

## Learning and Growth

	Staff Satisfaction	1	2	3	4	5
1	There is chance to gain more knowledge	Not Correct	Less Correct	Correct	More Correct	Completely Correct
2	The program is created conducive situation to create harmony to act	Not Correct	Less Correct	Correct	More Correct	Completely Correct
3	The program has performance standard in supporting program performance	Not Correct	Less Correct	Correct	More Correct	Completely Correct
4	Able to finish the job on time	Not Correct	Less Correct	Correct	More Correct	Completely Correct
5	Having negotiation skill	Not Correct	Less Correct	Correct	More Correct	Completely Correct
6	AusAID is conducting training as per staff needs	Not Correct	Less Correct	Correct	More Correct	Completely Correct
7	Free to give idea - staff role	Not Correct	Less Correct	Correct	More Correct	Completely Correct
8	Delegation of Authority	Not Correct	Less Correct	Correct	More Correct	Completely Correct
	Information System					
9	Data and information needed is all available	Not Correct	Less Correct	Correct	More Correct	Completely Correct
10	Data and information is accurate enough to support working process	Not Correct	Less Correct	Correct	More Correct	Completely Correct
11	Easy access to get the data and information needed	Not Correct	Less Correct	Correct	More Correct	Completely Correct

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## Internal Business Process

A	Innovation	1	2	3	4	5
1	In processing the arrival of new deployee, before arrival until settled and finish the mission	Not Correct	Less Correct	Correct	More Correct	Completely Correct
2	Serve the deployee or external stakeholder with courtesy and friendliness	Not Correct	Less Correct	Correct	More Correct	Completely Correct
3	In day to day work, result of the work has reached to the very minimum error	Not Correct	Less Correct	Correct	More Correct	Completely Correct
B	Operations					
1	Administration: Extension of Record/Memory of Understanding has met service standard	Not Correct	Less Correct	Correct	More Correct	Completely Correct
2	The program has established new design or process to handle and solve the problem faced by the deployee	Not Correct	Less Correct	Correct	More Correct	Completely Correct
3	The leader of the GPF program always provides briefing to all staff regularly	Not Correct	Less Correct	Correct	More Correct	Completely Correct

## Stakeholder

		1	2	3	4	5
1	The program has established good relationship with the external stakeholder	Not Correct	Less Correct	Correct	More Correct	Completely Correct
2	The program is capable of developing the quality of their service to Partner	Not Correct	Less Correct	Correct	More Correct	Completely Correct
3	Accurately in handling complain from stakeholders	Not Correct	Less Correct	Correct	More Correct	Completely Correct
4	Easy access to contact GPF Program staff	Not Correct	Less Correct	Correct	More Correct	Completely Correct
5	Easy access to request GPF Program staff's assistance	Not Correct	Less Correct	Correct	More Correct	Completely Correct



## Partnership

		1	2	3	4	5
1	Consistent participation in the activity conducted by both Australian or Indonesian Partner	Not Correct	Less Correct	Correct	More Correct	Completely Correct
2	The benefit of the partnership can be felt	Not Correct	Less Correct	Correct	More Correct	Completely Correct



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## TRANSKRIP WAWANCARA

*Question: What factors contributed/inhibited achievement of partnership outcomes to date?*

### **APSC: Practical Steps in Indonesia Civil Service Reform**

#### **Interview with Activity Managers Canberra**

**Resources:** The GPF drains our resources and expertise. AusAID pays the salaries, but we have no money for the rest of the Activity. We are not funded for international work. We are cautious about the next three years about what is the best way to move forward. To work in Indonesia we must be able to follow through on our work. This is not our core business and we have many other priorities. The international team is very small. Our commissioner has made the choice to pursue this though.

**Output Focus:** AusAID wanted early runs on the board, but we have found that difficult to achieve. Indonesia is so large a country; we are only a drop in the ocean. We cannot be the “teacher” in Indonesia like we can in the Pacific. Our original 10 topics were meant to be a menu, but we were required to report progress against all ten topics. Many were not taken up so there appeared to be less movement than expected. Many of our topics take much longer to influence, like remuneration. We cannot change that in 6 to 12 months. It takes a long time to understand the context, to bring people along with you. To get things going, first you need to explain concepts and sell ideas before you can expect action.

**Location of work:** We are deciding to do more in-country work than Canberra based.

#### **Interview with MenPAN Activity Managers**

**Time frame:** Australia took 65 years for their reforms, and we will take time as well.

**Contextual factors:** It’s difficult for us in Indonesia as we have different geography, languages and ethnic groups compared to Australia.

**Location:** It’s better to train in Jakarta than Australia because more people can get trained at the junior level. At the middle and senior level, it’s good to go to Australia so we can actually see the success stories.

