



## JOINT PROGRAMME DOCUMENT

### INDONESIA MULTI-DONOR FUND FACILITY FOR DISASTER RECOVERY

Participating UN Organisations:
FAO (Coordinating Agency); UNDP; IOM

Programme Title:
Mentawai Islands Livelihoods Recovery Programme

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Joint Programme Outcome:
Improved sustainable livelihoods and strengthened institutional capacity in disaster recovery in areas affected by the 2010 Mentawai earthquake and tsunami.

Programme Location:
Mentawai, Indonesia

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## Executive Summary

On Monday, October 25, 2010 such the Mentawai Islands experienced an earthquake and tsunami, which caused loss and damages to the amount of 348,92 billion IDR, with the major impact on the productive economy. To support reconstruction efforts, the New Zealand Aid Programme has contributed the Indonesia Multi Donor Fund Facility for Disaster Recovery (IMDFF-DR), which is an established mechanism to help fund implementation of the Government of Indonesia's Rehabilitation and Reconstruction Action Plans (RENAKSI) that are formulated following disasters that require International support.

To support recovery on the Mentawai Islands, the United Nations Food and Agriculture Organization, the United Nations Development Programme and the International Labour Organization have formulated a joint livelihoods recovery programme under the guidance of the Office of the Resident Coordinator. The Government identified three major priorities for the joint programme, including:

- Assistance for clean water provision and improved sanitation;
- Assistance for improving the agriculture value chain, including SME development; and
- Assistance for improving food security.

The Mentawai Islands Livelihoods Recovery Programme therefore aims at supporting the recovery of the productive economy in among 447 households in Pagai Utara communities affected by the 2010 earthquake and tsunami through supporting recovery of the agriculture and fisheries sectors, facilitating development of the agricultural and fishery value chain and supporting strategic planning on basic service provision, including water and sanitation.

The outcome of the Mentawai Islands Livelihoods Recovery Programme is as follows:

*Improved sustainable livelihoods and strengthened institutional capacity in disaster recovery in areas affected by the 2010 Mentawai earthquake and tsunami*

In order to achieve this outcome, the FAO, UNDP and ILO will work together on the joint programme on two identified core outputs, namely:

- JP Output 1: Agricultural livelihoods restored, improved and diversified, incorporating the value chain approach; and
- JP Output 2: Institutional capacity of local government strengthened to promote livelihoods recovery efforts and encourage provision of basic social and public services.

The key activities of this Output 1 include a complete a value chain assessment for the agricultural sector; improve capacity and skills of both the impacted communities and government extension, as well as workers' and employers organizations workers on livelihoods and entrepreneurship know-how through the provision of training; and increase agricultural production through the provision of necessary inputs. Output 2 will provide technical support and monitoring to support effective implementation of the Government's RENASKI. Output 2 will also facilitate a technical assessment of clean water and sanitation needs, including developing a long-term plan for managing access to clean water.

# 1. Situation Analysis

## **1.1 Situational overview**

The Mentawai Islands is a chain of approximately 70 islands and isles off the coast of West Sumatera Province, which is home to approximately 68,000 people. On Monday, October 25, 2010 the Mentawai Islands experienced an earthquake and tsunami, with 10-foot waves wiping out numerous villages only minutes after an earthquake of 7.2 on the richter scale. Data released by Pusdalops PB Sumbar on November 8, 2010 noted that 10 villages and 54 sub-villages in coastal areas were destroyed. On 22 November 2010, BNPB further reported 509 killed, 17 injured, 21 people missing, and more than 10,000 people displaced. The official report on loss and damages due to the tsunami and earthquake as per 22 November 2010 was calculated at 348,92 billion IDR, with the major impact on the productive economy (117,82 billion IDR or 33,9 % of total overall loss and damages), wherein nearly 80% of the losses were associated with the agricultural and fisheries sub-sectors. Further data is provided in Annex I.

Emergency action was implemented swiftly under the coordination of the National Board for Disaster Mitigation (BNPB) in collaboration with the central government and local government. The Government has been active in preparing a comprehensive recovery plan for the Mentawai Islands and has noted three current major priorities for supporting the recovery process, including:

- Assistance for clean water provision and improved sanitation;
- Assistance for improving the agriculture value chain, including SME development; and
- Assistance for improving food security.

Early recovery activities from APBN funding amounted to 13.9 billion IDR, inclusive for livelihood sector of IDR 6.5 billion (See Annex II for breakdown of the budget). The Government is preparing to launch an accelerated recovery programme, and has allocated 1,161 billion IDR to support the Islands in 2012 (486 billion IDR is currently confirmed).

To date the recovery efforts of both the government and of non-government organizations have focused on resettlement of community, access to social services and social infrastructure (temporary housing and water) as well as stimulating livelihoods recovery. For example, UNDP has been active in Pagai Utara since 2011 through provision of technical assistance aimed at enhancing the capacities of local government to deliver public services and emergency assistance. To support recovery efforts, the local Agricultural, Livestock, and Plantation Services have distributed livestock to households and have cleared several acres of land for the planting of corn and chilly. However, these distributions are currently not complemented by intensive trainings for capacity building and knowledge transfer on better practices. The Social, Manpower and Transmigration Services have very limited facilities for vocational training (neither SMK schools nor BLK centres) and all formal vocational training takes place in Padang or elsewhere in the province. They have report an urgent need for establishing vocational training capabilities in the Islands.

Given the scale of the Government's recovery programme and the current capacities of the Government for implementation, it is important that any joint programme be coordinated with the planned interventions and support the capacity building of government and communities in order to promote the recovery efforts. Consultations with workers' organizations, employers' organizations and international NGOs also confirm that this is a priority.

## **1.2 Socio-economic context**

The Mentawai Islands is home to one of Indonesia's most isolated and vulnerable communities. There are four factors which shape the state of the economy of the Mentawai Islands, namely: its distance from large demand

centers and population concentrations; its tropical climate and high rainfall; its archipelago nature (including some 70 islands) within the Indonesian archipelago; and its situation within a disaster prone area. These factors lead to a local high cost economy, unfavorable terms of trade and the lack of comparative and competitive advantage within the national economy. While the climate provides a facilitative environment for agricultural and fishery development, producers face high costs associated with transport and time.

Prior to the earthquake and tsunami, the economy of Mentawai Islands was heavily reliant on the traditional productive sector of fishing and agriculture, contributing to 56 per cent of the islands' overall gross product. Agricultural production is closely related with staple food items, such as taro, cassava. Cash crops include banana, coconut, clove, patchouli oil and cocoa. Agricultural productivity has remained stagnant and lacked diversity in recent times, with the Mentawai Islands importing many products from Sumatera and Java. This reliance has implications for food security, particularly when the weekly boat from Padang is unable to reach the Islands due to inclement weather.

