



**ATTACHMENT 6**  
**REGULATION OF THE PRESIDENT OF THE REPUBLIC OF**  
**INDONESIA**  
**NUMBER 30 YEAR 2005**  
**REGARDING**  
**REHABILITATION AND RECONSTRUCTION MASTER PLAN**  
**ON REGIONS DAN LIVING OF PEOPLE IN**  
**NANGGROE ACEH DARUSSALAM PROVINCE**  
**AND NIAS ISLANDS OF NORTH SUMATERA PROVINCE**

**REGIONAL INSTITUTIONAL SYSTEM SECTOR PLAN**

**REPUBLIC OF INDONESIA**

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## **CHAPTER 1**

### **INTRODUCTION**

The tectonic earthquake and tsunami wave that occurred on December 26, 2004 have caused great impacts to Nanggroe Aceh Darussalam Province and North Sumatera Province. Not only did the natural disasters brought the death of hundred thousands of people in NAD and North Sumatera but also killed a number of government officials and destroyed some government facilities and infrastructures.

Based on the latest data and evaluation from Disaster Handling Coordination Post of NAD and North Sumatera, 14 regencies of 21 regencies/cities in Banda Aceh encounter damages. Four (4) regions (regencies/cities) with the worst damages are Banda Aceh City, Aceh Besar Regency, Aceh Barat Regency, Aceh Jaya Regency. While in North Sumatera, there are 6 regencies/cities of 23 regencies/regional cities (regencies/cities) which are affected by the disaster, that are Nias Regency, Serdang Begadai Regency, Mandailing Natal Regency, South Nias Regency, Central Tapanuli Regency, and Sibolga City. Two (2) regions (regencies) with the worst damages are Nias Regency and South Nias Regency. The destruction and death of government officials have affected the government organization and public services.

To deal with the disaster effects, the Government has taken certain actions to activate the government organization and public services. This document will describe the actions that have been taken in the remaining emergency response phase, rehabilitation phase, and reconstruction phase.

## **CHAPTER 2**

### **INVENTORY OF LOSSES AND DAMAGES**

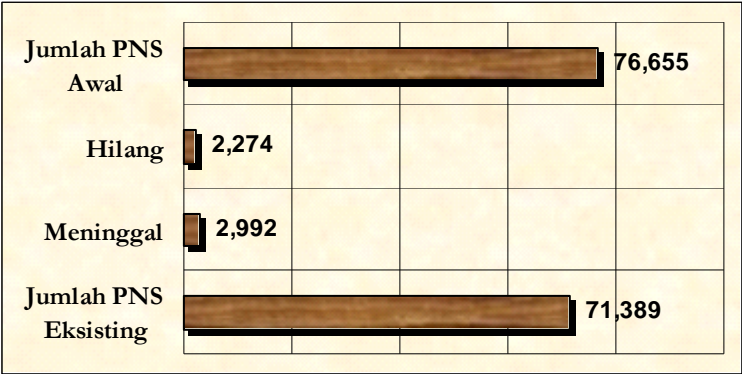
The earthquake and Tsunami that occurred on December 26, 2004 in Nanggroe Aceh Darussalam and North Sumatera Provinces have created problems and changes in governance organization. In general, the main problems in regional government because of the disasters are as follows:

1. The members of custom community are torn apart (due to disasters) and gathering facilities and infrastructures (*meunasah* and *bale*) are destroyed so that the existing customary institutions are not optimal.
2. The functions of religious and customary institutions that have existed for a long time are not effective and their presence was enforced by Law No. 18/2001.
3. Civil government employees encounter individual and traumatic problems since they lost their families and assets.
4. The number of employees decreases in several Provinces/Regencies/Cities. (*The death of teachers and medical officers makes the teaching and learning process and medical services to run improperly in some regions*)
5. Regional leadership has disappeared because heads of regions and some legislative members are missing and dead.
6. Many government facilities and infrastructures are not functioning and damaged particularly in the district and sub district/village/community levels, deteriorating government services and public services.
7. Some regions and villages were washed away by the tsunami, causing changes in width and administrative borders.
8. Government organization and functions of religious, custom and other social institutions are not conducive due to security disturbance.

Such problems can be described through the inventory of detailed data regarding destruction related to regional government organization as follows : (a) the quantity and quality of legislature resources; (b) the facilities and infrastructures in government organization as from the Provincial, Regency/Municipal, District and Sub District/Village levels; (c) the missing Heads of Regions and regional government officials as well as members of People's Legislative Council; (d) population administration; and (e) administrative borders.:

- a. *The quantity and quality of legislature resources.* Of 7,110 employees in the Regional Government of NAD Province scattered in Regional Secretariats/Offices and Service Offices of the Province, it is recorded that 435 officers died and 582 were reported missing. From quality aspect, the data on victims based on echelons in NAD Province (not including regencies/cities): echelon II – 3 persons, echelon III – 31 persons, echelon IV – 125 persons. Based on field data, the number of regional government officers throughout the NAD Province (Province, Regencies/Cities) is 76,655. From such number, 2,992 officers died, while 2,274 officers were reported missing.

Image 1  
The Number of Regional Government Officers  
in NAD Province (Province , Regency/City)



Source : Regional Secretariat of NAD Province, February 28, 2005

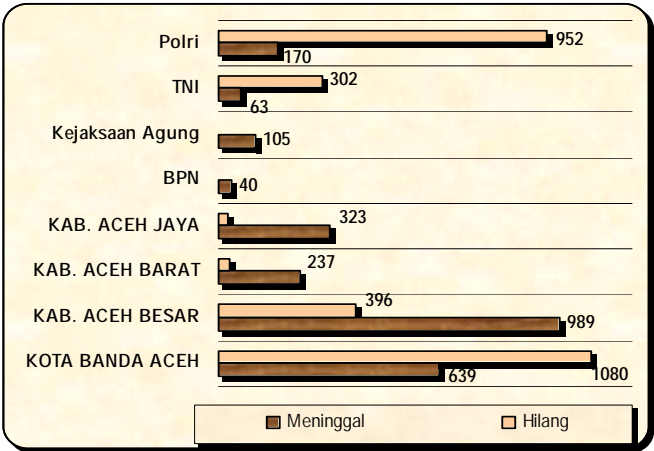
Meanwhile, the conditions of officers in Regencies/Cities who became the biggest victims in four regencies/cities: (1) Banda Aceh City, (2) Aceh Besar Regency, (3) Aceh Barat Regency, and (4) Aceh Jaya Regency, are reported as follows:

- i. Banda Aceh City. Of civil government employees (PNS) who have been present to this day (February 28, 2005), of 5,892 employees of Banda Aceh City 639 are dead and 1,180 are missing.
- ii. Aceh Besar Regency, of 7,150 employees, 989 are reported dead and 396 are missing.
- iii. Aceh Barat Regency, of 3,989 employees, 237 are dead and 32 are missing
- iv. Aceh Jaya Regency, of 1,190 employees, 323 are dead and 29 are missing.

For vertical institutions, personnel conditions that could be gathered are from the National Land Agency (BPN), Attorney General's Office, National Indonesian Armed Forces, and Police Force.