#### **Interview with BKN Activity Managers**

**Absorptive capacity:** sometimes there are challenges with our readiness to accept the GPF interventions because of the language issues and capacity to absorb information.

**Administration:** GPF is better than other donor projects because we decide how the money is spent, and then we don’t have to manage the funds and acquittals. We talk to the GPF adviser about our needs and he generates all the proposals.

**Language:** Having an advisor with Bahasa has been much more effective. We can raise questions more easily. We use the Bahasa speaking advisor to communicate with the non-Bahasa speaking advisor.

**Preparation for Working with Advisors:** In the early days we didn’t know how to use the resource of the advisors very well. It’s the first time we had an international advisor so we were not

sure about the consultation process or how to work together.

**Pilot Projects:** Change does not always make people comfortable, so we are doing pilot projects to introduce ideas. We start these next year.

### **Interview with BKN Training Participants and Interns**

**Contextual Factors:** The economic condition of the country and other priorities of the government slow us from moving forward on the remuneration package. We are trying to increase awareness of civil service welfare and better service.

**Coordination among BKN, LAN, and MenPan:** Coordination for this work is essential and this has not progressed. There is limited budget to coordinate with other agencies and the regions as the budget has been cut by 70%. Each of the organisations is busy with their core work so the leaders must meet again to push their staff to coordinate better. The GPF advisers can assist by directly meeting with the heads of agencies to discuss this.

### **Interview with APSC Advisors/Long Term Secondees**

**Time frame:** We have slipped in time frame rather than scope. We were to start with policy change, but that has been slower than we thought. It's difficult to get momentum for policy change from the Ministers. The three agencies were meant to put up proposals to the Minister, but they haven't been done yet, so he has become frustrated. There is little expertise in change management and the staff requires support to work through this. Public sector reform is a very slow process. There is limited capacity to think conceptually which makes it difficult to achieve change faster. It takes time to develop allegiances and alliances. It takes time to find and work with champions. The Indonesians had difficulty developing proposals, so we have had to slow down as we ensured their involvement to achieve ownership. We have to develop relationships to carry things through despite the logic of the original design proposal. If we hadn't done that, no one would have listened to us.

**Changes in Key Staff:** We have had three heads change since we have been here. We are likely to get a new Minister, staff change here all the time. It hasn't made us vulnerable thus far.

## **Treasury: Economic Policy Development and Advising**

### **Interview with Treasury Senior Official Canberra**

**Resources:** Treasury's core business is domestic economic and financial policy, (and wider international engagement where this is consistent with its domestic role). Treasury is not an aid delivery organisation. Its participation in the GPF (and ECP in PNG and RAMSI in Solomon Islands) is non-core and non-choice. Its participation is in a whole of government context. Treasury recognizes that Indonesia is a core strategic priority relationship for the Australian Government, and for the Government, bi-lateral engagement is core business. It also recognizes that GPF is an important part of this engagement. Treasury describes its participation in GPF as closer to core business and therefore more important (to Treasury) than its participation in either ECP or RAMSI.

Beyond the provision of the time of its officers, Treasury is virtually totally reliant on AusAID for the funding of its participation in the GPF.

Treasury does not see personnel risk as a major concern (i.e. that it will not be able to place good officers in the field). It acknowledges it is a small organisation, but is willing to be flexible to ensure the right people are placed. It considers Jakarta is a more attractive location for deployment

than Port Moresby or Honiara. While it does not consider deployment of an SES-level officer to be essential, Treasury did note that there was no SES response to its last round of expressions of interest.

**Flexibility:** Treasury has found it necessary to undertake a strategic re-think of its engagement and focus. MOF is very different from the Australian Treasury. (Treasury was surprised that a country like Indonesia could get by without an entity like the Australian Treasury). Its initial recommendation to the Indonesian Minister of Finance was to create something like Treasury to provide coherent strategic and policy advice. Its initial activity focus on tax policy and tax reform reflected its assessment at the time that the Tax Directorate (?) had the greatest absorptive capacity, and that it made sense to start in this area. This has not proven to be the case, and Treasury identified the need to be more flexible and accept that the focus of the activity had to be more demand driven; the focus has now shifted to FPO.

**Client Capture:** While noting the risk of client capture, the Treasury emphasizes to its deployees that their first loyalty is to FPO, noting that they are working on sensitive issues at the centre of government. The critical issue is that their work is not inconsistent with Australian interests.

#### **Interview with Activity Manager and Secondees Canberra**

**Context:** We realised that rather than just delivering a forecasting model, we had to understand the context in which it would be delivered. It's really important to learn about what the Indonesians do and then adapt.

**Alignment of Systems:** Our economic forecasting work was more successful than the tax work because the systems between Australia and Indonesia were more similar. For the tax systems it was very different, and not so much of a result.

