Java Reconstruction Fund Final Report 2012

Disaster Response & Preparedness:
From Innovations to Good Practice
Disaster Response & Preparedness:
From Innovations to Good Practice

This report was prepared by the Secretariat of the JRF (Java Reconstruction Fund) with contributions from the World Bank as Partner Agency as well as the project teams. JRF is led by the JRF Manager Shamima Khan, with team members: David Lawrence, Anita Kendrick, Imayat Bhagawati, Lina Lo, Puni Ayu Indrayanto, Shaun Parker and Henri Wahyudi.

The team is supported by Amnah Smith, Inge Suilo and Olga Lambey.

Feature Stories: Rosaleen Cunningham
Photographer: Fauzan Ijazah
Senior Editorial Support: Kate Redmond
Design and Layout: Studio Rancang Imaj
Printing house: PT Mardi Mulyo
Table of Contents

About the JRF 2
Joint remarks from JRF Co-Chairs 4
JRF Timeline 6

Executive Summary 8
► JRF Support for The Recovery of Java 10
► The JRF Portfolio: Achieving Significant Results 11
► Restoring Housing and Community Infrastructure 12
► Recovery Of Livelihoods 13
► JRF Finances: Managing Resources for Quality Results 14
► Bringing The JRF to Conclusion 15

Chapter 1 - The JRF: An Adaptable Model for Disaster Response 16
► Java: A Region Prone to Disasters 17
► The JRF Structure and Governance 19
► Enhancing Partnerships and Transparency Through Communications 20
► An Effective and Strategic Model for Post Disaster Reconstruction 22
► Key Events in JRF Operations 24
► Feature story 1: Determined Women: The Power of Semangat 26
► Feature story 2: Bantul Relocation: Toward Safer Ground 28

Chapter 2 - The JRF Portfolio: Adapting to Evolving Needs, Achieving Results 30
► Tailoring The JRF Response to Reconstruction Needs 31
► Portfolio Results: Achieving Lasting Outcomes 32
► Recovery of Housing and Community Infrastructure 34
► Recovery Of Livelihoods 39
► Feature story 3: Strengthened Livelihood: “It’s Not Just about the Money” 44
► Feature story 4: Beyond Recovery: The JRF Brings New Opportunities to a Revitalized Community 46

Chapter 3 - JRF Finances: Managing Resources for Quality Results 50
► Allocations and Disbursements to Projects 51
► Project Expenditures 54
► JRF Finances - In Conclusion 54
► Feature story 5: Merapi Communities: A New Life Outside the Red Zone 56

Chapter 4 - The JRF at Conclusion: Lessons Learned for Sustainable Results 58
► Feature story 6: Pangandaran Six Years On: Preparing for the Worst Prevents the Worst 64

Annexes 66
❖ Project fact sheets 66
► Fact Sheet 1: Transitional Housing Projects 68
► Fact Sheet 2: Community-Based Settlement Rehabilitation and Reconstruction Project (CSRPR, or Rekompak) 72
► Fact Sheet 3: Livelihood Recovery in DIY and Central Java (JRF Livelihoods Recovery—GIZ) 80
► Fact Sheet 4: Access to Finance and Capacity Building for Earthquake Affected Micro and Small Enterprises (JRF Livelihoods Recovery—IOM) 86

List of Acronyms and Abbreviations 92
Established in 2006, the Java Reconstruction Fund (JRF) is a partnership between the Government of Indonesia and donors with a mandate to support the rehabilitation and reconstruction of Yogyakarta, Central Java and West Java after the earthquakes and tsunami.

The European Union, the governments of the Netherlands, United Kingdom, Canada, Denmark and Finland, and the Asian Development Bank (ADB) pledged a total of over US$90 million to assist in rebuilding the earthquake and tsunami-affected areas of Yogyakarta and Central Java. These donor pledges were formalized through signed Contribution Agreements with the World Bank, which served as the Trustee of the JRF.

The JRF formed a close working relationship with the Government of Indonesia at all levels. The Government’s National Coordinating Team (NCT) and National Technical Team (TTN) helped ensure a consolidated effort in the reconstruction of Java, working in close coordination with the JRF. After the mandate of the NCT and the TTN ended in the third quarter of 2008, the JRF worked with the National Planning Agency (Bappenas) and the Provincial Planning Agencies (Bappeda) for the overall coordination of the reconstruction. Local governments provided oversight of project implementation and general guidance.

The existence of the Multi Donor Fund for Aceh and Nias (MDF) provided a positive model and administrative structure that enabled the rapid establishment of the JRF. This included the ability to rapidly develop, finance and implement projects; coordinate international resources around common objectives; avoid duplication of effort; create synergies; and reduce transaction costs for both donors and the recipient. The Indonesian government appreciated the flexibility of funds inherent in such an approach. The GoI could leverage these funds to complement its own resources and finance reconstruction and development by implementing projects through government agencies and other partners.
It is with great pleasure that we present the final report of the Java Reconstruction Fund (JRF), marking the conclusion of a remarkably successful program of post disaster reconstruction. Over the past six years the JRF has contributed significantly to the recovery and reconstruction of Yogyakarta, Central Java and West Java. The JRF was able to successfully generate high-impact results, helping communities rebuild their homes and livelihoods following the multiple disasters of the May 2006 earthquake, the July 2006 tsunami in West Java, and the eruptions of Mount Merapi in 2010.

This success has been brought about by the strong leadership of the Government of Indonesia, broad based partnerships, and sound management of the JRF resources. The national and provincial government’s coordination of the JRF has ensured its alignment with the Government of Indonesia’s overall agenda for reconstruction. The generous resources contributed by donors and the sound management of these resources have also been instrumental in delivering a successful program. And equally importantly, strategic communications have allowed the JRF to consistently maintain transparency and accountability across its portfolio.

In this retrospective of the JRF, we are also keenly appreciative of innovative approaches that are now becoming accepted models for disaster reconstruction and preparedness. Building on experiences and lessons learned from the tsunami reconstruction program in Aceh and Nias, the government and the JRF have adapted programs and approaches first used in Aceh to respond to unique and evolving local needs in Java. Adopting the community-based housing approach has resulted in one of the largest housing reconstructions programs, implemented at an unprecedented speed. A combination of skills improvement and access to finance have led to innovations in livelihood recovery. The disaster preparedness activities integrated into all JRF projects have built skills and infrastructure to place communities in a stronger position to withstand future disasters.

We are pleased that the JRF experience will continue to contribute to reconstruction efforts well beyond its area of operations and long after the program ends in December 2012. Lessons learned from the JRF’s innovations are already contributing to recovery and reconstruction efforts across Indonesia and around the world. With the breadth and depth of experiences gained through the recovery of Java and other reconstruction efforts across Indonesia during the last decade, Indonesia is emerging as a global leader in disaster response and reconstruction.

Finally, in closing, we want to express our admiration for the strength and resilience shown by the people of Java throughout the reconstruction process. We would also like to thank all of the JRF partners, including donors, national, provincial and local governments, IOM and GIZ, and the JRF Secretariat for their sustained efforts in making the reconstruction program a success. Most importantly, we wish to thank the people of Yogyakarta, Central Java and West Java for embracing the JRF program as their own.

We are honored to have been partners in this extraordinary journey of rebuilding.

Armida S. Alisjahbana  
Minister  
National Development Planning

Stefan Koeberle  
Country Director  
World Bank

Julian Wilson  
Head of Delegation  
European Union

Joint remarks from JRF Co-Chairs
JRF Timeline:

2006
- May: Java earthquake
- July: West Java tsunami
- October: JRF program established
- December: IOM & CHF Transitional Housing Project started

2007
- March-April: JRF Mid Term Review and Stocktaking Exercise concluded
- June: IOM Transitional Housing Project closed
- October: IOM & GIZ Livelihoods Recovery Projects endorsed by JRF SC

2008
- March: IOM Livelihoods Recovery Project started
- June: JRF closing date was extended from June 2009 to December 2010
- October-November: Mount Merapi eruptions

2009
- January: JRF closing date was extended from December 2010 to December 2011
- June: CSRRP/Rekompak closing date
- September: GIZ Livelihoods Recovery Project closed
- December: JRF program closing date

2010
- June: JRF closing date was extended from December 2011 to December 2012
- June: IOM Livelihoods Recovery Project closed

2011
- May: Final JRF Steering Committee meeting

2012
- June: CSRRP/Rekompak closing date
The Java Reconstruction Fund’s support for the post disaster recovery of Java is in its final year, having successfully and flexibly responded to multiple disasters. The JRF was established in 2006 at the GOI’s request to support the Government’s recovery efforts in response to the disasters that struck Java in May and July of that year. Approximately US$94 million in grant resources was provided by seven donors. The JRF was scheduled to close in December 2011, but was extended at the Government’s request in order to respond to the eruptions of Mount Merapi in late 2010 that affected many of the same areas already covered by the JRF. The JRF’s support for the reconstruction following the 2006 disasters was completed during 2011, and implementation of the post-Merapi reconstruction activities funded by the JRF will conclude in June 2012. The overall JRF program will come to an end on December 31, 2012.

The Government of Indonesia (GOI) is widely recognized for its efficient and effective management of the post disaster reconstruction of Java. It is especially renowned for successfully completing an extensive program of housing reconstruction at unprecedented speed. More than 200,000 houses were completed in less than two years—a remarkable achievement—using the community-based approach adapted from the innovative housing program introduced under the Multi Donor Fund for Aceh and Nias (MDF). The JRF’s strategic approach to post disaster reconstruction has contributed to this success and has led to good outcomes in the areas of reconstruction of housing and community infrastructure and recovery of livelihoods, with a strong emphasis on disaster risk reduction and management and building local capacity to better respond to future disasters when they occur. The result is stronger and more resilient communities better prepared to cope with future events.

This is the final annual report on the JRF’s highly successful program of post disaster reconstruction in Java. It presents a retrospective of the program’s history and achievements. The title of the report, Disaster Response and Preparedness: from Innovations to Good Practice, highlights the fact that the JRF as an instrument for donor coordination of disaster assistance was built on the pioneering model of the Multi
Executive Summary - JRF Support for the Recovery of Java

Innovations in restoring housing, community infrastructure, and livelihoods profoundly and positively impacted beneficiaries’ lives.

Donor Fund for Aceh and Nias (MDF). Under the JRF, this model was adapted and refined for the overall program and its portfolio of projects. The lessons and approaches drawn from the JRF experience in housing and community infrastructure, livelihoods recovery, and disaster risk reduction are now being mainstreamed in government programs across Indonesia. They are also being looked to as a model of good practice for post disaster programs in other contexts around the world.

THE JRF PORTFOLIO: ACHIEVING SIGNIFICANT RESULTS

Significant results have been achieved under the JRF in the reconstruction of communities and the rehabilitation of livelihoods. The portfolio consists of three projects in the area of housing and community infrastructure and two projects addressing the recovery of livelihoods. At the Government’s request, the JRF strategy followed a phased approach, addressing housing and livelihoods needs based on priority and time sensitivity. Early support was focused on meeting immediate housing and community infrastructure and planning for future disasters. Community infrastructure such as bridges, roads, retaining walls, evacuation routes, and irrigation and drainage channels, have been identified and built through the CSP process. Local governments expanded community settlement planning using their own resources under a “replication” phase. Greater community involvement has resulted in higher beneficiary satisfaction with the infrastructure assets provided.

Donor Fund for Aceh and Nias (MDF). Under the JRF, this model was adapted and refined for the overall program and its portfolio of projects. The lessons and approaches drawn from the JRF experience in housing and community infrastructure, livelihoods recovery, and disaster risk reduction are now being mainstreamed in government programs across Indonesia. They are also being looked to as a model of good practice for post disaster programs in other contexts around the world.

RESTORING HOUSING AND COMMUNITY INFRASTRUCTURE

The JRF has followed a multi-phased approach to reconstruction of housing and community infrastructure leading to efficient and timely reconstruction. Safe and durable temporary shelters were provided in the early phase of reconstruction, totaling almost 7,300 transitional shelters. Implementation shifted to construction of permanent houses relatively quickly; housing reconstruction in response to the 2006 earthquake was completed by March 2008. The Community Settlement Reconstruction and Rehabilitation Project (CSRRP, more widely known as Rekompak) provided a ready mechanism for assisting communities affected by the 2010 eruption of Mount Merapi, and JRF support to the project was extended with additional funds. Overall the JRF will have completed approximately 15,400 seismic-resistant core house structures by program end.

Disaster risk reduction interventions in JRF projects have built communities that are resilient and able to withstand future disasters better. The JRF has helped a total of 310 villages to develop Community Settlement Plans (CSPs) with an emphasis on disaster-risk reduction through the CSRRP/Rekompak project. The CSP process has encouraged greater involvement of marginal groups in the reconstruction of homes and community infrastructure and planning for future disasters. Community infrastructure such as bridges, roads, retaining walls, evacuation routes, and irrigation and drainage channels, have been identified and built through the CSP process. Local governments expanded community settlement planning using their own resources under a “replication” phase. Greater community involvement has resulted in high beneficiary satisfaction with the infrastructure assets provided.

RECOVERY OF LIVELIHOODS

The JRF completed its innovative livelihood recovery program in 2011 for a comprehensive and integrated approach to economic revitalization. The JRF’s two Livelihoods Recovery projects implemented by the International Organization for Migration (IOM) and the German Gesellschaft für Internationale Zusammenarbeit (GIZ) were the government’s primary vehicle for economic recovery following the 2006 earthquake and tsunami. Working closely with local governments, the projects have produced significant results in supporting micro, small and medium enterprises (MSMEs) in Central Java and Yogyakarta Special Region (DIY).

The JRF livelihoods projects have developed innovative approaches for addressing economic recovery needs in the post disaster reconstruction context. Project activities focused on replacing assets, providing technical assistance and enhanced business skills, and improving access to finance to more than 15,000 MSMEs in the affected areas. The GIZ Livelihood Recovery project has improved access to finance for earthquake-affected MSEs by providing US$5 million in loans to more than 10,000 beneficiaries, many of whom were previously considered “non-bankable.” A revolving loan fund set up with JRF financing will continue supporting disaster-affected MSMEs for at least ten years after the close of the project, overseen by Permosdal Nasional Modani (PNM), a government finance institution. The GIZ project also built capacity in the local banking sector to handle problem loans, and developed training materials that will continue impact beyond the project’s life. Capacity building to improve sustainability of outcomes and mainstream disaster risk reduction activities were an important focus of both projects.