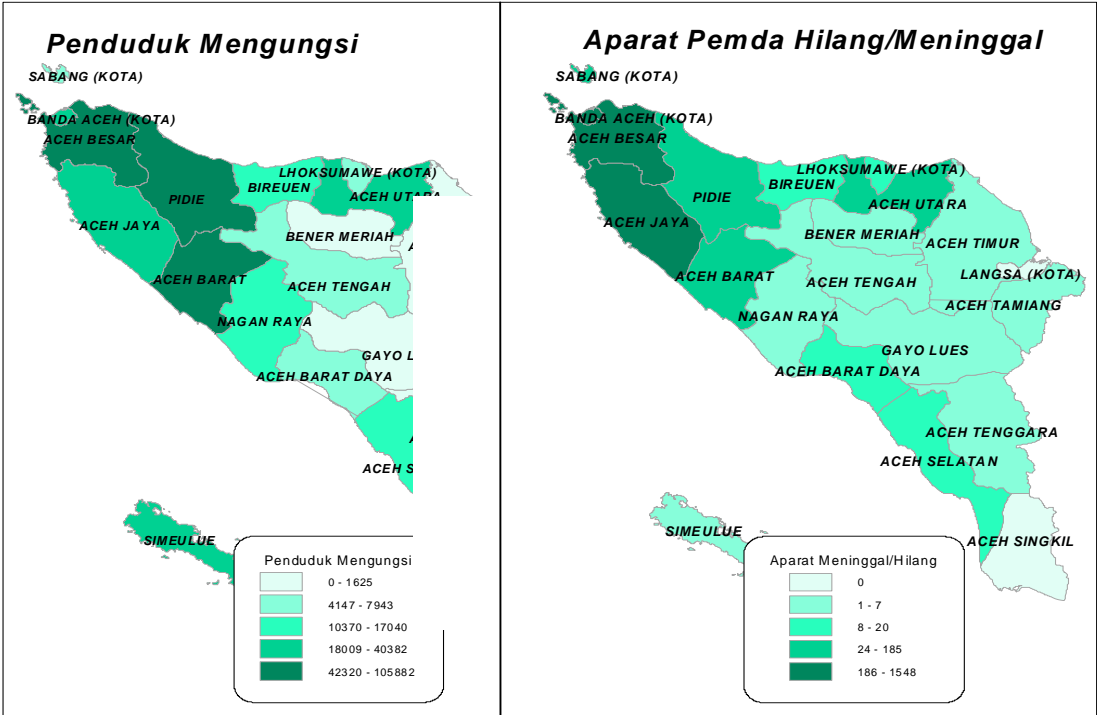
- i. National Land Agency : 40 civil employees died, 226 husbands/wives and children of employees died, 31 employees lost children, 94 employees are sick, 75 employees fled, 35 employees lost houses
- ii. Attorney General: 105 employees died
- iii. Armed Forces: 63 employees died and 302 employees are missing
- iv. Police Force: 170 employees died and 952 are missing.

Image 2  
Biggest Officer Victims  
In Regional Government and Vertical Institutions of NAD Province  
(Province, Regency/City)



Source: Regional Secretary of NAD, National Land Agency, Attorney General's Office, National Armed Forces, and Police Force - February 2005

Map 1 – Spread Condition of Missing and Dead Regional Government Officers



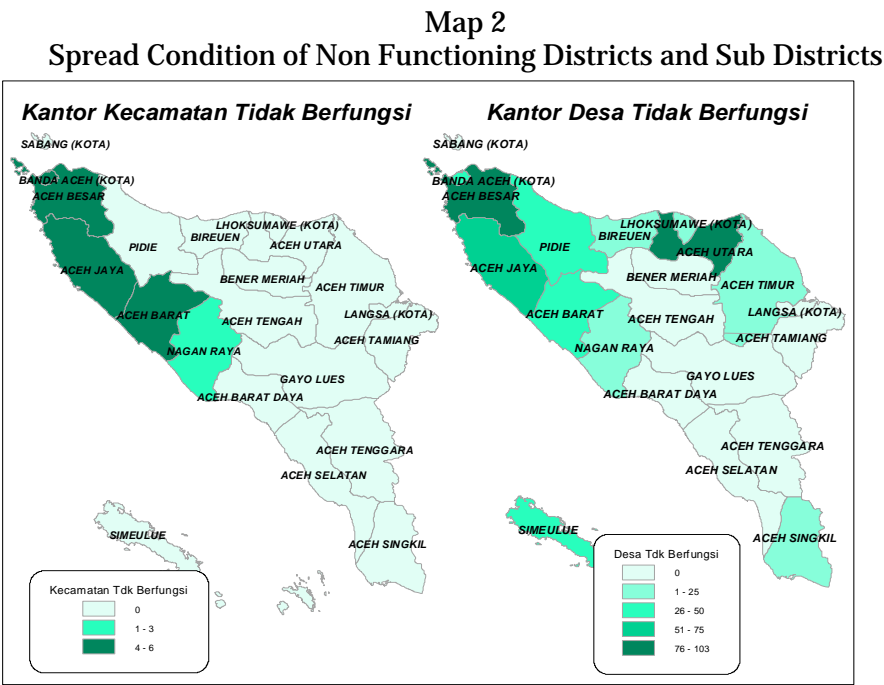
Source : Department of Home Affairs, February 2005

- b. *Office building facilities and infrastructures* in Nanggroe Aceh Darussalam regions after disaster which encounter a relatively high level of destruction are located in: (1) NAD Provincial Government, (2) Banda Aceh City, (3) Aceh Barat Regency, (4) Aceh Besar Regency and (5) Aceh Jaya Regency. Based on the latest data, the effects of earthquake on

March 28, 2005, building damages also happened in the Regent Office of Simeuleu Regency. While in Nias Regency building destruction hit 1 Regent office and 4 districts.

Meanwhile the Governor Office that was destroyed with indicated level of damage of 70%, has been attempted to function optimally and is currently used as disaster control center/PBP National Coordinating Board Post in Aceh Province. The highest physical destruction on field through *guess-estimate* approach, occurred in (1) Aceh Jaya Regency, with estimated level of damage up to 85%. Other Regencies/Cities with quite a significant level of damage are: (2) Aceh Besar Regency (80%), Banda Aceh City (75%), and Aceh Barat Regency (60%).

In the district level, 24 Districts of 241 Districts are not functioning. The Regency/City in which more than 50% of its districts are not functioning is Aceh Jaya Regency. In the village/sub district level, 640 sub districts/villages of 5,947 villages/sub districts are not functioning. The estimated loss in governance sectors is Rp 338.835 billion due to damaged government buildings in Provinces/Regencies/Cities/Districts/Sub Districts/Villages, damaged equipment and documents and dead/missing officers. The condition of non functioning districts and sub districts/villages can be observed in map 2 as follows:



Source: Department of Home Affairs, February 2005

Destructions in vertical institutions which can be compiled are the National Land Agency (BPN), attorney general's office, Department of Law and Human Rights, Communication and Information Institute and Police stations as follows:

- Damages in the National Land Agency offices caused by earthquake and tsunami as well as flood, covering: (i) Three-story Provincial Regional Office building of BPN, damages in the 1<sup>st</sup> floor 1; (ii) One-story Land Office building of Banda Aceh City, severely destroyed and no longer usable; (iii) One-story Land Office building of Aceh Barat Regency, light damage.