**Participant Selection:** It's about selecting the right people; our interns were self motivated and were able to do their own thing as well. We invest a lot in interviewing and selecting the right people. We are all consulted on who we think are the right people based on our experiences with the Indonesians.

**Focus and Prep of Internships:** If interns come with a specific outcome its much better. It's also better to prepare the interns before they come. Two to three weeks was too long for the internships, around a week is better so you don't run out of things to do. Even better is a 6-12 month internship so people can really learn on-the-job. It's also important to time to internships with the cycle of work here, to make sure they get to see things at the right time.

**Resources:** The opportunity costs have been bigger than the benefits. Perhaps a second or third round of visits would fatigue us. If we did that we would have to change the program.

#### **Interview with Activity Manager Jakarta**

**Institutional Links:** We encourage other units to join us with GPF activities; we need the same level of understanding and capacity when you try to implement new policy.

**Institutional limitations:** Sometimes we cannot implement the new ideas because of our limitations, for example our computerized systems.

#### **Interview with Fiscal Policy Unit Senior Official Jakarta**

**Language:** Brad has been very helpful especially as he speaks Bahasa.

**Resources:** It has been difficult to spare people to go to Australia.

**Timing:** Timing can be a constraint. This is the busiest time of the year. September to November is better for us.

### **Interview with Indonesian Interns**

**Timing of Internships:** It's important to time the visit with live activities in Australia.

### **Interview with GPF Long-Term Secondee Jakarta**

**Language:** Having Bahasa is desirable to highly desirable. We don't think that 2 week language training is sufficient. AusAID could consider supporting language training for spouses.

**Pre-Existing Relationship with Treasury:** We have had staff here since 1998 and this has been very important to the GPF work.

### **Interview with Treasury Resident Representative Jakarta**

**Pre-Existing Relationship:** Having someone on the ground here for 15 years has been a significant advantage to the Treasury GPF work. In many cases we punch above our weight, we are not actually spending so much of our money here. I met all my predecessors' networks. The challenge for new players here is trying to find who the right counterpart to work with is. We got the GPD to speak to our networks about whom to work with. Some of the older networks can be quite frank and open. When there were changes in the area of work with the GPF, and the Indonesians decided not to pursue the tax work, this transition was made a lot easier by having us here.

**Quality of Counterparts:** The capacity and commitment of the Minister makes a big difference. I think if its not working well, find someone else to work with – grow into other areas. We have been looking at the FSO, but we may expand our work from that. It really depends on how active the Minister is.

**Long-Term Secondees:** It's a good thing having people deployed here as it means they can learn about the complexities. If you really want to make a difference, you have to take small bits and get runs on the board.

**A long-term perspective:** We take a strategic approach toward getting small wins. It's going to take years. Our problem can be a crowded agenda with a fragile political base. Try not to do too much too quickly, and don't get absorbed in all the bureaucracy. You need to be patient and take a long term view.

**Building Relationships:** You have to give something of yourself if you want to make good relationships.

**Resources:** I don't think we will run out of good people to send over here. We do need to decide whether or not to put people in long-term. We can get very good E1 and E2 up here, but it is harder to get the SES. I think it's good to select an end of career guy who wants a challenge. We would need to market this a bit better though.

**Language:** You really need to invest in language. It doesn't preclude good work, but it makes a really huge difference. It really widens the number of people you can interact with. Ideally, it would be good to invest in 6 months language training.

**Orientation and Preparation:** A pre-deployment course is really necessary if people are coming up here for more than three months.

## **APRA: Risk-Based Supervision**

### **Interview with Senior Official Canberra**

**Alignment of Systems:** We followed a minimum risk approach. Given most things take a long time, we ought to work with Bapepam LK to improve performance. Our scale here was about right for them. We also took an open approach to saying we don't know about Indonesia, but we can provide support developing tools if they work on developing the strategy. We are also narrowing areas to push forward with.

**Location of Interns:** Secondments are better carried out here in Australia. They have too many jobs in Jakarta. If we bring them to Sydney, they will focus on the task. They also have access to relevant people here. There is tremendous sharing that way. It also stops our need to put our experts in Jakarta. It's best to have them out here for a brief, but intensive time.

**Flexibility:** Australia is far more patient than other donors.

We get involved at several levels. We have distant but positive support from the high level officials. At the operations level it's more intense.

### **Interview with Activity Manager and Secondee Canberra**

**Resources:** We have only had this international function for the past three years. We have 4 staff working in this area, three full times. Our capacity has improved a lot. It is an Asia/Pacific focus, and Indonesia is getting more attention, although there are increasing claims from China and India. We see our future interest swinging that way. It will really depend on the opportunity cost to APRA. We are doing our best to support the WoG agenda. Our resources are not much to work with; there is huge competition for our attention. Releasing staff can be difficult.

