaster will be used by Gorontalo government to develop model of open selection for the Headmaster of Junior and Secondary School, Head of Community Health Center (Puskesmas) and Head of sub-dictrict (Camat). BR Hub documented the activity as will disseminate the results to KemenpanRB and Kemdikbud and facilitate the formulation of open selection guidelines in Gorontalo together with strategic partner/ DFAT.

3.2 Implementation challenges encountered and action taken or to be taken

This section focuses on the key problems encountered from April to June 2014 and actions (to be) taken to overcome the problems.

Problem	Action (to be) taken
The lack of involvement from the Facilitating Team in the design development of IHRMS, especially if the workshops are held at the KemenPANRB, because these activities are considered outside of their performance-based agenda.	Personal approach to the leaders/ high officials of KemenPANRB will be conducted to invite the senior leadership of KemenPANRB endorse the IHRMS activities conducted outside of the office where the facilitating team spend several days to focus in developing IHRMS.
Not all the members of IHRMS facilitating team master the same level of knowledge and common understanding about IHRMS.	Preliminary workshop will be held to harmonize the understanding of the IHRMS facilitating team member. In the beginning of each section discussion on IHRMS the sub-system, the concept will be reintroduced several times.
In the open selection of high official positions for SesmenPANRB and Sekjendagri, there was a debate between Kemitraan and KemenPANRB about who should finance the honorarium payment of Selection Committee. RTR-C only facilitated the procurement of assessment center, as stated in TOR.	It has been agreed between Kemitraan and KemenPANRB that the honorarium for the Selection Committee that is funded by Kemitraan is only for the non KemenPANRB commitee member. KemenPANRB will pay the honorarium for Selection Committee who works in KemenPANRB.
There is a lack of involvement from the officials of echelon I and II in KemenPANRB to be the role model or agent of change.	Echelon I and II officials will be engaged in the targeted activities on the importance of agent of change or on becoming a role model.
Primary data collection on BR Road Map that has been formulated by K/L/D has not been collected and the existing data on BR Road Map has not been sufficient to conduct evaluation review on the implementation of BR Road Map.	RtR-C and KemenPANRB will gather the BR Road Map that has been formulated by K/L/D and atthe same time, conduct evaluation review on the existing BR Road Map to define further strategy of its implementation.
The local governments involved have begun BR Road Map drafting but the current reviews conducted by RtR-C on	RtR-C will continue to provide technical assistance to support the drafting of BR Road Map that encourages the

the BR Road Map described that it has not been tailored to the current conditions and the regional needs.	local governments to use contextual models and involve multi-stakeholder in the formulation process.
Each K / L / D has had its own information systems that fit the needs of each, so there is a reluctance to perform system integration in e-govt.	Review on the information system that can address the needs of e-govt integration, and conduct coordination and acceleration on drafting regulations for e-government will be conducted by RtR-C and consultants involved.
KemenPANRB tend to only make the investigation report of KASN candidates track record as complementary information for the selection process, not as the main reference considered for the value of integrity.	RtR-C will conduct advocacy to convince KemenPANRB the need to devise a test manuals and guidelines for the implementation of candidate tracking and public hearing as part of the process.
Advocacy activities conducted by CSO Coalition have not been voiced to the local parliament as the policy evidence and actionable recommendations have not been sufficient to be presented.	RTR-C will provide technical support for CSOs in the development of policy evidence and actionable recommendations and facilitate meetings between CSOs coalition and Parliament through thematic seminars and FGDs.
KASN commissioners have not been officially appointed and inaugurated by the President, and thus, the future of KASN is still in pending to go forward with its establishment.	RtR-C will follow up and advocate to the President on the official inauguration of KASN commissioners and develop policy recommendation for KASN before its official establishment and also facilitate a meeting with the LNS to build a network of change agents.
There seems to be a lack of follow up in managing the input of BKN and MoHA on the guidelines associated with Job Analysis (Anjab) and Work Load Analysis (ABK) and its piloting process.	RtR-C will conduct close coordination with MoHA to start the pilot project on the Anjab and ABK guidelines to internal MoHA and Banda Aceh district.
Pilot BR contextual in Bogor municipality and Flores Timur district face challenges where some of the SKPD involved are still showing resistance on BR and theres also a lack of capacity in developing BR Road Map.	RtR-C will prepare the MoU, included with the work plan, the division of roles & responsibilities and sharing budget to develop sense of ownership to bureaucratic reform and will establishment of an independent team that work closely with the BR technical team.

3.3 M&E Update

This section provides description on M&E activities in this quarter including data collection/quality issues, monitoring and evaluation methodologies applied.

Related to monitoring & evaluation, RtR-C made a significant change in M&E framework structure. Three important agendas were prioritized:

- Developing logical framework using rubric approach, focusing on the conditions created at the outcome level.
- Developing workplan for June-July 2014, including budget re-class for fixed IOs and activity code.
- Refining M&E Framework including the M&E tools (template for reporting, TOR and QaE).

4. MANAGEMENT AND ADMINISTRATIVE ISSUES

This section provides the updates on the managament and administrative issues from April to June 2014, as listed in the following:

- **Deed of Amendment** between DFAT and Kemitraan has been signed on June 5, 2014 confirming on the current acquittable grant for RtR-C project at AUD 10.95 millions since INSPIRE project. This means that available budget provided for RtR-C is AUD 6.2 millions.

- **Administration**: Beside the regular administration duties to support the project implementation, administration activities this quarter were focused on budget re-class and re-coding process to accommodate changes in the intermediate outcomes of the project (as stated in amendment 3 of the deed agreement) following the new workplan developed for the period July 2014 – June 2015.

- **Staff recruitment:** M&E Specialist has joined RtR-C by May 21, 2014. Recruitment for BR Hub manager has been conducted and the candidate for BR Hub Manager will join RtR-C by early August 2014.

- **Consultants**: During this quarter, RtR-C engaged a number of short-term consultants for activities identified in the work plans, as well as other activities as requested by our counterparts. Consultant reports have been separately submitted to RtR-C and their activities are documented in the timesheet. List of RtR-C Consultants is in the Annex 8.2.

5. LESSONS LEARNED

This section provides a list of lessons learned by the project, compiled from the activities conducted by RtR-C in April 1 – June 30, 2014, and also the lessons learned that are relevant for DFAT and PSC.

 1.   **Intergrated Human Resource Management System**

The lack of involvement from the IHRMS Facilitating Team has brought the IBR team to learn that special approach is needed to encourage positive involvement of IHRMS facilitating team in developing the model system. Approaches may include:
1. Convincing key persons and leaders/ high officials in KemenPANRB about the importance of IHRMS.

2. Before each activities/ workshops conducted, personal approaches are conducted to:
   - The member of facilitating team who seems does not get the same level of understanding on the model system that is being developed
   - The leaders/ high officials to be willing to give endorsement on IHRMS system and contribute actively to oversee the drafting process.

The implication of this lesson for the Program Steering Committee is that the application of IHRMS is less likely to succeed or be sustainable without strong commitment and very active involvement from senior leadership in KemenPANRB. The Program Steering Committee and Program Working Committee need to actively monitor the involvement of the KemenPANRB staffs who have been appointed to facilitate the application of the IHRMS.

The implication of this lesson for DFAT is that the commitment and ability of government institutions needs to be carefully weighed and considered before committing to intensive support for developing

human resource management systems. This may include assessing the commitment and ability of the individual heading the unit responible for human resource management.

2. KASN Recruitment Process

The lessons to be learned from the implementation of the Assessment Centre for the open selection of KASN Commissioners and the selection process are as follows:

1. The position criteria methodology (eligibility, suitability, and competence) applied by Dunamis as assessment center for the selection of KASN commissioner has accommodated the selection criteria required whose core competences are focused in the field of monitoring, networking and communication skills (in terms of liaison to agencies invloved and provide grievance mechanism/ complaints handling), as well as the ability to conduct investigations. This model should be applied or replicated as a good practice in the similar open selection recruitment.