Growth and diversification of the agricultural sector has also been adversely affected by land tenure, labour constraints, irrigation systems, land fertility, and crop pests and diseases. Another issue is the low farm gate prices, which are associated with high real transport costs. High transport cost is likely to be one of the major causes of poverty for isolated villages on the Mentawai Islands. Improving farmers' share of the farm gate price through supporting development of cooperatives, farmers groups, social enterprises and other types of associations is needed to increase household income. Improvements in access to services and infrastructure investments are also needed in order to improve livelihoods and food security. These factors suggest an urgent need for support for agriculture extension and intensification, agribusiness development, diversification of industry and organizations of farmers, fisherman and other workers in order to support sustainable alternative livelihoods on the Mentawai Islands.

Many rural communities on the Mentawai Islands have previously had limited access to government development programmes, which places additional burdens on the Government's recovery planning. Many villages on the Mentawai Islands are not accessible by four-wheeled vehicles and limited access to electricity and water. Limited capacities in water management have also led to high water prices, with many of the affected communities lacking adequate access to safe drinking water. Government is faced with the challenge of having to improve its capacity to deliver in a demanding post-crisis context. Moreover, the low capacity of the Government to coordinate and manage early recovery processes, such as ensuring effective identity registration, is entailing delays in the provision of recovery efforts.

In terms of employment, approximately 85 per cent of people employed work in the agricultural sector, 5.9 per cent work in trade and tourism and 5.6 per cent work for the government (see table below). 70.7 per cent of those employed are men and 29.3 per cent are women. In the agricultural sector 73 per cent of jobs go to men and 27 per cent of jobs go to women. Women also work predominantly in trade (48.8 per cent men and 55.6 per cent women) and community, social and personal services (46.3 per cent men and 53.7 per cent women). Most people depending on agriculture are near-subsistence farmers. The majority of workers are employed in the informal economy as unpaid workers or family workers, while approximately 13 per cent of people employed are self-employed. 65 per cent of workers have a maximum of primary school education and less than 1 per cent of workers have completed certified vocational training.

**Table: Employment by sector for the Mentawai Islands (2008, in per cent)**

<b>Economic sector</b>	<b>Mentawai Islands</b>
Agriculture, Forestry, Hunting and Fishery	85.0
Mining and Quarrying	0.1
Manufacturing Industry	0.7
Electricity, Gas and Water	0.7
Construction	0.3
Wholesale Trade, Retail Trade, Restaurant and Hotels	5.9
Transportation, Storage and Communication	1.6



Financing, Insurance, Real Estate and Business Services	0.1
Community, Social and Personal Services	5.6

Source: Sakernas, BPS

Based on the Susenas 2009, the poverty line for the Mentawai Islands is reported to be 165,814 IDR per capita per month. Approximately 14,414 inhabitants or 20.54 per cent of the population live below the poverty line. Poor access to social protection and high levels of poverty means that many workers cannot afford to be unemployed. Many workers are therefore engaged in low-productive, low-paid work and are underemployed in the informal agricultural and fishery sector. Data from Susenas also indicates that most women marry at very young ages. It points out that 15.54 per cent of marriages involve 10 – 16 years old girls, while 29.02 per cent of marriages were by 17-18 years old girls, and 43.82 per cent by 19-24 years old girls. This indicates the high risk of early reproduction and high percentage of drop-out girls from school.

As a result of the tsunami and earthquake and the dominance of the agricultural and fishery sector, many people in affected communities have lost their income source as fishing equipments were washed away, harvests were disrupted, and more importantly displaced people were taken away from their prior livelihood sources and have had to start over. The comparatively lower level of educational attainment, poor access to vocational training and low capacity of the government on the Mentawai Islands suggests that interventions are required to support livelihood recovery and support the opening up of alternative opportunities for diversification of livelihood opportunities. Importantly, poverty and food security are multi-sectoral and therefore require coordination on priorities including social welfare, agriculture extension, intensification and diversification, agribusiness development, investment in social and physical infrastructure, improvement of labour force (quality and quantity of jobs), and women's empowerment.

An issue that requires attention in order to support the relocation and recovery process relates to the request for a letter of endorsement from the Ministry of Forestry on areas proposed for relocation. The administrative requirements associated with this process have meant that the building of new permanent houses for the communities affected by the disaster has been delayed. The temporary shelter provided has a deficiency in clean water access and with the livelihoods of the affected communities severely undermined food shortages and lack of income generation activities are also being experienced. Communities require support for implementing their new agricultural and fishing activities in the relocation sites, including knowledge on best practice in agricultural and fishing techniques in order to improve their livelihoods.

### **2.3 Strategic support for livelihood recovery**

To support effective livelihood recovery on the Mentawai Islands it is essential to address the issue of lack of opportunity for generating a decent livelihood and support the capacity development of the government for implementing its recovery programme. Several priorities have been identified, namely:

- a) Increase income through enhancing agricultural and fishery productivity and improving human capital;
- b) Increase food security through agriculture extension, intensification and diversification, and agribusiness development;
- c) Increase the capacity of communities to organize and access alternative livelihood opportunities;
- d) Enhance capacity of local government to provide services through provision of technical assistance and training for human capital development;
- e) Support strategic planning through value chain assessment and the setting of priorities; and
- f) Support strategic planning through provision of technical assessments on basic service provision, including a long-term plan for managing access to clean water.

The situation on Mentawai Islands indicates that assistance from the joint programme for supporting sectoral initiatives, livelihood development and implementation of the Government's recovery programme would be most beneficial for promoting effective rehabilitation and reconstruction of the productive economy.

## **2. Strategies and lessons learned**

### **3.1 Strategic statement**

The Mentawai Islands Livelihoods Recovery Programme aims at supporting the recovery of the productive economy in communities affected by the 2010 earthquake and tsunami through supporting recovery of the agriculture and fisheries sectors, facilitating development of the agricultural and fishery value chain and supporting strategic planning on basic service provision, including water and sanitation.

The joint programme aims at fulfilling the immediate needs of affected communities in Pagai Utara sub-district (approximately 447 households) through the provision of inputs in the form of seedlings and fishing equipments; the delivery of training to ensure the effective use of distributed inputs; and support the organization of farmers, fisherman and other workers to increase the sustainability of the livelihoods recovery activities. To compliment the agricultural and fishery sector recovery and enhance the sustainability of livelihoods on the Mentawai Islands, skills training on micro-enterprise development, marketing and post production processing will be provided, along with provision of technical assistance to support capacity development of local government institutions for implementing the RENASKI. Technical assistance will be drawn upon to support strategic planning for local economic development and basic service provision.