**Language:** Our secondee has Bahasa skills. This has been more important than the technical skills in the initial stages. This is important as there a lot of document translation issues. Without these skills we would have needed an interpreter, especially for the middle level and junior staff.

**Personal relationships:** Our secondee maintains contact with staff on a personal basis.

**Ownership:** We took a deliberate approach to enhancing Indonesian ownership. We didn't want the tool to sit on the shelf. Our approach is to provide suggestions and display our tools, but this approach does result in delays. That's really why we bring them here now. There is no point pushing our views because we didn't understand their system. This means that it's essential that they do the actual development work.

**Relationship Factors:** Continuity of the relationship is important; our relationship now is very solid. Continuing to rebuild is not effective.

**Local Priorities:** We have found it difficult to achieve a rollout of our work across the whole department. They are not ready for this yet. They are keen, there are the right signals, but it's not really a priority for them.

**Personal v Institutional:** We build our relationships with individuals. We try and develop relationships with senior people. If the Minister does change then this will be a risk. Institutional

level relationships are very hard. Where the two systems or processes are aligned its much easier. It also has to be at multiple levels, and lots of exchanges. The more people who visit us the better. This is where the relationships are carried on.

### **Interview with Bapepam Senior Officials LK Jakarta**

**Location of Interns:** Its better sending the interns to Australia. The reason is that there are several offices or agencies involved in Australia and they can visit them all.

### **Interview with Bapepam LK Activity Managers Jakarta**

**Resources:** We have done a lot of training now, but its going to be time and resources to move this forward. Our staff will have to work on all this between 3pm and 6pm which is difficult for them. A budget is going to be allocated to this; I just hope it will be enough. We would like someone here to help us with implementation for about three months, but there is no budget for that.

**Location of Work:** We do need someone here with us everyday, but at least someone who visits us here. During the application we would like someone here, but there is no budget for that.

**Communication:** The honesty in the communication has been a real success factor. There is a great openness. There is integrity in our cooperation. The spirit and trust is the foundation for the technical cooperation.

**Executive Support:** Our chairman is very supportive of the activity.

**Internships:** These were very important as APRA opened up doors to us; we were able to speak to the right people. It is hard to extend from 2 weeks, but we really didn't have enough time.

### **Interview with Indonesian Interns Jakarta**

**Institutional Constraints:** The challenges to moving forward are mostly human resource constraints. Nobody in our office has been given an order to complete this project. There are financial constraints as well. We cannot obligate the Pensions Fund to provide the data we need. We have discussed many of these problems with APRA. Staff are sent to training to support the system and we need to get IT support as well.

**Location of Work:** Going to Australia for internships shows us what is possible; it makes us dream to improve our practice. However, having workshops is better here so many people can come to share in the knowledge.

**Goal of Internship:** We had a goal for our secondment, it was to observe a new system, but then to come home and implement it.

### **Interview with TAMF Lead Advisor for Finance Sector Reform**

**Resources:** APRA is stretched by 5 other activities, they cannot pull people off the street, and they have to use current resources. APRA has been busy and not able to maintain their response – it ebbs and flows.

**Pace:** APRA approach was to get the Indonesians to work at their own pace, and as they liked it. If we had of dictated to APRA they would have taken a milestone or output-based approach, but as it turned out the slow flexible approach was much better.

**Wide engagement:** You need to engage at all echelons to know what's really going on. Indonesians must be interested to engage. You need to identify the drivers for change, the right

people to deal with. You need to ensure you get the champions at the top engaged.

## **Ombudsman: Ombudsman Linkages and Strengthening**

### **Interview with Activity Manager and Seconded Canberra**

**Absorptive Capacity:** Taking things slowly without putting pressure on the Indonesians to keep progressing is an important success factor. It's really important to be able to assess and respond to the absorptive capacity.

**Ownership:** It's also best not to focus on providing technical advice only, like telling them what to do, or trying to replicate Australian systems; rather, offer ideas, or menus of options and then they chose what they want to do. This can be frustrating, but it is successful in the end. There is of course a risk that they will not always deliver things that we hope for, and there is a risk that it could fall over. There must be a strong sense of ownership. They decide what to do, and then we help them do that. We allow the Indonesians to re-badge the material we produced together as theirs.

**Practical Activities for Internships:** The placements were important elements. The longer placements of six weeks were not suitable for the Indonesians; they couldn't get that much time, which meant that the placements tended to become a "show and tell", where it really is better to get them more involved in day-to-day work.

**Flexibility:** The flexibility of the GPF has been really important positive factor. It allowed us to refocus priorities. A success factor has been marshalling support at several different levels in Australia and Indonesia.

