



SKALA

Sinergi dan Kolaborasi untuk Akselerasi Layanan Dasar
Kemitraan Australia - Indonesia



SKALA

ANNUAL WORK PLAN

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Acronyms and Abbreviations

APBD	Anggaran Pendapatan dan Belanja Daerah (Regional Budget)
AWP	Annual Work Plan
Bappenas	Ministry of National Development Planning
BPS	Badan Pusat Statistics (Statistics Indonesia)
CHT	Cukai Hasil Tembakau (Tobacco Excise Tax)
DAU	Dana Alokasi Umum (General Allocation Fund)
DAK	Dana Alokasi Khusus (Special Allocation Fund)
DFAT	Department of Foreign Affairs and Trade
EOPO	End of Program Outcome
GEDSI	Gender Equality, Disability, and Social Inclusion
GoA	Government of Australia
Gol	Government of Indonesia
HKPD Law	Hubungan Keuangan antara Pemerintah Pusat dan Pemerintah Daerah (Law on Fiscal Relations between Central and Regional Governments)
IO	Intermediate Outcome
MERL	Monitoring, Evaluation, Research and Learning
MoF	Ministry of Finance
MoHA	Ministry of Home Affairs
MSS	Minimum Service Standards
OTSUS	Otonomi Khusus (Special Autonomy)
PAD	Pendapatan Asli Daerah (Regional Own-Source Revenue)
PDRD	Pajak Daerah dan Retribusi Daerah (Regional Tax and Retribution)
PFM	Public Financial Management
REGSOSEK	Registrasi Sosial Ekonomi (Socioeconomic Registry)
RPJMN	Rencana Pembangunan Jangka Menengah Nasional (Medium-Term National Development Plan)
SC	Steering Committee
SIPD-RI	Sistem Informasi Pembangunan Daerah - Republik Indonesia (Regional Development Information System - Republic of Indonesia)
SKALA	Sinergi dan Kolaborasi untuk Layanan Dasar (synergies and collaboration for service delivery acceleration)
SPBE	Sistem Pemerintahan Berbasis Elektronik (Electronic-Based Government System)
SDPDN	Satu Data Pemerintah Daerah Nasional (One Data for Government)
SEPAKAT	Sistem Perencanaan Pembangunan Berbasis Data Regsosek Terpadu (Integrated Regsosek Data Based Development Planning System)
TAP	Thematic Action Plan
TC	Technical Committee

Executive Summary

SKALA (*Sinergi dan Kolaborasi untuk Akselerasi Layanan Dasar*) is an Australia Indonesia Partnership Program designed to strengthen Indonesia's capacity to deliver inclusive and equitable basic services in less developed regions. It focuses on building enabling environments and fostering cross-sectoral partnerships to enhance service delivery in a decentralised and complex socio-political and economic landscape. The program addresses disparities in basic service delivery and emphasizes gender equality and the inclusion of vulnerable groups in decision-making processes. It seeks to contribute to stronger public financial management in underdeveloped regions of Indonesia so that resource allocation is more equitable and fiscally sustainable and supported by better data quality and systems that drive informed decision-making. At the same time, SKALA navigates the uncertainties posed by leadership changes at both national and regional levels, which can and do influence program implementation.

The overall program design and implementation is guided by the Indonesian government's 2020-2024 National Medium-Term Development Plan. SKALA takes a systemic approach by strengthening core governance functions—planning, budgeting, and administration—on which service delivery depends, rather than directly providing services. SKALA's efforts are guided by three End of Program Outcomes (EPOs): creating a stronger enabling environment for sub-national service delivery, enhancing sub-national governance, and increasing the participation of marginalized groups in decision-making. These EPOs are supported by nine Intermediate Outcomes that focus on improving the regulatory environment, promoting evidence-based planning, applying Gender Equality, Disability, and Social Inclusion analysis, fostering coordination among central agencies, and enhancing accountability and data systems. Through interconnected strategies to achieve each of these outcomes, the program aims to create long-term, systemic improvements in service delivery to facilitate poverty reduction and greater social equity in Indonesia.

The program governance structure provides unified guidance on strategy, performance, and risk management and ensures that activities are well-aligned with both national and local government priorities. SKALA is overseen by national Steering and Technical Committees, co-chaired by DFAT and Bappenas. The Technical Committee consists of three technical working groups, each co-chaired by DFAT and MoF, MoHA and Bappenas. 25 partner directorates within these ministries are represented in the working groups. Provincial government partners are represented by seven Program Province Committees, which participate in all of SKALA's technical working groups.

SKALA's governance and work-planning processes enhance cross-ministerial collaboration and multi-level coordination to produce a multi-year agenda on inclusive planning and budgeting across its three mandated stakeholders — the Ministry of Home Affairs, the Ministry of Finance, and the Ministry of National Development Planning. Through extensive negotiations and coordination to align with government priorities, the program has established a shared understanding of roles, responsibilities, and required interventions that form SKALA's ambitious work plan. By embedding its work plan within those of its partners, the program ensures ownership, accountability and sustainability of impact. SKALA's multi-year work plan is designed as a subset of the government's own planning, budgeting, and evaluation cycles, making it an integral part of the ongoing governmental processes.

The Annual Work Plan 2024-2025 is based on SKALA's program logic and government priorities to enhance basic service delivery. Program activities for this period are framed around four thematic areas: Data and Analytics, Gender Equality, Disability, and Social Inclusion, Minimum Service Standards, and Public Financial Management. To map out linkages between these themes, and the proper timing of each activity in the work plan, SKALA has developed 12 multi-year Thematic Action Plans (TAPs) that consolidate what central and sub-national partners need to do and when (by 2026

which marks the end of SKALA's first phase). The TAPs provide operational frameworks to guide program implementation. They focus on systemic changes needed to improve the delivery of basic services by sub-national governments.

As a program, SKALA looks to answer four questions:

1. Are vulnerable communities in SKALA's targeted communities able to provide voice to government in delivering the services they need?
2. Does the data used by government sufficiently represent the conditions and service needs of vulnerable communities?
3. Do local governments have sufficient capacity to deliver inclusive basic services?
4. Are central government ministries providing the right policies and regulations, including financing, to enable local governments to deliver required services?

Unpacking the many elements required to answer these questions within Indonesia's complex social, political and economic context is reflected in SKALA's multiyear workplan, currently entering its second year of implementation (2024-2025).

Data and Analytics. SKALA works with its mandated partners to support implementation of Indonesia's One Data policy at central and sub-national levels and improve data governance and interoperability across government sectors and levels. It prioritizes the involvement of vulnerable groups by expanding and improving Village Information Systems and the national socioeconomic registry (REGSOSEK). At the sub-national level, SKALA provides technical assistance to provincial governments to map existing data, develop data management work plans, and establish One Data Forums. The program is also enhancing the capacity of local governments to sustainably use data by offering technical assistance in navigating the new data management cycle introduced by the One Data policy. Through these efforts, the program is promoting cohesive action among key government agencies and ensuring the availability of accurate, disaggregated data on vulnerable populations. This data helps inform regional development plans, aligns regional spending with minimum service standards, and empowers local governments to effectively manage resources and sustain improvements in service delivery.

Gender Equality, Disability and Social Inclusion (GEDSI). The program brokers strategic partnerships between central and sub-national governments, and non-governmental organizations to integrate GEDSI principles into planning and budgeting processes. It provides technical assistance for the development and implementation of inclusive national and regional action plans, including those for people with disabilities. It also supports the implementation of the National Strategy on Gender Mainstreaming and has helped develop and test Indonesia's first budget tagging model so that women and other marginalized communities are better represented in government planning and budgeting processes. SKALA promotes the use of REGSOSEK data to help sub-national governments understand and address GEDSI issues and is building the capacity of provincial partners to ensure that regional budget allocations and expenditures fulfil the needs of vulnerable groups.

Minimum Service Standards (MSS). SKALA is strengthening MSS delivery at the sub-national level through the development of MSS action plans that incorporate input from and are a result of collaboration between multiple government work units. Through technical assistance, the program is working with partner provinces to increase compliance with MSS reporting requirements so that data on MSS performance is accurate and timely. It is also helping to ensure that MSS action plans are integrated into long-term regional development and annual work plans. This alignment is critical to securing government funding and political support for MSS implementation, particularly for services that benefit vulnerable groups.

Public Financial Management (PFM). To boost regional fiscal strength, SKALA collaborates with MoF and MoHA to guide and build the capacity of partner provinces in developing regulations on taxation and levies that will help increase locally generated revenue. It also helps with the establishment and management of regional endowment funds, and contributes to the management of fiscal transfers, particularly the Special Autonomy Funds (OTSUS) in Papua and Aceh. By empowering local governments with the tools, knowledge, and technical know-how needed to enhance fiscal capacity and align regional spending with minimum service standards, the program seeks to ensure sustainable resource management and contributes to the long-term financial stability of regional development.

60% of SKALA's 2024-2025 budget is allocated to program activity costs. The program activity budget is allocated across EOPOs 1, 2, 3 and cross-EOPO at 49%, 30%, 10% and 12% respectively. As the EOPOs are achieved through activities implemented together with SKALA's partner ministries, allocations for Bappenas, MoHA and MoF account for 43%, 30% and 27% of the total program activity costs respectively. The provincial budget constitutes 34% of the total AWP budget. SKALA has established fully operational offices in all its partner provinces: Aceh, Gorontalo, Kalimantan Utara, Maluku, Nusa Tenggara Barat, Nusa Tenggara Timur, and Papua. It has also achieved its full staffing complement at both the national and provincial levels. As of August 2024, the program has 131 full time staff of whom 43% identify as female and 57% as male. 3% of SKALA staff are people with disabilities, and in line with its recruitment policy, SKALA is pursuing an increase to 5%.

The program Monitoring, Evaluation, Research, and Learning system adopts a questions-based, adaptive approach to understanding and addressing the information needs of internal and external audiences, using qualitative and quantitative tools. The system aims to facilitate programmatic learning by generating and sharing evidence to inform decision-making, serve DFAT's accountability needs, align with the Government of Indonesia's monitoring and research priorities, and support strategic communications and advocacy. It focuses on examining the relationship between program outputs and outcomes, initially assessing progress towards enabling policy settings and systems, and later focusing on the impact on service delivery. Complementing traditional MERL functions, the research team provides quality assurance, collaborates with the Indonesian government on a strategic research agenda, and conducts independent research to support advocacy and policy improvements. By fostering evidence-informed reflective practice, monitoring government process changes, and supporting formative research, the program's MERL underpins the successful implementation of its multi-year work plan.

The program's knowledge management, communications, and policy advocacy strategy is designed to enhance the influence of SKALA's stakeholders at both national and sub-national levels. The approach centers on identifying and addressing the information and skills needs of stakeholders, crafting positive narratives that represent their voices, and amplifying these narratives through strategic networks to strengthen policymaking. SKALA systematically documents procedures, best practices, and lessons learned, creating a robust knowledge base for ongoing learning and insight sharing. By promoting evidence-based policymaking and building stakeholder capacity, the program strengthens policy advocacy within government systems. It also seeks to foster a community of influence to inform policy and enhances partner capacity through training in knowledge management, communications, and policy analysis.

SKALA has a comprehensive and adaptive risk management approach to ensure resilience in a dynamic environment. It focuses on identifying, assessing, and mitigating risks that may impact the achievement of program objectives. Currently, key risks include political transitions due to the 2024 government change and sub-national elections, ongoing conflict in some Papuan provinces, and overlapping central government policies that may be challenging for sub-national governments to

implement. SKALA mitigates these risks by adjusting operations, closely monitoring political developments, collaborating with key stakeholders, and emphasizing safety and fraud prevention measures, including mandatory safeguarding training for all personnel.

Introduction

Context

SKALA is designed to navigate Indonesia's complex social, political, and economic environment, with a strong focus on building enabling environments and fostering cross-sectoral partnerships. This approach ensures that service delivery is holistic and addresses the unique challenges of decentralization in Indonesia.

Social Context

Indonesia is a diverse, archipelagic nation with a large population spread across thousands of islands. Geographic challenges lead to disparities in access to services and opportunities. The social context within which SKALA operates is marked by inequalities, particularly affecting women, people with disabilities, and other marginalized groups. In many parts of Indonesia, especially in rural and remote areas, communities face challenges in accessing basic services such as education, healthcare, and infrastructure.

Gender inequality remains a significant issue, with women in rural areas experiencing lower quality of life compared to their male counterparts. Indicators such as lagging education levels, high maternal mortality rates, and low labour force participation highlight these disparities. For instance, women in regions like Papua and Nusa Tenggara Barat have some of the lowest average years of schooling and the highest rates of illiteracy. Moreover, maternal mortality rates are significantly higher in these regions, with some provinces recording rates as high as 489 per 100,000 live births, compared to the national average of 305 per 100,000¹.

The social fabric presents a valuable opportunity to strengthen service delivery through more inclusive governance practices. By increasing the representation of marginalized groups in decision-making processes, there is great potential to break the cycle of poverty and underdevelopment. SKALA is designed to capitalize on this opportunity by implementing targeted interventions that foster social inclusion and empower civil society engagement to drive positive change and sustainable development in these communities.

Political Context

Indonesia has a decentralized governance system, where sub-national governments play a critical role in the delivery of public services. However, decentralization has also led to challenges in policy coherence and coordination between central and local governments. The political context is complicated by frequent changes in leadership at regional levels, often leading to shifts in priorities and delays in policy implementation.

As with each transition of power, Indonesia's 2024 presidential election confirming Ret. General Prabowo Subianto as the next president, has introduced uncertainties regarding future policy directions. This transition period has affected the working relationships between SKALA's key stakeholders, including the Ministry of National Development Planning (Bappenas), the Ministry of Home Affairs (MoHA), and the Ministry of Finance (MoF). As SKALA's mandated counterparts, any shifts in their focus can significantly impact the program's implementation.

SKALA is also mindful that local elections in November 2024 will see new regional leaders take office across SKALA's partner provinces. The elections may influence program planning and implementation,

¹ BPS https://www.bps.go.id/indikator/indikator/view_data/0000/data/1349/sdgs_3/1

particularly in areas where the commitment and capacity of local leaders are crucial for success. With new leaders in place, there might be changes in priorities, administrative focus, and levels of engagement, which could either enhance or hinder the progress of initiatives. If new leaders are supportive and committed to governance reforms, SKALA could see accelerated implementation and stronger results. However, if the new leadership is less aligned with SKALA's objectives, the program may face delays and/or need to adapt its strategies to maintain momentum.