2. Although 17 candidates were recommended to join the interview process, not all candidates have a background in the field of monitoring & evaluation, conflict management, institutional establishment and development. This was likely occured due to the fact that the vacancy announcement did not include the specific requirements in the latter core competence required. Clear description and specific core competence should be elaborated in the job description.

3. The mixed methods and series of test conducted by the assessment center were quite hard and tiring to follow for elderly participants. The series of tests have to be conducted in an intense way because the desired requirements in the open selection for KASN follow the standard of assessment center and psychological tests for businesslike sector. However, the models applied may need to be more simplified but still able to capture an analysis of the behaviors and psychological state on the core competence required;

4. The division of roles between the Selection Committee and the Expert Team need to be clarified to mitigate overlapping in work division. Selection Committee role should focus on the values of integrity, professionalism and commitment (to confirm the test results upon public hearing/ candidate tracking). Meanwhile, the role of the expert team is more relevant to assess the technical expertise and achievements of the candidate.

The implication of this lesson for the Program Steering Committee is that similar open selection process should adopt the good practices implemented by the assessment center and experience involved in the selection process. The Program Steering Committee and Program Working Committee need to facilitate the good practices and the recommendations for better implementation in the existing guidelines in the open selection process.

The implication of this lesson for DFAT is that similar open selection process funded by DFAT needs to be monitored closely especially on the design of assessment center established, the methodology applied, the risks identified, and the division of roles on the selection committee involved upon considering the lessons learned from KASN recruitment process.

3. KASN Candidate Tracking

As the report on KASN candidate tracking has merely been used as complementary information for the selection process, but not as the main reference considered for the value of integrity, the lessons learned taken from this process are as follows:

1. Publication through a press conference for candidate tracking of KASN is considered much cheaper, show more responses compared to public service announcements.

2. Time to perform candidate tracking was within a very tight timeframe which made the tracking process did not work optimally. ICW (Indonesia Corruption Watch) required 1-2 months for KPK (Corruption Eradication Commission) and KY (Judicial Commission) tracking candidates, while for KASN was only conducted in 4-5 days.

3. The Selection Committee tend to use candidate tracking report as a complement criteria on the values of integrity, but did not use the report as part of core criteria to determine whether the selection.

The implication of this lesson for the Program Steering Committee is that for similar open selection process, several considerations that include better planning in terms of the methodology, means of carrying out the candidate tracking, and the use of tracking candidate report as part of the main criteria on the values of integrity should be integrated in the existing guidelines of open selection process.

The implication of this lesson for DFAT is that for similar open selection process, the involvement of ICW or other organisations with expertise in candidate tracking should be listed and recommended to the organisations, funded by DFAT, and GoI institutions that deal with the similar activities.

4. Reframing and Revisiting RtR-C Program Logic

In the beginning of June, RtR-C team conducted a series of learning in reframing and revisiting the RtR-C program logic. The lessons learned taken from this process are as follow:
1. PMP approach (based on "logical framework approach" and indicators for every output/outcome) should be considered too rigid to be applied to the RtR-C project since the nature of the project is so dynamic, deals with uncertain political situation, and based around difficult-to-measure technical support and advocacy that are demanded in response to the changing context.

2. Rubrics-based approach is more applicable for the program logic of RtR-C as it is focused on a description of multiple outcome situations/conditions (rather than merely on indicators) which are defined by by RtR-C and relevant stakeholders. The participative process of developing rubrics is of paramount importance as each RtR-C component built their understanding on the IO (intermediate outcome) through the process of thinking about how the project will achieve it, including how RtR-C will collaborate with stakeholders to create the targeted condition. Ideally, the Rubric should then be introduced and discussed with the stakeholders for input and to build a sense of ownership on the ideal target (refer to the various ideal/good/adequate/poor conditions described in Rubrics).

3. M&E Framework and M&E-related tools have been refined to meet the two different informational needs of DFAT, SC, PWC, Kemitraan, and RtR-C: accountability and learning. Specifically to facilitate learning, the project has placed increasing emphasis on "after action reviews" of main activities, which describe what was planned, what was done, what went well or not so well, and what should be improved for the future.

The implication of this lesson for the Program Steering Committee is that the application of the current program logic is less likely to be applicable and may not work effectively without a sense of ownership on the ideal target (refer to the various ideal/good/adequate/poor conditions described in Rubrics) by

the PWC and PSC. Thus, Program Steering Committee and Program Working Committee need to conduct review on the current RtR-C program logic.

The implication of this lesson for DFAT is that the commitment and ability of RtR-C and the Key Stakeholdres involved in achieving the targets defined in EOPOs and IOs need to be closely monitored using the measurement applied in the program logic. In addition, DFAT should assist similar project in the future by using applicable approaches taken from the lessons learned.

6. PLANNED ACTIVITIES FOR NEXT QUARTER

The following activities are planned for the next quarter (July 1 – September 30, 2014).

Activities	July					August				September			
	I	II	III	IV	V	I	II	III	IV	I	II	III	IV
Internal Bureaucratic Reform													
1. Support on the design development of integrated HR Management Systems in Kemenpan RB: a) The performance management system; b) The recruitment and selection system; c) The remuneration management system; d) The education and training systems; e) The career management system; and f) HR management information system	▓		▓			▓		▓				▓	▓
2. Carry out a survey on the progress of BR implementation in KemenPANRB		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
3. Strengthening agents of change							▓						
4. Strategic Planning KemenPANRB	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
National Bureaucratic Reform													
1. Conduct analysis on BR Road Map review	▓	▓	▓	▓									
2. FGD on the result analysis of BR Road Map review							▓						
3. FGD on preliminary formulation of National BR Road Map											▓		
4. Support on the formulation of 3 policy papers for RPJMN		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
5. Facilitating the preparation of RUU e-govt			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
6. Facilitating the BR Road Map drafting in NTB provincial government, the city of Mataram, Kab. West Lombok	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
7. Facilitating BR pilot project in four regions (Aceh, Central Java, East Java, North Sulawesi)						▓	▓	▓	▓	▓	▓	▓	▓
8. Replication of Change Management Model of KemenpanRB							▓						▓
9. Facilitating the establishment of KASN							▓	▓	▓	▓	▓	▓	▓
10. Media monitoring					▓			▓					▓
Civil Society Organization Engagement													

Activities	July					August				September			
	I	II	III	IV	V	I	II	III	IV	I	II	III	IV
1. Training on BR Advocacy Management						X	X	X	X				
2. Monitoring and facilitation on BR advocacy tools						X	X	X	X				
3. Training on Advocacy Writing										X	X	X	X
4. Training on BR Article Writing						X	X	X	X				
5. Speaker/ Key Person Support for strengthening CSO coalition advocacy	X	X	X			X	X	X	X	X	X	X	X
6. Documentation of good practices BR advocacy conducted by CSOs coalition										X	X	X	X
7. Fellowship journalism capacity building (the scholarships for journalist and press tour)						X	X	X	X				
8. Editors meeting (CSO coalition roadshow to media)						X	X	X	X				
9. Training on Participatory Learning Management										X	X	X	X
10. Preparation of a database of regional BR trainers / facilitators	X	X	X	X	X								
11. Support module development and instructional media (Publishing and distribution) and the preparation of learning modules database of CSO coalition										X	X	X	X
12. Public consultation on analysis of the crucial issues and priorities in the formulation of ASN Act regulations						X	X	X	X	X	X	X	X
13. Compilation the public consultation result						X	X	X	X	X	X	X	X
14. Advocacy and public hearings with stakeholders on RPP preparation KASN						X	X	X	X	X	X	X	X
15. The Public campaigns through the mass media (Advertorial about KASN regulations and its regulatory issues, TV Talkshow]						X	X	X	X	X	X	X	X
Burecaucratic Reform Hub													
• Change Management Study										X	X	X	X
• Advocacy on BR continuation to new government			X	X	X	X	X	X	X	X	X	X	X
• Contectual BR faciliation with LAN to Bogor Mucipality, Lombok Barat and Flores Timur	X	X	X	X	X	X	X	X	X	X	X	X	X
• Knowledge Exchange with Other RtR-C Components				X								X	
• BR Knowledge Sharing with DFAT and DFATs Programs													X
• Coordination with Other DFAT and DFATS programs on BR Advocacy						X							X
• Serial Discussions on BR Issues by New Government (Including RPJMN and Parliament Programs)						X							X

7. FINANCIAL ACQUITTAL

This section provides the information on financial acquittal by June 30, 2014 as the quarter period of FY 2014 Q2 has ended. The data presented is based on the financial statements recorded by Kemitraan's Finance department.