**Engaging at different levels:** We have engaged the states. We have been able to match people at CEO level in their organisations with similar people in ours, as well as getting the down the line people working together. Having the three Australian Ombudsman offices work together has been unusual, but very successful. We have used the strengths of the different offices which has given us great flexibility. We are all so busy it would not have been possible for one office to do it alone.

**Language:** Language was a real issue. We have now exhausted the number of Indonesians with reasonable English. Some staff are now trying to learn English so they can participate.

**Understanding Context:** Another factor is that it took us a long time to understand the Indonesian system. We could not understand why it took so long to get the legislation passed, which is why we had unrealistic expectations about that important precondition to progress. It took a long time to learn to understand the cultural factors.

**Participant Selection:** Selecting the right people to go on exchanges is really important. Recognizing the importance of pastoral care.

**Institutional versus individual partnerships:** The partnership has long-term viability because we have built up long-term multiple person relationships across the different organisations. I'm not sure about specific other strategies. We have tried to connect the Indonesians to other activities in the region such as being observers to the Aust/Pacific Ombudsmen Regional group.

**Resources:** Two staff have been seconded and several others have contributed to the Indonesian placements. The NSW Ombudsman is committed and tolerant of my time which has been a lot more than was budgeted for. It does put a lot of pressure on our core work. We have to rearrange



things, but we try to fit it in. We have no other budget available to support international work.

### **Interview with Indonesian Senior Official Jakarta (Deputy Ombudsman)**

**Australian Influence:** Getting Australians to talk directly to people here has been successful in changing attitudes.

**Communication:** Effective communication between both sides.

**Ownership:** Getting very involved on both sides has been good.

**Engaging at Different Levels:** In the past we only had a relationship with the commonwealth Ombudsman, but now our relationship covers the whole of Australia and the whole of Indonesia. In addition we are now being promoted by Australia at the international level in regional fora.

### **Interview with Indonesian Activity Manager and Intern Jakarta**

**Internships:** This approach has been very successful as we get to learn *directly* from Australian experts [*comparing to consultants*].

**Language:** This was difficult at times. I wanted to explain things about Indonesia, but I could not. We had a facilitator, but they did not translate everything but made summaries which was not what I wanted to say. We had one of these facilitators for the two placements on different topics. We need an interpreter that has better technical knowledge.

**Paired Internships:** We liked being able to travel in pairs. It gives you someone to talk to and also we can support each other.

**Preparation:** We had good preparation. We first prepared the substance, about what we needed to know about our own systems. Then we had preparation for things like the weather, and our terms of reference for this trip.

**Intensity of Internship:** Our schedule was a bit too difficult. In ten days we met 30 people. We covered too many topics. We were so tired by the weekends; we slept rather than have a good look around. It looked easier on paper before we went. In WA we had a specific topic to focus on which was much better.

**Recognition of Work:** We would like to have certificates to show what we have achieved.

GPF FACT SHEET

GoA agency		TREASURY	
GoI agency	Indonesian Ministry of Finance (IMoF) – Fiscal Policy Office (FPO)		
Project Title	Multiple Activity Capacity Building Partnership for Economic Policy Development and Advising		
ROU dates	April 2006 – 31 December 2009		
Contact Person	Vincent Ashcroft & Nathan Dal Bon		
Objective	To Strengthen the capacity of Indonesian Government Institution to implement effective Economic, financial and Public Sector Management Policies		
Outcome	1. Improve Performance of Indonesian Economy 2. Improve adaptation of Economic Policies 3. Improve Economic Policy advising within IMoF 4. Increase the skills of FPO Staff in policy advise within IMoF 5. Stronger Institutional Linkage between IMoF and Treasury		
Key Activities			Progress to date
			Plan
	1. Effective Tax Policy advising capacity within the Fiscal Policy Office – ImoF.		
	2. Development of selected field of expertise within IMoF for the development & delivery of economic policy advice in the field of: <ul style="list-style-type: none"> <li>- Revenue</li> <li>- Fiscal</li> <li>- Budget</li> <li>- International Economic</li> <li>- Macroeconomic</li> <li>- And Financial market Policies.</li> </ul>		
	3. Tax Policies design Study project (Advising capability for tax, Custom and Non Tax Revenue)	Workshop up to 10 weeks. Produce 2 report.	
	4. Partnership Co-Leader and project Design Team : (Assistance to IMoF for design and implementation of a tax Policy Office & Building economic Policy advising capacity).		
5. Economic Policy Skills Development Program			
6.			
Potential new activity areas	N / A		

<b>Latest Development</b>	
<b>Issues</b>	
<b>Other Institution and Donor</b>	N / A