Photo: Fausan Ijazah for JRF Secretariat
The Livelihoods Recovery projects succeeded in restoring many MSMEs to pre-earthquake operating levels or better, and significantly impacted beneficiaries’ income, especially for women. Projects exceeded their targets and resulted in positive outcomes, having increased incomes for at least 70 percent of beneficiaries. Women working in home-based industries were particularly badly affected by the earthquake, and JRF support provided these women entrepreneurs the resources and skills to not only resume their previous livelihood activities but to improve their incomes. More than 40 percent of the beneficiaries for both IOM and GIZ projects were women, exceeding the targets. These experiences can contribute important lessons for efforts to rehabilitate livelihoods in other post disaster contexts.

JRF FINANCES: MANAGING RESOURCES FOR QUALITY RESULTS
Full utilization of financial resources is expected by the JRF’s closing date in December 2012. Seven donors contributed a total of US$94.1 million to the JRF, with an additional US$4.5 million expected from income earned on investments of JRF funds over the life of the fund. The largest share of the JRF portfolio has been allocated to the recovery of housing and community infrastructure, representing US$77.4 million or 82 percent of JRF funds. Eighteen percent (US$17.2 million) was allocated to projects focusing on the recovery of livelihoods. All project funds have been fully disbursed and spent.

The utilization of over 99 percent of available funds is a remarkable financial achievement for a program of such a large scope and complex nature. JRF funds have been well managed by the Trustee, the Partner Agency and the Implementing Agencies, leading to transparent and high quality funds use, with no residual funds expected. The role of the government, both national and local, in expediting funds flows, in efficiently managing project expenditures, and in making financial management decisions quickly, has contributed significantly to the impressive financial status of the JRF portfolio.

BRINGING THE JRF TO CONCLUSION
Overall, outstanding results have been achieved through the JRF and the prospects for sustainability look good. The JRF is being looked to as a highly successful model for post disaster recovery. The communities affected by the 2006 disasters have demonstrated that they are now better equipped to respond to the frequent disasters to which Java is all too susceptible.

The innovations developed through the JRF offer lessons for future post disaster situations in Indonesia and around the world. The JRF’s experience provides lessons to deal with different types of disasters – earthquake, tsunami, landslides and volcanic eruption. The Government of Indonesia, taking lessons from the experiences in Aceh and Java, has now established the Indonesia Multi-Donor Fund Facility for Disaster Recovery (IMDFF-DR), a standing fund for disaster prevention and response activities. The Rekompak model of housing reconstruction is being incorporated into existing government programs to be ready to respond in future disasters, and the MDF and JRF Secretariat is publishing a book on the Rekompak model to share with an international audience. Lessons on prevention and risk reduction as well as response are being applied across Indonesia, and these good practices can inform post disaster support globally and are a valuable source for South-South knowledge exchange. Products which highlight key experiences and good practice from both the JRF and MDF experience are under development so that the lessons from Indonesia’s remarkable success in post disaster reconstruction can be shared around the world.
The JRF: An Adaptable Model for Disaster Response

In the early morning of May 27, 2006, an earthquake measuring 5.9 on the Richter scale struck the Yogyakarta Special Region (DIY) and parts of Central Java province. The earthquake hit one of the most densely populated areas in Asia, claiming more than 5,700 lives and destroying over 280,000 homes. The disaster considerably impacted housing, private-sector buildings and the economy.

Total damage and losses from the earthquake were estimated to be around IDR 29.1 trillion, or US$3.1 billion. This put the scale of the disaster on par with the earthquakes in Gujarat, India in 2001, and Pakistan in 2005. A joint team led by the Indonesian Government’s National Development Planning Agency (Bappenas), Yogyakarta and Central Java Provincial Development Planning Agencies (Bappeda) and the international community, including the World Bank, Asian Development Bank, Gesellschaft für Technische Zusammenarbeit (GTZ), Japan Bank for International Cooperation (JBIC), United Nations Development Programme (UNDP), UN Habitat and others, prepared the preliminary Damage and Loss Assessment (DaLA), which determined the overall needs for the rehabilitation and reconstruction phase.

The worst damage was concentrated in three sectors: housing, small and medium enterprises (SMEs) and the social sector. The two districts of Bantul and Klaten were worst hit by the earthquake. Damage to private houses made up more than 60 percent of the total destruction and losses at US$1.6 billion. Small and medium enterprises, many of them home-based industries in the area’s important handicrafts sector, were also severely affected. Private-sector buildings and productive assets suffered heavily with an estimated US$1 billion in damages and significant loss in revenue. Damage to the social sectors, particularly health and education, was estimated at US$425 million. All other sectors, including infrastructure, suffered comparatively less damage.

The government’s National Disaster Management Coordinating Board, together with provincial and district authorities, led the emergency response. Presidential Decree 6/2006 established the National Coordinating Team after the Java earthquake to coordinate and implement the
reconstruction efforts. The National Technical Team (TTN), with members drawn from key government line agencies, was set up to support the roles and functions of the National Coordinating Team.

The Government of Indonesia requested donor assistance for the reconstruction efforts. At the 15th meeting of the Consultative Group on Indonesia (CGI) held on June 14, 2006, the preliminary DaLA was presented, and the Minister of Finance called upon donors to mobilize support through a multidonor trust fund, similar to the Multi Donor Fund for Aceh and Nias (MDF). Donors rallied in response to the earthquake and the Government’s request, and the Java Reconstruction Fund (JRF), managed by the World Bank, was established in October 2006.

Then, on July 17, 2006, a second major submarine earthquake struck off the southern coast of Java. The earthquake, which measured a magnitude of 7.7 on the Richter scale, triggered a tsunami that caused widespread damage. The tsunami hit the south coast of West Java, taking more than 650 lives and displacing over 28,000 people. Damage and losses reached an estimated US$110.3 million. Ciamis district, West Java, was the worst affected, suffering approximately US$595 million in damages and losses. Along the coast of Ciamis alone, close to 6,000 families were displaced. At the request of the government, the recovery of West Java was also included in the mandate of the JRF.

On October 26, 2010, disaster hit the region once again when Mount Merapi, a volcano located on the border between Yogyakarta and Central Java, erupted. This was followed by seven additional major eruptions, with the last one occurring on November 11, 2010. Along with massive damages to housing and local infrastructure, almost 260 fatalities were reported as a result of the eruptions and over 500 people were injured. An estimated 367,000 people were displaced, spread over about 640 different locations. A Post Disaster Needs Assessment (PDNA) was undertaken by the Government of Indonesia with World Bank support, and preliminary findings were presented at a JRF Technical Review Committee (TRC) meeting on November 25, 2010. Based on preliminary PDNA and assessments by the Ministry of Public Works and local government, the Government of Indonesia (GoI) identified transitional and permanent housing, emergency infrastructure (including water and sanitation) and livelihoods rehabilitation as priority needs. At the request of the GoI, the JRF donors agreed to extend the closing date and scope of the JRF in order to respond to the Merapi eruptions.

THE JRF STRUCTURE AND GOVERNANCE

The JRF is governed by a Steering Committee with representatives from the government and donors. The Steering Committee is responsible for (i) setting strategic priorities; (ii) endorsing project financing proposals; (iii) reviewing fund progress; (iv) ensuring coherence and collaboration with the government’s action plan; and (v) monitoring progress based on the JRF results framework. The Steering Committee also serves as a forum for policy dialogue with the government on issues relating to the reconstruction and development efforts. Bappenas co-chairs the Steering Committee, along with the European Union as the largest donor, and the World Bank as Trustee. The World Bank plays a supervisory and oversight role on all JRF projects.

The Steering Committee is supported by a Technical Review Committee (TRC). The TRC, with representatives from the local governments of Central Java and the Yogyakarta Special Region, and the donors, provides technical review of project proposals and program activities, monitors implementation progress, and makes recommendations to the Steering Committee.

Photo: Antara News Agency
The JRF exemplifies the Government of Indonesia’s success in managing post disaster reconstruction effectively and efficiently.

The day-to-day operations of the JRF are managed by a joint Secretariat with the MDF for Aceh and Nias. Through shared staffing and expertise with the MDF for Aceh and Nias, efficiencies of scale have been achieved, resulting in reduced program administration costs. Specific duties of the Secretariat include monitoring and evaluating the JRF’s portfolio, coordinating the JRF’s activities and administering its funds. The quality of the JRF portfolio has been continuously enhanced through regular monitoring and evaluation activities.

ENHANCING PARTNERSHIPS AND TRANSPARENCY THROUGH COMMUNICATIONS

Good communications have been essential to the JRF’s success. Robust and strategic communications approaches have enabled the JRF to promote good governance through enhanced transparency and accountability, while strengthening community participation and ownership of projects. Activities such as building coordination networks, conducting public outreach activities, enhancing media relations and managing feedback have strengthened the partnerships that are the cornerstone of the JRF’s successful program.

At the early stage of the JRF, establishing communication networks to enhance coordination took center stage. The JRF played a pivotal role in coordinating various international resources to support the government’s post disaster recovery agenda. Using a governance structure similar to the Multi Donor Fund for Aceh and Nias (MDF) and with the Government of Indonesia at the helm, the Steering Committee not only functioned as the decision making body but also served as a forum for policy dialogue on issues relating to the reconstruction and development efforts.

The JRF Secretariat used strategic communications for organizing events and reporting to stakeholders. These stakeholders include donors, the Government of Indonesia (central and provincial), beneficiaries, partner and implementing organizations, and the media. Various strategic communication platforms were put into place to continually inform stakeholders and to provide opportunities to discuss progress and challenges to support decision-making. These platforms included regular reporting formats, facilitation of meetings, and direct site visits. Special events were also organized to mark milestones or to commemorate important events.

As JRF project activities entered full implementation, demands for transparency and accountability intensified. Public outreach activities served not only to raise awareness and understanding of projects, but also to increase participation and ownership. Communication frameworks at the project level included a range of activities, from interactive discussions to one-way information dissemination. Examples include project websites, newsletters, leaflets, brochures and posters, as well as workshops and dialogues integrated into capacity building activities or public discussion forums.

Effective complaint handling mechanisms promoted transparency at the project level. Each project was responsible for establishing its own complaint handling system for recording and following up on queries, complaints and feedback. These systems were publicized through signboards, posters, and other communications tools. Most questions received related to targeting and eligibility of program benefits, management and allocation of grants, and implementation timeframes. Actual complaints were relatively few, and these were usually addressed and resolved through direct communications and discussion with the related parties.

The media has been an important partner to the JRF. Since the JRF began, the media has played an important role in informing the public about the program and its achievements, as well as providing a medium for interactions and participation among its stakeholders. Mainstream media, such as television, radio and newspapers have supported the overall program.
and projects through more than 450 instances of positive coverage. New social media such as Facebook and YouTube have also played a role in promoting JRF as well as increasing stakeholder engagements.

AN EFFECTIVE AND STRATEGIC MODEL FOR POST DISASTER RECONSTRUCTION

The JRF exemplifies the Government of Indonesia’s success in managing post disaster reconstruction effectively and efficiently. From the beginning, reconstruction support was strongly led by the Government of Indonesia (GoI) and closely coordinated with local government. The GoI worked through the line ministries to coordinate and implement the reconstruction program, an approach that proved a good fit for the scale, scope and nature of the disaster. Using lessons learned from the reconstruction of Aceh, GoI set out a clear strategy for reconstruction, particularly for housing, and established a common approach and agenda for all partners to follow.

The JRF adopted a phased approach to reconstruction in line with GoI’s strategy. The strategy and portfolio of the Java Reconstruction Fund were aligned with the National Action Plan for Rehabilitation and Reconstruction, focusing on the recovery of housing and public infrastructure, and the revitalization of the community and regional economy. Early support focused on meeting immediate shelter, housing and community recovery needs, while subsequent support focused on addressing the economic recovery of areas impacted by the disasters. Efficient and streamlined decision making led to an impressive balance of speed and quality achieved by GoI and development partners in the reconstruction of Java.

Strong commitment from the government resulted in a well-coordinated, swift reconstruction effort. The national government delegated implementation of reconstruction to the two provincial governors, which ensured ownership at the local level. It also enabled the provinces to design localized strategies suited to their respective communities. The support provided by the TTN to the National Coordinating Team to coordinate the reconstruction was crucial to the speed and effectiveness of the reconstruction process. The TTN brought together various stakeholders at monthly coordination meetings until its closure in 2008. The international community also played an important role in strengthening the government’s effort and those of national civil society groups in the emergency response.

A balanced mix of implementation partners have contributed to the JRF’s strong performance. By creating strong partnerships with government, communities and NGOs implementing projects, the JRF has been able to capitalize on the comparative advantages and skill mix that each partner was able to contribute, depending on the implementation requirements and environment. These advantages included flexibility in the flow of funds, strong ownership at different levels and effective resolution of problems at the source of the issue.

The partnerships created through the JRF will continue to strengthen Java’s disaster response and preparedness until the program ends in December 2012. The reconstruction continues to benefit from the strong leadership of national and local government. The JRF’s approach to reconstruction has had huge multiplier effects with lessons for future post disaster recovery programs. Lessons learned from implementation of the JRF are being documented together with lessons from the MDF for Aceh and Nias and these will be published in conjunction with the joint closing event for JRF and MDF Aceh and Nias.

Good communications have strengthened the partnerships that are the cornerstone of the JRF’s successful program.
Key Events in JRF Operations

2006

October : The JRF was established.
December : Three housing and community recovery projects had been endorsed by the Steering Committee.

Project starting dates:
- IOM Transitional Housing Project: December 2006.
- CHF Transitional Housing Project: December 2006.
- CSRRP: December 2006.

2007

October : The Steering Committee endorsed concept notes for two livelihoods recovery projects.

Project Closing dates:
- IOM Transitional Housing Project: June 30, 2007
- CHF Transitional Housing Project: August 31, 2007

2008

June : The closing date of the JRF was extended from June 2009 to December 2010.
- The newly endorsed livelihoods recovery projects needed a longer implementation period than was available in order to maximize impacts.


2009

March/April : Mid Term Review and Stocktaking Exercise concluded.
- Major findings and recommendations:
  - Projects were highly relevant and needed, and fully in line with GOI objectives for rehabilitation and recovery efforts.
  - In line with the Paris Declaration, donor harmonization was enhanced through the use of a multidonor trust fund model.
  - Incorporating Disaster Risk Reduction would greatly enhance the sustainability of the reconstruction efforts.