The finance acquittal reported here is accumulated from the budget allocated since INSPIRE project. The percentage of expenditure against actual budget is presented to represent how available funds are used according to plan, within preset limits and not exceeding available funds.

Budget Code	Intermediate Outcome	Budget (IDR)	Total Expenditure + obligation June 2014 (IDR)	Precentage
Inspire and RtR-1		**39.248.362.142**	**36.115.633.654**	**92%**
Component 1				
	1.1.1. KemenPAN-RB merancang sistem pengelolaan SDM di KemenPAN-RB agar sesuai dengan UU ASN.	394.573.655		
	1.1.2. KemenPAN-RB melakukan internalisasi beberapa fungsi sistem manajemen SDM terintegrasi.	7.770.691.062	5.325.692.445	
	1.2.1. KemenPAN-RB menyusun dan menggunakan instrumen sistem integritas	322.584.939	149.998.539	
	1.2.2. Agen perubahan mendorong implementasi sistem integritas di KemenPAN-RB.	600.000.000	235.333.046	
	1.2.3. KemenPAN-RB melakukan evaluasi sistem integritas sebagai bahan penyempurnaan sistem integritas	880.000.000		
TOTAL		**9.967.849.656**	**5.711.024.030**	**57%**
Component 2				

Budget Code	Intermediate Outcome	Budget (IDR)	Total Expenditure + obligation June 2014 (IDR)	Precentage
	2.1.1. KemenPAN-RB menjadi leading agency dalam penyusunan kebijakan di bidang Reformasi Birokrasi dan Aparatur Sipil Negara	6.618.787.124	5.602.892.604	
	2.1.2. KemenPAN-RB menjadi leading agency dalam mendorong pelaksanaan isu kunci Reformasi Birokrasi dan Aparatur Sipil Negara	5.548.816.179	2.800.147.393	
	2.1.3. KemenPAN-RB memfasilitasi implementasi praktek baik (good practices) pelaksanaan Reformasi Birokrasi Nasional dan Aparatur Sipil Nasional	2.773.272.848	1.459.787.258	
	2.1.4. KASN menjadi lembaga non struktural yang mandiri dan bebas intervensi politik dalam menerapkan sistem merit dalam kebijakan dan manajemen ASN.	2.688.253.475	638.887.284	
	2.1.5. UPRBN, TI, dan TQA melaksanakan peran dan fungsinya dalam pelaksanaan kebijakan RB dan ASN	786.558.893	361.822.893	
TOTAL		**18.415.688.519**	**10.863.537.432**	**59%**
Component 3				
	3.1.1. CSO daerah membentuk koalisi untuk bekerja mendesakkan reformasi birokrasi pelayanan dasar	934.451.404	1.033.676.404	
	3.1.2. Koalisi CSO daerah meningkat kapasitasnya dalam melakukan advokasi birokrasi pelayanan dasar	1.567.380.272	486.860.473	
	3.1.3. Koalisi CSO daerah aktif mendesakkan usulan reformasi birokrasi pelayanan dasar kepada pemerintah daerah	5.780.253.230	5.510.915.000	

Budget Code	Intermediate Outcome	Budget (IDR)	Total Expenditure + obligation June 2014 (IDR)	Precentage
	3.1.4. Koalisi CSO daerah membawa isu-isu RB Daerah di tingkat nasional	1.925.911.920		
	3.1.5. Koalisi CSO daerah meningkatkan kapasitas komunitas agar secara bertahap mampu melakukan advokasi reformasi birokrasi pelayanan dasar secara mandiri	600.000.000		
	3.1.6. Jaringan koalisi CSO nasional dan daerah mendukung pemerintah dalam menyelesaikan rancangan peraturan-peraturan prioritas terkait UU ASN	2.698.580.241	1.562.732.241	
TOTAL		**13.506.577.067**	**8.594.184.118**	**64%**
Component 4				
	4.1.1. Concept and Working Mechanisms for BR Hub are clear within RtR-C, Kemitraan, DFAT, KemenPAN-RB, LAN, KASN, and key BR Hub partners (AIPD, AIPEG, APSC)	105.000.000	77.997.000	
	4.1.2. Relevant, high-quality, actionable policy evidence related to key BR issues (human resource management & strategic management of BR) is available for use by BR Hub partners and strategic partners (AIPD, AIPEG, APSC)	7.235.643.684	1.852.020.405	
	4.1.3. DFAT and strategic partners (AIPD, AIPEG, APSC) conduct targeted advocacy for GoI action on BR Issues	318.667.850	43.667.850	

Budget Code	Intermediate Outcome	Budget (IDR)	Total Expenditure + obligation June 2014 (IDR)	Precentage
	4.1.4. DFAT staff and strategic partners staff (AIPD, AIPEG, APSC) conduct targeted advocacy to DFAT on key BR Issues	300.000.000	-	
TOTAL		**7.959.311.534**	**1.973.685.255**	**25%**
11-12-130	Equipment	200.000.000	209.222.875	**105%**
11-12-131	Travel	500.000.000	55.356.122	**11%**
11-12-132	PMU	6.130.000.000	5.735.129.979	**94%**
11-12-033	Salaries National Consultant	5.700.000.000	3.842.904.363	**67%**
11-12-134	Overhead Cost	12.530.000.000	3.052.737.573	**24%**
TOTAL ALL		**114.157.788.918**	**76.153.415.401**	**67%**

8. ANNEXES:

8.1 List of Online Documents

RtR-C component	List of Online Documents uploaded
Internal Bureaucratic Reform	N/A
National Bureaucratic Reform	http://lombokbaratkab.go.id/bupati-lombok-barat-berkomitmen-tinggi-terhadap-reformasi-birokrasi.html/#more-12199
CSO Engagement	http://upeks.co.id/index.php/politik/item/11771-parpol-dianggap-hambat-kinerja-kepala-daerah, http://beritakotamakassar.com/index.php/metro-makassar/28032-danny-diminta-terapkan-lelang-jabatan.html, http://www.celebesonline.com/index/2014/05/27/birokrasi-indonesia-itu-gemuk-dan-tidak-kreatif/ ; http://www.portalentebe.com/2014/04/wali-kota-mataram-dukung-reformasi.html; http://lomboknews.com/2014/04/25/kaukus-ngo-untuk-reformasi-birokrasi-mataram/; http://lomboknews.com/2014/04/29/sama-jumlah-tki-ilegal-dan-yang-legal/; http://www.antaranews.com/berita/431589/50-tki-ntb-lewati-jalur-tikus; http://www.kemitraan.or.id/index.php/main/news_detail/48/73/1151; http://atjehlink.com/reformasi-birokrasi-kunci-peningkatan-layanan-publik-puskesmas/; http://www.metroperistiwa.com/2014/06/keseriusan-dan-kegigihan-melaksanakan.html
BR Hub	http://indo-acf.org/home/detil_news/9 http://indo-acf.org/home/detil_news/12 http://indo-acf.org/home/detil_news/6 http://indo-acf.org/home/detil_news/5