- Offices that encounter damages in facilities and infrastructures are : Provincial Regional Office of BPN (all facilities and infrastructures, including computer missing in plundering), Land Office of Banda Aceh City (furniture, office equipment, computer, and land measuring tools), and Land Office of Aceh Barat Regency (1 unit of AC, 7 units of computer, 2 units of theodolit, furniture, compass).
  - Provincial Regional Office of BPN: Financial, personnel and correspondence documents in the 1<sup>st</sup> floor are missing and damaged by water. 20% of Land right and Land Registration Documents are missing/damage.
  - Land Office of Banda Aceh City: condition up to January 12, 2005, 40% of letters are damaged. 10% of land certificates, measurement letters, and situation images are under recovery attempt, the rest are in good condition. Certificate blanks are damages by water.
  - Land Office of Aceh Barat Regency: 10% of land certificate and letters are soaked, and are currently under drying process, and all certificate blanks are unusable because they are damaged by water.
  - 6 buildings of Attorney General Offices are not functioning.
  - 6 buildings of Department of Law and Human Rights Offices are not functioning.
  - 8 buildings of Communication Institute offices are not functioning.
  - 34 buildings of Police Offices are not functioning of total 174 buildings.
- c. *Heads of Regions.* Heads of regions/regional governments in the data are those who are dead, missing and will end their working period. Regional government official who died is the Mayor of Aceh City, while missing officials are the Regent of Aceh Barat Daya and a district head. Heads of Regions and Officials of Heads of Regions in Nanggroe Aceh Darussalam who will end their working period in year 2005 are as follows:
- 1) Governor of NAD Province will end on November 25, 2005;
  - 2) Official of Regent of Bener Meriah will end on January 22, 2005;
  - 3) Mayor of Sabang will end on February 8, 2005;
  - 4) Regent of Aceh Timur will end on February 13, 2005
  - 5) Officials of Mayor of Aceh City, Regent of Aceh Tengah, Regent of Aceh Utara, Regent of Aceh Besar, Regent of Aceh Barat, Mayor of Lhokseumawe, Mayor of Langsa, Regent of Aceh Jaya, Regent of Nagan Raya, Regent of Gayo Lues, Regent of Aceh Barat Daya, Regent of Aceh Tamiang, will end on February 18, 2005;
  - 6) Regent of Aceh Singkil will end on May 30, 2005.
- d. *Members of People's Legislative Council.* For the time being, 3 members of Provincial People's Legislative Council are dead and 1 member of People's Legislative Council of Aceh Barat Regency is dead.
- e. *Population Administration.* The total population in Banda Aceh is 4,204,904 people. Of such number, 126,602 people died and 93,638 people are missing. While up to March 21, 2005 there have been 514,150 refugees. For Nias Regency the number of dead and missing people because of earthquake and Tsunami is 154, while the number of refugees in Nias is 1,780 from 392 families.
- f. *Regional Administration.* The disasters have caused changes in administrative borders. The great change of administrative borders occurred in Banda Aceh, up to 67 % of the initial width. Village areas in average encounter changes from 10% to 20% due to sinking villages, with biggest change in Ule Lhee Village (from 67 Ha into 54 Ha) and Alue Naga Village (from 242 Ha into 194 Ha).

Table 1  
Regional Width in Aceh And North Sumatera (Nias)  
Before And After Disasters

No	Regency/City	Width (Ha)	Areas hit by tsunami disaster (Ha)	Areas not hit by tsunami disaster (Ha)	Amount of registered land (Ha)	Estimated amount of land space (Ha)
1	Banda Aceh City	6,136	4,130	2,006	70,000	260,000
2	Sabang City	11,872	50	11,822	3,993	14,700
3	Aceh Besar Regency	268,612	695	267,917	26,574	94,500
4	Pidie Regency	416,055	480	415,575	36,358	134,500
5	Aceh Barat Regency Daya, Nagan Raya Regency, Aceh barat Regency, Aceh Jaya Regency, Simeulue Regency	1,404,708	8,000	1,396,708	51,086	189,000
6	Aceh Selatan Regency and Aceh Singkil Regency	694,515		694,515	32,391	120,000
7	Aceh Tengah Regency and Bener Meriah Regency	577,248		577,248	34,069	126,000
8	Aceh Utara Regency and Bireuen Regency and Lhokseumawe City	538,042	255	537,787	99,858	369,000
9	Aceh Timur Regency, Langsa City, and Aceh Tamiang Regency	824,273		824,273	31,763	117,600
10	Aceh tenggara Regency and Gayo Luwes Regency	995,096		995,096	19,663	72,900
Total		5,736,557	13,610	5,722,947	405,755	1,498,200

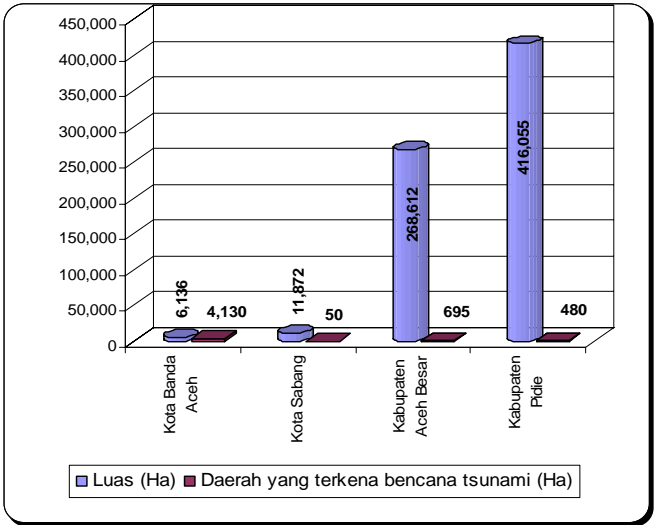
Source: National Land Agency February 2005 version.

Table 2  
List of Sinking Villages Because Of Tsunami Disaster  
In Banda Aceh City

No	District	Village	Width	Estimated Sinking		Remaining Width
				%	Width (Ha)	
1	Meuraxa	1. Ule Lhee	67.5	20	13.5	54
		2. Asoi Nanggroe	16.8	10	1.668	15.12
2	Syiah Kuala	1. Tibang	230.8	15	34.62	196.18
		2. Alue Naga	242.6	20	48.52	194.08
		3. Deah Raya	178.2	10	17.82	160.38
3	Kuta Raja	1. Gampong Jawa	150.6	10	15.06	135.54
4	Jaya Baru	1. Ulee Pata	19	10	1.9	17.1
Total			905.5		133.088	772.4

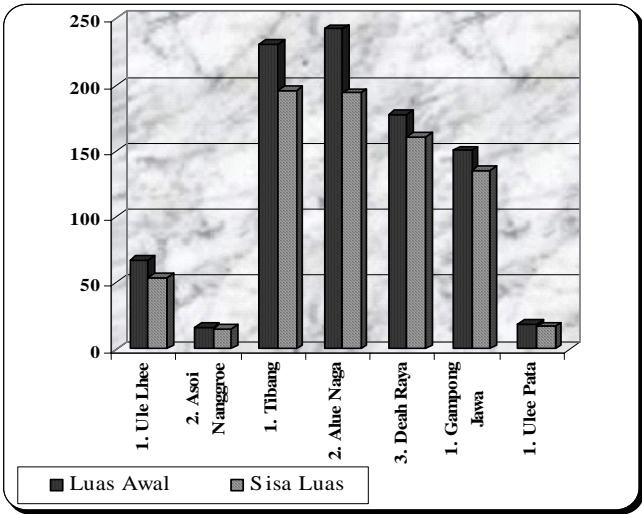
Source : National Land Agency, February 2005 version.