Between 2009 and 2011:
- The Steering Committee approved additional financing for three JRF projects:
  - In 2009, US$11.6 million was allocated to the CSRRP to implement the DRR-related activities through community spatial planning.
  - Early 2011, US$3.5 million was allocated to the CSRRP for activities to meet the needs of Merapi victims.
  - In 2011, US$2 million in total was allocated to the two livelihoods recovery projects to scale up in order to reach more beneficiaries and to implement exit strategies.

2010 & 2011

January 2010 : The closing date of the JRF was extended from December 2010 to December 2011.
- This was to allow sufficient time to (i) complete implementation and meet the remaining reconstruction needs as identified by the GoI and the priorities of the local governments; (ii) strengthen the capacity of local governments; and (iii) ensure exit strategies were in place for sustainability and transfer of JRF assets.

June 2011 : Following the eruptions of Mount Merapi, the closing date of the JRF was extended to December 2012.
- This was in response to the Government’s request to assist with the reconstruction of communities impacted by volcanic ash and lava flows.

Project Closing dates:
- IOM Livelihoods Recovery Project: June 30, 2011
- GIZ Livelihoods Recovery Project: September 30, 2011

2012

December 31 : The JRF program will come to an end.

Project Closing date
- CSRRP: June 30, 2012
Determined Women: The Power of Semangat

Eny Herianti is the owner of Toko Kelontong, a grocery shop in the village of Sumberharjo, in the district of Sleman near Yogyakarta. During the 2006 earthquake most of the houses in her village were destroyed, as was her own house and the shop which she ran with her parents. Slowly, Ibu Eny began to rebuild her business with help from the JRF’s Livelihood Recovery project implemented by GIZ.

“Bit by bit I rebuilt the shop. Every week I went to the local BUKP (Badan Usaha Kredit Pedesaan or Rural Credit Facility) with my small amount of savings of IDR 150,000 a week (about US$15). BUKP could see my progress from zero to having a good record so two years ago when I wanted more capital to buy more stock for my shop, they offered me the loan. Now I sell mattresses and have increased the amount of commodities I store, such as oil and sugar. Next, I plan to sell stoves and cabinets. I have never borrowed money before but I had no fear because of the low interest rate. If BUKP wasn’t there I wouldn’t have been able to have that reserve.”

Despite her good business sense, it is unlikely Ibu Eny would have been able to get a loan elsewhere. She would have been considered “non-bankable” by more formal credit institutions because she lacked collateral and a track record of repaying loans. The JRF channelled funds to earthquake-affected micro entrepreneurs like Ibu Eny through micro-finance institutions and cooperatives including the BUKP.

By June 2011, the GIZ Livelihood Recovery project had provided loans to more than 10,000 beneficiaries, many of whom, like Ibu Eny, would have previously been considered “non-bankable.” Money for these loans comes from a revolving loan fund set up with a grant from the Java Reconstruction Fund.

Ibu Eny adds in a low voice, “In the past 6 months loan sharks have been circling, but they will have no luck here, because now I’m an agent for BUKP – people use me as a channel; I help them fill out their application forms and people can deposit their savings with BUKP through me as well.”

Pak Udin, a local loan officer for BUKP Prambanan says, “Most of the people who borrow from us have a vision or dream to do something for themselves. Without our facility they wouldn’t get a chance to do this.”

Pak Udin became a loan officer shortly before the earthquake. He says the worst effect of the earthquake was the loss of capital for small businesses. “Once people got over the initial trauma though, they got back on their feet and began to apply for loans from us.”

He raises the same issue as Ibu Eny about the loan sharks, saying “We’ve been very successful in suppressing the power of the local rentenir or lintah darat (loan sharks) who come around when people are most in need. The great part of the job is to be able to genuinely help these people and to provide capital to help them start a better livelihood – and a better life.”

The GIZ project actively sought out MFIs (microfinance institutions) that had experience in group lending, such as the BUKP. Loans from the JRF revolving fund are also provided through branches of Bank Perkreditan Rakyat (BPR, or Rural Bank) and cooperatives.

In the village of Bokoharjo, (sub-village Marangan), BPR Danangura has been supporting a local women’s cooperative group since 2003. The group was set up 30 years ago and has 69 members. They have a strong bond as a group, and declare it is their semangat, their determination, that makes them special.

For many years 20 of them had been running a successful fish farming business – raising ikan lele (catfish). Ibu Pujiati, the chair of the group, describes how things changed after the earthquake: “Our lele business was heavily affected by the earthquake. Most of the 12 pond’s floors were cracked and the water drained out, so naturally all the fish died, as well as the fish eggs. When we tried to restore them, a fungus infected the ponds and the new fish died. We tried this for a year but after three harvests of failure we knew that it was time to move on to a new way of earning.”

This is what Pak Harso, their BPR Danangura loan officer admires about them, their willingness and ability to try new things:

“Ibu Puji is a perfect example of the semangat spirit that they talk about. After the catfish business ended, she started milling rice. Then she saw that a mobile mill machine would be more useful to pick up rice from customers and bought that and developed her business further. When others began to copy and she felt there were too many competitors, she moved to chilli production. The other women are the same – they switch when they see new opportunities, when they see the market changing. They don’t stick with something if it’s not working.”

Pak Harso has known the women since 2003, when they received their first loan from BPR Danangura. “We’ve built up a really good relationship with them over the years, which is why our last loan through GIZ and JRF was IDR 48 million (about US$5,300). They have never once defaulted on repayments, even during the earthquake. Their track record has always been excellent.”

The lower interest rate that GIZ set under the JRF project after the earthquake was very useful for borrowers, Pak Harso says. It was even lower than BPR’s own rate, and allowed the women to have a capital reserve.

Support to these finance institutions will continue through the revolving loan fund set up by the JRF. PNPM (Perumahan Nasional Mandiri) a state owned finance institution has partnered with GIZ in the Livelihood Recovery project under JRF and will continue to administer the revolving fund for at least ten years after the project ends.

Pak Harso says, “As a loan officer I feel a huge amount of satisfaction working with this group. Other people come and go, but this group is special to me. The low interest loans have empowered them even more.”

And their semangat is even stronger.
Bantul Relocation: Toward Safer Ground

Ibu Tukijem is an older resident of sub-village Jatirejo, in the village of Wukirsari, Bantul district, and for as long as she remembers her village has suffered from landslides.

She and the other older women in the village have witnessed at least six major landslides in their lifetime, during which mud rivers dragged houses and trees away. The earthquake in 2006 also created a landslide nearby. But smaller mudslides are an even more frequent hazard, occurring almost every year in the rainy season. The most recent one was earlier this year, in January 2012. Here the cause is not deforestation, but simply the rainy climate and quality of the soil, and the steep cliffs surrounding the village.

Ibu Tukijem still comes up to her old house during the day to tend to her chilli plants but now lives in the new village (kampung baru) at a safe distance from landslides.

Unlike other communities living in high-risk, “red-zone” areas, the people of Jatirejo did not need convincing to move. Ever since 2004 they have been petitioning local government to support a relocation.

Pak Bayu Bintoro is the village head, or Pak Lurah, of Wukirsari, and he describes the long road to relocation: “Every rainy season I would worry about the sub-villages in Wukirsari, and it would keep me awake at night. I knew that the village leaders would be on night watches during the rains, being extra vigilant, and reassuring the community.”

In 2004, the community asked that village land be allocated for relocation. Over the next few years they and the Pak Lurah went through all the official channels, up to the district level to get all the right documentation and authorization to allow the legal transfer of the land. The land had to be assessed and geological surveys took place. In 2008, JRF began supporting the project through the Community Settlement Planning (CSP) process implemented by Community-Based Settlement Rehabilitation and Reconstruction Project, or Rekompak. House building began in 2010.

Pak Sugiman, a wayang (shadow puppet) maker, is one of the evacuees who has been relocated. “Every rainy season, we slept badly at night in fear of landslides, but then in the dry season we had severe water shortages,” he explains. One night a year ago, during heavy rain, a tree growing on a hill behind his house fell, dislodging rocks and soil. The landslide crashed through his house and hit the bedroom. His family fled, and he says quietly, “We had no more courage left.” He and his wife and children are relieved to now be living in a safe location and he lists other advantages too. He says business is better because it’s easier for buyers to reach him now, and as a result his income has increased a little. Access to water is no longer a problem and for the children, it’s easier to get to school.

Some in the community have also participated in training for disaster preparedness and planning, though this still needs to be extended to the whole community. Evacuation signs are clearly visible in the kampung baru, and some simulation exercises have taken place as landslide and earthquake drills. Training extends to teaching how to help evacuate those most at risk, such as people with mobility issues (“remove a door from the frame and have it on standby so it can be used as a way of carrying people,”) explains Pak Sugiman.

Many more households need to be relocated in the coming years. In the meantime, with JRF support through Rekompak, mitigation measures have been put in place for those communities still facing the threat of landslides - retaining walls have been built, some bridges reinforced, and river banks strengthened.

After many vigilant nights of worry, the Pak Lurah is confident that having seen the good results from the relocations assisted by Rekompak, both local and provincial government will continue relocating those families most at risk to safer ground.
Chapter 2

The JRF Portfolio: Adapting to Evolving Needs, Achieving Results

Tailoring the JRF Response to Reconstruction Needs

Reconstruction needs vary greatly depending on the scale and scope of the disaster and the local context. The JRF, following the model of the MDF in Aceh and Nias, proved to be a flexible instrument able to respond to government priorities and specifically-identified needs. The JRF program, through its portfolio of five projects, was able to adapt over time in response to the changing context and needs, including to new disasters, and this proved to be a key factor in its success.

Remarkable results have been achieved in the overall reconstruction of Java through the coordinated efforts of government, donors and communities. Learning from the GOI’s experiences in the reconstruction of Aceh, and adapting to the scope and scale of the disaster and local needs, reconstruction in Java progressed smoothly and relatively quickly. In 2008 the TTN ended with most of the physical reconstruction completed, and the responsibility for the remaining reconstruction was handed over to the local governments, under the coordination of Bappenas.

The JRF was flexible in responding to government priorities and needs. Rebuilding homes was the first priority of the government’s reconstruction efforts. By the time the TTN completed its mandate in 2008, most of the overall reconstruction and rehabilitation activities had been completed, including most of the JRF’s housing reconstruction. The TTN’s closing report indicated that assistance for livelihood recovery among earthquake affected households, particularly access to finance, was still needed. Disaster-risk reduction was also identified as important in order to increase community resilience to future disasters. The JRF extended its program to December 2011 in order to address these important remaining needs.

The economic impact of the 2006 earthquake was particularly heavy due to the large number of home-based industries in Yogyakarta and Central Java. Micro, small and medium enterprises (MSMEs) were the most affected and

also had the fewest resources for rebuilding their livelihoods. An estimated 650,000 workers were employed in sectors affected by the earthquake, particularly in the ceramics, furniture, textiles and weaving, silver and leather manufacturing, and food processing industries. MSMEs suffered approximately 90 percent of damage and losses in the private sector, with 30,000 enterprises directly affected. Lack of access to finance, particularly working capital, and the inability to service existing loans were identified as the major constraints to recovery for these micro and small enterprises.

In the last quarter of 2010, the volcanic eruptions of Mount Merapi brought destruction to communities in Central Java and Yogyakarta once again. Response to support recovery was quickly mobilized through the JRF’s CSRRP or Rekompak. The JRF Steering Committee responded to Government requests by allocating additional financing to CSRRP/Rekompak to assist with reconstruction of communities in the affected areas, including 45 villages which had already received JRF assistance for reconstruction from the 2006 earthquake. The closing date of the JRF was also extended to December 2012 in order to allow time to carry out these additional activities.

This chapter presents an overview of the results achieved by the JRF through its five projects. The details on the full scope of each project are provided in the annexes.

PORTFOLIO RESULTS: ACHIEVING LASTING OUTCOMES

The JRF supported the GOI’s response to the 2006 earthquake damage in two areas: the Reconstruction of Housing and Community Infrastructure, and Rehabilitation of Livelihoods. These followed a phased approach. Housing reconstruction was prioritized by the GoI in the early phase of reconstruction, with livelihood rehabilitation to follow, and JRF financing for projects was aligned to this strategy.

The JRF’s funds have been fully allocated, with US$94.7 million allocated to the five project portfolio. A total of US$77.4 million was allocated to the reconstruction and rehabilitation of housing and community infrastructure through three projects: two completed projects providing transitional housing, and the JRF housing project formally known as the Community-Based Settlement Rehabilitation and Reconstruction Project (CSRRP or Rekompak). Two Livelihood Recovery projects complete the portfolio, one implemented by GIZ and the other implemented by IOM. These have been allocated a combined total of US$17.2 million.

The JRF completed its work in response to the 2006 disasters in 2011. Two JRF projects provided transitional housing in the initial response, implemented by two different implementing partners, IOM and the Cooperative Housing Foundation (CHF). These projects were completed and closed in mid 2007. The CSRRP/Rekompak, implemented by the Ministry of Public Works, began in December 2006 and received an initial extension to June 2011 in order to scale up its disaster preparedness and community infrastructure work, based on recommendations from the JRF’s Mid Term Review (MTR) and government requests. JRF efforts in livelihood recovery started once housing reconstruction was well underway. Livelihood Recovery projects implemented by IOM and GIZ began implementation in late 2008 and 2009. The IOM Livelihoods Recovery project completed its activities and closed on June 30, 2011, and the GIZ Livelihoods Recovery project closed on September 30, 2011. Implementation of the CSRRP/Rekompak activities related to the recovery of communities affected by the eruptions of Merapi will conclude on June 30, 2012.

Reduced vulnerability to future disasters is an important outcome of the JRF’s work. The JRF prioritized disaster risk reduction (DRR) in all

The coordinated efforts of government, donors and communities achieved remarkable results in the overall reconstruction of Java.
aspects of its program, creating synergies across the projects. Earthquake resistant techniques and designs have been mainstreamed in the physical reconstruction activities of permanent housing and transitional shelters and the Community Settlement Planning (CSP) process involves a strong DRR focus. Community infrastructure projects focused on DRR include escape routes, emergency assembly points and retaining walls. The Livelihoods Recovery project implemented by IOM included building capacity of local governments, civil society and MSMEs in DRR and preparedness in its project exit strategies. GIZ’s Livelihoods Recovery project also included DRR in its technical assistance. The last eruption of Mount Merapi proved the success of the various facilities and disaster response training provided by JRF projects. Affected communities used evacuation routes, facilities and procedures, and put into practice new technical and management skills during both evacuation and disaster response.