The combination of support for rehabilitation of the agricultural and fishery sector, coupled with skills and entrepreneurship training and institutional strengthening of the local government are conceptually linked. The joint programme aims at optimizing synergies and complementarities between its activities, the Government's recovery efforts and the current initiatives of non-government organizations (including workers' and employers' organizations) in order to optimize and accelerate livelihood recovery. This joint programme will apply the bottom-up approach by taking into consideration the affected communities' needs and ensuring their participation all phases of the joint programme. Where there are comparative advantages, the joint programme will explore opportunities for cooperation and involve stakeholders as both beneficiaries and as implementing partners. The joint programme may cooperate with non-government organizations, workers' organizations, employers' organizations, cooperatives, community groups and government, among others.

Due to the joint programme's orientation towards supporting recovery of the productive economy and the dominance of the agricultural and fishery sector on the Mentawai Islands, FAO is strategically positioned to ensure the programme's overall coordination. The three agencies will be brought together in their approach through the undertaking of a value chain assessment for the agricultural sector in the joint programme's inception phase. Based on this assessment, the FAO will focus on providing strategic inputs for recovery of the agricultural sector; the ILO will provide skills and entrepreneurship training to support value chain development; and the UNDP will support the institutional strengthening of local government through provision of technical support and monitoring systems to optimize effective implementation of the RENASKI.

Cross cutting issues, such as gender, sustainability and human capital development, will be mainstreamed in the joint programme's approach. For instance, the joint programme will provide equal opportunities to women and men in order to ensure that both women and men are empowered to improve their livelihoods and income. Training sessions will discuss the environmental impact of livelihood activities and introduce efforts in minimizing detrimental effects. To measure human capital development, tracer studies will confirm that trainees that have completed their programme have found employment opportunities and enhanced their livelihood within three months of completing the training.

### **3.2 Best practices and lessons learned**



Indonesia, and the Mentawai Islands in particular, are vulnerable to disaster. There have been many lessons learned and best practices developed on disaster management and livelihood recovery in Indonesia in recent years. The joint programme benefits from these experiences and will adopt the following approaches in its implementation:

- Support implementation of recovery master plans through providing technical assistance at the local level in order to translate master plans into implementable actions and monitor achievements at the local level.
- Support community participation and encourage local ownership through the active involvement of the different groups of beneficiaries in the identification, prioritization, selection, planning, programming and implementation of the joint programme's activities.
- Foster coordination to facilitate transparency and accountability in the recovery process and to build synergies between the joint programme and the Government's recovery efforts.
- Build capacity to support the recovery process and to facilitate inclusive and sustainable local economic development through vocational skills training and enterprise skills training, access to start up capital, and business development services.
- Raise awareness on effective disaster risk reduction to reduce future damages and losses due to recurrent disasters.
- Base livelihood recovery and invigoration of the local economy on an analysis of market potentials through a comprehensive value chain assessment.
- Optimize the use of local resources the recovery activities to promote social and environmental sustainability and support a green economy.
- Incorporate gender equality principles to increase women's participation in the labour market.

The joint programme will raise awareness on the ILO's core conventions<sup>1</sup> as well as the support application on Recommendation 195 on Human Resource Development. In addition to this, the finding from the ILO's Education and Skills Training Project (EAST), which demonstrated that coupling entrepreneurship training with vocational skills training doubles the likelihood of finding employment or successfully starting a business for trainees, will be considered as best practice.

To share lessons learnt from this joint programme all agencies involved will proactively document and share best practices on DRR and livelihoods recovery with stakeholders and development partners.

Based on above best practices and lessons learned, the joint programme seeks to complement the Government's recovery efforts as outlined in the RENAKSI through supporting coordination and programme implementation, fostering community participation, building capacity and raising awareness, analyzing market potentials and using local resources within the recovery process.

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<sup>1</sup> C-29 Forced Labour Convention, 1930

C-87 Freedom of Association and Protection of the Right to Organise Convention, 1949

C-98 Right to Organise and Collective Bargaining Convention, 1949

C-100 Equal Remuneration Convention, 1951

C-105 Abolition of Forced Labour Convention, 1957

C-111 Discrimination (Employment and Occupation) Convention, 1958

C-138 Minimum Age Convention, 1973

C-182 Worst Forms of Child Labour Convention, 1999

### 3. Results Framework

#### **3.1 Joint programme narrative**

The Mentawai Islands Livelihoods Recovery Programme contributes to UNPDF Outcome 2 (livelihoods) on the strengthening of institutional capacities to increase productive and sustainable livelihoods and decent work for the poor and vulnerable, young men and women. It also contributes to UNPDF Outcome 4 (Resilience) on strengthening the capacities of communities and government to respond to and recover from disasters and conflicts is more effective and timely. The joint programme also contributes to the Government of Indonesia's Rehabilitation and Reconstruction Action Plans (RENAKSI).

The outcome of the Mentawai Islands Livelihoods Recovery Programme is the following:

*Improved sustainable livelihoods and strengthened institutional capacity in disaster recovery in areas affected by the 2010 Mentawai earthquake and tsunami*

In order to achieve this outcome, the FAO, UNDP and ILO will work together on the joint programme on two identified core outputs, namely:

- JP Output 1: Agricultural livelihoods restored, improved and diversified, incorporating the value chain approach; and
- JP Output 2: Institutional capacity of local government strengthened to promote livelihoods recovery efforts and encourage provision of basic social and public services.

Output 1 will bring the three implementing agencies together through the undertaking of a joint value chain assessment for the agricultural sector. Thereafter Output 1 will provide direct interventions to affected communities through provision of equipment, tools and inputs (seeds, fertilizers, feed etc.), through supporting the organizations of communities and through capacity building activities that aim to increase the capacity of trainers and target beneficiaries through training of trainers, training and post-training support activities. The joint programme aims for least 40% of trainees to be women, 30% youth and 5% with disabilities. The key activities of this specific output include:

- Complete a value chain assessment for the agricultural sector;
- Improve capacity and skills of both the impacted communities and government extension, as well as workers' and employers organizations workers on livelihoods and entrepreneurship know-how through the provision of training;
- Increase agricultural production through the provision of necessary inputs.

Output 2 will provide technical support and monitoring to support effective implementation of the Government's RENASKI. Output 2 will also facilitate a technical assessment of clean water and sanitation needs, including developing a long-term plan for managing access to clean water. The desired result will be generated by the following key activity:

- Provide technical support and monitoring to local governments in implementing the recovery plan and in formulating a long term plan for managing access to clean water.

The sharing of lessons learned and management of knowledge is mainstreamed across the joint programme's outputs.