Economic Context

Indonesia's economy is one of the largest in Southeast Asia, but it faces significant challenges in achieving equitable growth. The economic disparities between regions are stark, with wealth and resources concentrated in urban centres like Jakarta, while provinces in Eastern Indonesia lag behind. The COVID-19 pandemic exacerbated these inequalities, straining government budgets and the capacity of sub-national governments to deliver essential services.

SKALA is designed to operate within this economic environment, focusing on improving the efficiency and effectiveness of public financial management (PFM) systems at the sub-national level in underdeveloped regions. The program seeks to ensure that financial resources are more effectively allocated and used to deliver basic services. This includes fostering of fiscal sustainability and supporting local governments to explore avenues to improve local revenue generation. SKALA also emphasizes the importance of data quality and systems integration to support more informed decision-making in the allocation of resources and in improving the efficiency of public spending.

Program Approach

SKALA seeks to reduce poverty and inequality within Indonesia by improving the provision of basic services to poor and vulnerable communities in less-developed regions of the country. This goal is aligned with the Government of Indonesia's (GoI) National Medium-Term Development Plan (RPJMN) 2020-2024, which aims to build a more independent, advanced, just, and prosperous Indonesian society. It is shaped by the understanding that poverty and inequality are rooted in the disparities in access to basic services such as healthcare, education, and social protection. These services enhance human capital and enable people and communities, particularly those who are most vulnerable, to participate fully in social, economic, and political life. The program's definition of 'vulnerability' encompasses people or groups who experience exclusion from full participation in these aspects of life due to various factors such as geography, disability, gender, or socio-economic status.

SKALA's goal is also influenced by lessons learned from previous governance programs supported by the Australian government in Indonesia. Based on these lessons, SKALA strategically focuses on strengthening core governance functions — planning, budgeting, and administration — on which frontline service providers rely. This allows SKALA to leverage its resources more effectively by supporting the enabling environment for service delivery, rather than directly providing services. In essence, the program aims to strengthen those GoI processes and systems that govern the provision of basic services so that these services reach the most vulnerable communities in Indonesia's less-developed regions. This systemic approach intends to yield long-term benefits by improving the efficiency and effectiveness of service delivery and contributing to the overall reduction of poverty and inequality in Indonesia.

SKALA's End of Program Outcomes (EOPOs) are designed to support the achievement of its overarching goal by focusing on three pillars: the enabling environment for sub-national service delivery, sub-national governance for service delivery, and the participation and representation of women, people with disabilities, and vulnerable groups in decision-making processes.

EPOO 1: Stronger Enabling Environment for Sub-National Service Delivery

The first EPOO aims to ensure that central ministries develop and implement improved policies, plans, and budgets that support better basic service provision in less-developed regions. This outcome is important because the decentralized governance system in Indonesia relies heavily on central government policies and frameworks to guide and support sub-national governments. SKALA's focus on policy improvement at the central level is intended to create a more coherent and supportive environment for sub-national governments to deliver services effectively. This outcome also addresses the need for better coordination among central ministries to prevent the fragmentation of policies and regulations which can lead to inefficiencies at the sub-national level.

EPOO 2: Better Sub-National Governance for Service Delivery

The second EPOO targets improvements in the capacity of selected provincial governments² to plan, budget and manage resources efficiently. This outcome emphasizes the importance of strengthening the knowledge, skills and ability of local governments in public financial management, planning, and performance monitoring, all of which are essential for delivering services that meet the needs of vulnerable populations.

EPOO 3: Greater Participation and Representation of Women, People with Disabilities, and Vulnerable Groups

The third EPOO aims to enhance the participation and representation of marginalized groups in sub-national planning and decision-making processes. This outcome is based on the recognition that inclusive governance is key to ensuring that the needs of all citizens, particularly the most vulnerable, are met. By empowering these groups to have a voice in policy planning, SKALA aims to promote more equitable service delivery.

These EPOOs are interconnected, with each one supporting the others to create a comprehensive approach to improving service delivery and reducing inequality. The focus on these outcomes is driven by the need to address both the systemic challenges within the governance framework and the specific needs of vulnerable populations.

The program logic is operationalized through nine Intermediate Outcomes (IOs).

1. **IO 1: Central Agencies Improve Sub-National Policy and Regulatory Environment.** SKALA works with central agencies to improve the regulatory environment related to PFM and the implementation of Minimum Service Standards (MSS).
2. **IO 2: Central Agencies Use Evidence to Improve Decentralization-Related Planning.** This IO focuses on ensuring that central agencies base their planning, coordination, and prioritization on evidence. By improving the use of evidence in policymaking, SKALA aims to reduce the inconsistencies and overlaps in regulations that hinder effective service delivery.
3. **IO 3: Application of GEDSI Analysis by Central Agencies.** SKALA supports central agencies in applying Gender Equality, Disability, and Social Inclusion (GEDSI) analysis in their policies, plans, and budgets. This IO ensures that the needs of marginalized groups are considered in the planning and delivery of services.
4. **IO 4: Improved Coordination and Collaboration Among Central Agencies.** Better coordination among central agencies is needed to ensure that policies are implemented effectively at the sub-

² Aceh, Gorontalo, Kalimantan Utara, Maluku, Nusa Tenggara Barat, Nusa Tenggara Timur, and Papua

national level. SKALA facilitates collaboration across ministries to harmonize policies and reduce fragmentation.

5. **IO 5: Sub-National Governments Utilize Evidence in Planning and Budgeting.** SKALA supports provincial governments in using data and evidence to make informed decisions about service delivery. This IO is aimed at improving the responsiveness of local governments to the needs of their populations.
6. **IO 6: Leadership and Ownership by Senior Sub-National Government Leaders.** The success of governance reforms depends on the commitment of local leaders. SKALA works to build the capacity and commitment of senior leaders at the sub-national level to drive necessary reforms.
7. **IO 7: Enhanced Participation of Women and Vulnerable Groups in Decision-Making.** Through capacity building and stronger partnerships with civil society, SKALA supports efforts to increase the participation of women, people with disabilities, and vulnerable groups in government decision-making processes. This IO aims to ensure that the voices of marginalized groups are heard and inform the planning and implementation of services.
8. **IO 8: Improved Accountability and Transparency in Service Delivery.** SKALA works to enhance the accountability and transparency of sub-national governments in service delivery as this is crucial for building public trust and ensuring that services are delivered effectively and equitably.
9. **IO 9: Strengthened Data Systems for Decision-Making.** SKALA focuses on improving data systems that support decision-making at both the central and sub-national levels. By strengthening data collection, analysis, and use, SKALA aims to ensure that decisions are based on accurate and timely information.

These Intermediate Outcomes are supported by specific inputs and activities, such as technical assistance, capacity building, policy advocacy, and the development of data systems. The activities are designed to address the key barriers to effective service delivery and to create the conditions necessary for achieving the EOPOs. By targeting these areas, SKALA aims to bring about systemic change that will lead to improved service delivery and, ultimately, a reduction in poverty and inequality in Indonesia.

Annual Workplan 2024 - 2025

Approach to Work Planning

SKALA's program governance and work-planning processes are designed to sustainably enhance cross-ministerial collaboration and improve multi-level coordination on priority areas related to inclusive service delivery. SKALA does this by leveraging its secretariat role to produce a multi-year agenda on inclusive planning and budgeting across three Ministries stemming from the priorities of these counterparts. SKALA's approach is also to work through partner systems to ensure GoI will hold itself accountable for delivering on key components of this agenda. The result is a shared understanding of respective roles and responsibilities, required enabling environment conditions, and logical sequencing of interventions that are needed to deliver on GoI's shared development objectives.

Agenda setting. Policy coherence and effective collaboration across MoHA, MoF and Bappenas is essential for SKALA to achieve its objectives. Extensive multi-stakeholder negotiation and collaboration around priority areas requiring inter-ministerial coordination was thus required to produce this annual workplan. Between May and August 2024, through careful negotiation, respectful contestation and intensive coordination, SKALA facilitated intra-ministerial, multi-level and inter-ministerial dialogue around priority areas to build a shared understanding of the work plan and what is needed to deliver it.

Working in partner systems. SKALA also uses its governance (see sub-section on Program Governance) and work planning mechanisms to ensure commitments to improve collaboration and coordination in priority areas relevant to SKALA's mission and mandate are embedded into MoHA, MoF and Bappenas own systems. Aligning its governance process with GoI planning, budgeting and monitoring evaluation cycles, also ensures that SKALA's workplan is an integral part of ongoing work GoI will be accountable for within its own systems and processes.

Work Plan Framework

The Annual Work Plan (AWP) 2024-2025 is grounded in SKALA's program logic (three EOPOs, nine IOs)³. The three EOPOs are interconnected. National level policies and practices can help or hinder service delivery at the sub-national level, so SKALA aims to ensure a conducive policy environment to make improvements to sub-national service delivery. At the sub-national level, better and more inclusive service delivery requires local will and ability, and the participation of the community, particularly the marginalised. Sub-national improvements and challenges should be communicated to the national government so that issues can be addressed, progress sustained, and good practices shared. SKALA's problem analysis with sub-national governments reveals issues that are grouped into four thematic areas. These four thematic areas provide the overarching framework for all SKALA-supported activities, including during the period July 2024 – June 2025.

First, the availability and use of data that sufficiently represents conditions on the ground, including data on the vulnerable for inclusive service delivery and decision making (**Data and Analytics**).

Second, the participation, representation and influence of women, people with disabilities and other vulnerable groups in government decision making (**GEDSI**).

³ This program logic, in the form of a results framework, is agreed to by GoI and GoA in a subsidiary arrangement (SA). The SA is a legal basis for SKALA to operate in Indonesia and to achieve its objectives as agreed by both parties in the results framework.

Third, the capacity of local governments to plan and deliver high-quality, inclusive services or the quality of regional spending (**Minimum Service Standards**).

Fourth, the availability and use of adequate resources by local governments to deliver inclusive services or regional fiscal capacity (**Public Financial Management**).

Annual Work Plan by Program Focus Area

1. Data and Analytics

SKALA's support in data and analytics is foundational to improving the quality and inclusiveness of basic service delivery across its partner provinces. Recognizing the challenges posed by fragmented data systems and the lack of reliable, disaggregated data, SKALA is focusing on strengthening data governance, integration, and utilization at both national and sub-national levels.

A key initiative under this focus area is the implementation of Indonesia's One Data policy to improve data governance and interoperability across government sectors. SKALA is facilitating coordination between MoHA, Bappenas, and Statistics Indonesia (BPS) to ensure that the Home Affairs Regulation on the Governance of One Data (Permendagri No. 5/2024)⁴ is implemented effectively by local governments. This regulation is expected to accelerate the implementation of the One Data policy at the sub-national level by clarifying lines of accountability and improving data sharing mechanisms.

At the sub-national level, SKALA is providing technical assistance to provincial governments, to help them navigate the new data management cycle introduced by the One Data policy. This includes support to map existing data to required standards, develop work plans for data management, and ensure that data collected is of high quality and relevant for planning purposes. SKALA is also supporting the establishment and strengthening of One Data Forums at the provincial level, which are critical for managing government data and ensuring its use in planning and budgeting processes.

SKALA is working to expand and improve Village Information Systems and helping to strengthen use of the national socioeconomic registry (REGSOSEK) across its partner provinces. These systems and databases are essential for collecting disaggregated data on vulnerable populations and to enhancing the accuracy and inclusiveness of regional development plans.

2. Gender Equality, Disability, and Social Inclusion (GEDSI)

SKALA's commitment to GEDSI is embedded across its activities, with a focus on mainstreaming these principles into government planning, budgeting, and service delivery processes. SKALA has adopted a twin-track approach, combining GEDSI-specific initiatives with the integration of GEDSI principles across all areas of its work.

A central component of SKALA's GEDSI work is its support for the development and implementation of national and regional action plans for persons with disabilities and for mainstreaming gender budget tagging. SKALA is providing technical assistance to Bappenas and regional governments in drafting these plans so that they better address the needs of people with disabilities and so they include clear performance measures to gauge progress. SKALA is also advancing gender mainstreaming through its collaboration with Bappenas and the Ministry of Women's Empowerment and Child Protection by supporting the implementation of the National Strategy on Gender Mainstreaming and facilitating the use of REGSOSEK data to address local gender equality and social inclusion issues. SKALA is supporting the development and implementation of Indonesia's first gender budget tagging model which

⁴ Also, a result of SKALA's support to the Ministry of Home Affairs in 2023-24 AWP.

identifies over 800 sub-national spending codes. The model is being tested in some of SKALA's partner provinces.

3. Minimum Service Standards (MSS)

Recognizing the challenges that sub-national governments face in meeting MSS, SKALA is focusing on strengthening the institutional frameworks and capacity needed for effective MSS implementation.

To this end, SKALA is supporting the establishment and strengthening of MSS implementation teams at the provincial level. These teams are responsible for coordinating the delivery of MSS across various sectors, developing MSS action plans, and overseeing district-level implementation. SKALA is also helping to ensure that MSS action plans are integrated into long-term regional development plans and annual work plans. This alignment is crucial to secure government funding and political support for MSS implementation. Additionally, SKALA is working to improve the quality and timeliness of MSS reporting. By providing technical assistance in data collection and reporting, SKALA is assisting its partner provinces to increase their compliance with reporting requirements, resulting in more accurate and timely data on MSS performance.

4. Public Financial Management (PFM)

SKALA works to improve its partner provinces' fiscal capacity so that they have the resources and systems needed to deliver high-quality public services. This includes efforts to increase local revenue, manage fiscal transfers more effectively, and support the establishment of regional endowment funds.

For instance, SKALA is supporting the implementation of the Law on Fiscal Relations between Central and Regional Governments (HKPD Law), which includes provisions for increasing local taxing power. SKALA is working with MoF and MoHA to provide guidance to partner provinces on developing the necessary local regulations for local taxation and levies. In addition to local revenue generation, SKALA is supporting the establishment of regional endowment funds, particularly in Aceh and Papua Barat. These funds are intended to provide long-term financial stability for regional development priorities. SKALA is providing technical assistance to clarify the processes required to establish and manage these funds and helping to ensure that they align with new regulations and effectively contribute to regional fiscal capacity. SKALA is also supporting improvements to the management of fiscal transfers, particularly in relation to Special Autonomy Funds (OTSUS) in Papua and Aceh.