Significant results and lasting impacts have been achieved through the JRF’s projects. Project results in the two main areas of JRF programming, reconstruction of housing and recovery of livelihoods, are described in the sections that follow.

### Table 2.1 Implementation Period of JRF Funded Projects

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HOUSING AND COMMUNITY RECOVERY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transitional Housing - IOM</td>
<td>1.05</td>
<td>Dec - June</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transitional Housing - CHF</td>
<td>1.27</td>
<td>Dec - Aug</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Settlement Reconstruction and Rehabilitation Project (CSRRP)</td>
<td>75.12</td>
<td>Dec - June</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>RECOVERY OF LIVELIHOODS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rehabilitation of MSEs - IOM</td>
<td>5.98</td>
<td>Dec - June</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Livelihood Recovery in DIY and Central Java</td>
<td>11.26</td>
<td>May - Sept</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

RECOVERY OF HOUSING AND COMMUNITY INFRASTRUCTURE

In line with GoI priorities, the JRF made an early commitment to meet basic shelter and housing needs. The two Transitional Housing projects provided a total of 4,790 transitional immediate shelters to affected households while the more time-consuming process of constructing permanent housing took place. The CSRRP/Rekompak provided an additional 2,489 transitional shelters initially while permanent housing was under construction, bringing the total number of transitional houses provided by the JRF to almost 7,300. The overall permanent housing reconstruction was carried out with unprecedented speed and further construction of transitional housing became unnecessary. As such, the project recalibrated its approach to reduce targets for transitional housing and shifted focus to permanent housing.

The Mid Term Review (MTR) of the JRF found that the Transitional Housing projects were highly relevant as they covered a critical gap in meeting shelter needs. Over 95 percent of beneficiaries reported that the safe and durable transitional shelters enhanced their ability to resume normal household activities after the earthquake.

The JRF followed a multi-phased approach for reconstruction of permanent housing and community infrastructure. Once its permanent housing targets and key community infrastructure elements for the initial earthquake and tsunami reconstruction activities were nearing completion, CSRRP/Rekompak focused on supporting the development of Community Settlement Plans (CSPs). These village-level spatial plans helped communities identify needs and incorporate disaster risk reduction and management strategies through an inclusive, community-based approach.
CSRRP/Rekompak successfully met its housing reconstruction targets for the three disasters. Initial targets for housing in response to the 2006 disasters were met within two years, during which about 15,150 permanent houses were designed and built with the involvement of community beneficiaries. Additional financing to the project enabled the reconstruction of a further 250 targeted houses in response to the Merapi eruptions. Based on its previous experiences, the project was able to rapidly respond to the housing and community infrastructure needs of the displaced communities.

The high levels of community involvement have led to excellent beneficiary satisfaction rates. The community-based approach enhanced community ownership in the reconstruction process as beneficiaries take responsibility for reconstructing their lives. The open planning and transparent decision making processes for targeting beneficiaries and procedures for complaint handling and resolution resulted in increased accountability and greater contributions from the communities. The Javanese tradition of “gotong-royong” (community self-help or mutual cooperation) also boosted the process. The occupancy rate of JRF houses is 99 percent, indicating a high degree of beneficiary satisfaction. Community infrastructure projects include village roads and footpaths, retaining walls, water supply and sanitation facilities, and other basic community infrastructure.

The flexibility to evolve and adapt to changing circumstances and needs is a hallmark of the community-based housing reconstruction approach. Rekompak provided core houses that beneficiaries could modify and finish to meet their individual household’s needs. Community and individual level decision making allowed the project to adapt to local needs, such as incorporating a cultural heritage component in communities with rich architectural heritage. The lessons of experience in successive disasters have helped keep the model agile enough to adapt to changing needs while strengthening its core principles. This flexibility enhances the replicability of the Rekompak model.

The Community Settlement Plan (CSP) helps communities identify their own needs and incorporate disaster risk reduction and management strategies into their own spatial plan. Here, a village spatial plan shows evacuation sites and escape routes for Purbayan Village in Kotagede sub-district, DIY. The Community Spatial Planning process under the CSRRP/Rekompak project has helped more than 300 villages to assess risks and prepare for potential disasters.
The JRF housing and community infrastructure project incorporated earthquake-resistant building technologies into its project activities. Many houses constructed of brick and/or concrete, without adequate reinforcement, did not withstand the effects of the earthquake, while houses constructed out of wood and/or bamboo proved to be more resistant to the tremors. The JRF took these observations into consideration in order to ensure the newly-constructed homes are more resistant to possible future earthquakes. A technical audit by two leading universities (Gadjah Mada University in Yogyakarta, and Diponegoro University in Central Java) reported that the houses are generally of good quality, and are built to acceptable anti-seismic standards.

Local governments expanded community settlement planning using their own resources under a “replication” phase. Local governments in Central and West Java and DIY provided support for facilitating the planning process in additional villages while JRF made funds available for the community infrastructure and disaster preparedness activities identified through the CSPs. Additional financing was approved by the JRF Steering Committee in 2009 for this phase in order to extend the community spatial planning process and infrastructure activities, and CSPs were also prepared as part of the response to the Merapi eruptions.

The inclusive nature of the CSP process encourages greater involvement of marginalized groups in the reconstruction. For example, women and the poor are given greater voice in identifying and prioritizing projects that impact the whole community as a result of their involvement in the planning process. CSP has also led to a higher degree of beneficiary satisfaction and community ownership of the planning process and new assets. A broader range of community members are exposed to disaster preparedness strategies through the planning process, which also contributes to the project’s aim of rebuilding stronger and more resilient communities. The spatial plans take into account social and environmental concerns, as well as increased disaster preparedness, in the identification and implementation of the community infrastructure projects. Through this process, the capacity of local government is also strengthened in disaster preparedness and to facilitate the transfer of knowledge gained under the rehabilitation and reconstruction program.

The successful community-driven approach to the reconstruction of housing in Java is now being used as a model by the GoI for disaster response housing reconstruction. The Aceh housing project (also called CSRRP/Rekompak) became a model for the Government of Indonesia’s overall housing reconstruction program in Java following the 2006 earthquake. Approximately 250,000 houses were constructed in less than two years in Java using this approach. The Rekompak model was further adapted in West Sumatra following the 2009 earthquake. The national government has adopted the community-based approach as part of its overall policy for post disaster housing reconstruction. In addition, delegations from other countries, including Haiti and more recently Laos, have consulted with the JRF and MDF to study the CDD post disaster reconstruction projects, taking away impressive lessons for replication.

**RECOVERY OF LIVELIHOODS**

The JRF implemented an innovative program for livelihood recovery. The GOI and JRF identified the need for livelihood recovery efforts to support the large number of micro, small and medium enterprises (MSMEs) impacted by the 2006 earthquake and issued a call for proposals in 2007. The JRF worked with two international organizations, the International Organization for Migration (IOM) and the GIZ, to implement two separate but related and complementary projects designed to support the recovery of livelihoods. These projects focused on improving access to finance, replacing assets, and providing technical assistance and enhanced business skills to more than 15,000 micro, small and medium enterprises (MSMEs) in the earthquake affected areas of Central Java and Yogyakarta. Both projects closed in 2011.

The JRF’s livelihoods recovery projects have achieved significant results. Both projects exceeded their original beneficiary targets. By project closing in June 2011 the IOM livelihood recovery project had exceeded its revised targets.
Chapter 2 - The JRF Portfolio: Adapting to Evolving Needs, Achieving Results

by assisting more than 4,300 micro and small enterprises (MSEs) with asset replacement and capacity building in technical and business skills. The GIZ project has also shown remarkable results. Once the necessary institutional arrangements for the revolving loan funds were in place, the project was able to assist more than 10,000 total beneficiaries with financial and/or technical assistance by June 2011, surpassing the initial targets by more than 1,200.

Technical assistance has helped more than 6,200 MSMEs to develop their businesses and increase incomes. The IOM Livelihood Recovery project provided technical assistance, marketing support, and business development skills training for 4,300 micro and small enterprises affected by the earthquake in Yogyakarta and Central Java, with positive impact on incomes and high levels of beneficiary satisfaction. Over 87 percent of project beneficiaries reached their pre-earthquake operating capacities, sales and profits by the end of the project, with 77 percent exceeding pre-earthquake levels. IOM also replaced productive physical assets such as equipment, livestock and facilities damaged or destroyed in the disaster for individuals, groups and communities. More than 95 percent of these assets were being utilized by beneficiaries at project closing. The GIZ project was also successful in increasing incomes of beneficiaries through its technical assistance activities. The project provided technical assistance to both MSEs and medium enterprises in production skills, entrepreneurship, sales and marketing. By June 2011 GIZ’s technical assistance activities had helped over 1,800 MSEs and 40 medium-sized companies to improve their technical and business skills.

Important outcomes have been achieved in improving access to finance for earthquake-affected MSMEs. More than US$5 million had been disbursed to 26 participating microfinance institutions (MFIs) by the GIZ project’s closing in September 2011. These funds are part of a revolving loan fund established by the project to provide much-needed access to finance to MSEs for rebuilding of businesses. In addition, loans worth approximately US$420,000 had been disbursed to 22 medium-size enterprises for working capital and equipment. The project actively sought out MFIs that could specialize in group lending, such as Badan Usaha Kredit Pedesaan (BUKP, or Rural Credit Facility), in order to reach marginalized beneficiaries outside the formal banking sector who might not otherwise meet the requirements for loans. Using this approach, the project successfully accelerated loan disbursements to beneficiaries previously considered “non-bankable.” By the project’s end in September 2011, more than 10,000 MSEs had received loans through the program.

Permodalan Nasional Madani (PNM), a government-owned finance institution, serves as the apex institution for the post-disaster revolving loan funds under JRF. PNM was selected as the apex institution for the revolving loan scheme due to its mandate to support MSMEs and its suitability for managing the revolving loan fund after the project and JRF closure. From mid-2010 funds were being channeled to MFIs such as the Bank Perkreditan...
Rakyat (BPR) and cooperatives, to serve those impacted by the Java earthquake. Through these arrangements the revolving loan fund set up through the JRF will continue to provide access to finance to this target group for at least 10 years after the project closed. Local governments’ capacity to monitor the continued use of these funds, and for PNM to deliver on its mandate, has been strengthened through project activities. Local government in Yogyakarta has signed an agreement with PNM indicating their commitment to these arrangements.

The JRF livelihood recovery projects provide much needed economic revitalization support for women. Small and microenterprises operated by women in the handicrafts and food processing sectors were particularly badly affected by the earthquake. More than 40 percent of the beneficiaries of both IOM’s technical assistance activities and the recipients of microfinance loans under the GIZ project are women, exceeding the target of 30 percent. JRF support provided these women entrepreneurs the resources and skills to not only resume their previous livelihood activities but to improve their businesses and income. As a result, women beneficiaries report that their decision-making power and influence in their homes and communities have also increased.

Capacity building has been an important area of focus of the JRF livelihoods recovery projects. Both projects emphasized capacity building for local government in their exit strategies. These efforts included workshops and training for local government and civil society stakeholders in effective livelihood project management and implementation approaches and in Community-Based Disaster Risk Management (CBDRM)/Disaster Risk Reduction (DRR). The project’s DRR approach included both direct training for communities aimed at reducing risk exposure for MSEs as well as training local government and civil society organizations on integrating DRR aspects into development policies, planning and programming. Similarly, additional financing provided to the GIZ livelihood recovery project has supported the project’s exit strategy by building capacity of both microfinance institutions and the local government to manage the revolving loan funds after the project ends. The technical assistance for CBDRM/DRR was particularly relevant for local government and civil society groups during the response to the eruption of Mount Merapi.

The JRF livelihoods projects are generating important lessons learned. Both the IOM and GIZ projects have designed innovative approaches to meeting the livelihood recovery needs of MSEs in post disaster situations and have resulted in positive outcomes. These projects provide good models which could be implemented with less start-up time in the future. The projects also identified some regulatory constraints to implementing effective access to finance projects targeting the poor, with follow up to address these issues under consideration. The government’s National Community Empowerment Program, PNPM, has used lessons learned from the JRF Livelihood Recovery projects in creating a revolving fund window for responding to post disaster needs for livelihood recovery. The lessons learned from these two innovative projects will be disseminated both within Indonesia and globally so that these experiences can inform the design of livelihood recovery programs in future post disaster situations.
Strengthened Livelihood: “It’s Not Just about the Money”

Ibu Sanikem lives outside the village of Grogol, one hour’s drive from Yogyakarta. For years the women in the village have been weavers. Ibu Sanikem’s grandparents were weavers.

Her neighbor Ibu Joyotinoyo is 75 years old and has been weaving since she was a child. However, the women will be the first to admit that their weaving was not held in high regard in the past. The material was not considered good enough quality for clothing but instead had more practical purposes.

“Only locals used the fabric – as lurik gendong, that is to carry things on their backs to the mountains or fields. It definitely wasn’t considered fashionable,” says Ibu Sanikem. And more importantly, it made very little profit – as little as IDR 1,000 (or about US 10 cents) per piece of lurik gendong.

When the 2006 earthquake hit, many weavers were badly affected. As well as losing their houses, about half the weavers in the village lost their weaving equipment.

Ibu Sanikem’s grandparents were weavers. Joyotinoyo is 75 years old and has been weaving since she was a child. However, the women will be the first to admit that their weaving was not held in high regard in the past. The material was not considered good enough quality for clothing but instead had more practical purposes.

“Only locals used the fabric – as lurik gendong, that is to carry things on their backs to the mountains or fields. It definitely wasn’t considered fashionable,” says Ibu Sanikem. And more importantly, it made very little profit – as little as IDR 1,000 (or about US 10 cents) per piece of lurik gendong.

When the 2006 earthquake hit, many weavers were badly affected. As well as losing their houses, about half the weavers in the village lost their weaving equipment.

In October 2009, GIZ started the Livelihoods Recovery Project in the area, with a grant from the JRF. Training was offered in weaving skills, helping the crafters to improve the quality of their products and to diversify into other types of fabric, colors and techniques. New equipment and raw materials were provided and the weavers also learned business skills such as calculating expense and profit, as well as marketing. The end products now are hand-loomed fabrics called lurik and ikat used in clothing, and an innovative technique introduced by the GIZ team, resulting in batik on lurik, which is called lurik, a fabric that has become quite popular.