The joint programme will use baseline / endline data and tracer studies as well as programme reports (quarterly, evaluation, consultant and workshop reports) and government data sources as a means for verifying the impact of the joint programme.

The key risks and assumptions that are associated with joint programme implementation include:

- No major natural disasters / exceptional rainfalls;
- Continued stakeholder cooperation;
- Political stability;
- Boats to the Mentawai Islands are safe and regular; and
- The USD value against Indonesian Rupiah remains within the range of 8,000 and 10,000 IDR to 1 USD.

### **3.2 Results based framework**

The table below provides the joint programme's results framework, including explanation of outputs, programme activities, means of verification, risks and assumptions and the roles of the participating agencies.

**Table 1: Results Framework**

JP Outcome: Improved sustainable livelihoods and strengthened institutional capacity in disaster recovery in areas affected by the 2010 Mentawai earthquake and tsunami.					
Outputs	Programme activities	Means of Verification	Assumptions / Risks	Participating UN Agencies	
<b>JP Output 1:</b> Agricultural livelihoods restored, improved and diversified, incorporating the value chain approach	1.1 Complete a value chain assessment for the agricultural sector			ILO, UNDP, FAO	
	1.2 Improve the capacity of farmer groups on production, post-production and organization			FAO	
	1.3 Increase agricultural and fisheries production through provision of equipment, tools and inputs			FAO, ILO	
	1.4 Construct and develop communal seeding farms	<ul style="list-style-type: none"> <li>JP baseline and endline data</li> </ul>	<ul style="list-style-type: none"> <li>No major natural disasters / exceptional rainfalls</li> </ul>	FAO	
	1.5 Improve the capacity of agricultural extension workers for providing out-reach services and livelihood support	<ul style="list-style-type: none"> <li>Quarterly and final evaluation reports</li> <li>Government RENAISI reports</li> </ul>	<ul style="list-style-type: none"> <li>Continued stakeholder cooperation</li> </ul>	FAO	
	1.6 Improve the capacity of local trainers for providing training on livelihoods, entrepreneurship and vocational skills	<ul style="list-style-type: none"> <li>Completed consultant and workshop reports</li> </ul>	<ul style="list-style-type: none"> <li>Political stability</li> </ul>	ILO	
	1.7 Deliver efficient, effective and relevant demand-driven courses that will provide employable skills to support immediate improvement of livelihoods.	<ul style="list-style-type: none"> <li>MIS database</li> <li>Tracer studies</li> </ul>	<ul style="list-style-type: none"> <li>Boats to the Mentawai Islands are safe and regular</li> </ul>	ILO	
	1.8 Provide post-training support including technical coaching, placement services and networking for access to finance				ILO
	1.9 Document lessons learned and manage knowledge sharing				UNDP, FAO, ILO
	<b>JP Output 2:</b> Institutional capacity of local government strengthened to promote livelihoods recovery efforts and encourage provision of basic social and public services	2.1 Provide technical support and monitoring for implementation of the recovery plan, including MIS	<ul style="list-style-type: none"> <li>Quarterly and final evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>range of IDR 10,000/USD</li> </ul>	UNDP
2.2 Facilitate a technical assessment of clean water and sanitation needs, including a long-term plan for managing access to clean water		<ul style="list-style-type: none"> <li>Government RENAISI reports</li> <li>Completed consultant and workshop reports</li> </ul>		FAO, ILO, UNDP	
2.3 Document lessons learned and manage knowledge sharing		<ul style="list-style-type: none"> <li>MIS database</li> </ul>			FAO, ILO, UNDP

### **3.3 Sustainability of results**

#### ***Institutional sustainability***

This joint programme will be executed in close collaboration with the relevant Services (BNPB, Bappeda, the Oceanic and Fisheries Services of Mentawai Islands, the Agricultural, Livestock and Plantation Services of Mentawai Islands, and the Social, Population, Manpower, and Transmigration Services of Mentawai Islands). Staff of relevant Services will act as counterparts in overseeing and monitoring the implementation of activities.

Trainings will be given to the relevant extension field workers so that they gain enhanced information and acquire skills in providing dissemination, facilitating group discussion and meetings, and providing guidance to the fishermen/farmer groups. The extension workers are also expected to be the backbone in ensuring the sustainability of activities and the continuation and further development of the farmer/fishermen groups.

To ensure the sustainability of the joint programme's interventions its key stakeholders will be heavily involved in activities run by the programme. Key stakeholders of the joint programme include:

1. Local BAPPEDA (planning agency) – to ensure inclusiveness of activities in the local government budget and relevancy to the government planning;
2. Local Banks (i.e. BRI and/or Bank Nagari) – to ensure that the credit scheme developed would be replicable and for possible institutionalization;
3. Local Universities – to ensure capacities for training and planning are improved locally;;
4. KADIN (Chamber of Commerce) APINDO (Employers Associations) – to support organization, training and value chain development;;
5. Trade Unions \_- to support organization, training and value chain development;
6. Provincial Parliament Members (DPRD)- to ensure the sustainability of the activities after the joint programme ends;
7. The Governor, and head of districts – to ensure government commitments and ownerships; and
8. Local Media – to ensure sufficient publications were made on the joint programme activities.

#### ***Operating and maintenance costs***

Throughout the joint programme all operating and maintenance cost will be based on joint programme funds, to be managed directly by the implementing agencies. Upon joint programme completion it is expected that the Government will provide for ongoing costs associated with the activities. To support this outcome, the joint programme will work with the Local BAPPEDA (planning agency) to ensure the inclusiveness of the joint programme's activities in the local government's budget.

#### ***Asset management***

The procurement of items and equipment will be executed according to each agencies rules and regulations. Wherever possible, local contractors and suppliers will be utilized to provide these items. All items procured as input provisions for establishing livelihood needs will be handed over directly to the relevant beneficiaries / community members. All non-expendable assets procured to support operation and management of the joint programme will be transferred to the relevant local government partner at the completion of the joint programme.

#### ***Training and capacity building***

This joint programme includes training and capacity building activities to promote best practices in the agricultural sector, skills development to support entrepreneurs and SMEs development and capacity building for the institutional strengthening of local government agencies. Furthermore, the joint programme will provide training to enhance the capacity of local trainers through provision of "training of trainers" programmes for agricultural extension workers and enterprise development trainers to support development of a sustainable exit strategy. Employers' and workers' organizations will be included to support development of the value chain and recovery of the economy.



### **Human resources planning**

The joint programme will operate an office in Pagai Utara and will work closely with the government partner agencies on a daily basis. A joint programme steering committee (comprised of FAO, ILO, UNDP, relevant local and provincial government counterparts and implementing partners) will be established to approve the joint programme workplan and to monitor implementation of planned activities.