8.2 List of RtR-C Consultants

Name	Purpose of Consultancies	Date
Rohsapto Mardjuki	To prepare E-government policy, facilitate and coordinate e-government consultants and also developed the reports.	1 January – April 2014
Prof. Zaenal Hasibuan, Ph.D	To assist the Ministry of PAN and RB, Ministry Keminfo, DETIKNAS and Electronic Systems Development Team Policy on Government Agencies to ensure harmonization of legislation and regional sectoral governance associated with the implementation of E-Government and the formulation of new laws and regulations related the governance of the implementation of E-government in order to perform well	28 Oct 2013-27 April 2014

Dr. Edmon Makarim, S.Kom., LL.M	To assist the Ministry of PAN and RB, Ministry Keminfo, DETIKNAS and Electronic Systems Development Team Policy on Government Agencies to ensure harmonization of legislation and regional sectoral governance associated with the implementation of E-Government and the formulation of new laws and regulations related the governance of the implementation of E-government in order to perform well	28 Oct 2013-27 April 2014
Brian Amy Prasetyo, SH., MLI., LL.M	To assist the Ministry of PAN and RB for the identification, mapping, analyzing and ensuring harmonization of legislation and regional sectoral governance associated with the implementation of E-Government	24 Oct 2013-23 April 2014
Dr. Gerry Firmansyah, MTI	To assist Team of Legal drafters in designing and preparing the policy and regulatory development of electronic government system in accordance legislation	11 Nov 2013-10 Mei 2014
Dr. Farisya Setiadi	To review and provide input to the Team Lead of Legislation Development of Electronic Systems Policy / Legal drafter	11 Nov 2013-10 May 2014
Rizal Fathoni Aji	To review and provide input to the Team Lead of Legislation Development of Electronic Systems Policy / Legal drafter	11 Nov 2013-10 May 2014
Yudhi Paramartha, S.Kom	To review and provide input to the Team Lead of Legislation Development of Electronic Systems Policy / Legal drafter	11 Nov 2013-10 May 2014
Albaar Rubhasy, S.Si., MTI	To review and provide input to the Team Lead of Legislation Development of Electronic Systems Policy / Legal drafter	11 Nov 2013-10 May 2014
Salman Nasution	To assist Independent team in collecting data, information, and materials relating to the reform of the bureaucracy;	20 November 2013 – 19 May 2014
Early Rahmawati	To developed and finalization of the concept of own-motion investigation, especially by providing substantive input regarding business licensing services sector	26 May - 25 August 2014
Nur Syarifah	To assist working group in terms of preparing and implement document of Rancangan Perundang-Undangan (RPP)	5 March - 30 May 2014
Gabriel Lele	To assist and Facilitate component RBN / support to Bappenas for the drafting of Administrative Affairs RPJMN 2015-2019.	30 June - 29 September 2014
Lucky Djani	To assist and facilitate component RBN / support to Bappenas for the drafting of Administrative Affairs RPJMN 2015-2019.	30 June - 29 September 2014
Meritha Putri	To assist and facilitate component RBN / support to Bappenas for the drafting of Administrative Affairs RPJMN 2015-2019.	30 June - 29 September 2014
Raflis Rusdi	To assist and facilitate component RBN in review the implementation of the Roadmap RB drafting policies, which can be a substantive input to RPJMN and RMRB Year 2015 – 2019	17 April - 16 September 2014
Rusfi Yunairi	To assist and prepare the Strategic Plan (Strategic Plan) Ministry of PAN and RB Year 2015-2019	1 June - 30 September 2014

8.3 Risk Management

Risk (new, ongoing)	Impact	Assessment			Mitigation	Person in charge	Schedule
		L	C	RI			
General							
Change of president and vice president after the 2014 election	Strategic change on bureaucratic reform	5	2	L	Advocacy of bureaucratic reform agendas to potential president-vice president candidates	Kemitraans Partners and Executive Board	April to August 2014
Removal of the position of vice-minister, including Vice-Minister of KemenPAN RB	Reduced KemenPAN RBs and other key ministries commitment on bureaucratic reform	3	3	M	Advocacy of bureaucratic reform agendas to potential president-vice president candidates	Kemitraans Partners and Executive Board	April to August 2014
EOPOs & IOs, Management							
Low to moderate commitment level among stakeholders in KemenPAN RB on bureaucratic reform primarily on building organizational integrity	Halt to implementation of internal bureaucratic reform in KemenPAN RB; RtR-C implemented activities related to national bureaucratic reform without substantial leadership or involvement from KemenPAN	3	4	S	High level advocacy to Vice President, Minister/Vice Minister and echelon I of KemenPAN RB	Team Leader, DFAT	Throughout the project
PMU lacks capacity in gender mainstreaming	PMU does not mainstream gender in the program; lack of performance indicators related to gender.	5	3	M	Capacity building in gender mainstreaming	Kemitraan, either self-implementing or through external consultant	Throughout the project, but a training on gender should be conducted in Q3-2014
Activity reports (writen materials for quarterly report) from most project managers, consultants, and advisers are submitted behind schedule, and in some cases, absent	Difficulty to track results; affects writing of quarterly report negatively (behind schedule too)	4	4	M	Simplify the report to ease the burden of reporting Regular reminder to PMU and consultants/advisers on reporting in advance; warning, if late submission of report continues	Team Leader and M&E Officer (to PMU), Project Managers (to consultants/ advisers)	One week after completion of an activity; quarterly, three weeks before schedule of quarterly report

Risk (new, ongoing)	Impact	Assessment			Mitigation	Person in charge	Schedule
		L	C	RI			
Component: RBI							
Key stakeholders in KemenPAN RB do not involve actively during the design phase of the integrated HR management system	Internal learning process/capacity building on HR management will not be optimal; design phase suffers lengthy delay or longer than expected	3	4	H	Continuous advocacy to Deputy of Minister, Secretary of Minister, Head of Planning Bureau, Head of HRM Bureau	Team Leader, RBI Project Manager	Throughout design phase
Component: RBN							
Each K / L / D has had its own information systems that fit the needs of each, so there is a reluctance to perform system integration in e-govt.	E-govt developed may not be accepted as integrated IT system.	3	4	H	Provide review on the information system that can address the needs of e-govt integration, and conduct coordination and acceleration on drafting regulations for e-government needs to be done.	RBN Project Manager	Throughout legal drafting process
Component: CSO							
Insufficient number of personnel to monitor and supervise CSO coalitions activity	The quality of CSO coalitions group dynamics (solidity among CSOs) and advocacy program will be compromised	3	3	M	working with M&E Specialist and/or other components to schedule field visit	CSO Engagement Manager	As soon as possible
Component: BR Hub							
Ongoing difficulties in recruiting personnel, both for the Program Manager position as well as for experts to serve as consultants. This could also have implications for the on boarding of new staff, including a transition/handover from existing staff.	Overload among existing staffs in BR Hub; management functions (especially the controlling function) will not be carried out optimally, uncertainty on the future direction of BR Hub.	-	-	-	Accelerating recruitment process; identifying potential candidates through network	Team Leader, Kemitraan	As soon as possible
Partners (CSOs at sub-national level)							
Low to moderate capacity in bureaucratic reform and	Failure in accomplishing entire or part of desired outcomes	3	4	H	Continuous capacity development on	CSO Engagement Team, M&E Officer	Througout the project

Risk (new, ongoing)	Impact	Assessment			Mitigation	Person in charge	Schedule
		L	C	RI			
results-based project management cause fragmented activities (piece meals)					bureaucratic reform and result-based management; supervision and monitoring on partners		especially during the first 3-month implementation
Unproven or lack of experience of financial management in the context of coalition threatens acccountability and transparency	Conflict among CSOs within coalition; inability to report finance accountably	2	3 or 4	H	Explanation of financial accountability to CSOs; monitoring on CSOs financial management	CSO Egagement Team; Operations Officer	Throughout the project
CSOs lack capacity in gender mainstreaming	CSOs do not mainstream gender in the program; lack of performance indicators related to gender	5	3	M	Capacity building in gender mainstreaming; supervision on setting performance indicators related to gender in proposed activities	CSO Engagement, either self-implementing or through external consultant	Throughout the project