The four thematic areas as described above are interlinked. Data is essential to understanding the needs of marginalized groups. This data reveals the successes and gaps in how well these groups are represented in government processes. At the same time, local governments need to have the capacity to deliver inclusive services that meet and exceed MSS. They also need adequate financial resources to deliver and sustain these services. To map out these linkages, and the proper timing of each action, SKALA has developed 12 multi-year Thematic Action Plans (TAPs). These TAPs support central and local governments to consolidate what they need to do and when (by 2026 which marks the end of SKALA's first phase). The TAPs are designed to help stakeholders understand and enhance synergies and collaboration that are necessary to achieve inclusive service delivery.

SKALA's TAPs serve as operational frameworks to guide the program's implementation. They focus on systemic changes needed to improve the delivery of basic services by sub-national governments. Each of the 12 TAPs is aligned with one of the four thematic areas. The TAPs are structured to bridge the gap between national regulations and sub-national execution by ensuring that planning and budgeting processes are informed by evidence and are participatory, while also being geared towards delivering on MSS. The TAPs emphasize the importance of inter-ministerial coordination and multi-level

government collaboration and help SKALA ensure that both national and local governments effectively use their resources.

Figure 1. 12 Thematic Action Plans

	TAP #	Title
GEDSI	1	Strengthen participation, representation, and influence of women and vulnerable groups in planning and decision-making processes
	2	Policy and institutionalization of the Regional One Data Policy (Satu Data Daerah)
Data and Analytics	3	Village Information Systems
	4	Data management systems and integration
	5	Data analysis and utilisation
MSS	6	Managing implementation of minimum service standards
	7	Regional planning
	8	Regional budgeting
	9	Special Autonomy Funds
PFM	10	Local revenue
	11	Regional endowment fund
	12	Fiscal transfers

These operational frameworks provide the links and order between the 291 outputs in the 2024-25 AWP, mapping their contributions to the four themes, nine IOs and three EOPOs.

Outputs in the AWP cover the following types of activities:

1. **Data, Analysis, Research and Use:** Strengthening data management systems, data integration, data analysis, and utilization to support inclusive service delivery. TAPs under this category involve activities related to the Regional One Data policy, Village Information Systems, integrated data management systems, and data analysis tools.
2. **Capacity or Skills Building:** Activities to enhance the capacities of government officials and civil society organizations.
3. **Policy Development:** Inputs to develop and institutionalize policies, regulations, and guidelines to improve governance and service delivery at the national and sub-national level.
4. **Support for Planning and Implementation:** Assistance and guidance for planning and executing various governance and service delivery initiatives. This includes coordination, oversight, monitoring and evaluation of these activities (*korbinwas*).
5. **Participation and Advocacy:** Activities aimed at increasing the participation, representation, and influence of women, people with disabilities, and other vulnerable groups in planning and decision-making processes through support for civil society networks.

Each TAP was also used in province level planning workshops. This provided clarity on priorities and agendas to local government representatives, who were then able to select components within each TAP which was most relevant to their needs and requirements, and proposed activities in accordance with their local context. This has ensured coherence of activities between central and local governments.

The 2024-2025 Annual Work Plan is an ambitious effort currently with 291 outputs. As was the case with the previous AWP the team expects a number of activities or outputs to be carried forward into the next year's AWP. The team will also review progress against the AWP mid-year and will adjust it also in line with possible changes required with the new cabinet.

Cross Program Coordination

The 2024-2025 AWP also has incorporated activities which require cross program coordination, continuing initiatives already commenced with AIPJ, INKLUSI and INOVASI. A number of collaborations will also be explored as new sectoral programs commence. One of the main support functions of SKALA is in access to local government officials beyond the usual sectoral counterparts of other programs. Other collaborations are in progressing national and regional action plans (for instance for persons with disabilities) and GEDSI related frameworks.

SKALA also sees potential in collaborating in areas of joint interest, such as research and analysis on the impact of climate change. This will require further exploration in the upcoming period.

Management and Governance

Program Budget 2024-2025

Table 1. Program Budget by EOPO and by Ministry

	Bappenas (%)	MoHA (%)	MoF (%)	Total
EOPO1*	30	31	39	100
EOPO2*	26	47	27	100
EOPO3*	100			100
CROSS EOPO*	93	6	1	100
Grand Total†	43	30	27	100

* As a percentage of total EOPO budget. † As a percentage of program activity cost.

Table 2. Program Budget by Province*

Province	% of provincial budget
Aceh	7%
NTB	8%
NTT	10%
Kaltara	9%
Gorontalo	10%
Maluku	11%
Papua**	45%
Total	100%

* The Provincial Budget constitutes 34% of the total AWP Budget: 33% for EOPOs and 1% for Cross-EOPOs. ** Includes Papua, Papua Barat, Papua Selatan dan Papua Barat Daya.

Program Governance

SKALA’s governance structure provides unified guidance on strategy, performance, and risk management, ensures that SKALA’s activities are well-aligned with both national and local government priorities, and promotes active learning and knowledge exchange among stakeholders.

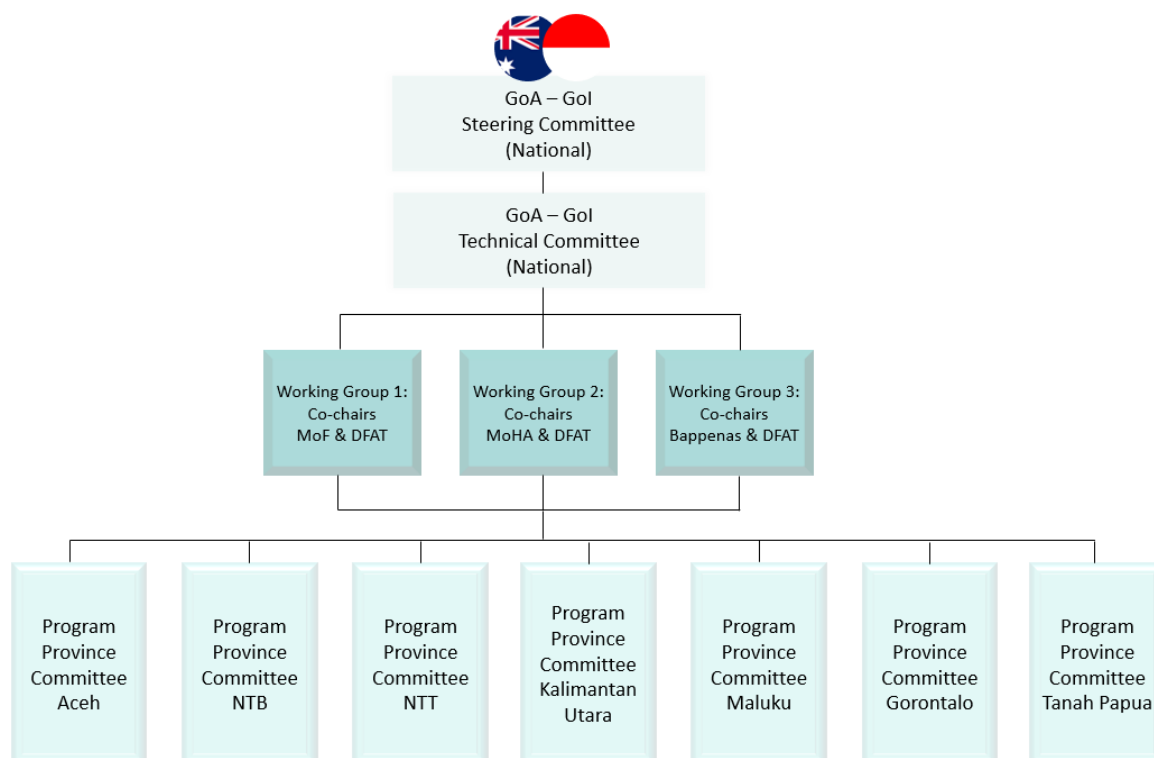


Figure 2. Program Governance Structure

SKALA is overseen by a national Steering Committee (SC), co-chaired by DFAT and Bappenas. The SC guides SKALA’s strategy, performance, and risk management. It also has the authority to approve the Annual Work Plan. At the SC meeting on August 7, 2024, the SC approved the SKALA Annual Work Plan July 2024 – June 2025. The SC noted the need for continued flexibility in work planning and implementation to ensure alignment with GoI’s priorities, including adjustments to the AWP on special autonomy funds. The SC agreed on the need for data integration to avoid unnecessary costs and underscored the importance of strengthening innovation and the roles of MoHA and MoF in supporting regional activities.

The SKALA Technical Committee (TC), also co-chaired by DFAT and Bappenas, reports to the Steering Committee. It is responsible for: (i) overseeing the implementation of SKALA’s Annual Work Plan, (ii) ensuring SKALA aligns with central and regional government programs, (iii) reviewing and providing input on SKALA’s strategic documents, (iv) promoting learning and knowledge sharing among stakeholders based on implementation findings, (v) preparing progress reports, and (vi) communicating SKALA’s achievements. The Technical Committee consists of three technical working groups, each co-chaired by DFAT and MoF, MoHA and Bappenas. All 25 partner directorates within these ministries are represented in the working groups (see Table 3). At the TC meeting on August 7, 2024, the TC approved the Annual Work Plan 2024-25. It requested that SKALA’s achievements be used as a foundation for knowledge management across its partner ministries and provinces and recognized

the importance of flexible program implementation, particularly in light of government transitions and shifting priorities.

Additionally, provincial government partners are represented by seven Program Province Committees, which participate in all of SKALA’s technical working groups. The Province Committees are responsible for: (i) helping implement SKALA at the provincial level, (ii) coordinating regional institutions to implement the SKALA workplan, (iii) building local commitment to the SKALA workplan, (iv) ensuring office space for SKALA’s regional activities, (v) developing a provincial action plan that aligns with the regional government’s workplan, (vi) gathering input from the Provincial Partnership Network on SKALA’s progress, (vii) overseeing, monitoring, and analysing implementation findings, preparing reports, and communicating progress and challenges, and (viii) facilitating collaboration between regencies/cities and with provincial and national governments.

Table 3. Partner Directorates

Ministry of Finance	
1.	Directorate General of Fiscal Balance
2.	Directorate of Regional Taxes and Regional Retribution
3.	Directorate of Regional Financing and Economy
4.	Directorate of Information Systems and Transfer Implementation
5.	Directorate of General Transfer Funds
6.	Directorate of Special Transfer Funds
7.	Directorate of Village Funds, Incentives, Special Autonomy and Privileges
Ministry of Home Affairs	
1.	Secretary of Directorate General of Regional Development
2.	Directorate of Regional Development Planning, Evaluation and Information
3.	Directorate of Regional Revenue
4.	Directorate of Regional Budget Planning
5.	Directorate of Transfer Facilitation and Regional Debt Financing
6.	Directorate of Regional Data Collection, Special Autonomy, and DPOD
7.	Data Center and Information System
8.	Cooperation Facilitation Center
9.	Regional Inspector II
10.	Secretary of Domestic Policy Strategy (BSKDN)
Bappenas	
1.	Directorate of Poverty Alleviation and Community Empowerment
2.	Directorate of Regional Development
3.	Directorate Region I
4.	Directorate Region II
5.	Directorate Region III
6.	Directorate of Family, Women, Children, Youth, & Sports
7.	Directorate of Population and Social Security
8.	Directorate of Manpower

Staffing and Operations

SKALA has established fully operational offices in all provinces where it operates. These offices are primarily housed in government-allocated facilities, which illustrates the interest of provincial governments to collaborate with SKALA. However, in Kalimantan Utara and the Papua region, SKALA established offices outside government facilities due to unique local conditions. Kalimantan Utara’s government is currently using district facilities while awaiting the completion of its provincial offices, and SKALA’s Papua office serves four provinces in the region, requiring a separate facility.

SKALA has achieved its full staffing complement at both the national and provincial levels. The recruitment effort has been essential to ensuring that SKALA can meet its ambitious objectives, particularly in provinces where the program is relatively new and given that new leadership is expected after the local elections in November 2024. SKALA has strategically leveraged its national counterpart ministries to facilitate shifts in local attitudes to gain support to move forward with its provincial workplans. Table 4 indicates SKALA’s staffing profile as of 28 August 2024.

Table 4. SKALA Staff Profile

Location	Male	Female	Vacant	Sub-total
Jakarta	35	34	4	73
Sub-national	40	22	0	62
Total	75	56	4	135

SKALA has 3 international staff which constitutes 2.23% of its total staff complement.

SKALA’s staff are a diverse group, reflecting the program’s commitment to inclusivity, especially regarding the employment of people with disabilities. 3% of SKALA staff are people with disabilities, and in line with its recruitment policy, SKALA is pursuing an increase to 5%. The staffing policy aligns with SKALA’s broader goals of mainstreaming GEDSI in all its operations. The emphasis on creating inclusive workplaces is part of a broader strategy to ensure that the program’s internal operations are consistent with its external goals and that they foster an environment where inclusivity is both a value and a practice.

Monitoring, Evaluation, Research and Learning

SKALA’s Monitoring, Evaluation, Research and Learning (MERL) adopts a questions-based approach to program monitoring, evaluation and learning – seeking to understand internal and external audience information needs and applying appropriate qualitative and quantitative tools to systematically address these. The MERL system is also designed to be adaptive, recognising the need to respond to evolving programming approaches and Indonesia’s dynamic policy context.

Working from these foundations, the SKALA MERL approach seeks to:

- facilitate programmatic learning through the development and sharing of evidence and analysis to inform decision-making and program direction,
- serve the accountability needs of DFAT, including by explaining progress against outcomes,
- align with, and support where possible, the Government of Indonesia’s (GoI’s) monitoring, evaluation, research and learning needs and priorities, and
- generate evidence that can support strategic communications and advocacy.