The above outlined arrangements are to facilitate effective and timely coordination and communication between the local communities and stakeholders, as well as the effective monitoring of joint programme outcomes.

## **4. Management and Coordination Arrangements**

This programme document will further be developed by each of the participating UN agencies into a workplan to facilitate the execution of the activities. In order to ensure the achievement of the program outputs that are consistent with the programme document, the joint programme will be coordinated by a coordinating agency.

The coordinating agency will play a focal role in coordination and reporting, and liaison with the IMDFF-DR Secretariat through the RC Office. The coordinating agency does not have any managerial role in project implementation or the accountability of the resources since the responsibility for the management and implementation of the programme and the use of resources rest with the individual UN agencies. To support roles of the coordinating agency, special provision is made by the joint programme to support the coordination so the coordinating agency has sufficient capacity to perform the functions to perform secretarial support, data processing, information sharing, and monitoring and evaluation.

The close coordination on the ground will be fostered through the following measures:

- Monthly UN coordination meetings, in addition to regular coordination meetings by government;
- Quarterly program board meetings;
- Quarterly joint monitoring that may involve the local partners as necessary; and,
- Establishing an output-based coordination mechanism facilitated by the coordinating agency.

The management and coordination mechanism is further described in the **organogram** below, with the corresponding **functions and roles of each entity explained as follows:**

a) IMDFF-DR Steering Committee:

- The responsibilities of the Steering Committee of IMDFF-DR are as follows: (i) setting general priorities, policy making, and strategic direction for programme; and (ii) performing oversight based on report from BNPB as national coordinating agency

b) BNPB:

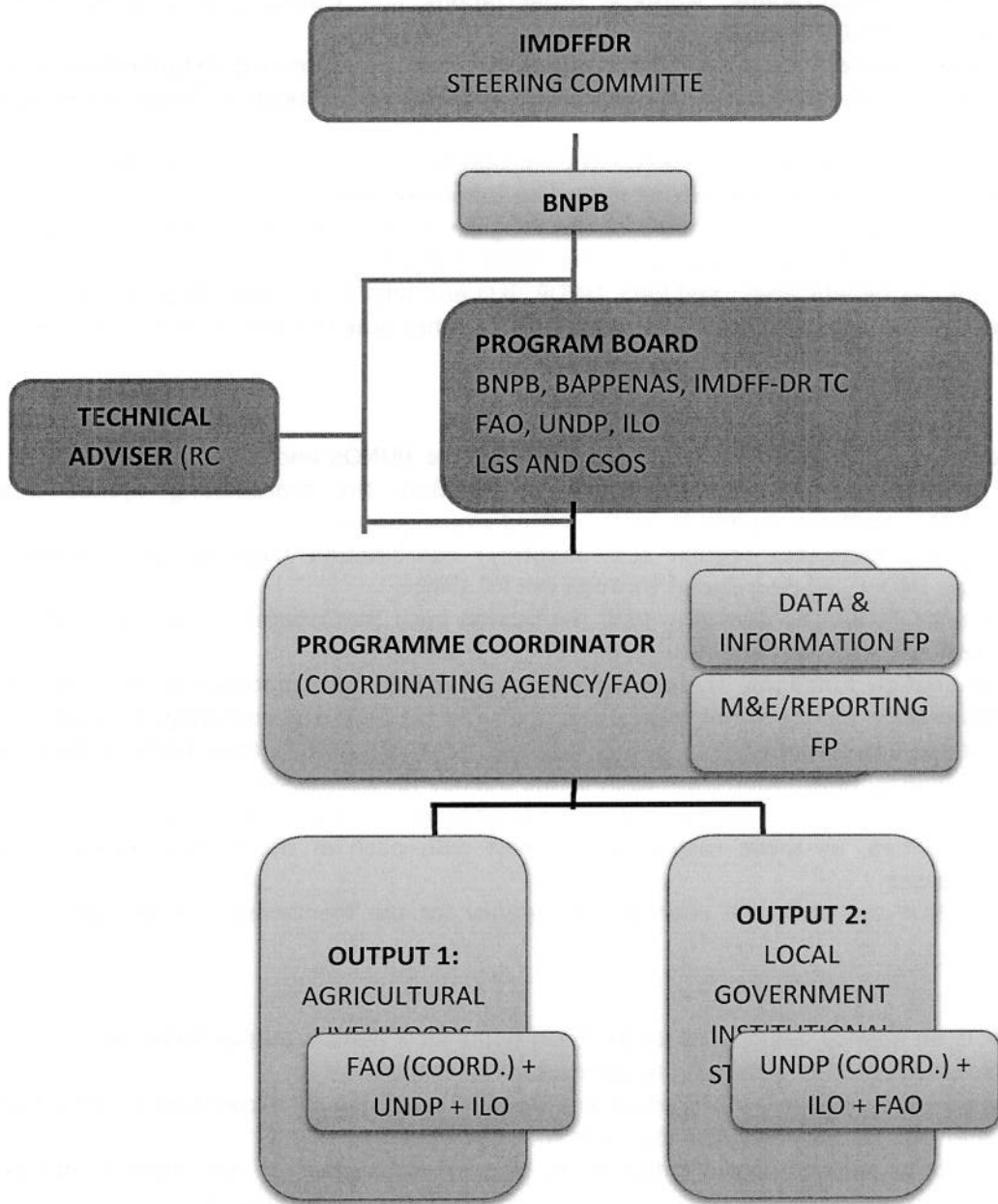
- BNPB will be the National Coordinating Agency of the programme and will provide policy guidance to achieve the expected output/outcome of the project and ensure the strong coordination with SC and TC IMDFF-DR on purpose to closely aligned IMDFF-DR programme intervention with the government programme for rehabilitation and reconstruction.

c) Technical Adviser:

- The programme will be supported by a Disaster Recovery Adviser based within the UN Resident Coordinator's Office.
- The role of the Adviser is to provide technical advice relating to the strategic direction and quality assurance to the joint programme.