Image 3  
Width of Worst Regencies/Cities Because of Disasters



Source : National Land Agency, February 2005

Image 4  
Width of Worst Villages Because of Disasters in Banda Aceh City



Source : National Land Agency, February 2005

### **CHAPTER 3**

#### **EFFORTS BEING AND HAVING BEEN TAKEN IN EMERGENCY RESPONSE PHASE**

To deal with the problems and people's expectation for government services in Nanggroe Aceh Darussalam to function again after the Earthquake and Tsunami disasters, the central government and regional governments have taken policy actions and recovery actions as follows:

##### **A. DEPARTMENT OF HOME AFFAIRS (January 28, 2005)**

1. Considering the traumatized condition of officers in NAD, so that they are unable to show good performance, the Department of Home Affairs has sent Assisting Teams to 20 Regencies/Cities and Provinces in the amount of **356 persons consisting of Echelon I, II, III and IV Officials as well as Guiding Lecturers and Students of Domestic Governance Institute**, with the following activities:
  - a. Coordinating the existing officers in the context of cleaning up and rehabilitation of broken government facilities and infrastructures, and establishing emergency tents as workplace for the officers to serve people.
  - b. Building solidarity to ease the burden of Regional Government employees who were hit by the disasters, through aids in the form of condolence money from Regents/Mayors.
  - c. Conducting survey on the needs of Civil Government Employees in the future and preparing short term work plans to organize governance functions and public services in accordance with the prepared Recovery Strategies.
  - d. Implementing enforcement in disaster coordination posts established by the Regency/Municipal Governments.
  - e. Performing the mapping on the level of damage and the level of effectiveness of government organization in the provincial, regency/municipal and district levels in the NAD Province.
2. Personnel arrangement and planning are being prepared by reallocating employees among Regencies and Cities in the NAD Province according to the needs.
3. After the tsunami disaster, the regional government of Banda Aceh City was handled by the Vice Governor based on instruction of the Minister of Home Affairs. Later on, the government duties in Banda Aceh City are taken by the new Official of Mayor who was appointed based on Decision of the Minister of Home Affairs.
4. Related to the election of Heads of Region and Vice Heads of Region in the NAD Province in February 2005, it has been anticipated in **Government Regulation Number 6 Year 2005** regarding Election, Legislation and Termination of Head of Region and Vice Head of Region as stipulated in Article 149 which reads as follows :  
"in the event that in an election region, riot, security disturbance, natural disasters or other disturbances occur so that the election cannot be executed, the election implementation will be adjusted and stipulated by other laws and regulations".
5. To perform the data survey and to handle the survived people, for nonfunctioning districts and villages/sub districts, coordination posts were established and operated by the Regency/Municipal and District Governments.
6. Physical damages of areas recognized through guess-estimate method, are being rerecorded and coordination with related institutions in the central or regional level is carried out in order to technically know the physical damages of areas.

7. For the teaching and learning process and public health service to run and be coordinated efficiently and effectively, physical and non physical surveys on school buildings and public health centers are carried out by coordinating with related institutions in preparing the planning and budgeting.
8. Putting into effect the coordination of all components currently involved in evacuation and rescuing activities to the victims of earthquake and tsunami in NAD Province by putting into effect all of the available equipment and resources.
9. Organizing a coordination meeting of all Regents/Mayors, Chairman of People's Legislative Council and Chairman of Regional Development Board on January 11, 2005, which instructs to make a concrete development plan of permanent refugee locations by taking the safe and health locations into account.
10. Besides settling the existing problems, the Department of Home Affairs has taken the policies as follows:
  - a. Issuing the Instruction of the Minister of Home Affairs Number 8 Year 2004 dated December 30, 2004 regarding Steps in Handling Earthquake and Tsunami Natural Disasters in Nanggroe Aceh Darussalam Province And North Sumatera Province. The steps stipulated in the Instruction of the Minister of Home Affairs are as follows:
    - 1) Performing assistance to the Provincial, Regency, Municipal and District Governments in government organization and public services;
    - 2) Providing support to the Provincial, Regency, Municipal and District Governments in the coordination of emergency handling (logistic and accommodation) as well as post disaster evacuation and rehabilitation/reconstruction steps;
    - 3) Performing the inventory of death toll, injuries, missing people, refugees, and collecting the data on facilities and infrastructures;
    - 4) Helping the Regional Governments prepare the recovery/rehabilitation/reconstruction planning after earthquake and tsunami in accordance with local needs (bottom-up planning);
    - 5) Building national solidarity and social solidarity and so far aids in the forms of funds, food, equipment and medical volunteers have been provided by Provincial, Regency and City Governments which are not hit by disasters worth Rp 16,509,354,658 (sixteen billion five hundred nine million three hundred fifty-four thousand six hundred fifty-eight rupiah). Besides, the employees of Department of Home Affairs have given financial aids in the amount of Rp 372,259,000 (three hundred seventy-two million two hundred fifty-nine thousand rupiah) which was directly conveyed by the Minister of Home Affairs to the Vice Governor of NAD Province on January 13, 2005.
  - b. Issuing Decision of the Minister of Home Affairs Number: 360-788 Year 2004 dated December 30, 2004 regarding Assisting Duty of the Department of Home Affairs Officials in the Organization of Provincial and Regency/Municipal as well as District Governments in Disaster Areas in NAD Province. The assisting duty includes support in the coordination of emergency handling as well as post disaster rehabilitation/reconstruction steps. The assistance is expected to give motivation to the officials in the Province, Regencies/Cities up to Districts to recover government organization and public services as well as Regional Government readiness in rehabilitation/reconstruction agenda.
  - c. Establishing Natural Disaster Handling Coordination Post – by the Department of Home Affairs for 24 Hours, located in Directorate General of General Governance – Department of Home Affairs, Jl. Kebon Sirih No. 31, Central Jakarta, Phone 021 – 3140186.

- d. Coordinating with related Departments/Institutions, such as: the Department of Communication in telecommunication and transportation aspects; the Department of Public Works in the supply of heavy equipment and road infrastructures; the Department of Energy and Mineral Resources in electricity and oil fuel supply aspects; Regional Government of South Sumatera in mobilizing the support of Radio Satellite equipment, Generator set, and medicines; the Government of Special Capital City Region of Jakarta in the support of Medical Team and medical equipment supply.
- e. International supports through Non Government Organizations such as Islamic Relief, Care International and Plan International; through bilateral institutions such as USAID, JICA; through multilateral institutions such as UN, WB, ADB, coordinated by the Directorate General of Regional Government and DDN Coordination Post.
- f. Requesting Governors throughout Indonesia by radiogram to mobilize solidarity by giving aids and establishing coordination posts in every Airport, including Governors throughout Sumatera and Special Capital City Region of Jakarta by radiogram to send medical officers.
- g. Requesting the Vice Governor of NAD Province through Radiogram to motivate all of his legislatures to accelerate the recovery process of government organization, public services, and development implementation in every government line.
- h. Conducting a call on January 6, 2005 attended by around 300 employees in the vicinity of Regional Secretariat of NAD Province. It is reported that activities within the Regional Secretariat of NAD Province currently have run for around 50%.
- i. In the context of administration order and budget order and Regional Revenues and Expenditures Budget 2004 security, the Government of NAD Province facilitated by the Assisting Team of the Department of Home Affairs has issued:
  - 1) The Letter of the Governor of NAD Province No. KU 900/II/2005 dated January 8, 2005 regarding Administration Order and Budget Discipline to the Heads of Service Offices/Entities and Working Units to perform various matters related to each duties.
  - 2) The Letter of Regional Secretary of NAD Province No. KU 903/0013/2005 dated January 11, 2005 regarding Regional Revenues and Expenditures Budget Fund Blocking in Cash Holder to the President Director of PT. BPD Aceh in the context of securing and rescuing Regional Revenues and Expenditures Budget funds Year 2004.
- j. In supporting the handling after earthquake and tsunami as well as improving public services, the Assisting Team of the Department of Home Affairs has facilitated the Provincial Regional Government, in this case the Vice Governor of NAD Province such as in the preparation of letters addressed to Regents/Mayors and the Chairman of Consultative Assembly of Religious Scholars (MPU) of NAD Province as follows :
  - 1) The Letter dated January 17, 2005 regarding Improvement of Service and Announcement of Information/Publication.
  - 2) The Letter dated January 17, 2005 regarding Population Administration Restructuring.
  - 3) The Letter dated January 18, 2005 regarding Garbage Handling.
  - 4) The Letter dated January 19, 2005 regarding Mobilization of Young People, Local Youth Organizations (*Karang Taruna*) and Non Government Organizations for evacuation.