Information generated by the SKALA MERL system will be used to explain and contextualise progress towards SKALA’s EOPOs and intermediate outcomes (IOs) as the result of the activities undertaken in the AWP. It will also be used to assess performance of the programs Gender Equality, Disability and Social Inclusion (GEDSI) objectives. The MERL system supports the implementation team to reflect on and assess the quality, value-add and sufficiency of the activities in the AWP to catalyse intended outcomes through the delivery of jointly identified outputs. The methodological focus of the MERL system, however, is on examining the expected relationship between these delivered outputs program outcomes. In the first phase, the focus will be on progress toward IOs related to enabling policy settings, systems and capacity that will support improved targeting and budget allocations for basic

services. The extent to which these systems result in material changes and improved services will be the focus of MERL in Phase 2.

The traditional monitoring, evaluation and reporting functions of a MERL team are complemented in SKALA with a strategic research function. SKALA hopes to use research to foster deeper understanding between levels of government and support advocacy for improved policies and practices that support all Indonesian citizens.

SKALA's research team will serve three key functions:

- Provide internal quality assurance on the numerous research activities that sit under the AWP;
- Work with GoI to develop and implement strategic research agenda;
- Undertake independent research contributing to key issues underpinning the project and contributing to public advocacy where necessary and appropriate/required.

By supporting evidence informed reflective practice within the implementation team, resourcing systematic qualitative data collection and monitoring changes in key government processes, as well as supporting systems level formative research, SKALA has established a comprehensive learning focused MERL system that will support the delivery of the multi-year work plan.

Knowledge Management, Communications and Policy Advocacy

SKALA's approach to knowledge management, communications, and policy advocacy is designed to amplify the influence of SKALA's stakeholders at both national and sub-national levels. Central to this approach is a focus on engaging with key audiences in Indonesia and Australia to ensure that SKALA's objectives are met. This approach emphasizes three key elements: identifying and addressing the information and skills needs of SKALA's beneficiaries and stakeholders, crafting compelling and positive narratives to represent stakeholders' voices, and amplifying these narratives through strategic networks and partnerships to contribute positively to policymaking and policy implementation.

At the core of SKALA's strategy is a commitment to continuous and effective knowledge management. This involves systematically documenting procedures, best practices, and lessons learned from SKALA's activities to ensure that knowledge is both accessible and actionable by central and sub-national partners. By building on previous decentralization programs and lessons learned from SKALA-supported provincial actions, the program is creating a robust knowledge base for ongoing learning and the sharing of insights across various levels of governance. SKALA is also enhancing evidence-based policymaking by drafting policy papers, promoting the use of data in policy recommendations, and building stakeholder capacity to use the policy brief as an instrument for advocacy within government systems. SKALA also seeks to transform regulatory inputs and research findings into evidence-based policy papers, facilitate policy forums between central and local government agencies, and establish a community of influence that includes policy influencers from within the bureaucracy and outside, such as universities, NGOs, think tanks, and CSOs. SKALA's strategic communications focus on creating and disseminating high-quality content that showcases the program's contributions through engagement with media and through public diplomacy events. SKALA also facilitates training to build partner capacity in knowledge management, communications and policy analysis so stakeholders are better equipped to advocate for more inclusive policy planning and implementation.

Risk management

SKALA's approach to risk management is comprehensive, adaptive, and integrated into the overall program structure, ensuring the program's resilience in a dynamic and complex environment. Risk management is structured around the identification, assessment, and mitigation of key risks that could

potentially hinder the achievement of EOPOs. The process is closely aligned with the SKALA Operations Manual, which provides a structured approach to monitoring, reporting, and addressing risks as they emerge.

Risk 1. Government Transition and Sub-national Elections

A primary risk identified by SKALA is the political transition associated with Indonesia's government change in October 2024 and the sub-national elections scheduled for November 2024. This period of transition brings about uncertainty on future government priorities, which could lead to delays in program implementation at the sub-national level and a potential loss of momentum. Additionally, there is a risk of misalignment between the new government's priorities and those of SKALA, as well as possible misperceptions that SKALA is not neutral in its operations.

To mitigate these risks, SKALA has strategically decided to limit its operations to the provincial level until after the sub-national elections, thereby maintaining tighter control over program activities. Also, SKALA is actively tracking the emerging agendas of the incoming government and is prepared to adapt its narratives and strategies to align with future priorities.

Risk 2. Conflict in the Papuan Provinces

The ongoing conflict in the Papuan provinces presents a significant risk to the safety and security of the SKALA team. Renewed or spreading conflict could lead to civil unrest, creating an unsafe environment for staff and threatening the overall implementation of the program in these regions.

In response, SKALA has taken a cautious approach by not operating in the Papuan Highlands and Central Papua, instead focusing on the remaining four provinces where conditions are more stable. SKALA is also working closely with DFAT to ensure that safety incidents are managed in alignment with DFAT safety guidelines. All SKALA activities in these regions are fully endorsed by relevant ministries and the SC before commencement to ensure legitimacy and local support.

Risk 3. Overlapping or Misaligned Policies and Regulations

A persistent risk that SKALA faces is the presence of overlapping or misaligned policies and regulations at the central government level which can create implementation issues among sub-national governments and slow down the reform process. These inconsistencies can hinder the implementation of SKALA's activities and lead to wasted resources.

To address this risk, SKALA is facilitating high-level discussions between GoI and GoA to ensure cooperation and transparency. SKALA leverages the networks of its senior leadership to navigate inter-ministerial tensions and works through partner-endorsed TAPs to emphasize interconnected priorities and outputs across the three key ministries. This collaborative approach aims to streamline policy and regulatory frameworks, reducing the potential for confusion and inefficiencies.

Safeguarding and Fraud Prevention

In addition to managing program-specific risks, SKALA places a strong emphasis on safeguarding and fraud prevention. The program has robust policies to prevent and address issues related to child protection, sexual exploitation, abuse, and harassment. All SKALA personnel are required to undergo mandatory training in these areas, with a completion rate of over 97% as of June 2024. SKALA's fraud prevention measures are stringent, with anti-bribery and fraud awareness training also being mandatory.

Annex 1. SKALA Annual Work Plan 2024-2025

SKALA Work Plan 2024-2025 EOPO 1

End of Program Outcome (EOPO) 1 : A stronger enabling environment for subnational service delivery

Central ministries develop and implement improved policies, plans, and budgets that can support better basic services provision in less developed regions.

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION	
1	Intermediate Outcome 1: Central ministries improve the subnational policy and regulatory environment on Public Financial Management (PFM) and the implementation of Minimum Service Standards (MSS)					
	1.1	Support to Strengthen Regional Revenue				
		1.1.1	Facilitate the preparation of policies and guidelines on tax revenues and regional levies (PDRD)			
		*	1.1.1.1	Technical input to draft policies related to PDRD	Ministry of Finance (MoF) - Directorate of Regional Tax and Retribution	Central
		*	1.1.1.2	Technical input to develop calculation methods to determine potential for PDRD	MoF - Directorate of Regional Tax and Retribution	Central
		*	1.1.1.3	Technical input to prepare digital regional tax and regional levy management guidelines	Ministry of Home Affairs (MoHA) - Directorate of Regional Revenues	Central
		*	1.1.1.4	Technical input on the preparation of assessment tools for target setting and realisation of Regional Own-Source Revenue (PAD)	MoHA - Directorate of Regional Revenues	Central
		*	1.1.1.5	Technical facilitation to optimise the use of tax instruments and administration	MoF - Directorate of Regional Tax and Retribution	Central

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION
		1.1.1.6	Technical input for PAD data processing	MoHA - Directorate of Regional Revenues	Central
	*	1.1.1.7	Technical facilitation to strengthen the capacity of PDRD policy formulators at the central level	MoF - Directorate of Regional Tax and Retribution	Central
	1.1.2	Strengthen the role of guidance and supervision related to PDRD management			
	*	1.1.2.1	Technical input to develop supporting materials to build capacity of PDRD managers in the regions	MoF - Directorate of Regional Tax and Retribution	Central
	*	1.1.2.2	Technical facilitation of PDRD monitoring and evaluation in the regions	MoHA - Directorate of Regional Revenues	Central
	*	1.1.2.3	Technical facilitation of the implementation of guidance and supervision related to the implementation of PDRD policies through the Regional Revenue Management forum	MoF - Directorate of Regional Tax and Retribution	Central
	1.2	Support to strengthen the management of transfers to regions			
	1.2.1	Facilitate the preparation of policies and guidelines regarding general allocation funds (DAU)			
	*	1.2.1.1	Technical input to prepare regional clustering as input for DAU policy	MoF - Directorate of General Allocation Fund	Central
	*	1.2.1.2	Technical input to improve the DAU Specific Grant policy in fulfilling basic services in the education sector	MoF - Directorate of General Allocation Fund	Central
	*	1.2.1.3	Technical input to prepare the distribution of DAU allocation proportions in the secondary education sector following the Papua Special Autonomy Law	MoF - Directorate of General Allocation Fund	Central
	*	1.2.1.4	Technical recommendations for a list of activities and sub-activities that support the achievement of MSS in the fields of education, health, and public works in the context of determining the direction of use of the DAU-Specific Grant	MoF - Directorate of General Allocation Fund	Central
	1.2.2	Facilitate the preparation of policies and guidelines regarding special allocation funds (DAK)			

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION	
		*	1.2.2.1	Technical facilitation of evaluation of reporting of short-term results of Physical DAK	National Development Planning Agency (Bappenas) - Directorate of Regional Development	Central
			1.2.2.2	Technical input to prepare governance mechanisms and coordination for the management of Physical DAK in the regions	MoHA - Secretariat of the Directorate General of Regional Development	Central
		*	1.2.2.3	Technical input to prepare Non-Physical DAK policies in the fields of education and health (stunting) that support basic services	MoF - Directorate of Special Transfer Fund	Central
		*	1.2.2.4	Technical input to prepare the governance of the Physical DAK and Grants mechanisms in the drinking water and sanitation sectors	MoF - Directorate of Special Transfer Fund	Central
			1.2.2.5	Technical input for the development of management of Community Health Center Operational Assistance Funds (Puskesmas BOK) in Provinces/Regencies/Cities	MoHA - Directorate of Transfer Facilitation and Regional Debt Financing	Central
		*	1.2.2.6	Technical input to prepare policies on the management of grants to regions	MoF - Directorate of Special Transfer Fund	Central
		1.2.3	Facilitate the preparation of policies and guidelines regarding revenue-sharing funds (DBH)			
		*	1.2.3.1	Technical input to study the use of DBH in areas with high value DBH to support the provision of basic services	Bappenas - Directorate of Regional Development	Central
		*	1.2.3.2	Technical recommendations for policies on the use of Tobacco Excise Tax (CHT) and Palm Oil Excise Tax DBH to fulfil inclusive basic services	MoF - Directorate of General Allocation Fund	Central
			1.2.3.3	Technical input for monitoring and evaluation of the implementation of the Special Autonomy Oil and Gas Additional DBH and its utilisation for fulfilling mandatory MSS expenditures	MoF - Directorate of General Allocation Fund	Central
		1.2.4	Facilitate the preparation of policies and guidelines regarding Village Funds			
		*	1.2.4.1	Technical input on a study of the use of village funds as an input to the preparation of village fund allocation policies	Bappenas - Directorate of Regional Development	Central

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION
		1.2.4.2	Technical input for the formulation of Village Fund Regional Performance Indicators (IKD)	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central
	*	1.2.4.3	Technical input on village fund formula design using earmark and/or non-earmark methods	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central
	1.2.5	Strengthen the role of coaching and supervision related to the management of transfers to regions (TKD)			
	*	1.2.5.1	Technical facilitation to develop capacity-building designs related to HKPD policies	MoF - Secretariat of the Directorate General of Fiscal Balance	Central
	*	1.2.5.2	Technical input to evaluate TKD distribution policies	MoF - Directorate of Information System and Transfer	Central
		1.2.5.3	Technical input to develop communication strategies and public information services related to the implementation of Law Number 1 of 2022	MoF - Secretariat of the Directorate General of Fiscal Balance	Central
		1.2.5.4	Technical input for preparing the Grand Design of the TKD Learning Program and Regional Economic Governance with DJPK	MoF - Directorate of Regional Economy and Finance	Central
1.3.	Support to strengthen the management of regional endowment funds				
	1.3.1	Facilitate the preparation of policies and guidelines regarding village allocation fund (DAD)			
	*	1.3.1.1	Technical input for revising the DAD implementation guidebook	MoF - Directorate of Regional Economy and Finance	Central
1.4	Support for strengthening the governance of special autonomy funds				
	1.4.1	Facilitate the preparation of policies and guidelines regarding the Aceh special autonomy fund			

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION	
			1.4.1.1	Technical input to prepare recommendations for updating policies on the allocation and utilisation of Aceh's special autonomy funds	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central
		*	1.4.1.2	Technical input for the preparation of policies on the sustainability of the Aceh special autonomy fund	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central
		*	1.4.1.3	Technical input to the study of Aceh Province special autonomy fund governance	MoHA - Directorate of Transfer Facilitation and Regional Debt Financing	Central
		1.4.2	Strengthen the role of guidance and supervision regarding the Aceh special autonomy fund			
		*	1.4.2.1	Technical input to strengthen implementation of policies regarding Special Autonomy governance in Aceh following PMK33	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central
		*	1.4.2.2	Technical facilitation of the evaluation of the Aceh Province supervisory action plan (RAP)	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central
		*	1.4.2.3	Technical facilitation of evaluation of regency/city RAP in Aceh Province	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central
		*	1.4.2.4	Facilitate technical monitoring and evaluation across ministries/institutions to increase the utilisation of Aceh's special autonomy funds	MoHA - Directorate of Transfer Facilitation and Regional Debt Financing	Central
			1.4.2.5	Technical input for the preparation of monitoring and evaluation reports on Aceh's special autonomy fund expenditure	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central
			1.4.2.6	Technical input for preparing documentation of achievements and results of the use of Aceh's special autonomy funds	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION	
		1.4.2.7	Technical input for preparing documentation on good practices for the development and utilisation of Aceh special autonomy funds	Bappenas - Regional Directorate I	Central	
		1.4.3	Facilitate the preparation of policies and guidelines regarding the special autonomy fund for the Papua Region			
		1.4.3.1	Technical input to prepare recommendations for updating policies on the allocation and utilisation of special autonomy funds for the Papua Region and Additional Infrastructure Funds	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central	
		*	1.4.3.2	Technical input regarding the implementation of special authority in Papua	MoHA - Directorate of Regional Arrangement, Special Autonomy and Regional Autonomy Advisory Council	Central
		1.4.4	Strengthen the role of guidance and supervision in relation to the special autonomy funds for the Papua Region			
		*	1.4.4.1	Technical input to develop capacity-building support for SIPPP utilisation, including guidelines and training materials	Bappenas - Regional Directorate III	Central
		*	1.4.4.2	Technical input to strengthen implementation of policies regarding Special Autonomy governance in Papua following PMK33	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central
		*	1.4.4.3	Technical facilitation of the evaluation of the Provincial RAP in the Papua Region	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central
		*	1.4.4.4	Technical facilitation of evaluation of Regency/City RAP in the Papua Region	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central
		*	1.4.4.5	Technical input to prepare calculations of priority program funding needs in the 2025-2029 RAPPP	Bappenas - Regional Directorate III	Central
		*	1.4.4.6	Facilitate technical monitoring and evaluation across ministries/institutions to increase the utilisation of special autonomy funds for the Papua Region	MoHA - Directorate of Transfer Facilitation and Regional Debt Financing	Central