Remarks

L: Likelihood		C: Consequences		RI: Risk Impact	
5	Almost certain	5	Severe - Would stop achievement	E	Extreme risk; causing unacceptable cost overrun or schedule slippage
4	Most likely	4	Major - Would threaten achievement; need close management	H	High risk; could delay the project schedule or significantly affect technical performance or cost
3	Likely	3	Moderate - Would necessitate significant adjustment	M	Medium risk; requires identification or control of all contributing factors by monitoring conditions and reassessment at project milestones
2	Unlikely	2	Minor - Would threaten an element of function	L	Low risk; normal control and monitoring measures sufficient
1	Rare	1	Negligable - Routine procedures sufficient to deal with the consequences		

8.4 Rubrics RtR-C

Internal Bureaucratic Reform

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
1.1. KemenPAN-RB has designed and socialized their internal Integrated Human Resource Management System in line with The ASN Law.	1.1.1. KemenPAN-RB has designed the integrated human resource management system that is in line with the ASN Law.	All HR management subsystems developed are integrated in the design of IT-based HR management system and in accordance with the provisions of the Act ASN.	More than half (>50%) HR management subsystems developed are integrated in the design of IT-based HR management system and in accordance with the provisions of the Act ASN.	Less than half (<50%) HR management subsystems developed are integrated in the design of IT-based HR management system and in accordance with the provisions of the Act ASN.	No HR management subsystems developed are integrated in the design of IT-based HR management system and in accordance with the provisions of the Act ASN.
		Integrated HR management system based on IT has been enacted into PermenPAN.	Integrated HR management system based on IT has been enacted into legal draft of PermenPAN.	Integrated HR management system based on IT has been enacted into the discussions on PermenPAN legal drafting.	No Integrated HR management system based on IT has been enacted into the discussions on PermenPAN legal drafting.
	1.1.2. KemenPAN-RB has internalized multiple functions of integrated HR management system.	All echelon I and II as well as HR staff understand how the application of IT-based integrated HRM system.	More than half (>50%) echelon I and II as well as HR staff understand how the application of IT-based integrated HRM system.	Less than half (<50%) echelon I and II as well as HR staff understand how the application of IT-based integrated HRM system.	No one in echelon I and II as well as HR staff understand how the application of IT-based integrated HRM system.
		All subsystems (totally 5) in the IT-based Integrated HRM system developed are implemented.	More than half (>50%) subsystems in the IT-based Integrated HRM system developed are implemented.	Less than half (>50%) subsystems in the IT-based Integrated HRM system developed are implemented.	No subsystems in the IT-based Integrated HRM system developed are implemented.
1.2. KemenPAN-RB Implements Integrity Systems that Prevents the	1.2.1. KemenPAN-RB has designed and applied the instruments of system integrity.	All (totally 5) integrity system instrumentshave been finalized.	More than half (>50%) integrity system instruments have been finalized	Less than half (>50%) integrity system instruments have been finalized	No integrity system instruments have been finalized
		All integrity system	All integrity system	All integrity system	No integrity system

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
Misuse of Resources.		instruments (code of conduct, Whistle Blower System, Gratuities Control Unit, conflict of interest, SPIP) have been enacted into PermenPAN.	instruments (code of conduct, Whistle Blower System, Gratuities Control Unit, conflict of interest, SPIP) have been enacted into legal draft of PermenPAN.	instruments (code of conduct, Whistle Blower System, Gratuities Control Unit, conflict of interest, SPIP) have been enacted into the discussions on PermenPAN legal drafting.	instruments (code of conduct, Whistle Blower System, Gratuities Control Unit, conflict of interest, SPIP) have been enacted into the discussions on PermenPAN legal drafting.
		All integrity system instruments developed are implemented and reported.	All integrity system instruments developed have been socialized.	Half of integrity system instruments developed have been socialized.	No integrity system instruments developed have been socialized.
	1.2.2. Change agents support the implementation of the integrity system in KemenPAN-RB.	The guidelines of Agent of Change has been enacted in the PermenPAN.	The guidelines of Agent of Change has been enacted into legal draft of PermenPAN.	The guidelines of Agent of Change has been enacted into the discussions on PermenPAN legal drafting.	The guidelines of Agent of Change has not been developed.
		More than half (>50%) of Agents of Change have implemented the activities based on their workplan and evaluation review from the supervisor.	25% – 50% of Agents of Change have implemented the activities based on their workplan and evaluation review from the supervisor.	<25% of Agents of Change have implemented the activities based on their workplan and evaluation review from the supervisor.	No Agents of Change have implemented the activities based on their workplan and evaluation review from the supervisor.
	1.2.3. KemenPANRB has conducted evaluation to the integrity system as a refinement strategy to the system.	All integrity system instrument have been evaluated.	More than half (>50%) integrity system instrument have been evaluated.	Less than half (<50%) integrity system instrument have been evaluated.	No integrity system instrument has been evaluated.
		All recommendations produced in the evaluation rep ort are followed up.	More than half (>50%) recommendations produced in the evaluation report are followed up.	Less than half (<50%) recommendations produced in the evaluation report are followed up.	No recommendations produced in the evaluation report are followed up.

National Bureaucratic Reform

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
2.1. Availability of the Integrated National Bureaucratic Reform Development Model.	2.1.1. KemenPAN-RB has become a leading agency in the development of policy regulations on Bureaucratic Reform and the ASN Act.	Kemenpan-RB performs its leading functions to: ALL (7 studies / policy paper / draft legislation): (a) review, and / or formulate policy paper, and / or preparing policy materials, and / or (b) to formulate policymaking BR & ASN	Kemenpan-RB performs its leading functions to: More than half (>50%) (7 studies / policy paper / draft legislation): (a) review, and / or formulate policy paper, and / or preparing policy materials, and / or (b) to formulate policymaking BR & ASN	Kemenpan-RB performs its leading functions to: Less than half (<50%) (7 studies / policy paper / draft legislation): (a) review, and / or formulate policy paper, and / or preparing policy materials, and / or (b) to formulate policymaking BR & ASN	Kemenpan-RB does not perform its leading functions to: (7 studies / policy paper / draft legislation): (a) review, and / or formulate policy paper, and / or preparing policy materials, and / or (b) to formulate policymaking BR & ASN, Or conduct the above, but does not contribute to policy making BR & ASN
		KemenPAN-RB conducts coordination in the policymaking of BR and ASN involving ideal multi stakeholders (K / L / D, IT, TQA, CSOs, academia, the media, other cross-sector)	KemenPAN-RB conducts coordination in the policymaking of BR and ASN involving multi stakeholders (K/L/D, TI, TQA, academia, CSO)	KemenPAN-RB conducts coordination in the policymaking of BR and ASN involving limited stakeholders (K/L/D, TI, TQA, academia)	KemenPAN-RB conducts coordination in the policymaking of BR and ASN involving limited stakeholders (K/L/D, TI, TQA), but not well coordinated
		The completion of PermenPAN or the final drafting of Act/ Law in the field of BR & ASN.	The harmonization of legal drafting of PermenPAN or the final drafting of Act/ Law in the field of BR & ASN.	The inter-deputy meetings (for PermenPAN legal drafting) or inter-department meetings (for Perpres/Act/ Law legal drafting) conducted.	Draft of PermenPAN is still being discussed internally in KemenPANRB.
	2.1.2. KemenPAN-RB has become a leading agency in promoting the implementation of the change area of	7 or more pilot regions that managed to finalize BR Road Map	4-6 pilot regions that managed to finalize BR Road Map	1-3 pilot regions that managed to finalize BR Road Map	No pilot regions that managed to finalize BR Road Map