- 5) The Letter dated January 20, 2005 regarding Spiritual and Mental Recovery of the People.
- k. Organizing Coordination Meeting with the Commander of Military Region of Iskandarmuda, the Chief of the Regional Police Force, the Vice Governor of NAD Province, the Mayor of Aceh, the Regent of Aceh Besar and Head of Aceh City District and Aceh Besar Regency in the context of accelerating the making of temporary resident identity to replace Identity Card in the trial in Banda Aceh City and Aceh Besar Regency. Besides the assisting duties, the students of Domestic Government Institute execute social dedication works for the refugees in Lampeunerut region of Aceh Besar Regency by collecting aids from internal Students and supported by the Islamic Spiritual Permanent Fund Cash of Students of Domestic Government Institute Jatinangor.

#### **B. STATE CIVIL SERVANT AGENCY (BKN) (February 2, 2004)**

Performing the data inventory of Civil Government Employees and Civil Retirees/state official retirees and their widows/widowers in NAD and North Sumatera Utara (Nias) Provinces, as follows:

- i. Synchronization of data on Civil Government Employees in NAD/Sumatera Utara Province who were hit by the disasters with the BKN data.
- ii. Identification of data on victims, in order to prepare the data on dead/missing Civil Government Employees/state officials.
- iii. BKN together with related personnel administrators identifies the data on dead and missing victims, through coordination posts/families.
- iv. In implementing its duties BKN coordinates with: PT TASPEN and PT. ASABRI for the data of Civil Retirees/Widows/Widowers and state official retirees and their widows/widowers.
- v. Inventorying the data on Civil Government Employees whose houses are severely damaged/destroyed by the natural disasters, coordinating with each Provincial/Regency/Municipal Government and Bapertarum.

#### **C. REGIONAL SECRETARIAT OF NAD PROVINCE**

Activities that have been carried out/conducted in the context of Civil Government Employee (PNS) administration in NAD Province after earthquake and tsunami are as follows:

1. Collecting the data on Civil Government Employees of NAD Province, conducted through: i) registration in Personnel Bureau of the Regional Secretariat of NAD Province, ii) registration in every institution, iii) registration by sending Personnel Bureau Officers of Regional Secretariat of NAD Province, iv) registration in mobile Coordination Posts of Personnel Bureau of Regional Secretariat of NAD Province.
2. Collecting the data on Civil Government Employees of Regencies/Cities conducted by each Regional Government.
3. The data collected is based on the inputs from institutions of NAD Province.
4. Issuing the Letter of the Governor No.Peg.800/002 dated January 25, 2005 which informs as follows: all work units are requested to build temporary residential barracks for Civil Government Employees whose houses are severely damaged/destroyed.
5. Collecting the data from institutions related to the titles of Civil Government Employees who became the victims of earthquake and tsunami.

6. Arranging the complete data on Civil Government Employees in order to recognize which institutions encounter shortage and require employees.
7. Organizing religious sermons to Civil Government Employees and their families.
8. Preparing the proposal of personnel needs in every institutions to the Regional Civil Servant Agency of NAD Province.
9. The process by the Regional Civil Servant Agency of NAD Province with State Civil Servant Agency Regional Team VI Medan.
10. The Letter to the Coordinating Minister for People's Welfare to request aids (Letter of the Governor No.Peg.800/0023 dated January 25, 2005).
11. Decisions of Retirement of Civil Government Employees are expected to be received by the heirs in March 2005, so that pension can be collected as from May 1, 2005.
12. Collecting the data on damages of office facilities and infrastructures of Regional Government of NAD Province
13. Collecting the data on 2 and 4-wheel office cars as well as other inventories in Service Offices/Entities/Regional Institutions of NAD Province which are lost and damaged.
14. Collecting the data on fatality condition of public health centers in Regencies/Cities in NAD Province.

#### **D. UNIVERSITY OF SYIAH KUALA**

Activities that have been carried out/conducted in the context of data collection on education resources, administrative and honorarium resources are as follows:

1. Collecting the data on victims and residences of education resources, administrative and honorarium resources.
2. Collecting the data on office cars damaged by flood and tsunami.
3. Collecting the data on other inventories.
4. Collecting the data on campus educational infrastructure damages.
5. Collecting the data on fatality condition of laboratory equipment and materials.



## **CHAPTER 4**

### **TARGETS, POLICIES, AND STRATEGIES**

In general, the institutions in NAD is divided into 2 big forms of institutions : (1) government institution; and (2) religious, custom and other social institutions. Because of the earthquake and tsunami in the regions hit by the disasters, both forms of institution cannot perform their roles to the maximum extent for some time. While for Nias, the problem is only in the government institution in some areas.

#### **A. Government Institution**

Government organization will operate effectively and efficiently if supported by government legislatures which support organizational needs in quantity and meet competency requirements in quality, besides the support of adequate facilities and infrastructures. The natural disasters have paralyzed the provincial and regional governance aspects in the hit areas in terms of public services. Many government offices, particularly in the district and sub district/village levels are severely and lightly damaged. Presently (emergency response period), the functions of public service are executed by emergency offices with very limited facilities. This condition needs comprehensive and well-planned handling including the rehabilitation and reconstruction plans.

From the aspect of government officers, the disasters have taken the lives of a number of officers. Of total 76,665 employees, 2,992 are dead and 2,274 are missing. Beside the quantity aspect, the quality of officers after disaster encountered quite a significant deterioration because of the post disaster traumatic condition. In addition, there are no adequate system and procedures in directing them to deal with disasters, as well as sufficient disaster trainings have not been conducted in routine to improve their ability. To cope with the problems, there will be a policy to reorganize regional government legislatures and to improve the capacity of regional governments to run their functions in public services and a more responsive government organization towards any emergency conditions in the future.

Furthermore, the rehabilitation and reconstruction process in Aceh requires an effort of building cooperation with other regions (provinces/regencies/cities) which are not hit by the disasters (in economic, infrastructure and other development sectors). Inter region cooperation is needed as well when it is necessary to decide new regional borders due to the lost villages and regional borders. To settle the problems, there should be a policy to reorganize regional government legislatures and to improve the capacity of regional government to return its functions in public services and a more responsive government organization towards any emergency condition in the future.

#### **B. Religious, Custom and Other Social Institutions**

The implementation of government organization is closely related to religious, custom and other social institutions which are based on a very strong culture and religion. Aceh has some characteristics of its own society structure according to Islamic rules, such as *mukim* and *gampong* institutional structures. To facilitate such things, there should be efforts to

create effective society involvement through the reinforcement of existing religious, custom and other social institutions Aceh.