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION	
		1.4.4.7	Technical input to prepare monitoring and evaluation reports on spending of special autonomy funds for the Papua Region	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central	
		1.4.4.8	Technical input to prepare documentation on achievements and results of the use of special autonomy funds for the Papua Region	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central	
		1.4.4.9	Technical facilitation to strengthen forums for synchronisation, harmonisation, evaluation, and coordination of the implementation of special autonomy governance	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Central	
	1.5	Support to strengthen management of MSS implementation				
		1.5.1	Facilitate the preparation and updating of technical guidelines to implement MSS			
		*	1.5.1.1	Technical input to asymmetric studies based on regional typology in the context of implementing MSS in the Regions for the 2025-2029 RPJMN	Bappenas - Directorate of Regional Development	Central
		*	1.5.1.2	Technical input to draft guidelines for MSS implementation	MoHA - Secretariat of the Directorate General of Regional Development	Central
		*	1.5.1.3	Technical input on policy preparation related to SOP & Technical Guidelines for Provincial/Regency/City MSS Implementation Team	MoHA - Secretariat of the Directorate General of Regional Development	Central
			1.5.1.4	Technical input to improve business processes utilising the e-MSS application	MoHA - Secretariat of the Directorate General of Regional Development	Central
			1.5.1.5	Technical input to prepare mechanisms and business processes for public complaints in implementing MSS in the regions	Bappenas - Directorate of Regional Development	Central
		1.5.2	Facilitate the development of guidelines for calculating MSS financing needs			
		*	1.5.2.1	Technical input to prepare MSS costing guidelines	Bappenas - Directorate of Regional Development	Central

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION
	*	1.5.2.2	Technical input from developers of the costing calculator feature in the e-MSS application	MoHA - Secretariat of the Directorate General of Regional Development	Central
	*	1.5.2.3	Technical input to prepare the technical guidance module for the use of costing calculators for MSS budgeting	Bappenas - Directorate of Regional Development	Central
	1.5.3	Strengthen the role of coaching and supervision in relation to the implementation of MSS			
		1.5.3.1	Technical input to develop typology/regional clustering in implementing MSS	Bappenas - Directorate of Regional Development	Central
	*	1.5.3.2	Technical input for the preparation of MSS monitoring and evaluation guidelines across ministries/institutions	MoHA - Secretariat of the Directorate General of Regional Development	Central
	*	1.5.3.3	Technical input for preparing designs for increasing capacity for sustainable MSS implementation	MoHA - Secretariat of the Directorate General of Regional Development	Central
	*	1.5.3.4	Technical input for the preparation of policies and guidelines for Government Internal Audit Apparatus (APIP) in carrying out supervision of the implementation and fulfilment of MSS, including the use of the E-Reviu application	MoHA - Inspectorate II	Central
		1.5.3.5	Technical input to prepare capacity-building support, guidelines, and training modules related to the use of E-Reviu and monitoring the implementation and fulfilment of MSS	MoHA - Inspectorate II	Central
		1.5.3.6	Technical input for monitoring the implementation and fulfilment of MSS in the regions, including through the use of the E-Reviu application	MoHA - Inspectorate II	Central
	*	1.5.3.7	Technical facilitation of the coaching role and supervision of the implementation of MSS through a reward mechanism for regions	MoHA - Secretariat of the Directorate General of Regional Development	Central
1.6	Support to strengthen regional planning for the implementation and fulfilment of inclusive, quality, and participatory basic services				
	1.6.1	Facilitate the preparation of policies and guidelines and updating nomenclature regarding regional planning			

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION	
		*	1.6.1.1	Technical input to update classification, codification, and nomenclature of development planning	MoHA - Directorate of Regional Development Planning, Evaluation and Information (PEIPD)	Central
		*	1.6.1.2	Technical input for policy preparation regarding guidelines for preparing the Regional Medium-Term Development Plan (RPJMD) for 2025-2029	MoHA - Directorate PEIPD	Central
		*	1.6.1.3	Technical input for policy preparation regarding guidelines for preparing the 2026 Regional Government Work Plan (RKPD)	MoHA - Directorate PEIPD	Central
			1.6.1.4	Technical input for the revision of Minister of Home Affairs Regulation number 10 of 2018 concerning reviews of development planning documents and annual regional budgets	MoHA - Inspectorate II	Central
		*	1.6.1.5	Technical input for developing a provincial performance database as a recommendation for determining priority locations	Bappenas - Regional Directorate II	Central
		*	1.6.1.6	Technical input for preparing recommendations for strategies for reducing poverty and inequality between regions through the provision of basic services in regional I areas	Bappenas - Regional Directorate I	Central
		*	1.6.1.7	Technical input for preparing recommendations for strategies for reducing poverty and inequality between regions through the provision of basic services in regional II areas	Bappenas - Regional Directorate II	Central
		*	1.6.1.8	Technical input for developing strategies for providing basic services considering special contexts, including socio-cultural, transmigration, etc., in regional I areas	Bappenas - Regional Directorate I	Central
			1.6.1.9	Technical input for developing strategies for providing basic services considering special contexts, including socio-cultural, transmigration, etc., in regional II areas	Bappenas - Regional Directorate II	Central
		*	1.6.1.10	Technical input for the formation of a coordination and harmonisation forum for stakeholders to encourage accelerated development in regional III areas	Bappenas - Regional Directorate III	Central
			1.6.1.11	Technical input for preparing an action plan to accelerate regional development in eastern Indonesia	Bappenas - Regional Directorate III	Central
			1.6.1.12	Technical input for the development of the National Development Planning Consultation mechanism	Bappenas - Regional Directorate III	Central
		1.6.2	Strengthen the role of guidance and supervision related to regional planning and integration of thematic action plans in regional planning			

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT					CUSTODIAN	IMPLEMENTATION LOCATION
		*	1.6.2.1	Technical input for preparing guidelines to increase the capacity of planners in compiling cascading planning matrices	MoHA - Directorate PEIPD	Central
	1.7	Support for strengthening regional budgeting for the implementation and fulfilment of inclusive basic services				
		1.7.1	Facilitate the preparation of policies and guidelines regarding regional budgeting			
		*	1.7.1.1	Technical Input for Preparing Policy on Guidelines for Preparing APBD	MoHA - Directorate of Regional Budget Planning	Central
		*	1.7.1.2	Technical input to strengthen APBD evaluation governance as a basis for developing the APBD evaluation module through SIPD-RI	MoHA - Directorate of Regional Budget Planning	Central
		*	1.7.1.3	Results of the annual study of public financial expenditure and revenues in the regions (Subnational PERA)	MoF - Directorate of Regional Economy and Financing	Central
		*	1.7.1.4	Technical input for preparing regional clustering designs and strategies for fulfilling mandatory spending	MoF - Directorate of Regional Economy and Financing	Central
		*	1.7.1.5	Technical input for policy preparation regarding regional expenditure budgeting mapping oriented towards fulfilling MSS in the preparation of the APBD	MoHA - Directorate of Regional Budget Planning	Central
		*	1.7.1.6	Technical input for the preparation of Standard Chart of Accounts (BAS) synergy governance policies	MoF - Directorate of Transfer and Information System	Central
		*	1.7.1.7	Technical input for preparing documents regarding the design of regional macro and fiscal policy directions as a reference for Regional Governments in preparing General Budget Policy and Temporary Budget Ceiling KUA PPAS	MoF - Directorate of Regional Economy and Financing	Central
		*	1.7.1.8	Technical input on the implementation of central and regional funding synergy policies	MoF - Directorate of Regional Economy and Financing	Central
		*	1.7.1.9	Technical input for drafting the central and regional fiscal synergy index concept related to basic services	MoF - Directorate of Regional Economy and Financing	Central
		1.7.2.	Strengthen the role of guidance and supervision related to regional budgeting			
		*	1.7.2.1	Technical facilitation to increase the capacity of regional planning and budgeting personnel within the framework of implementing BAS synergies	MoF - Directorate of Transfer and Information System	Central

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT					CUSTODIAN	IMPLEMENTATION LOCATION
2	Intermediate Outcome 2: Ministries/Institutions use evidence to improve decentralisation-related planning, coordination, and determination of prioritisation					
	2.1	Support for strengthening regional one data policies and institutions				
		2.1.1	Facilitate the preparation of policies and guidelines on the management of regional one data			
		*	2.1.1.1	Technical facilitation of policy dissemination regarding one data on domestic government (SDPDN)	MoHA - Center for Data and Information System	Central
		*	2.1.1.2	Technical input to prepare the grand design of SDPDN	MoHA - Center for Data and Information System	Central
		*	2.1.1.3	Technical input to prepare technical instructions for the implementation of one data forum and implementation of the SDPDN action plan, including technical instructions for domestic government data coverage, SOPs for planning, collecting, examining, and disseminating data within the SDPDN framework, technical instructions for communicating data through the SDPDN portal, and procedures for guidance, supervision, monitoring, and evaluation of SDPDN	MoHA - Center for Data and Information System	Central
		*	2.1.1.4	Technical recommendations for priority data across components and regions	MoHA - Center for Data and Information System	Central
		*	2.1.1.5	Technical input for policy preparation regarding governance, utilisation, and updating of REGSOSEK	Bappenas - Directorate of Poverty Alleviation and Community Empowerment (PKPM)	Central
		*	2.1.1.6	Technical input for the preparation of REGSOSEK utilisation guidelines for regional planning	MoHA - Directorate PEIPD	Central
			2.1.1.7	Technical input for preparing regional financial data standards in line with the principles of One Data Indonesia	MoF - Directorate of Transfer and Information System	Central
		*	2.1.1.8	Results of the study on the readiness map of Provincial/Regional Governments in SKALA locations for implementing regional One Data	MoHA - Center for Data and Information System	Central
		2.1.2	Facilitate the preparation of policies and guidelines regarding the implementation of electronic-based government system (SPBE) standards			

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION
	*	2.1.2.1	Technical facilitation of coordination meetings for the implementation of regional government SPBE in NTB Province	MoHA - Center for Data and Information System	Central
		2.1.2.2	Technical input for the preparation of SPBE planning maps and architecture for the MoHA	MoHA - Center for Data and Information System	Central
	*	2.1.2.3	Technical input for the preparation of policies and guidelines related to the implementation of local government SPBE	MoHA - Center for Data and Information System	Central
		2.1.3	Strengthen the role of guidance and supervision related to regional one data		
	*	2.1.3.1	Technical input for preparing support to increase the capacity of regional one data managers	MoHA - Center for Data and Information System	Central
	*	2.1.3.2	Technical facilitation of sharing lessons learned about the implementation of regional one data	MoHA - Center for Data and Information System	Central
	2.2	Support to strengthen village information systems			
		2.2.1	Facilitate the preparation of policies and guidelines regarding using village information systems		
	*	2.2.1.1	Technical recommendations related to the business process of updating and linking SEPAKAT with information systems at the village level for updating REGSOSEK data, which is connected to Civil Registration and Vital Statistics	Bappenas - Dit. Kependudukan dan Jaminan Sosial	Central
	*	2.2.1.2	Technical input for formulating policies for using data sourced from information systems at the village level according to SPBE standards	Bappenas - Directorate of Regional Development	Central
	2.3	Support for system strengthening and integration between data management systems			
		2.3.1	Facilitate strengthening and integration of data management systems		
	*	2.3.1.1	Technical input for preparing SEPAKAT integration business processes with other Ministries/Institutions (MI) systems, including SIPD, SIKD, and SIPPP	Bappenas - Directorate PKPM	Central
	*	2.3.1.2	Technical input for system preparation for SEPAKAT integration with SIPD-RI, SIKD, and SIPPP, including SEPAKAT-MI	Bappenas - Directorate of Population and Social Security	Central

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION	
			2.3.1.3	Technical input for integration between data management systems related to SIPD-RI business processes	MoHA - Center for Data and Information System	Central
		*	2.3.1.4	Technical input on the integration of SIPD-RI and SEPAKAT	MoHA - Center for Data and Information System	Central
		*	2.3.1.5	Technical recommendations for policies and business processes for integration and interoperability of SIKD data with other systems, especially the integration of SIKD, SIPD-RI, and SIPPP	MoF - Directorate of Transfer and Information System	Central
			2.3.1.6	Technical input for the development and testing of SIKD integration with SIPD-RI, SEPAKAT, and other relevant MI systems	MoF - Directorate of Transfer and Information System	Central
		*	2.3.1.7	Technical input on the integration of SIPPP with SIPD-RI and SIKD-Otsus	Bappenas - Regional Directorate III	Central
		*	2.3.1.8	Technical input for data integration and utilisation (one of them) through SIPD-Hub	MoHA - Center for Data and Information System	Central
		*	2.3.1.9	Technical input for e-MSS integration with SIPD RI	MoHA - Directorate PEIPD	Central
		*	2.3.1.10	Technical input for updating and utilising the E-Review application, including the integration of E-Review and SIPD-RI	MoHA - Inspectorate II	Central
			2.3.1.11	Technical input for developing DAK monitoring mechanisms through SIPD-RI	MoHA - Secretariat of the Directorate General of Regional Development	Central
		*	2.3.1.12	Technical input for the development of SIKD Special Autonomy	MoF - Directorate of Transfer and Information System	Central
			2.3.1.13	Technical input for the development of SIKD <i>Teman Desa</i>	MoF - Directorate of Transfer and Information System	Central
			2.3.1.14	Technical input for identifying the use of the Large Language Model (LLM) in SIKD	MoF - Directorate of Transfer and Information System	Central
			2.3.1.15	Technical input for updating the National Data Verification application (VERDANA)	MoF - Directorate of Transfer and Information System	Central
		2.3.2	Strengthen the management capacity of SIPD-RI			