**Treasury Financial Report Summary for year 2006-10**

<b>Description</b>	<b>03/06 – 04/07</b>	<b>04/07 – 03/08</b>	<b>04/08 – 03/09</b>	<b>04/09 – 12/09</b>	<b>01/10 - 06/10</b>	<b>Total</b>
Current Budget (based on Feb 07 variation)	471,585	1,199,894	1,670,936	1,273,286	881,688*	(5,497,389)* 4,615,701
Actual Expenditure	459,827	1,172,882	1,622,478	1,197,828		
Remaining budget	11,758	27,012	48,458	75,458		
HKL Budget Allocation	87,393	536,974	734,935	529,386 (1,888,688)	368,007 (2,256,695)*	1,888,688 (2,256,695)*

Note:

\* projected funding needed to complete the tasks up to June 2010, this will depend on the evaluation report submitted for continuation of the program.

## GPF FACT SHEET

GoA agency	Australian Ombudsman ( New South Wales Ombudsman, Commonwealth Ombudsman and West Australian Ombudsman)		
<b>GoI agency</b>	Komisi Ombudsman National – National Ombudsman Commission		
<b>Project Title</b>	Indonesia Australia Ombudsman Linkages and Stregnthening (IAOLAS) – ROU 14433		
<b>ROU dates</b>	10 November 2005 – 30 June 2010		
<b>Contact Person</b>	DR. Viviene Thom – Deputy Ombudsman		
<b>Objective</b>	<ol style="list-style-type: none"> <li>1. Build Linkages and understanding between Australian Ombudsmen and their staff and Indonesian Ombudsmen and their staff.</li> <li>2. Stengthen Institutional capacities at both the national and emergig provincial local levels of ombudsmen services in Indonesia.</li> <li>3. To assist the National Ombudsmen Commission (NOC / KON) in sensitizing society to their right to good governance and to participating in Indonesian Democracy.</li> </ol>		
<b>Outcome</b>	<ol style="list-style-type: none"> <li>1. Improve knowledge of stakeholders with regards to Ombudsman Role &amp; Function</li> <li>2. Improve access to Ombudsman Services by the public and other stakeholders</li> <li>3. Increased understanding and strengthened relationship amongst Australian and Indonesian Ombudsmen</li> <li>4. Increased knowledge and capacity of Ombudsmen staff to better deliver services both at central and Provincial level.</li> </ol>		
Key Activities	Progress to date	Plan	
<ol style="list-style-type: none"> <li>1. Skills knowledge and expertise exchange through staff exchanges and workshop/Seminars.</li> <li>2. Build relationship between NOC and CO as well as other selected states Ombudsmen and staff to an expanded network of relationship.</li> <li>3. Socialise the Public to Ombudsman functions and Rights to Good Governance.</li> <li>4. Conduct Outreach activities and support National Policy for decentralizing Government Services.</li> <li>5. Commonwealth Ombudsmen will be responsible to develop and monitor framework for agreement and implementation.</li> <li>6. Three to four Monitoring visits conducted per annum by Ombudsmen</li> <li>7. Submit completion report</li> </ol>			
<p style="text-align: center;">Training :</p> <ol style="list-style-type: none"> <li>1. IT and Record Management Systems</li> </ol> <p style="text-align: center;">Publications :</p> <ol style="list-style-type: none"> <li>2. Greater knowledge about Ombudsman Function to the Public and wider audience.</li> </ol>			

## GPF FACT SHEET

<b>GoA agency</b>	<b>Australian Prudential Regulation Authority (APRA)</b>		
<b>GoI agency</b>	BAPEPAM-LK		
<b>Project Title</b>	BAPEPAM LK Risk Based Supervision Project		
<b>ROU dates</b>	1. ROU 14255/3 : 1 Feb 06 – 31 Dec 09 2. ROU 14255/3 Variation 2: 1 Feb 06 – 1 Jul 08 3. ROU 14255/3 Variation 3: Oct 08 – Jun 2010		
<b>Report</b>	1. Mid Term Report – Oct 2007 2. ACR ROU 14255/3 Var 2		
<b>Contact Person</b>	<a href="mailto:Marcus.chadwick@apra.gov.au">Marcus.chadwick@apra.gov.au</a>		
<b>Objective</b>	To assist Bapepam LK to develop and implement a risk-based approach to prudential supervision for non-bank institutions.		
<b>Outcome</b>	Formulation of risk-based rating model for the Pensions Bureau as well as other Bureau. Finalised the on and off site manuals to be used by the on and offsite examination divisions. Implementation of an in-house risk-rating and supervisory oversight model by the Pensions Bureau (SPERIS/SANBERRIS)		
<b>Key Activities</b>		<b>Progress to date</b>	<b>Plan</b>
	Internship at APRA to expose PAIRS/SOARS risk rating and supervisory oversight tool kit for Pensions Bureau	Done (4 group of interns)	
	APRA visit BLK to provide assistance to implement PAIRS/SOARS type risk rating system adapted to Indonesian market condition	Two trips of review and 2 interns for supporting data storage software application.	
	Internship at APRA to expose PAIRS/SOARS risk rating and supervisory oversight tool kit for Insurance Bureau		Plan
	Staff training in the use of new model and industry socialization through series of workshops with industry representatives.	Trip of The Head of Pension Bureau, Mulabassa Hutabarat	
	Development of exception reporting procedures		Plan
<b>Potential new activity areas</b>	Potential assistance to BLK's Research and IT Bureau		
<b>Latest Development</b>			