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
	Bureaucratic Reform and ASN.	Local government carry out more than two areas of change in BR and ASN, as stated in their BR Road Map (that integrate IHRMS & Change Management)	Local government carry out two areas of change in BR and ASN, as stated in their BR Road Map (that integrate IHRMS & Change Management)	Local government carry out one area of change in BR and ASN, as stated in their BR Road Map (that integrate IHRMS & Change Management)	Local government does not carry out any area of change in BR and ASN, as stated in their BR Road Map (that integrate IHRMS & Change Management)
		KemenpanRB involved ideal multistakeholder (LG accross SKPDs, CSOs, academia, the media, the other party) in the implementation on area of changes in the RB and ASN (BR Road Map that integrate IHRMS and Change Management)	KemenpanRB involved multistakeholder (LG accross SKPDs, CSOs, and academia) in the implementation on area of changes in the RB and ASN (BR Road Map that integrate IHRMS and Change Management)	KemenpanRB involved multistakeholder (LG accross SKPDs) in the implementation on area of changes in the RB and ASN (BR Road Map that integrate IHRMS and Change Management)	KemenpanRB did not involve multistakeholder in the implementation on area of changes in the RB and ASN (BR Road Map that integrate IHRMS and Change Management)
	2.1.3. KemenPAN-RB has facilitated the implementation of good practice on National Bureaucratic Reform and ASN.	Socializations of good practices are able to present competent spokesperson and attended by all of invited K/L/D	Socializations of good practices are able to present competent spokesperson and attended by more than 75% of invited K/L/D	Socializations of good practices are able to present competent spokesperson and attended by 50-75% of invited K/L/D	Socializations of good practices are able to present competent spokesperson and attended by less than 50% of invited K/L/D
		2 or more documents on best practices are published by KemenPANRB	1 document on best practices is published by KemenPANRB	1 draft document on best practices is prepared by KemenPANRB	No document on best practices is prepared by KemenPANRB
		KemenPANRB has distributed the documentation on good practices to ALL K/L/D	KemenPANRB has distributed the documentation on good practices to ALL K/L and 98 local governments under BR pilot project.	KemenPANRB has distributed the documentation on good practices to only ALL K/L or only to local governments under BR pilot project.	KemenPANRB has not distributed the documentation on good practices.

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
	2.1.4 KASN has become a non structural institution that remains independent and free from political intervention in applying the merit system in the policy implementation and management of ASN.	KASN commissioner recruitment has been conducted in line with the criteria established in UU ASN and the candidates have been officially appointed by the President.	KASN commissioner recruitment has been conducted in line with the criteria established in UU ASN and the candidates have been proposed to the President.	KASN commissioner recruitment is still ongoing.	No KASN commissioner recruitment.
		KASN Commissioner and staff have a official document/ regulation on organizational structure and its roles & responsibilities which clear and actionable.	KASN Commissioner and staff have the final draft of organizational structure and its roles & responsibilities which is clear and actionable.	KASN Commissioner and staff have just started to develop draft of organizational structure design and its roles & responsibilities which is clear and actionable.	KASN Commissioner and staff have not developed any draft of organizational structure design and its roles & responsibilities which is clear and actionable.
		Secretariat has conducted ALL its roles and responsibilities in facilitating KASN based on the established regulation.	Secretariat has conducted more than half of its roles and responsibilities in facilitating KASN based on the established regulation.	Secretariat has conducted less than half of its roles and responsibilities in facilitating KASN based on the established regulation.	Secretariat has not conducted any roles and responsibilities in facilitating KASN based on the established regulation.
	2.1.5. UPRBN, IT, and TQA carry out its role and function in the implementation of BR policies.	UPRBN, TI, and TQA have conducted routine coordination based on its schedule because of the need to coordinate the work in facilitating BR policies implementation.	UPRBN, TI, and TQA have conducted routine coordination based on its schedule because of the obligation to coordinate the work in facilitating BR policies implementation.	UPRBN, TI, and TQA have conducted coordination (but not routine and/ unscheduled) because of the need to discuss key issues on BR policies implementation.	No coordination conducted by UPRBN, TI, and TQA in facilitating BR policies implementation.
		UPRBN, TI and TQA have submitted reports on its activity in facilitating BR policies implementation.	2 out of 3 actors (UPRBN, TI dan TQA) have submitted reports on its activity in facilitating BR policies implementation.	1 out of 3 actors (UPRBN, TI dan TQA) have submitted reports on its activity in facilitating BR policies implementation.	No one (UPRBN, TI dan TQA) have submitted reports on its activity in facilitating BR policies implementation.

Civil Society Organisation Engagement

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
3.1. National and regional CSOs mobilize a solid coalition that was able to impose bureaucratic reform of basic services (health, education, and licensing) at the regional and national level.	3.1.1. CSOs have established coalition to advocate the beraucratic reform in public services (health and education).	The coalition is consisted of CSOs, PT, and media who have committed to work together to accelerate the implementation of BR program in their regions as stated in the MoU with its division of roles and responsibilities, joint action plan, and budget sharing.	The coalition is consisted of CSOs, PT, and media who have committed to work together to accelerate the implementation of BR program in their regions as stated in the MoU with its division of roles and responsibilities and joint action plan.	The coalition is consisted of CSOs and PT, or Ngos and Media, or between CSOs who have committed to work together to accelerate the implementation of BR program in their regions as stated in joint action plan, but roles and responsibilities have not defined clearly.	No coalition has been established.
		have a good relationship with local governments so as to influence the government to use the coalition recommendations as a follow-up.	have a good relationship with the local government so that government is willing to listen and accept the recommendations from CSO coalition.	have a relationship with the local government but still need to be established positively.	Do not have a good relationship with the local government.
	3.1.2. The CSO coallition capacity in advocacy of public service beraucracy has increased.	Regional CSO Coalition is able to produce a good quality of policy brief which has actionable recommendations.	Regional CSO Coalition is able to produce a quality policy brief with minimum corrections/ support for technical writing.	Regional CSO Coalition is able to produce a policy brief with a lot of corrections/ support for technical writing.	No Regional CSO Coalition is able to produce a policy brief.
		Regional CSO coalition that is able to increase the number of membership coalition, either directly or indirectly, with organizations working on BR	Regional CSO coalition that is able to increase the number of membership coalition with organizations working on BR in public service	Regional CSO coalition that is able to maintain its membership coalition	Regional CSO coalition that is not able to maintain its coalition
		Regional CSO coalition that	Regional CSO coalition that	Regional CSO coalition	No Regional CSO coalition

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
		is able to develop advocacy tools such as: press releases, media campaign (posters, leaflets, etc.), policy briefs, articles, public learning modules.	is able to develop advocacy tools such as: press releases, media campaign (posters, leaflets, etc.), policy briefs.	that is able to develop advocacy tool such as: press release	that is able to develop advocacy tools
		The availability of learning resources and sources of support experience that is competent and accessible	The availability of learning resources and sources of support experience that is competent and accessible upon request	The availability of learning resources and sources of support experience that is competent, but not accessible.	Non availability of learning resources and sources of support experience.
	3.1.3. The CSO Coallitions have actively advocated the local government on the improvement of public service beraucracy.	There is a commitment from local governments to accommodate public participation in the planning, implementation, and monitoring	there is a commitment from local governments to accommodate public participation in the planning and implementation	there is a commitment from local governments to accommodate public participation in the planning	there is no commitment from the government to accomodate a public participation
		CSO Coalition responsive to changes in public policy at local and national levels	CSO Coalition responsive to changes in local and national policies related to BR	CSO Coalition responsive to changes in local policies related to BR	No CSO Coalition that is responsive to changes in local policies related to BR
		There is a form of insistence [on proposed policy changes] that is prepared and accompanied by evidence based policy brief and ALL actionable recommendations	There is a form of insistence [on proposed policy changes] that is prepared and accompanied by evidence based policy brief, but its recommendations have not been ALL actionable	There is a form of insistence [on proposed policy changes] that is prepared and accompanied by policy brief, but not evidence based (or voice-based) and without actionable recommendations	There is no form of insistence [on proposed policy changes]
		Media has an agenda setting to expose the recommendations proposed CSO coalition	There is media support (published sporadically on their own initiative) to expose the	There is media support (which still depends on the initiative of CSOs) to expose the	There is no media support that expose the recommendations proposed CSO coalition