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION
	*	2.3.2.1	Technical input for the preparation of Norms, Standards, Procedures, and Criteria (NSPK) related to SIPD-RI	MoHA - Center for Data and Information System	Central
	*	2.3.2.2	Technical input for preparing process documentation in preparation for the ISO certification process for SIPD-RI	MoHA - Center for Data and Information System	Central
2.4	Support for strengthening analysis, updating, and utilising data				
	2.4.1	Development of a micro, macro, and sector data analysis framework, including analysis of the need to fulfill MSS for regional planning			
	*	2.4.1.1	Technical input on the list of REGSOSEK indicators related to MSS in the SEPAKAT analysis and input to the SIPD Hub	Bappenas - Directorate of Population and Social Insurances	Central
	*	2.4.1.2	Technical input on the use of REGSOSEK data to support the implementation of the Family Quality Development Index (IPKK)	Bappenas - Directorate of Family, Women, Children, Youth, and Sports (KPAPO)	Central
		2.4.1.3	Technical input for expanding the financial data analysis framework for thematic issues (dashboard monitoring) to support fiscal policy synergy	MoF - Directorate of Regional Economy and Financing	Central
		2.4.1.4	Technical input for preparing an analytical framework for the use of micro, macro, and sector data for input into regional budget planning	Bappenas - Directorate PKPM	Central
	*	2.4.1.5	Technical input for trials on the use of non-conventional data for climate change adaptation and basic service provision in NTB Province	MoHA - Secretariat of the Directorate General of Regional Development	Central
	2.4.2	Strengthening the role of coaching related to disaggregated microdata analysis for analysing needs for fulfilling MSS and regional planning			
	*	2.4.2.1	Technical input for preparing and facilitating REGSOSEK data access rights through SEPAKAT	Bappenas - Directorate PKPM	Central
	*	2.4.2.2	Technical input to facilitate the matching of REGSOSEK data with regional government data and other M/I data	Bappenas - Directorate of Population and Social Insurances	Central
		2.4.2.3	Technical input for developing curriculum, modules, and training guides for utilising REGSOSEK data through SEPAKAT for the Central Government	Bappenas - Directorate of Population and Social Insurances	Central
		2.4.2.4	Technical input for the preparation of guidelines for the use of SEPAKAT related to the preparation of regional planning documents for poverty reduction, community empowerment, and GEDSI	Bappenas - Directorate PKPM	Central

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT					CUSTODIAN	IMPLEMENTATION LOCATION
		*	2.4.2.5	Technical input for expanding Master of Training capacity in utilising REGSOSEK data through SEPAKAT	Bappenas - Directorate of Population and Social Insurances	Central
		*	2.4.2.6	Technical input for strengthening the capacity of regional planning officials to carry out data-based analysis is available at SEPAKAT, Data Portal, and/or SIPD Hub for fulfilling MSS and preparing regional planning documents.	Bappenas - Directorate of Population and Social Insurances	Central
		*	2.4.2.7	Technical input for developing supporting materials for capacity building (modules, videos, and other supporting tools) and public education using REGSOSEK data for direct learning or via LMS	Bappenas - Directorate of Population and Social Insurances	Central
			2.4.2.8	Technical facilitation to share experiences in using REGSOSEK data in regional planning	Bappenas - Directorate PKPM	Central
		2.4.3	Facilitate updating of disaggregated microdata			
		*	2.4.3.1	Technical input for preparing business processes and guidance for REGSOSEK data updating systems automatically (integration)	Bappenas - Directorate of Population and Social Insurances	Central
		*	2.4.3.2	Technical input for preparing the REGSOSEK data updating module in the SEPAKAT system	Bappenas - Directorate of Population and Social Insurances	Central
		*	2.4.3.3	Technical input for trials updating REGSOSEK data with various data platforms	Bappenas - Directorate of Population and Social Insurances	Central
		*	2.4.3.4	Technical facilitation of training for managing the REGSOSEK data updating system and integrated systems in the regions	Bappenas - Directorate of Population and Social Insurances	Central
		*	2.4.3.5	Technical recommendations for guidance/curriculum for managing REGSOSEK data updating systems and integrated systems for regions	Bappenas - Directorate of Population and Social Insurances	Central

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION	
3	Intermediate Outcome 3: Central agencies increasingly apply GEDSI analysis and evidence in preparing their policies, plans and budgets to ensure the needs of women, people with disabilities, and vulnerable groups are addressed					
	3.1	Support for strengthening regional planning for the implementation and fulfilment of inclusive basic services				
		3.1.1	Facilitate the preparation of policies, guidelines, and action plans for poverty reduction, gender mainstreaming, disability, and ageing			
		*	3.1.1.1	Technical input to strengthen gender mainstreaming in the preparation of the RPJMN	Bappenas - Directorate KPAP0	Central
		*	3.1.1.2	Technical input in the preparation of the national action plan for gender equality development	Bappenas - Directorate KPAP0	Central
		*	3.1.1.3	Technical input for preparing guidelines for drafting regional action plans for gender equality development	Bappenas - Directorate KPAP0	Central
		*	3.1.1.4	Technical input for trial preparation of regional action plans for gender equality development in Aceh and NTB	Bappenas - Directorate KPAP0	Central
		*	3.1.1.5	Technical input for developing capacity-strengthening designs related to gender mainstreaming	Bappenas - Directorate KPAP0	Central
			3.1.1.6	Technical input for preparing the communication strategy for RPJPN Indonesia Emas (IE) 14 regarding Gender Mainstreaming	Bappenas - Directorate KPAP0	Central
		*	3.1.1.7	Technical input for the preparation of policy recommendations regarding central and regional financial relations (HKPD) that support gender mainstreaming (PUG) in the regions	MoF - Secretariat of the Directorate General of Fiscal Balance	Central
		*	3.1.1.8	Technical input to the GEDSI tagging guidebook in SIKD	MoF – Directorate of Information System and Transfer	Central
		*	3.1.1.9	Technical input for RAN PD evaluation for the Presidential Report	Bappenas - Directorate PKPM	Central
		*	3.1.1.10	Technical input for a comprehensive evaluation of the operationality and achievements of RAN PD	Bappenas - Directorate PKPM	Central
		*	3.1.1.11	Technical input in drafting regulations and policies for persons with disabilities	Bappenas - Directorate PKPM	Central

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT					CUSTODIAN	IMPLEMENTATI ON LOCATION
			3.1.1.12	Technical input for preparing budget calculation guidelines for people with disabilities	Bappenas - Directorate PKPM	Central
		*	3.1.1.13	Technical input for updating regulations and policies regarding ageing	Bappenas - Directorate PKPM	Central
		*	3.1.1.14	Technical input for reviewing and sharpening indicators and operational definitions related to disabilities and older people in regulations for fulfilling basic services in technical ministries/institutions	Bappenas - Directorate PKPM	Central
		*	3.1.1.15	Technical Input Strengthening Regional Financial Performance Measurement, including GEDSI aspects, to support Regional KEM PPKF and Regional KUA PPAS policies	MoF – Directorate of Information System and Transfer	Central
			3.1.1.16	Facilitate Increasing the Role of Regional Chief Economists for Regional Governments in PPRG	MoF - Secretariat of the Directorate General of Fiscal Balance	Central
			3.1.1.17	Facilitate collaborative policies of the First Ministry of Finance and the Special Mission Vehicle (SMV) to accelerate PUG Policy in the Regions.	MoF - Secretariat of the Directorate General of Fiscal Balance	Central
		3.1.2	Strengthen the role of guidance and supervision related to the implementation of policies on poverty reduction, gender mainstreaming, disability, and ageing			
		*	3.1.2.1	Technical facilitation of the use of GEDSI Tagging in regional planning and budgeting	MoF – Directorate of Information System and Transfer	Central
		*	3.1.2.2	Technical input to facilitate the use of REGSOSEK data for planning documents (PD Renaksi, Elderly Renaksi)	Bappenas - Directorate PKPM	Central
			3.1.2.3	Technical facilitation of mainstreaming the GEDSI perspective in regional cooperation and within the Ministry of Home Affairs	MoHA - Cooperation Facilitation Center	Central
		*	3.1.2.4	Technical input and facilitation of the preparation of regional action plans for poverty reduction through the preparation of an analytical framework for the use of micro, macro, and sector data	Bappenas - Directorate PKPM	Central
	3.2	Support for strengthening the participation, representation, and influence of vulnerable groups in planning and decision-making processes				
		3.2.1	Facilitation of the preparation of policies and guidelines on the participation of vulnerable groups in development			
		*	3.2.1.1	Technical input for preparing guidelines for implementing public participation in regional development implementation	MoHA - Directorate PEIPD	Central

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT					CUSTODIAN	IMPLEMENTATION LOCATION
		*	3.2.1.2	Technical input for preparing mechanisms and guidelines for holding thematic planning deliberations	Bappenas - Directorate PKPM	Central
			3.2.1.3	Facilitate developing monitoring mechanisms for the involvement of persons with disabilities in regional planning.	Bappenas - Directorate PKPM	Central
		*	3.2.1.4	Technical input for 2025 APBD Data Review Competition material related to GEDSI for SMA/SMK/MA/Equivalent students	MoF – Directorate of Information System and Transfer	Central

SKALA Work Plan 2024-2025 EOPO 2

End of Program Outcome (EOPO 2) : Better subnational service delivery

Selected provincial and district governments more effectively plan, budget, and manage for basic service provision

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION
4	Intermediate Outcome 4: Selected provincial and district governments better use Public Financial Management (PFM) for the provision of basic services that meet the Minimum Service Standards (MSS)				
	4.1	Support for strengthening regional revenue			
		4.1.1	Facilitate the preparation and implementation of regulations and policies on tax revenues and regional levies (PDRD)		
	*	4.1.1.1	Technical recommendations for draft regional head regulations regarding the implementation of regional regulations regarding PDRD	Ministry of Finance (MoF) - Directorate of Regional Tax and Retribution	NTB; NTT; North Kalimantan; Gorontalo; Maluku; West Papua
	*	4.1.1.2	Technical recommendations for PAD improvement design	MoF - Directorate of Regional tax and Retribution	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
		4.1.2	Facilitate capacity strengthening related to PDRD		
	*	4.1.2.1	Support training for regional government staff in relevant work units in PDRD management	MoF - Directorate of Regional tax and Retribution	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
	4.2	Support for strengthening the management of transfers to regions (TKD)			
		4.2.1	Facilitate strengthening capacity related to the General Allocation Fund		
	*	4.2.1.1	Support training for regional government staffs in relevant work units in planning and managing General Allocation Funds.	MoF - Directorate of General Transfer Fund	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION
	*	4.2.1.2	Support training for regional government staffs in relevant work units to plan to fulfil mandatory infrastructure spending in the regions.	MoF - Directorate of Regional Economy and Financing	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
	4.2.2	Facilitate strengthening capacity related to the Special Allocation Fund			
	*	4.2.2.1	Support training for regional government staffs in relevant work units in planning and managing Special Allocation Funds	National Development Planning Agency (Bappenas) - Directorate of Regional Development	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
	4.2.3	Facilitate strengthening capacity related to Revenue Sharing Fund			
		4.2.3.1	Support training for regional government staffs in relevant work units in planning and managing Profit Sharing Funds	MoF - Directorate of General Transfer Fund	Aceh; Papua; South Papua; West Papua; Southwest Papua
	4.2.4	Facilitate the utilisation of regional expenditure study results for the optimisation of TKD			
	*	4.2.4.1	Technical recommendations for the distribution of TKD budget allocations to finance the implementation and fulfilment of MSS and other strategic development issues	MoF - Directorate of General Transfer Fund	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
	*	4.2.4.2	Technical recommendations for preparing the annual Public Finance Expenditure and Revenue (PERA) expenditure review report	MoF - Directorate of Regional Economy and Financing	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
	4.3	Support for strengthening the governance of special autonomy funds			
	4.3.1	Facilitate the preparation and implementation of policies for Aceh's special autonomy funds			
		4.3.1.1	Technical recommendations for policy reformulation for the Aceh Health Insurance Program	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Aceh
	*	4.3.1.2	Technical recommendations for preparing revisions to the Aceh Special Autonomy Fund Utilisation Master Plan	Bappenas - Regional Directorate I	Aceh
	4.3.2	Facilitation of strengthening capacity related to the management of Aceh's special autonomy funds			

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION
	*	4.3.2.1	Support training for regional government staffs in relevant work units in Aceh Province to allocate Special Autonomy funds, prepare planning documents (including RAP), Report, and prepare channel Terms through the SIKD-OTSUS application	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Aceh
	4.3.3	Facilitate the preparation and implementation of policies for Papua's special autonomy funds			
	*	4.3.3.1	Technical input for preparing training modules on the use of SIPPP for OTSUS planning	Bappenas - Regional Directorate III	Papua; South Papua; West Papua; Southwest Papua
	*	4.3.3.2	Technical input for integration of RIPPP and RAPP in RPJPD, RPJMD, and RKPD	Bappenas - Regional Directorate III	Papua; South Papua; West Papua; Southwest Papua
	*	4.3.3.3	Technical recommendations for drafting guidance documents for priority program implementation	Bappenas - Regional Directorate III	Papua; South Papua; West Papua; Southwest Papua
	*	4.3.3.4	Technical facilitation of implementation of priority program implementation guidelines	Bappenas - Regional Directorate III	Papua; South Papua; West Papua; Southwest Papua
	*	4.3.3.5	Technical facilitation of the implementation of the musrenbangsus according to established guidelines	Bappenas - Regional Directorate III	Papua; South Papua; West Papua; Southwest Papua
	4.3.4	Facilitation of strengthening capacity related to the management of Papua's special autonomy funds			
	*	4.3.4.1	Support training for women, the disabled, and other vulnerable groups in analysing and utilising Indigenous People of Papua (OAP) disaggregated data.	Bappenas - Regional Directorate III	Papua; South Papua; West Papua; Southwest Papua
	*	4.3.4.2	Support training for regional government staff in relevant work units in the Papua Region to allocate Special Autonomy funds, prepare planning documents (including RAP), Report, and prepare channel Terms via the SIKD-OTSUS application.	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Papua; South Papua; West Papua; Southwest Papua
	*	4.3.4.3	Technical input to increase the capacity of the DPRP and MRP in carrying out budgeting functions and monitoring the implementation of special autonomy	Ministry of Home Affairs (MoHA) - Directorate of Regional Arrangement, Special Autonomy and Regional Autonomy Advisory Council (DPOD)	Papua; South Papua; West Papua; Southwest Papua