## APRA Financial Summary

Description	2006-07	2007-08	2008-2010	Total
Original Budget – ROU 14255/3	338,040			
Original Budget – HK support	21,483			
ROU 14255/3 Variation 1	0			
ROU 14255/3 Variation 2		127,525		
HK support Variation 2		86,542		
ROU 14255/3 Variation 3			410,411	
HK support			106,906	
<b>Total Budget</b>	<b>359,523</b>	<b>573,590</b>	<b>517,317</b>	<b>1,090,907</b>
Actual Expenditure - Agency		416,283		
Actual Expenditure - Logistics Support	347,629	133,172		
<b>Total Actual Expenditure</b>		<b>549,455</b>	<b>399,481</b>	
Year to year unspent Budget				
Unspent budget carried over	11,894	24,135		

## GPF FACT SHEET

<b>Australian Public Service Commission</b>			
<b>GoI agency</b>	MenPan (Ministry of State Apparatus), Lembaga Administrasi Negara/LAN (State Administration Board), BKN – Badan Kepegawaian Nasional (Board of Civil Service)		
<b>Project Title</b>	A Partnership to Build Capacity in the Indonesian Civil Service : Practical Steps in Support of the Indonesian Reform Agenda.(ROU 14146/6)		
<b>ROU dates</b>	12 June 2006 – 30 June 2008		
<b>Contact Person</b>	Jenny Plumstead (Jennifer.Plumstead@apsc.gov.au)		
<b>Objective</b>	<ol style="list-style-type: none"> <li>1. Strengthen &amp; Maintain Australia – Indonesia Institutional Linkages through its close collaboration between the commission and its three counterpart agencies and the national development Planning Agency</li> <li>2. Contribute to developing Indonesian Leadership skills, systems and culture</li> <li>3. Contributions toward a more productive and effective Civil Service capable of efficient service delivery to the Citizens of Indonesia</li> </ol>		
<b>Outcome</b>	1.		
<b>Key Activities</b>	<div style="display: flex; justify-content: space-between;"> <span>Progress to date</span> <span>Plan</span> </div>		
	Central Administration : <ul style="list-style-type: none"> <li>• Finance Portfolio</li> <li>• Commission for Eradicating Money Laundering (PPTAK)</li> </ul>	- Entry level recruitment -	
	Training : <ol style="list-style-type: none"> <li>1. IT and Record Management Systems</li> </ol> Publications : <ol style="list-style-type: none"> <li>2. Greater knowledge about Ombudsman Function to the Public and wider audience.</li> <li>3. Possible APOR Membership</li> </ol>		
	Procurement of Minor essential Project management Equipment		
<b>Potential new activity areas</b>	Future proposal for GPF would include work attachment, including learning and development activities		
<b>Historical background</b>	APSC plan to work with Minister for Administrative Reform to developed a strategic Public Sector reform Framework through the “Bureacratic Reform to Build Excellent services towards Good Governance and Clean Government”. The framework will focuses on reforming : <ul style="list-style-type: none"> <li>• Institutions</li> <li>• Human resources management</li> <li>• Work systems and procedures</li> <li>• Accountability</li> <li>• Supervision</li> <li>• Work culture</li> </ul>		
<b>Issues</b>	APSC are currently negotiating their ROU, it would be around A\$896,217 in total with a split of A\$744,427 for Agency and A\$151,790 for HK logistic to support the Agency activities for the 1 year period.		