The existence and functions of traditional institutions that have been present for a long time and functioning well as a local cultural instrument, have become weak and not optimum as an interaction media or other social activities due to social conflict and security disturbance. Through Law No. 18 year 2001 regarding Special Autonomy To Aceh Special Province as Nanggroe Aceh Darussalam (NAD) Province, the traditional institutions have been developed as institutions which function as regional official social institutions. The enforcement of role and functions of *mukim* and *gampong* institutions is formally based on Law No. 18 year 2001 and described in several *qanun* (Regional Regulations) and some subordinate legislations.

Next, in its progress, military operation was substituted by an integrated operation by the civil emergency authority through Presidential Decree Number 43 Year 2004. Currently, the presence of mukim and gampong institutions have gradually returned to their functions though not optimum because several implementation instructions are still considered unclear and inoperable. Mukim and gampong institutions consist of three roles, that are Mukim/Gampong Advisory Board, Mukim/Gampong Religious Scholar Board, and Mukim/Gampong Agencies. The structure and explanations on the institutions in mukim and gampong levels can be observed in attachment C<sup>1</sup>.

The earthquake and tsunami disasters made it worse since most of Aceh people in the affected areas suffer from physical injury, either in the form of health trouble or health service decline, and mental injury (depression). The people's misery in terms of health and education as explained above has caused inter individual relationship or social interaction, which used to be in good condition through mukim and gampong institutions, to malfunction. Most of the victims only think about themselves because they lost their beloved ones.

In the effort of returning the function of society relationship and other social activities through mukim and gampong institutions, there should be policies and strategies of empowering religious, custom and social institutions in Aceh, particularly in the affected areas so that they can function properly as communication as well as social and public activity media.

Based on the aforementioned conditions, in the implementation of rehabilitation and reconstruction process, the recovery of regional government institutions has the **objectives** as follows: (1) strengthening regional government in the implementation of effective, accountable and transparent public services; (2) developing and putting dynamic public spaces into effect by involving all stakeholders in the process of planning, policy formulation, decision making, monitoring and evaluation; (3) developing and recovering infrastructures to support public service process.

In connection therewith, the scope of institutional rehabilitation and reconstruction activities includes the following points:

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<sup>1</sup> Reference Source: *Recovery and Development Acceleration Conception of Aceh Special Region*  
Special Handling Team of Aceh Special Region and Irian Jaya. National Development Planning Board.  
2001

- a. **Government Administration** covering : (1) personnel restructuring; (2) budgeting (administration, legislation,); (3) administrative document reorganization; (4) functions/obligations of government (system and procedures).
- b. **Relationship/interaction between government institutions and religious, custom and other social institutions** covering: (1) working system and mechanisms (Darsip, Otsus, Syariah Supreme Court); (2) Supporting information system (economic recovery and investment policies, economic and social facilities and infrastructures, etc.) (3) institutional relationship (Regional Government-People's Legislative Council); (4) interaction and cooperation between Regional Government and people (partnership/society participation).
- c. **Organizational structure of regional government** covering: (1) Secretariat of regional government; (2) Agencies and Service Offices; (3) Districts, Mukim, sub Districts/Villages/Gampong; and (4) Functional Titles.
- d. **Construction of facilities and infrastructures** covering : (1) office infrastructures (Regional Government, People's Legislative Council); (2) public service infrastructures (*meunasah* and *bale*) and (3) movable assets and supply (office stationery, including fire engines, ambulance, and other mitigation equipment).
- e. **Monitoring system & enforcement**

The activities and functions of institutions/Regional Rehabilitation and Reconstruction Agency of Nanggroe Aceh Darussalam Province and Nias Islands of North Sumatera Province in the implementation of rehabilitation and reconstruction of Aceh and North Sumatera are discussed separately in the main book.

#### 4.1. Targets

In describing the objectives, the institutional working groups stipulates the targets to hit in the rehabilitation and reconstruction process of regional government institutions and religious, custom and other social institutions in Aceh as follows:

##### A. Government Institutions

1. The execution of data collection on damages and losses due to tsunami in regional government institutional sectors (population, officers, public service buildings, as well as facilities and infrastructures of government offices).
2. The availability of supports for trauma center, media center, work facilities, office rehabilitation, emergency office establishment, as well as government office construction according to plan (master plan of office rehabilitation and technical plan of office construction).
3. The availability of supporting officers to run the increasing people's needs and the organized regional government officers who are professional and competent in their duties to perform general governing functions, the public financial planning and management, the execution of public services, the response in disaster mitigation.
4. The organized plan and the repair of system and procedures in disaster situation for Civil Government Employees and their families (system and procedures of allowance for Civil Government Employees and their families) as well as institutional structure and improvement of working system and procedures of regional government institutions so as to perform effectively and efficiently, in accordance with the needs of people served.
5. The organized regional finance and management of fund sources and development financing in a transparent, accountable and professional extent.

6. The improvement of regional legislative capacity in the planning preparation as well as monitoring and evaluation in regional finance management.
7. The achievement of synchronization and harmonization of central and regional laws and regulations, including those regarding Special Autonomy of NAD Province, NAD supreme court, and civil emergency policy in NAD.
8. The improvement of cooperation among regional governments which is executed in inter region cooperation forum;
9. The newly-arranged administrative borders of province/districts/sub districts.

#### **B. Religious, Custom and Other Social Institutions**

1. The execution of society participation process, society empowerment, as well as society cooperation with all stakeholders in the recovery and reinforcement of government in Aceh.
2. The availability of facilities for religious, custom and other social institutions for worship places, communication and information centers, deliberation centers, dispute settlement places, and other activity centers (*meunasah*).

### **4.2. Policies**

Next, in the effort of accelerating the achievement of stipulated objectives and targets, the policies and strategies of institutional working groups in achieving the rehabilitation and reconstruction process of regional government institutions in Aceh and North Sumatera are decided. The backgrounds of thought of this policy formulation is to achieve the optimum functions and roles of institutions in supporting development in the areas affected by tsunami. All policies and strategies in improving the capacity of government institutions and religious, custom and other social institutions should be put into effect according to the latest post-tsunami needs and social condition of Aceh people prior to disasters, still in the context of special autonomy pursuant to Law Number 18 Year 2001. The rehabilitation and reconstruction policies of regional institutions and religious, custom and other social institutions cover the following matters:

#### **A. Government institutions**

1. **Recovering regional governments** in a short term for emergency public services,
2. Improving the **governance capacity** in regions in middle term
3. Accelerating the supply of permanent **facilities and infrastructures** of government institutions

#### **B. Religious, Custom and Other Social Institutions**

1. Enhancing the **participation of religious, custom and other social institutions** in mukim and gampong levels in the formulation of plans and policies.
2. **Facilitating** religious, custom and other social **facilities and infrastructures** in mukim and gampong levels.