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION
4.4	Support for strengthening the management of the implementation of MSS				
4.4.1	Facilitate the preparation of policies on institutional governance for the implementation and fulfilment of MSS				
*	4.4.1.1	Technical recommendations for drafting regional policies regarding data governance institutions for implementing and fulfilling MSS	MoHA - Secretariat of the Directorate General of Regional Development	NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua	
4.4.2	Facilitate capacity strengthening and the preparation of action plans for the implementation of MSS				
*	4.4.2.1	Support training for regional government staff in relevant work units in preparing action plans for implementing MSS (including stages of implementing MSS, MSS quality indicators, MSS costing, etc.)	MoHA - Secretariat of the Directorate General of Regional Development	NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua	
*	4.4.2.2	Technical recommendations regarding action plans for implementing MSS	MoHA - Secretariat of the Directorate General of Regional Development	NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua	
4.4.3	Facilitate the calculation of MSS financing needs				
*	4.4.3.1	Technical recommendations for expenditure components and unit costs for calculating the needs for implementing MSS, according to regional unit price standards	MoHA - Secretariat of the Directorate General of Regional Development	NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua	
4.4.4	Strengthen the coordination and guidance role of the provincial MSS implementation team				
*	4.4.4.1	Technical recommendations regarding the implementation of monitoring and evaluation, as well as reporting on the achievements of MSS implementation	MoHA - Secretariat of the Directorate General of Regional Development	Papua; South Papua; West Papua; Southwest Papua	
*	4.4.4.2	Technical recommendations for preparing decisions regarding the Korbinwas institutional implementation of MSS through MSS consultation clinics	MoHA - Secretariat of the Directorate General of Regional Development	NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua	
	4.4.4.3	Technical recommendations regarding the implementation of monitoring and evaluation, as well as reporting on the achievements of MSS implementation	MoHA - Secretariat of the Directorate General of Regional Development	Aceh	

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION
4.5	Support for strengthening regional planning for the implementation and fulfilment of inclusive basic services				
4.5.1	Facilitate capacity strengthening related to regional planning, including the integration of various thematic action plans				
*	4.5.1.1	Support training for Provincial Government in relevant work units in preparing plans, including cascade nomenclature for formulating programs and activities in planning documents.	MoHA - Directorate of Regional Development Planning, Evaluation and Information (PEIPD)	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku	
*	4.5.1.2	Technical facilitation to strengthen the capacity of the functional position of policy analyst in preparing policy recommendations for inclusive basic services	MoHA - Secretariat of the Domestic Policy Strategy Agency	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua	
4.5.2	Facilitate the preparation of regional planning documents				
*	4.5.2.1	Technical inputs regarding the challenges and strategic issues for regional development related to the provision of basic services	MoHA - Directorate PEIPD	NTB; NTT; North Kalimantan; Gorontalo; Maluku	
*	4.5.2.2	Technical input to the draft RPJPD document for 2025-2045, which is oriented towards fulfilling inclusive basic services	MoHA - Directorate PEIPD	NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; West Papua	
*	4.5.2.3	Technical input to the draft RPJMD document for 2025-2029, which is oriented towards fulfilling inclusive basic services	MoHA - Directorate PEIPD	NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua	
*	4.5.2.4	Technical input to draft RKPD documents that are oriented towards fulfilling inclusive basic services	MoHA - Directorate PEIPD	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua	
4.6.	Support for strengthening regional budgeting for the implementation and fulfilment of inclusive basic services				
4.6.1	Facilitate capacity strengthening related to regional budgeting				

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION
		*	4.6.1.1 Support training for Provincial Government staffs in relevant work units in budgeting, including preparing KUA PPAS, which aligns with the Regional KEM PPKF, and using SIPD-RI in budgeting	MoF - Directorate of Regional Economy and Financing	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
		*	4.6.1.2 Support training for Provincial Government staffs in utilising the latest spending nomenclature and the specificities of the Papua Region	MoHA - Directorate PEIPD	Province of Papua; South Papua; West Papua; Southwest Papua
		4.6.2	Facilitate the preparation of regional budgeting document		
		*	4.6.2.1 Technical recommendations for KUA PPAS oriented towards fulfilling basic services	MoF - Directorate of Regional Economy and Financing	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
		*	4.6.2.2 Technical recommendations for calculating financing needs for the implementation and fulfilment of basic services, the needs of the disabled, older people, and other vulnerable groups	MoHA - Directorate of Regional Budget Planning	NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION	
5	Intermediate Outcome 5: Selected provincial and district governments increasingly utilise evidence on women, people with disabilities, and vulnerable communities' service delivery needs in their planning and budget decisions					
	5.1	Support for strengthening policy and institutions for regional one data				
		5.1.1	Facilitate the strengthening of institutions managing regional one data			
		*	5.1.1.1	Technical recommendations for drafting the Governor's Regulation on One Regional Data Action Plan	MoHA - Center for Data and Information System	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
		*	5.1.1.2	Technical recommendations regarding governance guidelines for regional one data forums	MoHA - Center for Data and Information System	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku
		*	5.1.1.3	Technical recommendations for SEPAKAT management in the regions	Bappenas - Directorate of Poverty Alleviation and Community Empowerment (PKPM)	Maluku
		*	5.1.1.4	Technical recommendations regarding architecture and SPBE plan map	MoHA - Center for Data and Information System	Maluku; West Papua
		5.1.2	Facilitate the capacity strengthening of regional One Data managers			
		*	5.1.2.1	Support training for Provincial and District/City Government Staff in relevant work units to manage One Data	MoHA - Center for Data and Information System	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
	5.2	Support for strengthening village information systems				
		5.2.1	Facilitate the identification and updating of village information systems owned by regions, including REGSOSEK data variables			
		*	5.2.1.1	Technical recommendations regarding the Information System development framework at the village level that contains the REGSOSEK data variable	Bappenas – Directorate of Population and Social Security	Aceh; NTB; NTT; North Kalimantan; Gorontalo

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION
	*	5.2.1.2	Technical input for updating existing information systems at the village level	Bappenas – Directorate of Population and Social Security	Aceh; NTB; Papua; South Papua; West Papua; Southwest Papua
	5.2.2	Facilitate the preparation of mechanisms for guidance and budgeting to strengthen and expand village-level information systems			
	*	5.2.2.1	Technical recommendations for designing planning, budgeting, and implementation guidelines that support the management, development, and expansion of information systems at the village level	Bappenas - Directorate PKPM	Aceh; NTT; North Kalimantan; Gorontalo; Papua; South Papua; West Papua; Southwest Papua
	5.3	Support for strengthening systems and integration between data management systems			
	5.3.1	Facilitate the strengthening and integration of data management systems at the regional and central levels			
	*	5.3.1.1	Technical recommendations regarding regional application integration schemes with the SEPAKAT application	Bappenas – Directorate of Population and Social Security	NTT; NTB; Gorontalo; Papua
	*	5.3.1.2	Technical input for adjusting regional data platforms for integration with central data systems	MoHA - Center for Data and Information System	Aceh; North Kalimantan
	*	5.3.1.3	Technical recommendations on the grand design of intra-regional government networks and government service liaison systems	MoHA - Center for Data and Information System	North Kalimantan; Maluku
	5.3.2	Facilitate capacity strengthening for the use and utilisation of SIPD-RI			
	*	5.3.2.1	Support training of SIPD RI application at the provincial level	MoHA - Center for Data and Information System	NTB; NTT; North Kalimantan; Gorontalo; Maluku; South Papua; West Papua; Southwest Papua
	*	5.3.2.2	Technical facilitation for the development of provincial/regional government assistance mechanisms in the use of SIPD-RI	MoHA - Center for Data and Information System	NTT; NTB; North Kalimantan; Maluku
	5.4	Support for strengthening analysis, updating, and utilisation of data			
	5.4.1	Facilitate the preparation of a data analysis framework for micro, macro, and sectoral data to assess the needs for MSS fulfilment and regional planning			

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION
		*	5.4.1.1 Input for developing mechanisms and guidelines for managing and utilising the one data portal, including sharing data according to planning, budgeting, and basic service needs for women, people with disabilities, and vulnerable communities	MoHA - Center for Data and Information System	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; West Papua
		5.4.2	Facilitate capacity strengthening related to disaggregated micro data analysis for assessing MSS fulfilment needs and regional planning		
		*	5.4.2.1 Technical facilitation of the Provincial SEPAKAT Training Team in increasing the capacity of District/City Governments to utilise REGSOSEK data in regional planning	Bappenas – Directorate of Population and Social Security	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
		*	5.4.2.2 Availability of a Training Team in the Province for training in utilising REGSOSEK data through SEPAKAT	Bappenas – Directorate of Population and Social Security	NTB; Gorontalo; Maluku; Papua; South Papua; West Papua
		*	5.4.2.3 Technical recommendations regarding a list of priority development data for the preparation of regional planning, including data related to MSS fulfilment	MoHA - Center for Data and Information System	NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
		*	5.4.2.4 Technical recommendations regarding priority data lists for MSS implementation	MoHA - Secretariat of the Directorate General of Regional Development	NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
		*	5.4.2.5 Technical recommendations regarding the use of SEPAKAT analysis results for regional planning	Bappenas - Directorate PKPM	NTB; NTT; North Kalimantan; Gorontalo; Maluku

INTERMEDIATE OUTCOME / AREA FOKUS / KEGIATAN / OUTPUT				CUSTODIAN	IMPLEMENTING LOCATION
6	Intermediate Outcome 6: Senior leaders in selected provincial and district governments better recognise, measure and plan for the specific service delivery needs of all citizens.				
	6.1	Support for strengthening regional leadership commitment to the implementation of MSS and improving the quality of regional spending			
		6.1.1	Strengthening regional leadership commitment related to the implementation of MSS		
		*	6.1.1.1	Technical facilitation of conveying progress and challenges in implementing MSS to regional leaders	MoHA - Inspectorate II NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; West Papua
			6.1.1.2	Technical recommendations regarding the design of the MSS Award for Regency/City governments	MoHA - Secretariat of the Directorate General of Regional Development Aceh; NTT
		6.1.2	Strengthening regional leadership commitment related to regional planning, including the integration of various thematic action plans		
			6.1.2.1	Technical recommendations for coordination, guidance, and supervision mechanisms for regional planning, including participatory and inclusive regional planning	MoHA - Directorate PEIPD North Kalimantan; Papua; South Papua; West Papua; Southwest Papua
		6.1.3	Strengthening regional leadership commitment related to regional budgeting for the implementation and fulfilment of inclusive basic services		
		*	6.1.3.1	Technical facilitation of the delivery of regulations, implementation, and fulfillment of inclusive basic services, including policies related to Regional PPKF KEM to regional leaders and TAPD	MoF - Directorate of Regional Economy and Financing Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
		*	6.1.3.2	Technical facilitation to strengthen the capacity of regional leaders to provide basic services	MoHA - Secretariat of the Domestic Policy Strategy Agency Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
	6.2	Support for strengthening the commitment of regional leaders in the management and strengthening of regional fiscal capacity			
		6.2.1	Strengthening regional leadership commitment related to the management of PDRD		
		*	6.2.1.1	Technical facilitation for the development of guidelines and guidelines for coordination, guidance, and control of PDRD management in districts/cities	MoF - Directorate of Regional Tax and Retribution Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku

INTERMEDIATE OUTCOME / AREA FOKUS / KEGIATAN / OUTPUT				CUSTODIAN	IMPLEMENTING LOCATION
	*	6.2.1.2	Technical facilitation of tax collection synergy between the Provincial Government and Regency/City Government	MoF - Directorate of Regional Tax and Retribution	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku
	*	6.2.1.3	Technical facilitation to strengthen the capacity of regional leaders regarding regional revenues	MoHA - Directorate of Regional Revenues	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
	6.2.2	Strengthening the commitment of regional leaders related to the management of TKD			
	*	6.2.2.1	Technical facilitation in conveying developments regarding TKD policies, achievements, and obstacles to TKD management to regional leaders	MoF - Secretariat of the Directorate General of Fiscal Balance	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua
6.3	Support for strengthening regional leadership commitment in solidifying the regional data cycle				
	6.3.1	Strengthening the commitment of regional leaders related to the management of regional one data			
	*	6.3.1.1	Technical facilitation of conveying progress and challenges from the one data forum to regional leaders	MoHA - Center for Data and Information System	North Kalimantan; Gorontalo; Papua; South Papua; West Papua; Southwest Papua
		6.3.1.2	Technical recommendations regarding regulatory delivery mechanisms, progress, and challenges in implementing village/village-level information systems for regional leaders	Bappenas - Directorate PKPM	Papua; South Papua; West Papua; Southwest Papua
6.4	Support for strengthening regional leadership commitment in optimising the utilisation and governance of special autonomy funds				
	6.4.1	Strengthening the commitment of regional leaders related to the management of Aceh's special autonomy funds			
	*	6.4.1.1	Technical recommendations regarding guidance and supervision mechanisms for planning and money for the Aceh Special Autonomy fund	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Aceh
	*	6.4.1.2	Technical facilitation of the implementation of executive technical guidance on special autonomy fund policies in Aceh	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Aceh

INTERMEDIATE OUTCOME / AREA FOKUS / KEGIATAN / OUTPUT				CUSTODIAN	IMPLEMENTING LOCATION
	6.4.2	Strengthen the commitment of regional leaders related to the management of Papua's special autonomy funds			
	6.4.2.1	Technical facilitation in conveying the latest policies regarding the management of special autonomy funds, achievements, and obstacles to regional leaders	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Papua; South Papua; West Papua; Southwest Papua	
	6.4.2.2	Technical facilitation of the implementation of Special Autonomy guidance and supervision to district/city governments	MoHA - Directorate of Transfer Facilitation and Regional Debt Financing	Papua; South Papua; West Papua; Southwest Papua	
	*	6.4.2.3	Technical facilitation of the implementation of executive technical guidance on special autonomy fund policies in the Papua Region	MoF - Directorate of Village Fund, Incentive, Special Autonomy and Special Region	Papua; South Papua; West Papua; Southwest Papua
	6.5	Support for strengthening regional leadership commitment in ensuring the participation of vulnerable groups in regional development			
	6.5.1	Strengthen the commitment of regional leaders related to the participation of vulnerable groups in development			
	*	6.5.1.1	Technical facilitation in conveying issues related to the needs of vulnerable groups, the benefits of - and policies associated with - the participation of vulnerable groups in regional development to regional leaders	BAPPENAS - Directorate of Family, Women, Children, Youth, and Sports (KPAPO)	NTB; NTT; North Kalimantan; Maluku

SKALA Work Plan 2024-2025 EOPO 3

End of Program Outcome (EOPO 3) : Greater participation, representation and influence of women, people with disabilities and vulnerable groups

Women, people with disabilities, and vulnerable groups in the target regions are represented and are able to exercise influence in subnational service delivery planning and decision-making processes.