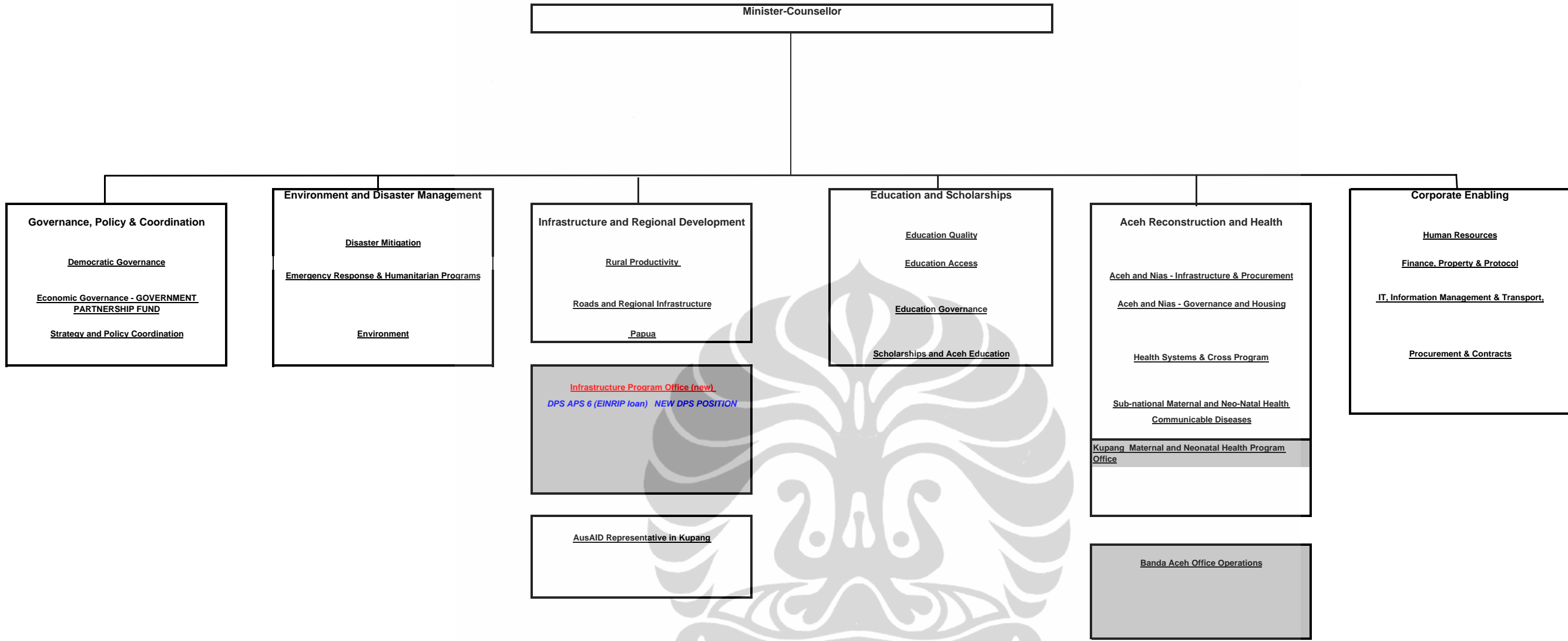
<b>Other Institution and Donor</b>	
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Description	2006 – 2007	2007- 2008	2008 - 2009	2009- 2010	Total
Original Budget per ROU '06	860,964.89	205,820.41	361,459.10	410,082.25	1,838,326.65
Actual Expenditure-AidWorks (inc. GST)	825,483.09	205,820.41	351,439.10	337,162	1,729,904.60
Remaining budget	30.235	0	11.000		
HKL Budget allocated	84,148.00	87,342.00	43,000	51,200	265,690.00





AusAID JAKARTA ORGANISATION CHART



	3. Possible APOR Membership		
	Procurement of Minor essential Project management Equipment		
<b>Potential new activity areas</b>	As mentioned by KON and agreed by Ombudsman, there is potential new area of activities working in collaboration with National Land Agency, with initial work to be conducted in the area of Land Disputes		
<b>Historical background</b>			
<b>Issues</b>			
<b>Other Institution and Donor</b>			

Description	2005 - 2007	2007- 2008	2008 - 2010	Total
Original Budget per ROU '06	909,801	711,848	788,829	2,410,478
Actual Expenditure-AidWorks (inc. GST)	875,658	705,822	531.055	
Remaining budget (ABS)	34,143	6,026	256995	
HKL Budget allocated				

## DAFTAR RIWAYAT HIDUP

Nama :Surya Maulidina RN

Alamat : Jl. Dr. Saharjo, Kompleks AKABRI

Pengalaman Kerja :

2009 – sekarang	Konsultan Proyek World Bank
2008-2009	Program Officer, AusAID.
2008	Human Resources-Recruitment, Kedutaan Amerika
2006-2008	Senior Administrative Asst. UNWFP, Jakarta
2004-2006	UN Coordination Assistant, UNDP Jakarta
2003-2004	Administrative Assistant, AusAID funding Project:
2001-2003	Assistant to the Mission, MSF
1998 - 2001	Administrative Officer; CHORI, Co.,LTD
1995-1997	Public Relation; Club Mediterranee, Bali

Pendidikan :

1990	SMA Negeri 3, Jakarta
2005	Sarjana Hukum, Universitas Indonesia
2009	Magister of Science, Universitas Indonesia