“We wouldn’t ever have thought of combining the two,” says Ibu Joyotinoyo. The group’s work has been exhibited in fairs and exhibitions across the region, leading to lucrative contracts with, for example, government departments who want traditional fabrics for work uniforms. Initially the women worried that the prices they charged at the exhibitions were too high, and were amazed when they sold their entire stock. “It taught us about the market value of our work,” Ibu Sanikem admits.

She continues almost incredulously, “I’d never stayed at a hotel before; I’d never travelled to Yogyakarta on a motorbike before. Now I’m a trainer and I travel all around giving workshops. Now I do all these things without even thinking about it. Before our cloth was only good enough for manual work, and now our work has been worn in fashion shows and weddings!” “My income has gone up by 60 per cent. But,” she adds, “it’s not just about the money.”

It’s a common opinion among the GIZ livelihoods project beneficiaries. If one only views livelihoods as “making a living” then the project has already met its objective, but this feeling of having achieved something more that cannot be measured purely in monetary terms is common amongst beneficiaries. The women’s group, Dadi Makmur, in the village of Jemowo in Boyolali district, has a similar story.

Most of the women, many of whom are in their 20’s and 30s, grew up in the village and have spent their lives working on the family farms – growing and harvesting cassava, corn, and looking after livestock.

The Livelihoods Recovery project started here in 2010, with the focus on developing cassava products. They now produce cassava leaf crackers, tempe (soya bean) crackers, peanuts in cassava batter, and recently have expanded into baking cassava brownies and cakes.

“Before the project started, we had no idea all the things we could do with cassava,” says Ibu Minten, one of the women in the group. “We fed it to the animals, or used it as a simple meal for ourselves. When GIZ suggested we could turn it into a business we were amazed. But then we were determined to make it work.”

They have faced many obstacles. Their first 100 kilograms of cassava flour was ruined by rain. Then when Mount Merapi erupted in 2010, their cassava harvest was badly burned and it took almost a year to recover.

As well as receiving training in food production skills, they were taught bookkeeping, packaging, and marketing. “We travelled to meet vendors, to negotiate with them, to research other pro-ducts, and to exhibit our work at trade fairs,” says Ibu Darsini. “We travelled to Yogyakarta and Solo, places we’d never been to before because our village is so isolated.”

The women say that, combined with their husbands’ organic farming, also supported by GIZ, their family incomes have increased by 20 percent. “The women are in charge of the money in our tradition,” explains Ibu Minten. “Before the project started it was difficult to pay for school fees, bills, and even daily provisions. Now we can afford these things and we’re even saving.”

By the end of 2011, the GIZ livelihoods project had helped more than 1,800 MSEs (micro- and small enterprises), in activities as diverse as organic produce and fertilizers, furniture production, food processing, handicrafts, weaving, and garment production. Beneficiaries improved their technical and business skills, and made a substantial improvement to their family’s income. But as many of these beneficiaries point out, some of the outcomes just cannot be measured in financial terms.

“We have gone from having no experience to having so much,” says Ibu Darsini. The women describe their plans for expansion and getting their products to a wider market. Nevertheless they insist it’s their self-reliance and confidence as a group, and this sense of community “togetherness” that they most value now. Says Ibu Minten, “We are at our happiest when we have orders coming in, and we’re all working our hardest to meet the demand. That is a great feeling.”
Beyond Recovery: The JRF Brings New Opportunities to a Revitalized Community

Hand-painted signs have recently been posted to the trees lining Kebon village’s main avenue: “Keep your yard clean.” “Remember, clean is healthy.” “Wash your hands before eating.”

It comes as little surprise that the clean and healthy campaign is the brainchild of the local women’s group. They have a strong say in what goes on in Kebon these days. But it wasn’t always like this says Ibu Sri and Ibu Dalmini, members of the Batik Kebon Indah cooperative.

“We would never have been invited to village development meetings a few years ago. Now because of what we’ve done for this village, everyone wants to hear our ideas,” says Ibu Sri.

Kebon, a village in Klaten, Central Java, suffered greatly in the 2006 earthquake. The heaviest damage was to the water and irrigation systems and this in turn had a massive impact on farming and home industries such as tofu and batik production. The JRF has helped Kebon recover by rebuilding both its physical assets and its economy.

Pak Sukaca, the village leader or Pak Lurah, explains the impact of the disaster:

“About seventy-five per cent of housing was damaged. As well as affecting people’s living conditions, it affected livelihoods. Tools such as traditional stoves used to melt wax for batik production were destroyed along with the homes. Our problems were so numerous and interconnected we didn’t know what to prioritize or who to turn to.”

In 2007 the JRF’s Rekompak project (CSRPP) met immediate needs by building 37 houses. It was clear, however, that a multi-pronged approach was needed to meet the remaining challenges facing the entire community.

In 2008, the JRF initiated a project through IOM aimed at supporting the recovery of livelihoods. Self-mapping helped the community to see their roads, drainage and other infrastructure as community assets that must meet the needs of all villagers. In 2009 IOM began to rehabilitate the village irrigation system. Within a year agricultural production increased by 30 percent. “This had a knock-on effect on everything else,” recalls Pak Sukaca.

Pak Cornelius, chairman of the village planning committee is not surprised that Kebon has been chosen as a best practice example of post disaster rehabilitation by provincial and national government and the BNPB (National Disaster Management Agency).

“The tight cooperation between the village government and the reconstruction teams from Rekompak and IOM made all the difference. And the level of transparency was new to the village. People could see how money was being spent and how materials were being used as expenses were recorded and displayed on public notice boards. We hadn’t seen this level of openness before.”

Pak Cornelius concludes, “The JRF’s holistic approach has revitalized village life here.”

Perhaps the greatest change is in what is now the village’s largest “industry”–batik production. In 2008 the IOM project began working with Kebon’s many batik producers to expand beyond the women’s existing skills – which were restricted to waxing the cloth. Within three years, almost 170 women had become skilled in the Solo batik tradition, and were now carrying out the entire production process from purchasing the raw materials to marketing the high quality finished products at regional and national trade and craft fairs. Their incomes had risen by a staggering 80 percent. Ibu Dalmini and Ibu Sri agree that their lives were transformed.

Ibu Dalmini points out that since batik production has become more profitable, it is now seen as a family livelihood. “Husbands no longer have to migrate to other parts of Java for work. They are grateful we can financially contribute to the household. And for us, we have a greater say in the village. We’re always invited to village committees now!”

“Ibu Dalmini and Ibu Sri agree that their lives were transformed.

Because of our training in business and marketing we think like business women now,” says Ibu Sri. The women conduct business through email these days and see new opportunities everywhere. They also believe Kebon has a future as a cultural tourism destination. “We’ve already had batik students from Chile and Australia and that got us thinking that we could offer the whole experience – providing homestay accommodation while visitors experience our organic farms and batik workshops, and offering them scenic village cycling trips,” Ibu Dalmini says excitedly.

Kebon doesn’t appear in The Lonely Planet or The Rough Guide. That may be about to change if the members of Batik Kebon Indah get their way!
JRF Finances: Managing Resources for Quality Results

A total of US$94.1 million has been contributed to the Java Reconstruction Fund. Contributions were received from seven donors, the European Union, the Netherlands, the United Kingdom, the Asian Development Bank, and the governments of Canada, Finland and Denmark, for the reconstruction and rehabilitation of the earthquake and tsunami affected areas in Yogyakarta Special Region, Central Java and West Java. All funds pledged by donors have been received in full by the JRF. Table 3.1 shows the funding provided by each of the donors.

Income earned on investments of JRF funds is added to the total pool of funds. The World Bank invests the funds held in the JRF program, earning investment income which then accrues to the fund. This investment income is expected to be approximately US$4.5 million by the JRF closing date, exceeding JRF project administration and supervision costs. As the project costs are expected to total approximately US$3.3 million at project closing, they will have been fully covered by the investment income.

The JRF will close on December 31, 2012. All JRF activities and expenditures will conclude as of this closing date. While minimal funds may remain unspent from the program’s administration budget, the JRF expects no residual funds left from either the community housing or the livelihood projects when the JRF closes.

Table 3.1. Source of Pledges and Cash Received

<table>
<thead>
<tr>
<th>Donors</th>
<th>Pledges and Cash Received US$ Million</th>
<th>% of Total Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Union</td>
<td>51.17</td>
<td>54%</td>
</tr>
<tr>
<td>Government of Netherlands</td>
<td>12.00</td>
<td>13%</td>
</tr>
<tr>
<td>Government of United Kingdom</td>
<td>10.77</td>
<td>11%</td>
</tr>
<tr>
<td>Asian Development Bank</td>
<td>10.00</td>
<td>11%</td>
</tr>
<tr>
<td>Government of Canada</td>
<td>6.53</td>
<td>7%</td>
</tr>
<tr>
<td>Government of Finland</td>
<td>1.99</td>
<td>2%</td>
</tr>
<tr>
<td>Government of Denmark</td>
<td>1.60</td>
<td>2%</td>
</tr>
<tr>
<td>Total Contributions</td>
<td>94.06</td>
<td>100%</td>
</tr>
</tbody>
</table>
Table 3.2. Project Disbursement and Expenditure as of December 31, 2011

<table>
<thead>
<tr>
<th>Name of Projects</th>
<th>Grant Value in US$ million</th>
<th>Disbursement to project in US$ million</th>
<th>Project Expenditures in US$ million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing and Community Recovery</td>
<td>77.44</td>
<td>77.44</td>
<td>77.32</td>
</tr>
<tr>
<td>Transitional Housing Projects – CHF</td>
<td>1.27</td>
<td>1.27</td>
<td>1.27</td>
</tr>
<tr>
<td>Transitional Housing Projects – IOM</td>
<td>1.05</td>
<td>1.05</td>
<td>1.05</td>
</tr>
<tr>
<td>Community Settlement Reconstruction and Rehabilitation Project (CSRRP) – MPW</td>
<td>75.12</td>
<td>75.12</td>
<td>75.00*</td>
</tr>
<tr>
<td>Recovery of Livelihoods</td>
<td>17.24</td>
<td>17.24</td>
<td>17.24</td>
</tr>
<tr>
<td>Access to Finance and Capacity Building for Earthquake Affected Micro and Small Enterprises (JRF Livelihood Recovery – IOM)</td>
<td>5.98</td>
<td>5.98</td>
<td>5.98</td>
</tr>
<tr>
<td>Total Allocation to Projects</td>
<td>94.68</td>
<td>94.68</td>
<td>94.56</td>
</tr>
</tbody>
</table>

* Disbursements to CSRRP projects are expected to be fully spent by the project closing date.

ALLOCATIONS AND DISBURSEMENTS TO PROJECTS

JRF funds have been fully allocated, with a total of US$94.7 million provided to the five projects in the JRF portfolio. As of December 2011, all allocated funds had been fully disbursed to the projects, as shown in Table 3.2.

The largest share of the JRF portfolio has been allocated to the recovery of housing and community infrastructure, representing US$77.44 million or 82 percent of JRF funds. (See Figure 3.1) Two Transitional Housing Projects completed activities in 2008 at a cost of US$2.3 million. The JRF CSRRP/Rekompak project for housing and community recovery, with a total allocation of US$75.12 million, will complete activities in June 2012. As of December 2011, 100 percent of funds allocated to the housing and community infrastructure sector had been disbursed.

The JRF allocated US$17.24 million to projects focusing on the recovery of livelihoods. This accounts for approximately 18 percent of JRF allocations. Through GIZ, US$11.3 million was allocated to a project that contributed to the GOI’s initiatives to assist micro, small and medium enterprises (MSMEs) affected by the earthquake to revitalize their businesses. The project also worked to re-integrate affected low income communities into economic life through technical assistance and access to finance. In addition, another US$6 million was allocated through IOM to a project providing asset replacement and technical assistance for micro and small enterprises (MSEs). As of December 31, 2011, all funds had been disbursed to these projects.

Three JRF projects received additional funding and extensions to their closing dates during the project lifetimes. See Table 3.3. These

Figure 3.1: JRF Allocations by Outcome Area

- Housing and Community Recovery: 82%
- Recovery of Livelihoods: 18%

* Investment income was added to contributions allowing total allocations to projects to be slightly higher than contributions.
additional funds provided the flexibility for projects to respond more effectively and adjust to changing needs. The allocations to the two Transitional Housing projects were reduced from US$2.4 million to US$1.1 million (CHF) and US$4.3 million to US$1.1 million (IOM) during project implementation to reflect a reduced need for transitional housing due to the unprecedented speed at which the government completed permanent housing.

Additional financing was provided for community housing and infrastructure in 2009 and 2010-11, bring the total budget to US$75.1 million. In 2009, the CSRRP (Rekompak) project received US$11.6 million in additional funds to extend the community spatial planning process and infrastructure activities to additional villages.

Following the Merapi eruptions in late 2010, a total of US$3.5 million was added to Rekompak to respond to the needs of Merapi victims. The funds for the Merapi response were provided in two phases. The first phase was implemented until June 2011, and allocated US$1.7 million to respond to the effects of the earthquake on villages where JRF projects were already being implemented at the time of the eruptions. A further US$1.8 million was made available for the second phase to expand assistance to additional villages impacted by the disaster.

The livelihood projects were allocated an additional US$2 million in order to implement exit strategies. Additional funding of US$1.5 million was provided to the IOM project, and additional funding of US$0.5 million was

### Table 3.3. Project Grant Value as of December 31, 2011

<table>
<thead>
<tr>
<th>Name of Projects</th>
<th>Original Grant Value*</th>
<th>Additional Financing</th>
<th>Revised Grant Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing and Community Recovery</td>
<td>62.32</td>
<td>15.12</td>
<td>77.44</td>
</tr>
<tr>
<td>Transitional Housing Projects – CHF</td>
<td>1.27</td>
<td>1.27</td>
<td></td>
</tr>
<tr>
<td>Transitional Housing Projects – IOM</td>
<td>1.05</td>
<td>1.05</td>
<td></td>
</tr>
<tr>
<td>Community Settlement Reconstruction and Rehabilitation Project (CSRRP) – MPW</td>
<td>60</td>
<td>15.12</td>
<td>75.12</td>
</tr>
<tr>
<td>Recovery of Livelihoods</td>
<td>16.74</td>
<td>2</td>
<td>17.24</td>
</tr>
<tr>
<td>Access to Finance and Capacity Building for Earthquake Affected Micro and Small Enterprises (JRF Livelihood Recovery – IOM)</td>
<td>5.98</td>
<td>1.5</td>
<td>5.98</td>
</tr>
<tr>
<td>Livelihood Recovery in DI Yogyakarta and Central Java (JRF Livelihood Recovery – GIZ)</td>
<td>10.76</td>
<td>0.5</td>
<td>11.26</td>
</tr>
<tr>
<td>Total Allocation to Projects</td>
<td>79.06</td>
<td>17.12</td>
<td>94.68</td>
</tr>
</tbody>
</table>

* Grant values of CHF and IOM projects reflect a reduction of US$1.11 million and US$3.21 million respectively due to reduced targets.
provided to the GIZ project. Beyond the exit strategies, the additional financing for IOM was also to scale up and reach more beneficiaries. The IOM project closed in June 30, 2011 and the GIZ project closed in September 30, 2011.