### **4.3. Strategies of Working Groups**

The strategies of institutional working groups in achieving the institutional rehabilitation and reconstruction process of Regional Government here is not only directed to refill the initial functions, but to ensure the operation of currently needed functions, which either initially existed or not. Therefore, policies and strategies should be implemented according to the dynamic progress demands and regional development demands. The focus of regional

institution sectors besides reinforcing government institutions is also reinforcing mukim and gampong institutions. The optimization of functions in both institutions is due to the fact that mukim and gampong institutions have more dominant elements of society empowerment and public independence. (Pursuant to Law No 18/2001). The strategies of institutional working groups in accordance with the stipulated policies are as follows:

#### **A. Government Institutions**

- (1) Through the regional government recovery policy, emergency public services are required within a short time. The strategies taken are:
  - a. Organizing governance and public services through temporary assistance of central officials to the regional governments.
  - b. Evaluating the available officers compared to the existing population.
  - c. Creating the priority of specific and quick recruitment, training, and education to fill the vacant positions of deceased officers.
  - d. Settling the personnel administration problems (salary, allowance, insurance, etc.).
  - e. Cleaning, repairing and utilizing the usable government facilities and infrastructures.
  - f. Supporting the availability of emergency offices in district/mukim/sub district/village levels.
  - g. Rescuing government administration documents.
  - h. Mobilizing inter region cooperation assistance in providing financial aids, medical aids, and other equipment.
  - i. Recovering regional administration borders (districts/sub districts/villages).
  - j. Conducting the harmonization of central and regional laws and regulations, including those regarding Special Autonomy of NAD Province, NAD supreme court, as well as civil emergency policy of NAD.
- (2) Upon the implementation of the aforementioned strategies, policies to improve the capacity of governance in regions are taken in middle term, with the following strategies:
  - a. Performing the arrangement and supply of regional government officers, legislatives, regional leaders and central officers.
  - b. Improving the ability of Regional Government officers and legislative members in the process of regional plan preparation, and regional financial management.
  - c. Improving the ability of Regional Government officers in dealing with natural and unnatural disasters, through managerial technical trainings and development of early detection system.
  - d. Repairing administration system of regional government to be responsive towards unexpected changes (natural disasters and unnatural disasters).
  - e. Improving and arranging proportional institutional structures and working system which are suitable to the main duties, functions, authorities and responsibilities, to meet SPM.
  - f. Creating and improving coordination and cooperation among governance levels.

- (3) To speed up public services, the policies to accelerate the supply of permanent facilities and infrastructures of government institutions should be taken, through the following strategies:
- a. Rehabilitating permanent infrastructures of regional governments based on master plan and technical plan (DED).
  - b. Providing regional government working facilities and disaster mitigation equipment to support public services.
  - c. Facilitating and supporting the availability of facilities and infrastructures of trauma centers, Regional Government public relation system, and communication forum.

#### **B. Religions, Custom and Other Social Institutions**

In the implementation of policies to improve the **participation of religious, custom and other social institutions** in mukim and gampong levels, the strategies to be taken are:

1. Improving the capacity and roles of religious, custom and other social institutions in facing disaster threats and participating in public policy process through technical managerial trainings, development of early detection system, as well as development of space and mechanisms of participation.
2. Involving mukim and gampong sets in the implementation of rehabilitation and reconstruction activities
3. Improving the roles of mukim and gampong advisory boards, and mukim and gampong religious boards in the monitoring on rehabilitation and reconstruction activities.

In addition, in the context of supporting the execution of the aforementioned policies, there should be facilities and infrastructures that facilitate stakeholder interaction, the strategies are as follows:

1. Providing social facilities and infrastructures of religions, custom and other social institutions in mukim and gampong levels such as the development of *meunasah* and *bale* as deliberation places.

**CHAPTER 5**  
**DETAILS ON REHABILITATION AND RECONSTRUCTION ACTIVITY PLAN OF AREAS**  
**AND SOCIETY LIFE OF NAD PROVINCE AND NIAS ISLAND OF NORTH SUMATERA**  
**PROVINCE**

**5.1. Program Basic Principles and Rehabilitation and Reconstruction Activities**

In general, the programs and activities which will be taken in the rehabilitation and reconstruction process in years 2005 – 2009 are as follows:

**1. Professionalism Improvement Program of Regional Government Officers**

To this time the officers are in a miserable condition due to their grief for losing families and assets. This burden is worsen by the great number of officers who died as well. At the same time, there are more works due to unusual incidents (big population mortality, great facility damages (public facilities and infrastructures)). Accordingly, this program will focus on returning the function/optimizing the existing regional government officers to meet public service needs and repair plans (rehabilitation and reconstruction) without ignoring rights and needs for trauma recovery for civil government employees.

Main activities that will be conducted are:

- a. Empowerment and facilitation of officers to perform governing functions (preparation of regional plans and management of regional finance) and public services as well as preparation of capacity for plan operation and implementation.
- b. Settlement of personnel administration matters, trauma support for civil government employees and their families and provision of post disaster system and procedures for civil government employees and their families.
- c. Continued implementation of regional officer fulfillment/supply efforts through new recruitment and mutation of regional government employees as well as personnel management plan.
- d. Improvement of regional government capacity in disaster mitigation efforts.

**2. Institutional Capacity Improvement Program of Regional Government**

This program is aimed to arrange the institutional work structure, system and procedures of regional government which are adjusted to regional needs and regional potentials that should be managed in order to run efficiently and effectively.

Main activities that will be conducted are:

- a. Institutional stabilization of regional government according to population changes and regional potentials/regional development.
- b. Provision of emergency facilities and offices, preparation of office rehabilitation master plan and preparation of building technical plan as well as office construction according to technical plan.
- c. Arrangement of communication system and regional public relation (media center).
- d. Preparation of work system and procedure improvement plan of regional government institutions.
- e. Arrangement and improvement of government capacity in district/gampong level.
- f. Operational aids for village level service organization.

**3. Financial Capacity Improvement Program of Regional Government**

This program is aimed to improve the capacity of regional legislative in arranging regional original revenues and financial condition after disaster and managing external financing sources. Main activities that will be conducted are:

- a. Regional financial plan and its management (monitoring and evaluation).
- b. Improvement of regional legislative capacity in planning preparation and monitoring on regional financial management.

4. **Inter Region Cooperation Improvement Program**

In the context of recovering and accelerating the development in rehabilitation and reconstruction phase, it is important to create a holistic cooperation among regions (provinces/regencies/cities). This is related to the development plan on infrastructures, economy, natural resources management, and the like, which is through administration cross border and stipulation of new regional borders. Therefore, this program is aimed to identify, plan, facilitate, and form strategic function activities which should be cooperated. The main activities are:

- a. Optimizing the cooperation network among regency/municipal regional governments and among provinces in the form of regional cooperation forum.
- b. Coordinating the central and regional government organization.

5. **Laws and Regulations Arrangement Program Concerning Decentralization and Regional Autonomy**

Currently, the Nanggroe Aceh Darussalam Province has various laws and regulations ranging from the stipulation of special autonomy for Aceh to the policy regarding civil emergency situation in Aceh. To avoid overlapping regulations, this program is attempted to rearrange the existing laws and regulations in Aceh, under the name of activity as follows:

- Harmonization of laws and regulations available in Aceh.

6. **Population Administration Arrangement Program**

The objective of this program is to rearrange population administration in the effort of encouraging the accommodation of residents' rights (to get basic rights in legal protection and security), the population administration order, the availability of accurate and integrated data and information on population. The main activity of population data collection in institutional sector in Aceh is:

- Collection of data on residents who are dead, missing or alive, and formulation of population structure data in age composition as the input for the regional government institutional arrangement which is suitable to the population needs and regional potentials.