- This will also involve support to the reporting process based on the monitoring and evaluation framework to be developed during the inception phase, and to ensure that the joint programme meets the quality as required by the IMDFF-DR mechanism.
- d) Program Board:
- Program Board is a forum that oversees the joint program, which is comprised of the three key elements, namely: the executives (PUNOs and national government agencies), beneficiaries (Local Government, employers' organizations, workers' organizations and CSOs), and supplier (PUNOs, national agencies, and IMDFF-DR Secretariat).
  - Program Board receives quarterly updates (comprising of substance and finance disbursement) on the joint program submitted by the Coordinating Agency with inputs from respective Output Coordinating Agency.
  - Program Board meets quarterly to review the progress of the joint program, including challenges/constraints/risks, and provide advice for improvements/corrections.
  - For the Mentawai Joint Program, the members of the Program Board are FAO, UNDP, ILO, Bappenas and BNPB as executives; BPBD Mentawai and local CSOs (including employers' organizations and workers' organizations) as beneficiaries; and FAO, UNDP, ILO and IMDFF-DR Secretariat as suppliers.
  - During the quarterly meeting, the Program Board may invite other stakeholders to join as required for information and/or clarification on certain issues.
- e) Coordinating Agency:
- The coordinating agency performs coordination roles among the PUNOs and liaison roles with the RC Office, IMDFF-DR Secretariat, and Program Board. In addition, the coordinating agency is also responsible to consolidate program reports to be submitted every quarter.
  - The coordinating agency facilitates regular (i.e. monthly) coordination meetings and produces a monthly update for the IMDFF-DR Secretariat through the RC Office.
  - The coordinating agency facilitates quarterly field monitoring with participation from the PUNOs and respective government agencies, as required.
  - To support the coordination functions, the coordinating agency will be supported by two capacities, namely, (i) data/information management focal point staff and (ii) M&E and reporting focal point. The two supporting functions are responsible to gather relevant data/information from each of the PUNOs and also consolidate reports/information from each of the agency for submission.
  - Coordinating agency does not have managerial responsibility nor financial accountability related to implementation of activities, as these responsibilities rest with each of the PUNOs based on their internal business processes.
  - As agreed by FAO, UNDP and ILO, the coordination agency for the Mentawai Joint Program will be performed by FAO.
- f) Output Coordinator:
- Output Coordinator is an agency designated as the focal point for a certain output based on the size of activities and budgets dedicated to meeting the corresponding output.
  - The output coordinator does not have managerial responsibility nor financial accountability for activities of each of the UN agencies as this responsibility rests with each agency.
  - Output coordinator collects data on output indicators to be provided by each of the contributing agency and then undertakes an analysis on the progress of the output fulfillment/achievement.
  - For Mentawai Joint Program, FAO is the output coordinator for Output1 on Agricultural Livelihoods Recovery with the support from contributing agencies such as UNDP and ILO; and UNDP is the output coordinator for Output2 on Institutional Strengthening with the support from contributing agencies such as UNDP and ILO.

**ORGANOGRAM: Program Management Structure based on Coordination-by-Output Approach**



## 5. Fund Management Arrangements

Following the signing of this programme document and pursuant to the Standard Operating Procedures (SOPs) of the IMDFF-DR, the administrative agent of the trust fund, i.e. UNDP's Multi-Partner Trust Fund Office (MPTF Office) in New York, will transfer the funds to each of the participating agencies. Each Participating UN Organization will implement in accordance with its internal rules, regulations and procedures.

In line with GoI requirements, the programme will be implemented within the on-budget off-treasury framework. Upon the signing of the programme document, BNPB will register the programme document to Ministry of Finance and will report utilization of fund in line with government rules and procedures.

## 6. Monitoring, Evaluation and Reporting

Before the programme starts, the participating UN agencies will undertake a baseline survey in order to set the clear targets of achievements within the given timeframe. An Inception Report will be produced to incorporate the results of the baseline survey, a monitoring and evaluation framework, a risk management plan and necessary adjustment in activities programming.

The Monitoring, Reporting and Evaluation Plan is summarized below:

- (1) Inception Report: An inception report of the joint programme will be submitted to the IMDFF-DR Secretariat two months after the official start date of the programme (i.e. the date when the MoU is signed by GOI and UNRC).
- (2) Monthly updates: The joint programme will be monitored regularly on a monthly basis by each of the individual agency, who will subsequently produce a two-page summary of monthly progress.
- (3) Quarterly Field Monitoring: A more in-depth monitoring will be undertaken every quarter through field visits, involving other agencies in view of fostering cross learning and keeping the consistency with the joint programmatic framework. During the field visits, it is expected that consultations with the communities will be facilitated. The joint monitoring will produce a two page summary of the findings to be shared with the RC Office and the IMDFF-DR Secretariat.
- (4) Quarterly Report: The joint programme will submit regular quarterly report to the IMDFF-DR Secretariat, which is comprised of a narrative report on the substantive progress of the programme and a financial summary on the disbursement of the funds.
- (5) Final Evaluation: The final evaluation will be conducted by independent consultants (international and national). A separate Terms of Reference (TOR) for the Final Evaluation will be prepared by the PUNOs in consultation with IMDFF-DR through the RC Office. At the end of the evaluation, a Final Evaluation Report will be submitted to the IMDFF-DR Secretariat. The final evaluation will comply with ILO, UNDP and FAO guidelines on joint programme evaluation.
- (6) Final Report: A final report of the joint programme will be submitted to the IMDFF-DR Secretariat by the Coordinating Agency with inputs from the PUNOs. The final report will consist of a narrative report on the progress of the programme and a financial summary.

The Joint Programme will maintain an MIS database, which will include information on beneficiaries trained, the types of training support provided and the employment status of the beneficiaries three months after training. This database will form the basis for the "tracer" studies.

To ensure that lessons learned from the joint programme are shared and that others can benefit from the initiative, the joint programme will develop a knowledge sharing strategy during the inception period. This may include a mailing list that shares project updates, a briefing note or quarterly newsletter, among others.

The monitoring and reporting activities will focus on the progress of the outputs based on the Results Framework (Table 1) with the following list of key indicators:

<b>Objectives</b>	<b><u>Indicators</u></b>	<b><u>Means of Verification</u></b>	<b><u>Assumptions / Risks</u></b>
<b>JP Outcome:</b> Improved sustainable livelihoods and strengthened institutional capacity in disaster recovery in areas affected by the 2010 Mentawai earthquake and tsunami			
<b>JP Output 1:</b> Agricultural livelihoods restored, improved and diversified, incorporating the value chain approach	<p>Indicator 1.1:  Number of impacted households (gender disaggregated) benefitting from agricultural and fishery livelihoods inputs</p> <p>Indicator 1.2: -Number of trainers have the capacity to deliver inclusive demand-driven vocational trainings, linked to the value chain assessment, certification and after training support. (90% of trainers submit training proposals in line with market demand; 40% of Trainers are women).</p> <p>Indicators 1.3: Number of trainers are trained on "Start and Improve your Business" methodology by the association of trainers set up with ILO support. (90% of the trainers are certified after training entrepreneurs; 40% of Trainers are women).</p> <p>Indicator 1.4: Number of persons in Pagai Utara trained on relevant vocational skills and/or on business management skills (85% of trainees complete the training successfully; at least 40% of trainees are women, 30% youth and 5% with disabilities).</p> <p>Indicator 1.5: Number of</p>	<ul style="list-style-type: none"> <li>• JP baseline and endline data</li> <li>• Quarterly and final evaluation reports</li> <li>• Government RENAKSI reports</li> <li>• Completed consultant and workshop reports</li> <li>• MIS database</li> <li>• Tracer studies</li> </ul>	<ul style="list-style-type: none"> <li>• No major natural disasters / exceptional rainfalls</li> <li>• Continued stakeholder cooperation</li> <li>• Political stability</li> <li>• Boats to the Mentawai Islands are safe and regular</li> <li>• US dollars value against Indonesian Rupiah is at the range of IDR 10,000/USD</li> </ul> <p>Risk: Another disaster occurs</p>