PROJECT EXPENDITURES
A cumulative total of US$94.6 million has been spent by projects implemented under the JRF portfolio. This spending totals approximately 99 percent of funds disbursed to these projects. Projects in the housing and community infrastructure sector have spent US$77.3 million, a full 99 percent of project disbursements. Expenditures for the livelihoods projects total US$17.2, amounting to 100 percent of project disbursements. All funds were fully expended by the projects’ closing dates, and thus JRF funds may be considered to be fully disbursed and spent. See Table 3.2.

JRF FINANCES - IN CONCLUSION
JRF funds have been efficiently managed towards project financing and program administration, maximizing their utilization. All commitments made by donors were received in full by January 2009, allowing allocations and disbursements to proceed smoothly. Projects were able to utilize funds as planned, and have adapted to evolving needs through disbursements and spending for activities in response to the Merapi eruptions and for sustaining the impacts of the livelihoods projects. Tightly managed program administration achieved efficiencies of scale through shared staffing and expertise with the Multi Donor Fund for Aceh and Nias. Fund balances totaled US$0.6 million by the end of December 2011 and are expected to remain the same until the JRF program ends. See table 3.4.

The utilization of over 99 percent of available funds is a remarkable financial achievement for a program of such a large scope and complex nature. The funds have been well utilized and managed by the Trustee, the Partner Agency and the Implementing Agencies, leading to transparent and high quality funds use, with no residual funds expected. The role of the government, both national and local, in expediting funds flows, in efficiently managing project expenditures, and in making financial management decisions quickly, has contributed significantly to the impressive financial status of the JRF portfolio.

Table 3.4. Sources and Uses of Funds

<table>
<thead>
<tr>
<th>Sources</th>
<th>in US$ million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pledges</td>
<td>94.06</td>
</tr>
<tr>
<td>Investment Income</td>
<td>4.49</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Uses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocations to Projects</td>
<td>94.98</td>
</tr>
<tr>
<td>Administration, Appraisal and Supervision</td>
<td>3.30</td>
</tr>
</tbody>
</table>

| Fund Balance                    | 0.57            |
Merapi Communities:
A New Life Outside the Red Zone

It takes a huge stretch of imagination to picture the sub-village of Ngepringan, in Sleman district, as it was before the Mount Merapi eruptions in late 2010. It was surrounded by fertile land, because of its volcanic soil. The village itself contained 200 houses. Now, just two houses remain, though both are in ruins. Everything else has disappeared. There are no houses, no shops, no farmland, and no people - only volcanic sediment, three meters deep.

One of the houses still standing, though in ruins, belongs to Ibu Kemirah and her husband Pak Dasardi. Just before the eruptions they had sold three cows and kept the money in the house as they were intending to purchase more. Their house and all of its contents, including their cash, was destroyed and their remaining livestock all perished in the hot ash.

“It has devastated us,” Pak Dasardi says. “Now I do some motorcycle repairs and my wife sells quail eggs.”

In fact, Pak Dasardi was one of the villagers responsible for safely evacuating the village population on the nights of the eruptions. “It took three days for people to evacuate, but 15 of us stayed on to protect the village from looters. We stayed right up until midnight before the eruption, then we just ran - we never thought we’d lose everything.”

Following the eruptions, the JRF responded to the Government’s request to assist those communities not affected by the disaster. Additional financing of US$3.5 million was allocated for the Community-Based Settlement Rehabilitation and Reconstruction Project (CSR&R) to scale up its activities.

The eruptions caused widespread damage in 45 of the villages where the JRF was already active as a result of the 2006 earthquake. Initially, activities focused on transitional housing, infrastructure, and the reconstruction of permanent houses. The project has now also scaled up activities to a further 43 affected villages.

Ibu Kemirah and Pak Dasardi recently moved into their permanent house, which was built with JRF funding. Before this they lived in Gondang 2, a transitional housing center built by corporate donors, with drainage, sanitation and other infrastructure provided by the JRF. Many of their old neighbors are also about to move into their permanent new houses.

“People are generally happy with the new houses – the water is clean, and we feel safer and more secure. Because the basics are in place, we’re beginning to feel this place is home,” says ibu Kemirah.

“We moved as a community and that has been very important for us,” says her old neighbor, Ibu Wasiyah. “Often people are isolated and scattered after a disaster, but we are together.”

Meanwhile a few miles away, work is being completed on a new housing settlement in Batur, which will contain 180 houses.

All the new residents fled from three sub-villages, Jambu, Kopeng and Batur, which are located within the “red zone,” the area of greatest risk in the event of an eruption. Though they know they cannot return, they still want to be identified as being from each of the villages. A new name has yet to be agreed on for the housing estate.

Pak “Twulu” Surianto was the volunteer disaster management coordinator in Jambu since 2006. His team of volunteers constantly monitored the conditions on Mount Merapi. “We had evacuation plans in place, and used to have regular drills, but the difference was that in 2006, when Merapi was highly active and in danger of erupting, we had time to prepare. In 2010 things happened much faster. We had no idea the eruption would be so devastating. Then again, our village had the most land damage but the least number of lives lost. That’s because we had a team and the people had a much higher awareness of the threat.”

A year ago, Pak Surianto was recruited as a volunteer by Rekompak to provide regular information on the reconstruction program to beneficiaries. In total 12 village meetings took place leading up to the construction, to discuss the shape, location, size and cost of the houses.

“We have a right to be informed about the details of the houses they will live in; they aren’t just handed the key to the house. Because they feel informed and have been involved in every step, I think people feel they are on the way to recovering.”

Ibu Tarmi, from Jambu, describes what it’s been like to build her own house. “We’re strong women and we’re very proud that we’re building our own houses. We do the lower level while our husbands work on the roofs.”

Women have been involved in the housing project right from the outset. There is much to discuss - not just the shape and design of their own individual house but also the shared infrastructure such as septic tanks, and common facilities. Women have to be involved, Ibu Tarmi and the other women builders agree, because they think about different things. While men tend to think about the drainage and the roads, the women consider things like security at night, access to health facilities, schools and markets, and, now more than ever, evacuation routes.

“We’re going to try and make this feel like home, though it feels different from our own village,” says ibu Tarmi. “We can’t say this life and these houses will be better but we know that this is our new life now, outside the red zone.”
Chapter 4

The JRF at Conclusion:
Lessons Learned for Sustainable Results

The Java Reconstruction Fund will conclude its contributions to the reconstruction of Java by December 2012, having created a successful model for achieving results through partnerships in post disaster reconstruction. The JRF has proven to be an innovative and adaptable model capable of responding to varied disasters, from earthquakes to tsunamis and volcanic eruptions. The JRF is an excellent example of the Government of Indonesia’s success in managing post disaster reconstruction effectively and efficiently.

Effective partnerships are the key ingredient in the JRF’s success. The JRF was formed as a partnership between the Government of Indonesia and seven donors to respond to the May 2006 earthquake. The JRF’s multi-stakeholder approach is government led, with strong support from donors, the active involvement of local governments and the participation of communities empowered to take responsibility for their own recovery. The JRF has played a key role in bringing together stakeholders from various levels of government, donors, international organizations, communities and businesses, and civil society.

An effective strategy of adaptation and innovation also contributed to the JRF’s success. Adapting innovative approaches and mechanisms to evolving needs was central to the JRF strategy. This strategy not only facilitated quick start up, but has also allowed these approaches and mechanisms to be further refined and mainstreamed through the JRF. The JRF as an instrument for coordinating donor support for the government’s disaster response agenda was based on the innovative model of the Multi Donor Fund for Aceh and Nias (MDF), created to support the GOI’s efforts to respond to the tsunami and earthquakes of 2004 and 2005 in Aceh and North Sumatra. Based on the MDF precedent, the JRF was able to begin implementation more quickly and the model was adapted so that the response to the disasters in Java matched the needs and priorities appropriate for the nature and scale of these disasters.

Using existing project mechanisms allowed the JRF to start-up activities more quickly and effectively. Given the scope and scale of damages and loss resulting from the Java earthquake, a community based approach was adopted as the most effective strategy for reconstructing homes.
and tertiary infrastructure. By December 2006, the JRF was already able to begin implementation of its permanent housing and community infrastructure program by adapting the Rekompak project (CSRRP), based on the pioneering program of the same name created for the tsunami response in Aceh. This strategy allowed a quick response and has remained adaptable to changing needs, including the ability to respond to multiple disasters. The JRF was again able to adapt Rekompak to respond quickly and effectively to the volcanic eruptions of Mount Merapi in October and November 2010, and the GoI has been able to adapt the same project mechanism in other settings.

Adaptable, accountable and inclusive implementation approaches have also contributed to the JRF’s success. Using the community based approach resulted in greater accountability in program implementation. Communities were given the lead in constructing their own houses, including handling the finances, which led to more efficient use of funds, better targeting, and high rates of beneficiary satisfaction. Quality of the housing and community infrastructure was generally good, with 96 percent of the houses meeting anti-seismic standards according to an independent assessment by two leading universities. In order to increase sustainability of the reconstruction efforts and reduce vulnerability to similar disasters in the future, disaster risk reduction considerations were built into all projects in the JRF program. Ensuring women’s involvement in the reconstruction was another cross-cutting concern across the JRF program. The inclusive approach adopted by both the housing and livelihood projects gave women greater roles in the reconstruction and positively affected their experience as beneficiaries. The JRF has promoted transparency and accountability in its program and project implementation through complaints handling mechanisms and effective public outreach. These mechanisms have strengthened both the demand for and the ability to deliver good public service at grassroots levels.

The JRF has produced sustainable results by creating institutional mechanisms for reducing vulnerabilities to disasters. Both the JRF housing and infrastructure and the JRF livelihoods recovery projects have resulted in communities that are not only less vulnerable to future shocks, they are equipped with institutional mechanisms that will continue to reduce disaster risks and be able to respond to future disasters if and when they strike. The Rekompak project under the JRF included innovations to more explicitly incorporate DRR into the project’s approach to community reconstruction. Community plans that prepare for disaster have been put in place for more than 300 villages through Rekompak, supplemented with disaster-mitigating infrastructure such as retaining walls, evacuation routes, and other infrastructure. Houses rebuilt through the Rekompak project are more earthquake resistant, and communities now possess skills in anti-seismic construction methods so that future construction is also safer. In addition, national and local governments have improved institutional capacity and programs in place for both disaster response and prevention. Local governments are equipped to support the spatial planning process and extend that support to other communities, and the national government has adopted the community based housing approach as its model for reconstruction of housing and community-level infrastructure in future disaster response programs throughout Indonesia.

The JRF’s successful livelihoods recovery projects have also produced sustainable outcomes. These two projects developed innovative approaches for supporting the recovery of micro and small enterprises, resulting in incomes that meet or exceed their pre-earthquake levels for a majority of beneficiaries.
They have also left communities, cooperatives, local governments, civil society organizations, and microfinance institutions better equipped to support the continued economic recovery of the area and to respond when future disasters strike. The Livelihoods Recovery project implemented by the GIZ established a revolving loan fund under the government-owned financial institution Permodalan Nasional Madani (PNM) that will continue circulating funds for economic recovery in the disaster-affected areas for up to ten more years. The GOI is now building a microfinance component into its disaster response toolbox under the national PNPM program, utilizing lessons learned through the JRF livelihood recovery experience.

The JRF’s grant financing from donors and efficient financial management of these funds have provided the resources to produce these quality results. The sound financial management of the program by the Trustee has allowed 99 percent of funding to be allocated and used by the projects. This exceptionally good financial outcome is partly attributed to the community based approach which allows for fuller use of funds with less contractual and procurement-related issues than implementing large reconstruction projects through contractors. The reconstruction needs resulting from the Java disasters were well-suited to this community based approach.

The JRF offers important lessons for future post disaster response programs. The JRF has been in the unique position of responding to several types of natural disasters: earthquake, tsunami, landslides and volcanic eruptions. The innovations developed through the JRF in the housing and livelihoods projects offer lessons for future post disaster situations in Indonesia and around the world. The community-driven approach to housing reconstruction originally developed during the post-tsunami reconstruction in Aceh benefited the Java reconstruction and has been adopted by the Government of Indonesia as a model in other post disaster reconstruction efforts. Lessons learned from the CSRRP/Rekompak projects implemented under the JRF and the Multi Donor Trust Fund for Aceh and Nias provide an opportunity to mainstream disaster risk reduction and reconstruction through community based approaches into national programs. The global community has already drawn valuable lessons from the JRF on disaster prevention and response which can be applied in post disaster and other fragile situations around the world.
Pangandaran Six Years On: Preparing for the Worst Prevents the Worst

Pak Ali will never forget July 17, 2006, the day the tsunami hit his village of Pananjung in the beach resort town of Pangandaran in Ciamis, West Java: “We had no knowledge about the true nature of tsunamis. Our only experience had been watching the Aceh tsunami on television.

As people ran away in panic one man was heard to say, “Stop, we don’t need to run, we can face it!” as if it was some kind of animal we could catch.”

Over the years since the tsunami, Pangandaran, and the surrounding villages have got back on their feet though never entirely recovered – the tourists are back but not to the same level as before.

In October 2008, the JRF’s Community-Based Settlement Rehabilitation and Reconstruction project CSRRP, commonly known as Rekompak, began its community infrastructure and disaster preparedness activities in Pangandaran.

The crucial first step was to develop risk mapping for each village. Each neighborhood elected volunteers to be trained by Rekompak. The volunteers mapped out the village, identifying the risk areas, including fire hazards and flood zones, where current drainage systems were, and locating routes for evacuation and higher ground for relocation. They added evacuation meeting points and centers, such as hotels and mosques, which could be used as communal kitchens, emergency clinics, or temporary shelter.