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
			recommendations proposed CSO coalition	recommendations proposed CSO coalition	
		have a good relationship with local governments so as to influence the government to use the coalition recommendations as a follow-up.	have a good relationship with the local government so that government is willing to listen and accept the recommendations from CSO coalition.	have a relationship with the local government but still need to be established positively.	Do not have a good relationship with the local government.
		have a good relationship with the DPRD so as to influence the DPRD to support the coalition's demand on local government	have a good relationship with the relevant faction that faction in DPRD is willing to listen and accept the recommendation coalition	have a relationship with the individuals members of DPRD	Do not have any good relationship with DPRD
	3.1.4. The CSO Coallitions have conducted advocacy actions in bringing the key issues of BR to the national level.	BR regional issues advocated by CSO coalition contribute to the improvement of BR policies at national level, contained ALL actionable recommendations.	BR regional issues advocated by CSO coalition contribute to the improvement of BR policies at national level, contained more than half actionable recommendations.	BR regional issues advocated by CSO coalition contribute to the improvement of BR policies at national level, contained less than half or even none actionable recommendations.	No BR regional issues advocated by CSO coalition contribute to the improvement of BR policies at national level.
		There is an active forum to communicate and formulate the BR issues in the regional level to develop advocacy action plan at the national level by involving multi-stakeholders (K / L / D related, CSO national, regional CSOs, media, academia)	There is an active forum to communicate and formulate the BR issues in the regional level to develop advocacy action plan at the national level by involving multi-stakeholders (CSO national, regional CSOs, media, academia)	There is an active forum to communicate and formulate the BR issues in the regional level to develop advocacy action plan at the national level by involving multi-stakeholders (CSO national, regional CSOs)	No active forum to communicate and formulate the BR issues in the regional level to develop advocacy action plan at the national level.
		There is a national publication that document	There is a national publication that document	There is a national publication that document	No publication at the national level that

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
		the good practices of BR implementation in the regions.	the good practices of BR implementation in the 8 regions where CSO coalition work.	about BR implementation, but not yet in its the good practices.	document the good practices of BR implementation.
	3.1.5. The CSO coallitions have strenghthened community capacity in order to be able to advocate issued on bureaucratic reform on basic public services.	ALL regional CSO coalition have trainers / facilitators are competent in assisting and organizing.	More than half (>50%) regional CSO coalition have trainers / facilitators are competent in assisting and organizing.	Less than half (<50%) regional CSO coalition have trainers / facilitators are competent in assisting and organizing.	No regional CSO coalition have trainers / facilitators are competent in assisting and organizing.
		CSO Coalition has its communities that are active in the coalition advocacy activities and voluntarily develop their own advocacy activities	CSO Coalition has its communities that are active in the coalition advocacy activities	CSO Coalition has its communities that have been involved in the coalition advocacy activities, but not yet participate actively	CSO Coalition does not have communities that are involved in the coalition advocacy activities
		All Regional CSO Coalition develop learning models for strengthening their community in advocacy	More than half (>50%) Regional CSO Coalition develop learning models for strengthening their community in advocacy	Less than half (<50%) Regional CSO Coalition develop learning models for strengthening their community in advocacy	No Regional CSO Coalition develop learning models for strengthening their community in advocacy
		All Regional CSO Coalition develop community strengthening forum that meet regularly	More than half (>50%) Regional CSO Coalition develop community strengthening forum that meet regularly	Less than half (<50%) Regional CSO Coalition develop community strengthening forum that meet regularly	No Regional CSO Coalition develop community strengthening forum that meet regularly
		All Regional CSO Coalition have a network of CSO coalition cadre / champions in the community who have action plan	More than half (>50%) Regional CSO Coalition have a network of CSO coalition cadre / champions in the community who have action plan	Less than half (<50%) Regional CSO Coalition have a network of CSO coalition cadre / champions in the community who have action plan	No Regional CSO Coalition have a network of CSO coalition cadre / champions in the community who have action plan
	3.1.6. The network CSO coalitions in the national	There is a representation of civil society (CSOs, media,	There is a representation of civil society (CSOs, media,	There is a representation of CSOs in the public	There is no representation of CSOs in the public

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
	and districts provided support to government in resolving priority draft regulations related ASNs Law.	academics, and others) in the public consultation	academics) in the public consultation	consultation	consultation
		All CSO recommendations adopted in the implementing regulations	More than half (>50%) CSO recommendations adopted in the implementing regulations	Less than half (<50%) CSO recommendations adopted in the implementing regulations	No CSO recommendations adopted in the implementing regulations
		more than 3 ASN regulations discussed with CSO	3 ASN regulations discussed with CSO	Less than 3 ASN regulations discussed with CSO	No ASN regulations discussed with CSO
		There is a CSO forum established to formulate proposals on the improvement of the regulations implementation, accompanied with ALL actionable recommendations	There is a CSO forum established to formulate proposals on the improvement of the regulations implementation, accompanied with more than half (>50%) actionable recommendations	There is a CSO forum established to formulate proposals on the improvement of the regulations implementation, accompanied with less than half (<50%)	There is no CSO forum established to formulate proposals on the improvement of the regulations implementation
		There is a media support that publish CSOs recommendations in drafting the regulations implementing the ASN, in a a special coverage on ASN updates	There is a media support that publish CSOs recommendations in drafting the regulations implementing the ASN, in a a special coverage on ASN public consultation	There is a media support that publish CSOs recommendations in drafting the regulations implementing the ASN, not as special coverage	There is no media support that publish CSOs recommendations in drafting the regulations implementing the ASN,

Bureaucratic Reform Hub

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
4.1a. KemenPANRB and other GoI institutions use information produced by BR Hub	4.1.1. Concept and Working Mechanisms for BR Hub are clear within RtR-C, Kemitraan, DFAT, KemenPANRB, LAN, KASN,	BR Hub concept is understood by all parties involved in the BR Hub (RTR-C, Partnership, DFAT, Kemenpan-RB, LAN, KASN,	BR Hub concept is understood by more than half (>50%) parties involved in the BR Hub (RTR-C, Partnership, DFAT,	BR Hub concept is understood by less than half (<50%) parties involved in the BR Hub (RTR-C, Partnership, DFAT,	No BR Hub concept that can be understood by all parties involved in the BR Hub (RTR-C, Partnership, DFAT, Kemenpan-RB, LAN,