	<p>persons in Pagai Utara benefit from after training support including technical coaching, placement services and networking with banks and sources of micro-finance. (At least 50% of successful trainees are employed or start a business 3 months after the training; at least 40% of trainees are women, 30% youth and 5% with disabilities).</p>		
<p><b>JP Output 2:</b> Institutional capacity of local government strengthened to promote livelihoods recovery efforts and encourage provision of basic social and public services</p>	<p>Indicator 1.1: The existence of a functioning data management system built in local BPBDs</p> <p>Indicator 1.2: The number of reviews undertaken by local BPBDs on the progress of recovery and the remaining needs/gaps</p> <p>Indicator 1.3: The existence of a strategy and planning for managing access to clean water</p>	<ul style="list-style-type: none"> <li>• Quarterly and final evaluation reports</li> <li>• Government RENAksi reports</li> <li>• Completed consultant and workshop reports</li> <li>• MIS database</li> </ul>	

Notes: The indicative activities are shown in the Results Framework (Section 4.2) and Workplan (Section 9).

## 7. Legal Context or Basis of Relationship

Each Participating UN Organization (UNDP, FAO and ILO) have signed a standardized Memorandum of Understanding (MOU) with UNDP as the Administrative Agent which represents a statement of intent by the Parties outlining the basis for collaboration in the implementation of the Indonesia Multi Donor Fund Facility for Disaster Recovery (IMDFF-DR) in Indonesia. This MOU sets out the duties and responsibilities of each party. Each Participating UN Organization shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent. Each of the Participating UN Organizations shall carry out its activities contemplated in the approved project proposal in accordance with the regulations, rules, directives and procedures applicable to it, using its standard implementation modalities.

(a) The Revised Basic Agreement for Technical Assistance signed 29 October 1954 between the United Nations, the International Labour Organisation, the Food and Agriculture Organisation of the United Nations, the United Nations Educational, Scientific and Cultural Organisation, the International Civil Aviation Organisation, and the World Health Organisation and the Government of the Republic of Indonesia,

(b) The Standard Agreement on Operational Assistance signed 12 June 1969 between the United Nations, the International Labour Organisation, the Food and Agriculture Organisation of the United Nations, the United Nations Educational, Scientific and Cultural Organisation, the International Civil Aviation Organisation, the World Health Organisation, the International Telecommunication Union, the World Meteorological Organisation, the International Atomic Energy Agency, the Universal Postal Union, the Inter-Governmental Maritime Consultative Organisation and the United Nations Industrial Development Organisation and the Government of the Republic of Indonesia.

## 8. Work plans and budgets

**Table: Joint programme budget (USD)**

Programme Budget				
CATEGORY	FAO	UNDP	ILO	TOTAL
1. Supplies, commodities, equipment and transport	110,000	41,000	6,400	157,400
2. Personnel (staff, consultants and travel)	94,405	77,000	113,165	284,570
3. Training of counterparts	25,000	100,000	170,000	295,000
4. Contracts	65,000	53,000	-	118,000
5. Other direct costs	65,109	5,000	9,500	79,609
Total Programme Costs	359,514	276,000	299,065	934,579
Indirect Support Cost	25,166	19,320	20,935	65,421
<b>TOTAL</b>	<b>384,680</b>	<b>295,320</b>	<b>320,000</b>	<b>\$1,000,000</b>

**Table: Work plan and budget**

<b>UNPDF Outcome 4:</b> DRR / Resilience. Increased national resilience to disasters, crisis and external shocks by 2015, linked to national priorities 4) Reducing Poverty 9) Environment and Management of Natural Disasters.								
<b>UNPDF Outcome 2:</b> Sustainable Livelihoods. The socio-economic status of vulnerable groups and their access to decent work and productive sustainable livelihood opportunities are improved within a coherent policy framework of reduction of regional disparities, linked to national priorities 4) Reducing Poverty and 5) Food Security.								
<b>Joint Programme Outcome:</b> Improved sustainable livelihoods and strengthened institutional capacity in disaster recovery in areas affected by the 2010 Mentawai earthquake and tsunami.								
UN Org	ACTIVITIES	TIME FRAME				Partner	BUDGET	
		Q 1	Q 2	Q 3	Q 4		Budget Description	Amount
<b>JP Output 1:</b> Agricultural livelihoods restored, improved and diversified, incorporating the value chain approach								
FAO, ILO, UNDP	1.1 Complete a value chain assessment for the agricultural and fishery sector	X	X			BAPPEDA, BNPB, Ministry of Manpower and Transmigration, Other Government agencies, employers organizations and workers' organizations, INGOs and NGOs, CSOs, local university	National expert, personal, travel, seminar and training, equipment, sundries Local Consultants, Grants, Contracts, Audio visual & Printing production cost; Equipment, Supplies, other Operational costs	ILO: \$25,946 FAO: \$11,052 UNDP: \$54,600
FAO	1.2 Improve the capacity of farmer groups on production, post-production and organization	X	X			BAPPEDA, BPBD, relevant local Gov't agencies, CSOs, and NGOs	Contract	\$107,222
FAO, ILO	1.3 Increase agricultural and fisheries production through provision of equipment, tools and inputs		X	X		Relevant local Gov't agencies and CSOs	Expendable and non-expendable equipment	\$181,453
FAO	1.4 Construct and develop communal seeding farms		X	X		BAPPEDA, BPBD, relevant local Gov't agencies, CSOs	Expendable equipment, other direct costs	\$12,371
FAO	1.5 Improve the capacity of agricultural and fishery extension workers for providing out-reach services and livelihood support Train agricultural and fishery extension workers			X	X	BAPPEDA, BPBD, relevant local Gov't agencies, CSOs, and NGOs	Contract	\$41,238
ILO	1.6 Improve the capacity of local trainers for providing training on livelihoods, entrepreneurship and vocational skills	X	X			BAPPEDA, BNPB, Ministry of Manpower and Transmigration, Other Government agencies, employers organizations and workers' organizations, INGOs and NGOs	National expert, personal, travel, seminar and training, equipment, sundries	\$77,838
ILO	1.7 Deliver efficient, effective and		X	X		BAPPEDA, BNPB,	National expert,	\$138,378