The volunteers heard certain terms for the first time. Usually our roads are made of only asphalt. Rekompak suggested concrete roads built a little higher than usual, which are more flood resistant. We’ve also learned how to budget for activities instead of over-planning activities that we don’t have money for. Rekompak has definitely empowered us. The money comes directly to the people, we monitor the program, and there’s very little bureaucracy.”

Last year, Pangandaran village held its largest simulation exercise with other nearby villages. Six communities sent their 20 volunteers, and 300 people from nearby neighborhoods participated, including school children, warung (food stall) owners, hotel staff, and coast guards. The alarm went off and everyone was asked to follow the clearly marked evacuation routes. Two days after the simulation, there was a real, though minor, earthquake. The volunteers put into practice all the theory they had learned, and the evacuation ran smoothly.

“We feel confident that every villager now knows what to do when disaster hits – whether it is an earthquake, tsunami or flood,” concludes Pak Ali.

To highlight this, he asks a woman standing nearby what she would do if she hears the alarm or feels an earthquake. “Turn off the stove, grab the children, run out of the house and take the evacuation route to the fields,” she replies.

ibu Sri from Pangandaran village has had similar experiences. Through Rekompak’s Community Settlement Planning process, women now play an active role in preparing for disasters. Of the 30 volunteers chosen to participate in the planning process per neighborhood, 20 were women. One of the reasons so many women became involved, says ibu Sri, was awareness of the higher risks women face. Of the more than 650 fatalities in the Pangandaran tsunami, a disproportionately high number were women and children. Lots of warung on the beach were run by women and as it was a weekday, many women were in their homes when the wave came. ibu Sri knew a number of the women who died and this was one of the driving forces for her to get involved. Now she and her new group of volunteers spend all their spare time spreading the message of disaster preparedness. “We’re everywhere! Village meetings, public gatherings at the mosque, we are there with our information materials,” she says proudly.

This pro-active attitude led her to approach the Ministry of Forestry and advocate for the planting of traditional coastal trees such as the Barringtonia tree (known locally as keben) along the coastline to act as a natural barrier. “The Ministry people told us they had seedlings but no budget to plant them. We said, ‘We’ll do it!’ We planted over 500 trees within a few days.”

One of the volunteers ibu Sri recruited is young university graduate Pak Angga, who, as a student, had been a rescue volunteer in both Aceh and Yogyakarta. “I never expected to have to do it in my own home town though,” he added somberly, as he recalls finding the bodies of close friends.

“From my past experience and now working with ibu Sri, I’ve learned that we have to be ready for ALL disasters, not just the most recent types. We need to truly learn from these experiences and prepare for whatever is in store.”
Annexes:
• Project Fact Sheets
• List of Acronyms & Abbreviations

Fact Sheet 1
Transitional Housing Projects

Fact Sheet 2
Community-Based Settlement Rehabilitation and Reconstruction Project (CSRRP, or Rekompak)

Fact Sheet 3
Livelihood Recovery in DIY and Central Java (JRF Livelihoods Recovery—GIZ)

Fact Sheet 4
Access to Finance and Capacity Building for Earthquake Affected Micro and Small Enterprises (JRF Livelihoods Recovery—IOM)

List of Acronyms & Abbreviations
The Java Reconstruction Fund financed two transitional housing projects to provide safe and durable shelter to eligible earthquake-affected families while permanent houses were being reconstructed.

### Fact Sheet 1

#### Transitional Housing Projects

The JRF’s two projects aimed at providing transitional housing closed in 2007, having successfully met their objectives. The International Organization for Migration (IOM) and the Cooperative Housing Foundation (CHF) International both operated in earthquake affected areas and shared the objective to provide safe and durable shelter to eligible earthquake-affected families. The JRF’s Mid Term Review found that the projects were highly relevant, complementing how the Government of Indonesia’s very successful housing reconstruction program bridged the gap between emergency shelter and permanent housing.

The transitional shelters provided were in the form of “roof structure kits.” A typical roof structure kit consisted of a wind and weatherproof bamboo structure with a tile roof and was assembled on the existing foundation of the collapsed house where possible. The structures were designed for a minimum life expectancy of two years to provide safe and durable shelter while permanent housing was being constructed. Some components of the kits were reused in the construction of permanent houses, and receipt of the transitional shelter kits did not impact the eligibility of beneficiaries to qualify for permanent housing assistance.

### MAJOR ACHIEVEMENTS

A total of 4,790 transitional shelters were provided through the JRF’s two Transitional Housing projects. IOM provided 1,586 units and CHF provided another 3,204, all of which conformed to the pre-agreed specifications. In addition, the JRF’s permanent housing project, CSRRP, also provided 2,489 transitional houses, bringing the total number of transitional houses delivered by the JRF to 7,279. The project implemented by IOM closed in June 2007, with the CHF implemented project closing shortly after in August 2007, after meeting the need for transitional housing of earthquake affected families.

In the overall response effort, UN data indicates that close to 99 percent of transitional shelter needs were met. The JRF’s contribution to the overall transitional shelter program was relevant and needed, filling the gap for adequate living shelters while permanent housing was constructed.

The unprecedented speed of permanent housing reconstruction following the Java earthquake meant that fewer transitional houses were needed than initially anticipated. The JRF’s Transitional Housing targets were therefore revised to take into account the reduction in total number of temporary shelters.

### Disbursements

- **Grant Amount**: US$2.32 million (revised; originally US$6.64 million)
- **Implementation Period**: December 2006 – August 2007
- **Partner Agency**: World Bank
- **Implementing Agency**: International Organization for Migration (IOM) and Cooperative Housing Foundation (CHF) International
- **Disbursements**: US$2.32 million

---

1. Implementation Completion and Results Report for CHF and IOM Roof Structure Project, June 2008
required. Although fewer transitional shelters were built than originally targeted, the two projects made an important contribution to the overall reconstruction program by meeting the needs of beneficiaries in bridging the gap between emergency shelter and permanent housing. As such, the overall objective of meeting temporary housing needs of affected beneficiaries was fully achieved.

**OBSERVATIONS AND LESSONS LEARNED**

Transitional shelters are highly valued by beneficiaries as a contribution to recovery. As noted, over 95 percent of beneficiary households felt that temporary housing enabled them to resume their normal household activities while permanent housing was being constructed, and this also speeded up the economic recovery of the affected areas.

The use of bamboo for the structures proved highly successful. The units designed by IOM and CHF were tested for structural soundness in the event of an earthquake by the Gadjah Mada University. The lightness and flexibility of the material makes it ideal for constructing earthquake-resistant structures. There was no significant impact on the environment, as this renewable resource is widely available in Java and is biodegradable. By using bamboo, affected people were also discouraged from illegally harvesting timber to quickly rebuild their houses. Additionally, in the aftermath of the earthquake, these transitional structures psychologically provided a feeling of a safer structure than houses constructed out of concrete.

Economies of scale impacted the unit cost of transitional shelters. With the considerable reduction in needs and targets, unit costs ended up being higher than anticipated for the transitional shelters. In addition, the last remaining beneficiaries targeted by this project were harder to reach, more scattered and more difficult to identify, resulting in higher time and transport costs. However, in large scale relief operations, it is common that this “last 10 percent” of beneficiaries are generally reached at a higher average cost than the bulk of the beneficiaries.

---

**Key Achievements - Transitional Housing Projects**

<table>
<thead>
<tr>
<th>Number of roof structure kits delivered to beneficiaries that meet satisfactory basic technical quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Total : 4,790</td>
</tr>
<tr>
<td>• IOM : 1,586</td>
</tr>
<tr>
<td>• CHF : 3,204</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Satisfaction rates of beneficiary households (both men and women) on ability to resume their normal household activities through the provision of transitional housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Men : 95%</td>
</tr>
<tr>
<td>• Women : 99%</td>
</tr>
</tbody>
</table>
CSRRP/Rekompak, implemented by the Ministry of Public Works, responded to disasters in Aceh, DIY and Central Java, working to rebuild earthquake-resistant houses and community infrastructure. The project also supported disaster preparedness and mitigation in more than 310 affected villages using a community-driven approach to planning, prioritization, and implementation.

The Community-based Settlement Reconstruction and Rehabilitation Project (CSRRP, usually referred to by its Indonesian acronym, Rekompak) received the majority of JRF fund allocation. Based on the successful implementation of a similar project by the same name, implemented in Aceh under the Multi Donor Fund for Aceh and Nias, the Government of Indonesia selected this community-based model for the reconstruction and rehabilitation of Java. The project implemented activities in the two provinces affected by the May 2006 earthquake, DIY and Central Java, parts of West Java affected by a subsequent earthquake and tsunami later the same year. Additional financing was provided to the project in order to quickly scale up to address community planning and housing needs in 88 villages affected by the eruptions of Mount Merapi in October and November 2010. Altogether, Rekompak worked in nine districts, covering approximately 310 villages in 60 sub-districts.

The project consisted of four main components: (1) Providing Housing Structures, (2) Recovering Community Infrastructure and improving Emergency Preparedness, (3) Capacity Building of Local Governments and Communities, and (4) Overall Project Management.

The Government of Indonesia prioritized meeting interim shelter as well as permanent housing needs for earthquake and tsunami victims. Initially, Rekompak delivered temporary shelters to meet immediate shelter needs following the disasters. Through the CDI approach, permanent housing was delivered more quickly than anticipated, considerably reducing the initial estimates of the temporary shelters required. Rekompak and other projects providing temporary shelters adapted accordingly by revising their targets to match the lower needs. Rekompak provided earthquake-resistant core houses that beneficiaries could modify and finish to meet their individual household's needs. Housing reconstruction under the earthquake and tsunami phase was completed in 2008. Work on this through Rekompak got underway early in the reconstruction efforts, and was concentrated in 104 villages in Klaten district, Central Java Province, and 64 villages in Bantul district in Yogyakarta Special Region. In 2008, construction of 15,100 core houses was completed.

Grant Amount

US$75.12 million

Implementation Period

December 2006 – June 2012

Partner Agency

World Bank

Implementing Agency

Ministry of Public Works (MPW)

Disbursements

US$75.12 million

Through Rekompak, the JRF provided over 15,000 earthquake-resistant core houses that beneficiaries could modify to meet their individual household’s needs.
Support for construction of community infrastructure was implemented in phases. Initially following the earthquake and tsunami, funds were made available to reestablish basic community infrastructure such as roads and bridges. This enabled access to affected areas so that reconstruction work could take place. Additional key community infrastructure was prioritized after housing needs had successfully been met. Through the project’s Community Infrastructure component, Community Settlement Plans (CSPs) were developed which mainstreamed disaster risk reduction management strategies into these plans and the design of the community infrastructure. Based on the community requirements and through a participatory planning process, projects were identified and prioritized for implementation. These projects included village roads and footpaths, retaining walls, water supply and sanitation facilities and other community-oriented facilities.

The CSRRP/Rekompak completed its work under the earthquake and tsunami phase of the project by June 2011. US$71.62 million was allocated to the project for community and housing reconstruction efforts in the earthquake and tsunami response. Permanent housing and temporary shelter targets were met by 2008, with more than 15,100 permanent core houses constructed and about 2,500 temporary shelters provided. The project’s second phase focused on preparing Community Settlement Plans (CSPs) incorporating disaster risk management. This activity was successfully completed by June 2011 with CSPs prepared for all 265 targeted villages.

The JRF program was extended and leveraged the existing Rekompak activities to respond to the eruptions of Mount Merapi. Rekompak received Additional Financing (AF) of US$3.5 million and was extended to respond to the needs of victims from the Merapi eruptions in late 2010. The closing date of the JRF program was extended in order to provide time for this response. With the additional financing, a total of US$75.12 million was allocated to the Rekompak project. For the Merapi response, 250 additional permanent core houses were targeted for construction and CSPs were prepared in 88 villages affected by the eruptions.

The additional financing for the recovery of communities affected by the Merapi eruptions was divided into two phases. The first phase was implemented until June 2011, and allocated US$1.7 million to respond to the effects of the eruption of Mount Merapi on 45 villages where the JRF was working at the time of the eruptions. After the JRF was extended to December 31, 2012, a further US$1.8 million was made available for the second phase to expand assistance to 43 additional villages through June 2012.

The capacity building component took a multi-faceted approach to enabling the community to better respond to disasters. Community awareness training and quality assurance activities were incorporated into the project design. This included financing of the housing task force teams to oversee project implementation, verify compliance with construction standards, provide capacity building for project management at the community level, and train communities in emergency preparedness and mitigation of future disasters. Training sessions in basic construction methods for housing, and the preparation of CSPs and Disaster Risk Reduction strategies were also conducted.

**MAJOR ACHIEVEMENTS**

Through the Housing Structures Component, over 15,400 permanent core houses, built to earthquake resistant standards, will be constructed by project closure in June 2012. By March 2008, in response to the earthquake and tsunami, work on 15,153 houses was substantially completed, with
The CSP process was implemented in several phases. The preparation of CSPs was completed in all 265 villages targeted under the earthquake and tsunami response phases. To help reach this total, the CSP process was replicated in Central Java, DIY and West Java. Local government funded facilitators and CSP preparation, while JRF funded implementation of infrastructure activities identified through the CSPs. All villages covered by the additional financing to support communities affected by the eruption of Mount Merapi were required to revise or prepare new CSPs, which formed the basis for the selection of infrastructure projects eligible to receive grant funding. Other logistical support provided under the CSP component included signage for evacuation routes, access roads, and support to fire departments and waste management programs. This has led to reduced vulnerabilities to future disasters as demonstrated by the effectiveness of many of these interventions during the evacuations following the Merapi eruptions.

Through the capacity building component of Rekompak, community members were empowered to play a stronger role in the overall reconstruction of their communities. Over the life of the project, 18,578 training sessions and workshops on CSP preparation, DRR and construction methods have been conducted, with 543,161 participants attending. Approximately 27 percent of these participants were women. A further 86 community meetings were held for women only.

Rekompak helped empower community members, especially women, to play a strong role in the overall reconstruction of their communities.

OBSERVATIONS AND LESSONS LEARNED

Initial investments in key infrastructure facilitated the rapid response process. Through Rekompak, which was already operating in the area at the time of the disasters, block grants were quickly issued to restore critical community infrastructure. This enabled access to the affected areas, benefitting reconstruction activities.