7. **Social Welfare Institutional Empowerment Program**

The purpose of this program is to improve the ability, care, upholding and empowerment of social welfare basic values, and social defense in the form of efficiency of non government organizations and religious, custom and other social institutions, in the context of disaster control. The main activities are as follows:

- a. Empowerment of people in disaster control (trainings on evacuation, SAR, First Aids, public kitchen etc.).
- b. Efficiency of existing communication forum.



- c. Empowerment and facilitation of existing society institutions (religious, custom and other social institutions).

8. **Social Welfare Service and Rehabilitation Program**

The purpose of this program is to recover social functions, provide social services and rehabilitation for the victims of natural disasters, including the abandoned elderly people, disabled people, and abandoned children, for their living and progress. The main activity conducted is among others:

- Support to the existing trauma centers

9. **Democratic Institutional Supplementing and Enforcement Program**

This program is aimed to bring about the institutionalization of functions and relationship among executive, legislative and judicative institutions and other political institutions, in the context of preparing regional leaders and regional legislative in Aceh. Its main activity is:

- Support to the arrangement/preparation of regional leaders and regional legislative (including the procedures in preparing regional finance management)

10. **Land Management Program**

The tsunami disaster has changed administrative borders of village/district/regency/city areas. Based on such matter, this program is aimed to rearrange the fair and continuous authorization, ownership, usage and utilization of land which refer to area space layout plan and public interest. Its main activity is:

- Arrangement of administrative borders of Aceh areas which have changed due to disaster.

11. **Officer Human Resources Management Program**

This program is aimed to provide central government officers for vertical institutions in Aceh in implementing general governance. The main activity in this program is:

- Facilitating the supply of central government officers for vertical institutions in Aceh and the mutation process.

**5.2. Details of Program Plan and Activities**

The details of rehabilitation and reconstruction plan are divided into 2 groups based on regional administrative borders and cross region. The program and activities per regency are activities in the form of physical development of office facilities and infrastructures, such as:

1. Provision of government office facilities, establishment of emergency offices as well as preparation of office rehabilitation master plan and preparation of building technical plan.
2. Construction of offices according to building technical plan.
3. Provision of facilities and offices of public service information system (media center)
4. Provision of facilities and infrastructures in the form of *bale* as deliberation place for the people/religious, custom and other social institutions.

While the cross regency activities are those in the forms of data collection, arrangement, facilitation, empowerment, training, and so forth. In more details, the program

and activities per regency and cross regency and their phases can be observed in attachments A1, A2, and A3.

5.3. Cost Requirement and Resulted Products

To execute the institutional rehabilitation and reconstruction plan of regional government, the total budget required is worth Rp 659.2 billion. In details, it can be observed in table 3 below. While the plan on resulted products can be observed in table 4.

Table 3  
Recapitulation of Cost Requirement of Rehabilitation and Reconstruction Plan

No.	SECTOR	Central Government	Regional Government	Total
1	Activities per regency			
a	Office rehabilitation, office construction, provision of work facility and infrastructures, provision of disaster mitigation facilities and infrastructures, and provision of media center facilities and communication forum	12,6 M	208,9 M	221,5 M
b	Construction of <i>meunasah</i> and/or <i>bale</i>	-	60,4 M	60,4 M
	Total Number (1)	12,6 M	269,3 M	281,9 M
2	Cross regency activities			
a	Regional government officers	11 M	30 M	41 M
b	Regional institution and finance	44 M	124,8 M	168,8 M
c	Inter region cooperation	4 M	10 M	14 M
d	Harmonization of laws and regulations	4,5 M	2 M	6,5 M
e	Population survey	14 M	60 M	74 M
f	Society empowerment	9 M	30 M	39 M
g	Survey and arrangement of new regional borders	5 M	15 M	20 M
h	Election of new regional leaders	6 M	4,5 M	10,5 M
i	Provision of offices in vertical institutions	3,5 M	0 M	3,5 M
	Total Number (2)	101 M	276,3 M	377,3 M
	TOTAL	113,6 M	545,6 M	659,2 M

Table 4 Product Plan of Institutional Work Groups and Authorized Institutions			
No	Product	Authorized Institution	Working Partners in Region
1	Arrangement and empowerment plan as well as facilitation of religious, custom and other social institutions in Aceh (e.g. mukim and gampong level institutions) in the process of participation and implementation of development programs	Department of Home Affairs	Leading : Regional Secretary, Head of Mukim, Head of Gampong Leader of Dayah

No	Product	Authorized Institution	Working Partners in Region
2	Human Resources management plan on existing Regional Government officers, who are dead and missing (mutation, promotion, settlement of financial problems such as : salary, allowance pension and mortality, etc) and Human Resources requirement plan of Regional Government (recruitment).	<b>Leading : Department of Home Affairs</b> Minister of State Administrative Reform, State Civil Servant Agency	<b>Leading : Regional Secretary,</b> Regional Development Planning Board, Regional Civil Servant Agency
3	Post disaster system and procedure improvement plan for civil government employees and trauma support for civil government employees and their families	<b>Leading: Minister of State Administrative Reform,</b> Department of Home Affairs	<b>Leading : Regional Secretary,</b> Regional Development Planning Board, Regional Civil Servant Agency,
4	Regional legislature enforcement plan in regional financial planning and management	<b>Leading: Department of Home Affairs</b> National Development Planning Board	<b>Leading : Regional Development Planning Board</b> Regional Secretary
5	Institutional organization plan based on Government Regulation No. 8 Year 2003 or its recovery and referring to rightsizing,	<b>Leading: Minister of State Administrative Reform</b> LAN, Department of Home Affairs	<b>Leading: Regional Secretary,</b> Regional Development Planning Board, Regional Civil Servant Agency,
6	Work system and procedure improvement plan of regional government institutions	<b>Leading: Minister of State Administrative Reform</b> LAN, Department of Home Affairs	<b>Leading: Regional Secretary,</b> Regional Development Planning Board, Regional Civil Servant Agency,
7	Governance facility and infrastructure development requirement plan according to the change of regional administration and regional space layout (building technical plan (DED) of government offices)	<b>Leading: Department of Home Affairs</b> National Land Agency, Dep. Of Public Works	<b>Leading: Regional Secretary,</b> Public Work Service Office, other related service offices, Regional Development Planning Board,
8	Population survey plan based on its composition for the need of analysis on officers and institutions	Department of Home Affairs	<b>Leading : Population Service Office/Authorized institution,</b> Regional Development Planning Board, Regional Secretary
9	Capacity/ability improvement of Regional Government and people in planning and budgeting process and in dealing with post disaster problems,	Department of Home Affairs	<b>Leading : Regional Secretary</b> Satkorlak PBP, Security and Order Service Office, Regional Development Planning Board
10	Identification of inter regional governments cooperation support and inter region cooperation improvement through inter region cooperation forum	<b>Leading: Department of Home Affairs</b> National Development Planning Board	<b>Leading: Regional Development Planning Board</b> Regional Secretary, People's Legislative Council and related service office

No	Product	Authorized Institution	Working Partners in Region
11	Communication system and regional public relation plan (media center)	Department of Home Affairs	Regional Secretary
12	Analysis on harmonization of laws and regulations	Department of Home Affairs	<b>Leading: Regional Secretary</b> Regional Development Planning Board, People's Legislative Council and related service office
13	Capacity arrangement/improvement plan on regional leaders and regional legislative	Department of Home Affairs	<b>Leading : Regional Secretary,</b> People's Legislative Council

PRESIDENT OF THE REPUBLIC OF  
INDONESIA,

Dr. H. SUSILO BAMBANG YUDHOYONO