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT				CUSTODIAN	IMPLEMENTATION LOCATION	
7	Intermediate Outcome 7: Strengthened government engagement with women, people with disabilities, and vulnerable groups in subnational planning and decision-making processes					
	7.1	Support for strengthening regional planning for the implementation and fulfilment of inclusive basic services				
		7.1.1	Facilitate the preparation of regulations, policies, and action plans for poverty reduction, gender mainstreaming, disability inclusion, and ageing			
		*	7.1.1.1	Technical recommendations for drafting regional regulations regarding gender mainstreaming action plans	National Development Planning Agency (Bappenas) - Directorate of Family, Women, Children, Youth, and Sports (KPAPO)	NTB; NTT; North Kalimantan; Gorontalo; Maluku
		*	7.1.1.2	Technical input for drafting regional regulations regarding child protection and women's empowerment	Bappenas - Directorate KPAPO	Aceh; Gorontalo
			7.1.1.3	Technical input for drafting Governor regulations regarding the implementation of regional regulations regarding women's empowerment	Bappenas - Directorate KPAPO	Aceh
		*	7.1.1.4	Technical input for drafting regional regulations regarding people with disabilities	Bappenas - Directorate of Poverty Alleviation and Community Empowerment (PKPM)	Aceh
			7.1.1.5	Technical input for drafting Governor regulations regarding the implementation of regional regulations regarding persons with disabilities	Bappenas - Directorate PKPM	Aceh

INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT					CUSTODIAN	IMPLEMENTATION LOCATION
	*	7.1.1.6	Technical input for the preparation of regional action plans for persons with disabilities	Bappenas - Directorate PKPM	NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua	
	*	7.1.1.7	Technical recommendations related to inclusive public facilities	Bappenas - Directorate PKPM	NTT	
	*	7.1.1.8	Technical recommendations for drafting regional head regulations regarding ageing	Bappenas - Directorate PKPM	NTB; NTT	
		7.1.1.9	Technical recommendations for drafting regional regulations regarding the use of traditional villages	Bappenas - Directorate PKPM	NTT	
	7.1.2	Facilitate capacity strengthening related to the implementation of policies on poverty reduction, gender mainstreaming, disability inclusion, and ageing				
	*	7.1.2.1	Support training for Provincial Government staffs from relevant work units in preparing GEDSI responsive planning and budgeting	Bappenas - Directorate KPAPO	NTB; NTT; North Kalimantan; Gorontalo; Maluku; Papua; South Papua; West Papua; Southwest Papua	
7.2	Support for strengthening the participation, representation, and influence of vulnerable groups in planning and decision-making processes					
	7.2.1	Strengthening the collaboration platform between local governments and civil society networks to support inclusive development				
	*	7.2.1.1	Results of the Civil Society and Government Network Confidence Survey Study	Bappenas - Directorate KPAPO	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku	
	*	7.2.1.2	Technical recommendations for developing cross-stakeholder collaboration models and institutions, including through inclusive planning forums or thematic forums	Bappenas - Directorate KPAPO	Aceh; NTT; North Kalimantan; Gorontalo; Maluku	
	*	7.2.1.3	Technical recommendations for drafting regional policies regarding the institutionalisation of cross-stakeholder collaboration models, including through inclusion planning forums or thematic forums	Bappenas - Directorate KPAPO	NTB; NTT; North Kalimantan	
	*	7.2.1.4	Technical facilitation of implementing cross-stakeholder collaboration models, including establishing/revitalising inclusion planning forums or other thematic forums	Bappenas - Directorate KPAPO	Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku	

#	INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT			CUSTODIAN	IMPLEMENTATION LOCATION
8	Intermediate Outcome 8: Increased participation and influence of women, people with disabilities and vulnerable groups, and/or their representatives in subnational planning and decision-making processes				
	8.1	Support for strengthening the participation, representation, and influence of vulnerable groups in planning and decision-making processes			
		8.1.1	Facilitate the strengthening of the capacity of civil society networks in utilising the results of needs assessments for vulnerable group		
		*	8.1.1.1	Technical facilitation to Provincial/Regional Governments in providing data and analysis of the needs of vulnerable groups for civil society networks	Bappenas - Directorate KPAP0 Aceh; Maluku
		*	8.1.1.2	Technical facilitation in providing REGSOSEK analysis results, GEDSI Tagging results, MSS Tagging results, and other studies related to the needs of vulnerable groups	Bappenas - Directorate KPAP0 Aceh; NTT; North Kalimantan; Gorontalo
		*	8.1.1.3	Support training for civil society networks/network nodes for women and disability groups in accessing and analysing data related to the needs of vulnerable groups	Bappenas - Directorate KPAP0 Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku
		8.1.2	Facilitate the strengthening of the capacity of civil society networks in advocacy for the needs of vulnerable groups and collaboration		
		*	8.1.2.1	Availability of civil society networks/network nodes for women's and disability groups as government partners in GEDSI responsive planning and budgeting	Bappenas - Directorate KPAP0 Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku
		*	8.1.2.2	Support training for civil society networks/women's and disability group network to advocate for and collaborate on the needs of vulnerable groups.	Bappenas - Directorate KPAP0 Aceh; NTB; NTT; North Kalimantan; Gorontalo; Maluku
		*	8.1.2.3	Technical facilitation in the preparation of policy brief regarding the fulfilment of basic services for vulnerable groups	Bappenas - Directorate KPAP0 Aceh

#	INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT			CUSTODIAN	IMPLEMENTATION LOCATION
9	Intermediate Outcome 9: Village Information systems produce stronger analysis on the needs of women, people with disabilities, and vulnerable groups to inform more inclusive service delivery				
	9.1	Support for strengthening village-level information systems			

#	INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT		CUSTODIAN	IMPLEMENTATION LOCATION
	9.1.1	Facilitate collaboration between local governments, universities, and CSOs to expand village-level information systems		
	*	9.1.1.1	Technical recommendations for collaboration models between local governments, universities, and civil society organisations for the expansion and utilisation of information systems at the village level	Bappenas - Directorate PKPM Aceh; NTB; NTT; North Kalimantan; Papua; South Papua
	9.1.2	Facilitate the strengthening of individual and institutional capacity of regional managers of village-level information systems		
	*	9.1.2.1	Support training for regional government staff in relevant work units in technical coaching for village-level information system	Bappenas - Directorate PKPM NTT; NTB; North Kalimantan; Gorontalo; Papua; South Papua; West Papua; Southwest Papua

SKALA Work Plan 2024-2025 Cross-EOPO Support

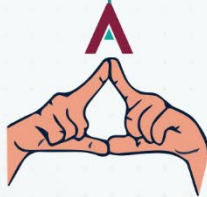
Cross-EOPO Support	: Communication, Knowledge Management, and SKALA Program Governance
Total Indicative Budget	: Rp 11,436,750,000

#	INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT			CUSTODIAN	IMPLEMENTATION LOCATION	
10	Communication, Knowledge Management, and SKALA Program Governance					
	10.1	Communications and Public Diplomacy				
		10.1.1	Implementation of communication and public diplomacy activities for the SKALA program			
		*	10.1.1.1	Support the design and implementation of public diplomacy activities	National Development Planning Agency (Bappenas) - Directorate of Manpower	Central
		10.1.2	Development of communication strategies, capacities, and products for the SKALA program			
		*	10.1.2.1	Support SKALA program implementation activities through communication materials and products	Bappenas - Directorate of Manpower	Central
		*	10.1.2.2	Support the design and implementation of capacity building for SKALA stakeholders related to communication aspects	Bappenas - Directorate of Manpower	Central
		*	10.1.2.3	Technical facilitation of the dissemination of public information through mass media related to strategic development issues	Bappenas - Directorate of Manpower	Central
		10.1.3	Facilitate diplomacy and public communication activities related to SKALA program themes			
		*	10.1.3.1	Technical facilitation to hold the Asia-Pacific Regional Conference on Population Ageing	Bappenas - Directorate of Manpower	Central
		*	10.1.3.2	Technical facilitation to strengthen multi-stakeholder collaboration and awareness of the relationship between local governments and marginalised communities	Bappenas - Directorate of Manpower	Central

#	INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT			CUSTODIAN	IMPLEMENTATION LOCATION	
	10.2	Knowledge Management				
		10.2.1	Knowledge management for the SKALA program			
		*	10.2.1.1	Technical facilitation and support on knowledge management/knowledge hub	Bappenas - Directorate of Manpower	Central
	10.3	Governance and management of the SKALA program secretariat				
		10.3.1	Facilitate SKALA program governance			
		*	10.3.1.1	Implementation of Working Group meetings	Bappenas – Directorate of Poverty Alleviation and Community Empowerment (PKPM)	Central
		*	10.3.1.2	Implementation of Technical Committee meetings	Bappenas – Directorate PKPM	Central
		*	10.3.1.3	Holding Steering Committee meetings	Bappenas – Directorate PKPM	Central
		*	10.3.1.4	Implementation of the Joint Supervision Mission of the SKALA program	Bappenas – Directorate PKPM	Central
		10.3.2	Facilitate the management of the SKALA program secretariat			
		*	10.3.2.1	Carrying out an internal review of the SKALA program	Bappenas – Directorate PKPM	Central
			10.3.2.2	Strengthening the management capacity of the SKALA program across partnership drivers	Bappenas – Directorate PKPM	Central
	10.4	Governance of the SKALA program in the managing Ministry				
		10.4.1	Governance support for the program at Bappenas			
		*	10.4.1.1.	Planning, Management, Evaluation, and Reporting on implementing the SKALA program grant at Bappenas	Bappenas – Directorate PKPM	Central

#	INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT			CUSTODIAN	IMPLEMENTATION LOCATION
	10.4.2	Governance support for the program at the MoHA			
	*	10.4.2.1	Technical facilitation for managing and reporting the implementation of SKALA program grants at the Ministry of Home Affairs	Ministry of Home Affairs (MoHA) - Cooperation Facilitation Center	Central
	*	10.4.2.2	Technical facilitation in the preparation of strategic plans for the Directorate General of Regional Development	MoHA - Secretariat of the Directorate General of Regional Development	Central
		10.4.2.3	Technical facilitation of experience-sharing activities and smart practices for cooperation between regions and abroad	MoHA - Cooperation Facilitation Center	Central
	*	10.4.2.4	Technical input for the preparation of guidelines for implementing Regional Cooperation Abroad	MoHA - Cooperation Facilitation Center	Central
	*	10.4.2.5	Technical facilitation to increase regional capacity related to regional cooperation, especially Regional Cooperation with Overseas Governments (KSDPL) and Regional Cooperation with Overseas Institutions (KSDLL)	MoHA - Cooperation Facilitation Center	Central
		10.4.2.6	Technical recommendations related to regional debt management (based on the results of studies related to regional debt management)	MoHA - Directorate of Transfer Facilitation and Regional Debt Financing	Central
	10.4.3	Governance support for the program at the MoF			
	*	10.4.3.1	Planning, Management, Evaluation, and Reporting on the implementation of the SKALA program grant at the Ministry of Finance	MoF - Secretariat of the Directorate General of Fiscal Balance	Central
	10.5.	Governance of the SKALA Program in the Province			
	10.5.1	Governance support for the program in Aceh Province			
	*	10.5.1.1	Management of the SKALA Secretariat in Aceh Province	Bappenas – Directorate PKPM	Aceh
	10.5.2	Governance support for the program in NTB Province			
	*	10.5.2.1	Management of the SKALA Secretariat in NTB Province	Bappenas – Directorate PKPM	NTB

#	INTERMEDIATE OUTCOME / FOCUS AREA / ACTIVITY / OUTPUT		CUSTODIAN	IMPLEMENTATION LOCATION
	10.5.3	Governance support for the program in NTT Province		
	*	10.5.3.1	Management of the SKALA Secretariat in NTT Province	Bappenas – Directorate PKPM NTT
	10.5.4	Governance support for the program in North Kalimantan Province		
	*	10.5.4.1	Management of the SKALA Secretariat in North Kalimantan Province	Bappenas – Directorate PKPM North Kalimantan
	10.5.5	Governance support for the program in Gorontalo Province		
	*	10.5.5.1	Management of the SKALA Secretariat in Gorontalo Province	Bappenas – Directorate PKPM Gorontalo
	10.5.6	Governance support for the program in Maluku Province		
	*	10.5.6.1	Management of the SKALA Secretariat in Maluku Province	Bappenas – Directorate PKPM Maluku
	10.5.7	Governance support for the program in Papua Province		
	*	10.5.7.1	Management of the SKALA Secretariat in Papua Province	Bappenas – Directorate PKPM Papua
	10.5.8	Governance support for the program in West Papua Province		
	*	10.5.8.1	Management of the SKALA Secretariat in West Papua Province	Bappenas – Directorate PKPM West Papua
	10.5.9	Governance support for the program in South Papua Province		
	*	10.5.9.1	Management of the SKALA Secretariat in South Papua Province	Bappenas – Directorate PKPM South Papua
	10.5.10	Governance support for the program in Southwest Papua Province		
	*	10.5.10.1	Management of the SKALA Secretariat in Southwest Papua Province	Bappenas – Directorate PKPM Southwest Papua



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