	relevant demand-driven courses that will provide employable skills to support immediate improvement of livelihoods.					Ministry of Manpower and Transmigration, Other Government agencies, employers organizations and workers' organizations, INGOs and NGOs	personal, travel, seminar and training, equipment, sundries	
ILO	1.8 Provide post-training support including technical coaching, placement services and networking with banks and sources of micro-finance			X	X	BAPPEDA, BNPB, Ministry of Manpower and Transmigration, Other Government agencies, employers organizations and workers' organizations, INGOs and NGOs	National expert, personal, travel, seminar and training, equipment, sundries	\$69,189
UNDP, FAO, ILO	1.9 Document lessons learned and manage knowledge sharing			X	X	BAPPEDA, BNPB, Ministry of Manpower and Transmigration, Other Government agencies, employers organizations and workers' organizations, INGOs and NGOs, CSO, Local University	Personal, travel, seminar and training, equipment, sundries, Local Consultants, Audio visual & Printing production cost	ILO:\$ 8,649  UNDP: \$34,600

**JP Output 2:** Institutional capacity of local government strengthened to promote livelihoods recovery efforts and encourage provision of basic social and public services

UNDP, FAO, ILO	2.1 Provide technical support and monitoring for implementation of the recovery plan, including MIS	X	X	X		BAPPEDA, BPBD, relevant Local Gov't agencies, CSO, Local University	Local Consultants, Personnel, Travel; Grants, Workshop; Travel; Contracts, IT Equipments, Audio visual & Printing production cost; Equipment, Supplies, other Operational costs	UNDP: \$109,600
UNDP, FAO, ILO	2.2 Facilitate a technical assessment of clean water and sanitation needs, including a long-term plan for managing access to clean water	X	X	X		BAPPEDA, BPBD, relevant Local Gov't agencies, CSO, Local University	Local Consultants, International Expert, Personnel, Travel; Grants, Workshop; Travel; Contracts, IT Equipments, Audio visual & Printing production cost; Equipment, Supplies, other Operational costs	UNDP: \$45,600  FAO: \$31,341
UNDP	2.3 Document lessons learned and	X	X	X	X	BAPPEDA, BPBD,	Local Consultants,	UNDP:

, FAO, ILO	manage knowledge sharing					relevant Local Gov't agencies, CSO, Local University	Personnel, Travel; Grants, Workshop; Travel; Contracts, Audio visual & Printing production cost; Equipment, Supplies, other Operational costs	\$31,600
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**Total Planned Budget**

<b>UN Organization</b>	<b>Programme Cost</b>	<b>Indirect Support Cost</b>	<b>TOTAL</b>
FAO	\$359,514	\$25,166	<b>\$384,680</b>
UNDP	\$276,000	\$19,320	<b>\$295,320</b>
ILO	\$299,065	\$20,935	<b>\$320,000</b>
<b>TOTAL</b>	<b>\$934,579</b>	<b>\$65,421</b>	<b>\$1,000,000</b>



## Annex I: Recovery planning in Pagai Utara

**Table: Households affected by the 2010 earthquake and tsunami**

Desa	Dusun	HH	IDP	Severely Damaged House	Relocated (HH)	New Location
<b>Betumonga</b>	Muntei	65	193	65	65	Jalur 8 KM 4 Trans Taikako
	Baru Baru	23	90	23	23	Jalur 8 KM 4 Trans Taikako
	Sabeu Gunggung	53	149	53	53	Jalur 8 KM 4 Trans Taikako
Total		141	432	141	141	
<b>Silabu</b>	Tumalei	42	198	43	42	Km. 17 Jl. Poros Pagai Utara
	Gogoa	4	17	4	4	Km. 17 Jl. Poros Pagai Utara
	Silabu Utara	0			46	Km. 17 Jl. Poros Pagai Utara
	Silabu Selatan	0			48	Km. 17 Jl. Poros Pagai Utara
	Maguiruk	0			77	Km. 17 Jl. Poros Pagai Utara
	Total		46	215	47	217
	Mapinang	59	312	0	59	Km. 2 Lokpon Lakkau
	Pasapat	123	570	22	22	Belakang Perkampungan Lama
	Mabulau Buggei	8	-	8	8	Belakang Perkampungan Lama
<b>Total</b>		190	882	30	89	
<b>GRAND TOTAL</b>		377	1529	218	447	

## Annex II: Government recovery programme on Mentawai Islands 2011

**Table: Early recovery programme on Mentawai Islands 2011**

Activities	Budget allocation
Housing sector <ul style="list-style-type: none"> <li>T-Shelter and sanitation</li> </ul>	633,600,000
Social sector <ul style="list-style-type: none"> <li>Temporary health facilities</li> <li>Temporary education facilities and scholarship</li> </ul>	4,749,080,000
Economic sector <ul style="list-style-type: none"> <li>Agricultural (seedling for corn and cocoa)</li> <li>Livestock (chicken)</li> <li>Fresh water fishery</li> <li>Capital for SME</li> </ul>	8,317,320,000
Cross-sector <ul style="list-style-type: none"> <li>Local government capacity strengthening</li> </ul>	292,432,000
<b>Total</b>	<b>13,992,432,000</b>

Source: IMDFF-DR Secretariat

## ACRONYMS

<b>BAPPEDA</b>	Badan Perencanaan Pembangunan Daerah (Regional Development Planning Agency)
<b>BAPPENAS</b>	Badan Perencanaan Pembangunan Nasional (National Development Planning Agency)
<b>BNPB</b>	Badan Nasional Penanggulangan Bencana (National Disaster Management Agency)
<b>BPBD</b>	Badan Penanggulangan Bencana Daerah (Regional Disaster Management Agency)
<b>CSO</b>	Civil Society Organization
<b>DRR</b>	Disaster Risk Reduction
<b>FAO</b>	Food and Agriculture Organization
<b>GOI</b>	Government of Indonesia
<b>IMDFF-DR</b>	Indonesia Multi-Donor Fund Facility for Disaster Recovery
<b>ILO</b>	International Labour Organization
<b>PDNA</b>	Post Disaster Needs Assessment
<b>PUNO</b>	Participating United Nations Agencies
<b>REKOMPAK</b>	Community-Based Settlement Rehabilitation and Reconstruction Project
<b>RENAKSI</b>	Government of Indonesia's Rehabilitation and Reconstruction Action Plans
<b>RPJMN</b>	Rencana Pembangunan Jangka Menengah Nasional (Medium Term Development Plan)
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNPDF</b>	United Nations Partnership for Development Framework