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
to address key policy issues related to BR and to strengthen coordination with Australia on key BR issues	and key BR Hub partners (AIPD, AIPEG, APSC)	and key partners BR Hub (AIPD, AIPEG, APSC))	Kemenpan-RB, LAN, KASN, and key partners BR Hub (AIPD, AIPEG, APSC))	Kemenpan-RB, LAN, KASN, and key partners BR Hub (AIPD, AIPEG, APSC))	KASN, and key partners BR Hub (AIPD, AIPEG, APSC))
		BR Hub concept can be implemented by all parties involved in the BR Hub (RTR-C, Partnership, DFAT, Kemenpan-RB, LAN, KASN, and key partners BR Hub (AIPD, AIPEG, APSC))	BR Hub concept can be implemented by more than half (>50%) parties involved in the BR Hub (RTR-C, Partnership, DFAT, Kemenpan-RB, LAN, KASN, and key partners BR Hub (AIPD, AIPEG, APSC))	BR Hub concept can be implemented by less than half (<50%) parties involved in the BR Hub (RTR-C, Partnership, DFAT, Kemenpan-RB, LAN, KASN, and key partners BR Hub (AIPD, AIPEG, APSC))	No BR Hub concept can be implemented by all parties involved in the BR Hub (RTR-C, Partnership, DFAT, Kemenpan-RB, LAN, KASN, and key partners BR Hub (AIPD, AIPEG, APSC))
		there is a BR Hub working mechanism that can be described and executed by all parties involved in the BR Hub (RTR-C, Partnership, DFAT, Kemenpan-RB, LAN, KASN, and key partners BR Hub (AIPD, AIPEG, APSC))	there is a BR Hub working mechanism that can be described and executed by all parties involved in the BR Hub (RTR-C, Partnership, DFAT, Kemenpan-RB, LAN, KASN, and key partners BR Hub (AIPD, AIPEG, APSC)), but some of the implementation has not been in line with the concept developed.	there is a BR Hub working mechanism, but cannot be described and executed by all parties involved in the BR Hub (RTR-C, Partnership, DFAT, Kemenpan-RB, LAN, KASN, and key partners BR Hub (AIPD, AIPEG, APSC)), or only described and executed by half of parties involved in the BR Hub.	There is no BR Hub working mechanism.
		Relevant actors such as LAN, KASN, strategic partners DFAT (AIPD, AIPEG, APSC) and the key actors in the RTR-C (TL and PMs), Partnership (Exec Director, Program Director), DFAT (Director, Unit Manager, program Manager), Kemenpan-RB (Wamen, deputies and staff involved)	The key actors in the RTR-C (TL and PMs), Partnership (Exec Director, Program Director), DFAT (Director, Unit Manager, program Manager), Kemenpan-RB (Wamen) can explain the the working mechanism of BR Hub correctly.	Only the key actors in the RTR-C (TL and PMs), and DFAT (Director, Unit Manager, program Manager) can explain the the working mechanism of BR Hub correctly.	No key actors in the RTR-C (TL and PMs) can explain the the working mechanism of BR Hub correctly.

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
		can explain the the working mechanism of BR Hub correctly.			
	4.1.2. Relevant, high-quality, actionable policy evidence related to key BR issues (human resource management & strategic management of BR) is available for use by BR Hub partners and strategic partners (AIPD, AIPEG, APSC)	The availability of more than two policy evidences that fulfil the standard of being credible, convincing, scientific, evidence-based, and are praised and accepted by strategic partners.	The availability of two policy evidences that fulfil the standard of being credible, convincing, scientific, evidence-based, and are praised and accepted by strategic partners.	Only one policy evidence that fulfil the standard of being credible, convincing, scientific, evidence-based, and is praised and accepted by strategic partners.	No policy evidence that fulfil the standard of being credible, convincing, scientific, evidence-based, and is praised and accepted by strategic partners.
		Policy evidence generated is considered having a very good quality (comply the standard: relevant, high quality, actionable) by strategic partners	Policy evidence generated is considered having a good quality (comply the standard: relevant, quality, actionable) by strategic partners	Policy evidence generated is considered having an adequate quality by strategic partners, as questioned on its analysis and data quality	Policy evidence generated is considered having an poor quality by strategic partners, as questioned on its content, analysis and data quality
		Policy evidence produced includes clear steps and recommendations (who, what, and when) and realistic (can be applied in the current context). In addition, it is accompanied by policy proposals that can be implemented.	Policy evidence produced includes clear steps and recommendations (who, what, and when) and realistic (can be applied in the current context).	Policy evidence produced includes clear steps and recommendations (who, what, and when), but hs not been realistic (cannot be easily applied in the current context).	Policy evidence produced does not include clear steps and recommendations (who, what, and when), but hs not been realistic (cannot be easily applied in the current context).
		Policy evidence produced by BR Hub is distributed to BR stakeholders, both in hardcopy and softcopy, and is available on the website and links of strategic partner website.	Policy evidence produced by BR Hub is distributed to BR stakeholders, both in hardcopy and softcopy, and is available on the website and links of Kemitraan and RtR-C website.	Policy evidence produced by BR Hub is distributed to several relevant BR stakeholders, only in hardcopy.	Policy evidence produced by BR Hub cannot be accessed without special request.

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
4.1b. DFAT management and sectoral programs use information produced by BR Hub to integrate attention to key BR issues into new and existing programming	4.1.3. DFAT and strategic partners (AIPD, AIPEG, APSC) conduct targeted advocacy for GoI action on BR Issues	There are more than two BR issues advocated by DFAT and strategic partners.	There are two BR issues advocated by DFAT and strategic partners.	There is one BR issue advocated by DFAT and strategic partners.	There is no BR issue advocated by DFAT and strategic partners.
		BR issues advocated by DFAT and strategic partners are in in line with other regulations, apllicable for implementation, and cover the shortcomings of other regulations.	BR issues advocated by DFAT and strategic partners are in in line with other regulations and apllicable for implementation.	BR issues advocated by DFAT and strategic partners are in line with other regulations, but not apllicable for implementation.	BR issues advocated by DFAT and strategic partners.
		DFAT and strategic partners use the policy evidence generated by BR Hub as a reference when describing the BR issue in front of the GoI (Kemenpan-RB, LAN, BKN, KASN, Bappenas, Setwapres, and K / L / D etc.)	DFAT and strategic partners use the policy evidence generated by BR Hub as a reference when describing the BR issue in front of the GoI (KemenPAN-RB, LAN, BKN, KASN)	DFAT and strategic partners use the policy evidence generated by BR Hub as a reference when describing the BR issue in front of the GoI (KemenPAN-RB & KASN)	DFAT and strategic partners do not use the policy evidence generated by BR Hub as a reference when describing the BR issue in front of the GoI
		Policy evidence produced by BR Hub referred in policy documents produced by the DFAT Headquarters Office, either explicitly or implicitly	Policy evidence produced by BR Hub referred in policy documents produced by DFAT office in Jakarta, either explicitly or implicitly	Policy evidence produced by BR Hub referred in policy documents produced by DFAT strategic partners, either explicitly or implicitly	Policy evidence produced by the BR hub does not appear, or being referred, in the policy documents of DFAT and strategic partners
	4.1.4. DFAT staff and strategic partners staff (AIPD, AIPEG, APSC) conduct targeted advocacy to DFAT on key BR Issues	BR Hub facilitates more than two policy discussions per year, which is attended by the RB program units and / or programs and management of DFAT that contribute to targeted advocacy	BR Hub facilitates two policy discussions per year, which is attended by the RB program units and / or programs and management of DFAT that contribute to targeted advocacy	BR Hub facilitates one policy discussion per year, which is attended by the RB program units and / or programs and management of DFAT that contribute to targeted advocacy	BR Hub does not facilitate any policy discussions.

EOPO	Intermediate Outcome	Rubrics			
		Excellent	**Good**	**Adequate**	**Poor**
		DFAT staff and strategic partners (AIPD, AIPEG, APSC) have a very good understanding of the key issues that became the BR advocacy target and implement it in their work.	DFAT staff and strategic partners (AIPD, AIPEG, APSC) understand the key issues that became the BR advocacy target.	DFAT staff and strategic partners (AIPD, AIPEG, APSC) have a lack of understanding of the key issues that became the BR advocacy target.	DFAT staff and strategic partners (AIPD, AIPEG, APSC) do not understand the key issues that became the BR advocacy target.
		Support for BR program in Indonesia becomes a policy priority of DFAT Headquarters.	Support for BR program in Indonesia becomes a policy priority of of the Australian Embassy in Jakarta.	Support for BR program in Indonesia becomes a priority of policy in the Office of DFAT Indonesia, but only in one unit, Democracy, Human Rights and Governance dept.	There is no support for BR program in Indonesia from the DFAT and strategic partners.