CSRRP provided the JRF with flexibility to respond rapidly to various disasters. Following the initial disasters, funds were disbursed rapidly to the areas.
communities through the existing mechanisms on the ground. After the Merapi eruptions, with Rekompak still implementing activities, funds could again be rapidly disbursed. Activities funded were within the existing components of the project, directly contributing to the project’s overall development objective. All activities followed the implementation arrangements that were already in place (for example, using training materials and guidelines for facilitators that were already being used in villages served by Rekompak). The arrangements in place for financial management, funds disbursement and safeguards adherence were also adopted for the additional activities. Responding to a request by the Bantul district head, in 2009-2010 the Global Fund for Disaster Risk Reduction (GFDRR), provided support in the form of expertise for landslide risk mitigation in three villages in Bantul, involving relocation of 80 families supported with JRF grants. This experience contributed to the response to the Merapi eruption, where about 2,600 families are anticipated to relocate from high-risk zones. In another future disaster, this approach can again be employed for rapid and effective response.

The community housing approach has demonstrated that communities and government working in partnership can achieve results that are transparent, cost-effective, and of high quality. Beneficiary satisfaction is high as communities are directly in control of the quality of construction. Community involvement in ensuring the appropriate use of funds and resolution of any funding issues leads to a level of transparency that is not easy to achieve with external monitoring only. The engagement of the community also allows beneficiaries to transform immense personal loss into a positive and constructive effort to rebuild their lives.

Village planning processes showed significant improvements with the implementation of the CSPs and inclusion of DRR. The community based approach supported social accountability, transparency, and effective targeting, and has led to high beneficiary satisfaction and a high degree of community ownership. Evidence of strong community ownership can be seen in the significant contributions made by the communities, especially in the construction and completion of the permanent housing, and community involvement in identifying and implementing community infrastructure activities.

The success of the JRF community recovery project has demonstrated that community-driven approaches can be successful in a post disaster situation. The efficacy of these approaches is evident as lessons learned are already being used in other national and international post disaster contexts. This model was adapted from the housing project implemented in Aceh and Nias. After being used in the Java reconstruction, the model was further adapted in West Sumatra following the 2009 earthquake. The national government has adopted the community-based approach as part of its overall policy for post disaster housing reconstruction. In addition, delegations from other countries, including Haiti, have visited Aceh and Java to study the CDD post disaster reconstruction projects, taking away impressive lessons for replication and adaptation.
1. A man drying threads to be further processed into traditional cloth of lurik in Grogol village, Central Java. At the end of the livelihood projects in 2011, over 87 percent of project beneficiaries reached their pre-earthquake operating capacities, sales and profits.

2. Products made by GIZ beneficiaries were showcased during a JRF Product Expo held in May 2010.

3. Marketing initiatives supported by the project have helped MSME’s to access new markets.

This project contributed to the Government of Indonesia’s initiatives to assist micro, small, and medium enterprises (MSMEs) affected by the earthquake to revitalize their businesses and to re-integrate affected low income communities into economic life. MSMEs were assisted through access to finance and technical assistance.

The GIZ Livelihood Recovery project aimed to ensure a sustainable revitalization of micro, small and medium enterprises (MSMEs) through enhancing their access to working capital and sustainable income generating opportunities. This is one of two JRF projects that supported livelihood recovery in the earthquake affected areas of Yogyakarta and Central Java.

These objectives were achieved through four components: (1) Access to finance linked to technical assistance for micro and small enterprises (MSEs), (2) Defaulting loan work out strategies for viable enterprises, (3) Restoring full capacity and creating opportunities for improving competitiveness of medium enterprises, and (4) Project management, monitoring and evaluation.

The project closed on September 30, 2011, having successfully met its objectives.

Supporting technical assistance was also provided to participating financial institutions to ensure broad outreach and the sustainable use of the revolving credit fund after the project closes.

Under component 2, the project assisted eligible small and medium enterprises (SMEs) whose loans were in arrears as a result of the earthquake to renegotiate or “work-out” the loans. Selected microfinance institutions (MFIs) received capacity building assistance to address the needs of defaulting borrowers. The project also provided technical and financial assistance to eligible medium size enterprises with a view to improving competitiveness and increasing employment.

Component 3 provided both financial and technical assistance to medium enterprises (MEs). Beneficiaries were assessed and provided with ongoing technical assistance in product development, marketing and promotion. Participating MEs were also assisted in applying for loans through the project’s revolving loan funds where appropriate.

Following the project’s Mid Term Review conducted by the World Bank, the JRF Steering Committee approved a request to redistribute funds across the components in order to better respond to the evolving credit needs of MSMEs. In the four years...
following the earthquake, the need for financial assistance for defaulting borrowers (Component 2) and the demand for loans for MEs (Component 3) had decreased, while the demand for financial assistance for micro and small enterprises (Component 1) remained strong. Therefore, the project requested to redistribute US$1.58 million from Components 2 and 3 to Component 1. The redistribution was endorsed by the Steering Committee in October 2010, allowing the project to support more MSEs at the grassroots level.

A request for additional financing of US$0.5 million to enhance the project’s exit strategy was endorsed by the JRF Steering Committee in February 2011. The additional financing enabled the project to deepen capacity building for local government and participating MFIs, and to conduct an impact study to include lessons learned.

MAJOR ACHIEVEMENTS

Targets under the access to finance component have been achieved with a total of 10,056 loans disbursed to MSEs. Loans amounting to US$5 million were disbursed to 26 microfinance institutions. Disbursement of project loan funds to MFIs was completed by June 30, 2011, but MFIs continued disbursing loans to recipients using the project’s revolving loan fund after the project ended. Repayment of loans to the special account at PNM reached IDR 5 billion (US$583,000) by the project’s end with no non-performing loans. All loan repayments have been on schedule.

Technical assistance was provided to more than 1,800 MSEs in 25 villages in coordination with seven district governments, exceeding the original targets. Participating MSEs have improved their capacities through production skills trainings in the following activities: furniture/carpentry, food processing and snack-making, organic fertilizers, handicrafts, weaving, batik, and garment production. In addition to production skills training, 1,400 MSEs received follow-up training in basic entrepreneurship skills and business development to improve the sustainability of results. Marketing initiatives supported by the project helped these MSEs to access new markets.

Earthquake-related non-performing loans at the 12 participating BPRs were reduced by 45 percent since the project began. Under component 2, the loans of 838 defaulting BPR debtors were assessed and 759 out of these were recommended for the development of individual work-out strategies. Loan work-outs were developed for 582 of these debtors, out of which 334 had fully repaid their loans by June 30. Training on credit analysis and management of defaulting loans was provided for 147 loan officers from 78 BPR. The training increased portfolio management capacities of loan officers with the aim to decrease loan loss risk and improve the soundness of the MFI.

Under the assistance to medium enterprises component, 42 medium enterprises have been supported with training and marketing assistance. Twenty-two of these received loans amounting to a total of US$419,600. The support for MEs was found to be effective in creating additional employment.

Coordination and communication with stakeholders at the provincial, district and village levels was integral to the project’s approach. These activities intensified in the last months of the project, focusing especially on the exit strategy. A series of workshops were conducted with provincial and district governments to discuss project achievements and lessons learned.

The GIZ Livelihoods Recovery Project has provided significant benefits to women. Gender inclusiveness was embedded in all components of the project. The project targeted at least
30 percent participation of women. At project closing, 57 percent of borrowers and 44 percent of MSEs receiving technical assistance were women, significantly exceeding the initial target.

**SUSTAINABILITY AND IMPACT**

The project is having multiplier effects on livelihoods financing beyond its original targets. The project’s initial targets did not include the great number of borrowers who will benefit from revolving funds after the first loans have been repaid. The revolving loan funds are anticipated to continue benefitting livelihood recovery and business expansion for MSEs in the area for up to 10 years after the project’s closing date. Over IDR 1 billion (US$117,000) of the revolving funds had already been re-lent by the end of June 2011. As part of the project’s exit strategy, local government capacity was developed to monitor the on-going microfinance activities after the project’s closing.

The project was innovative in reaching micro entrepreneurs not usually served by the formal banking sector. Engaging with MFIs involved in group lending schemes proved effective in achieving smaller loan sizes and thus expanding outreach to this group of clients. During early 2011 the framework for the on-lending program to serve the smaller MFIs such as the Badan Usaha Kredit Pedesaan (BUKP) was completed and capacity building for BUKP staff was conducted.

Capacity building for MFIs was an ongoing process throughout the project’s life and key to longer term sustainability of the outcomes. These efforts included the design of a development strategy and management training for BUKP staff in DIY and training in loan analysis for BPRs in Central Java and DIY. Capacity building for government included support to the Dinas Pendapatan Pengelolaan Keuangan dan Aset Daerah (DPPKA, the section of the DIY local government responsible for supervising the BUKP) to formulate a strategic development plan for the BUKP sector. An orientation for stakeholders with an interest in supporting the development of the sector was also provided and documented for use in future activities.

The activities carried out under the component for assisting defaulting debtors strengthened the capacity of the participating MFIs to manage non-performing loans and improved the overall quality of the loan portfolio. As part of the project’s exit strategy, the approach, activities and results under this component were documented and prepared as training material in both English and Indonesian for future use by MFIs and the government institutions that provide training.

A joint closing event for the JRF Livelihoods Recovery program was held in Yogyakarta on June 13-14, 2011, in collaboration with IOM. The event was well-attended by government officials, donors, the media, and other relevant stakeholders.

The GIZ-implemented Livelihoods Recovery project has generated significant lessons learned and provides a model that can be adopted for livelihoods recovery in future post disaster responses. In Indonesia, the government’s National Community Empowerment Program (PNPM) is now developing a revolving fund component, with lessons from the JRF livelihoods recovery projects contributing to the design and institutional arrangements adopted by PNPM.

**Key Achievements - GIZ Livelihoods Recovery Projects**

| Access to finance and technical assistance for MSMEs | 10,056 MSEs received financial assistance (i.e. loans) |
| Support for defaulting debtors to restore their credit worthiness | 1,851 MSEs received technical assistance |
| | US$5 million in loans was disbursed to 26 MFIs |
| | Increases in income were reported for 80% of MSEs receiving financial assistance and 43% of the MSEs receiving TA |
| Strengthening MFI: | 838 SMEs with defaulting loans were assessed: |
| | ▶ Individual loan work-out strategies developed for 582 debtors (target was 500) |
| | ▶ Loan work-outs completed for 334 of these debtors (i.e. loans fully repaid and credit-worthiness re-established) by project closing |
| Assisted medium-sized enterprises (MEs) increase employment | 147 loan officers of 78 BPR trained on credit analysis & defaulting loan management |
| | NPL caused by earthquake decreased more than 45% among 12 BPRs participating in this component |
| | 22 loans were disbursed to MEs (nearly US$420,000) |
| | 42 MEs participated in technical assistance and marketing assistance of 42 MEs receiving assistance reported increased employment in the value chain through the project support. |
This project contributed to the GOI’s initiatives to support the recovery of micro and small enterprises (MSEs) in Yogyakarta and Central Java and enable them to reach at least their pre-earthquake capacity through enhanced access to finance and targeted assistance.

The JRF spearheaded two projects that aimed to support the recovery of livelihoods in the earthquake affected areas in Yogyakarta and Central Java. The objective of this project, implemented by the International Organization for Migration (IOM), was to assist at least 4,300 micro- and small enterprises (MSEs) in restoring their pre-disaster operating capacity. The project targeted 25 earthquake-affected communities, providing asset replacements for MSE beneficiaries combined with technical assistance, marketing support and small-scale infrastructure rehabilitation. A second JRF livelihoods recovery project implemented by GIZ provided access to finance and technical assistance for micro, small and medium enterprises (MSMEs) and coordinated closely with the IOM-implemented project.

The project objective was achieved through the implementation of four project components: (1) Assessment and Selection of MSE Beneficiaries, (2) Asset Replacement, (3) Assistance for Market Access, and (4) Capacity-building Technical Assistance. A planned access to-finance component was cancelled based on the recommendation of the project’s mid-term review in 2009. Funds allocated for this component were reallocated to the other four components implemented by IOM. The project completed all activities and closed on June 30, 2011.

The IOM project scaled up to reach more beneficiaries and increase impact through US$1.5 million in additional financing approved by the Steering Committee in October 2010. Through this additional financing, the project extended its outreach to seven additional villages with 1,000 new beneficiaries for technical assistance and business development skills, for a total target of 4,300 beneficiaries. IOM’s exit strategy involved enhancing the capacity of local government and civil society in preparing for and mitigating risks from future disasters, which became even more relevant following the Merapi eruptions.

MAJOR ACHIEVEMENTS
By the time the project closed in June 2011, it had demonstrated significant achievements in supporting livelihood recovery in the targeted areas. More than 4,400 MSE in 25 villages had been identified through beneficiary assessments, exceeding its target of 4,300 MSEs. Of these, nearly 42 percent were enterprises run or owned by women, compared to the target of 30 percent. More than 87 percent of these MSEs were successful in reaching their pre-earthquake operating capacities, sales and profits by the project end, and more than 77 percent reported that they had exceeded pre-earthquake levels.
Under the Asset Replacement component the project provided assets to more than 3,000 beneficiaries. Assets covered a range of productive activities including livestock and vegetable production, agro-food processing, zinc tile production, and various handicrafts such as batik and silver jewelry. Community level assets and public facilities restored include an irrigation system benefitting 127 farming households in Kebon village, Klaten district in Central Java, as well as nine biogas plants, 52 communal livestock pens, 18 production facilities, and community infrastructure including a community center, and the rehabilitation of a drainage canal and community road.

Under the Assistance for Market Access component, the project has facilitated more than 2,200 beneficiaries to attend local and national-level fairs and exhibitions. Through these events project beneficiaries were exposed to a wide range of buyers. IOM also facilitated networking events for beneficiaries through a variety of marketing and product innovation workshops. IOM worked with Village Promotion Teams to strengthen links with potential buyers and promote the expansion of market access opportunities. Almost no beneficiaries accessed markets beyond the village or sub-district when the project started, but by project closing 22 percent of the MSE had penetrated district-level markets, 26 percent provincial-level markets and 11 percent national-level markets.

The Capacity Building and Technical Assistance component encompassed government and civil society capacity building as well as technical assistance for MSEs. More than 4,300 MSEs participated in technical skills training for a range of production activities including livestock, organic farming and handicraft production. In addition, the project provided MSEs with business development training which included bookkeeping and the development of business plans. A course on access to finance was introduced to increase participants’ knowledge regarding microfinance institutions and their financial products in order to enhance their ability to access micro-credit for business expansion. The project supported the development of sector-specific producer groups through training and regular meetings. IOM successfully nurtured links between

---

**Key Achievements - IOM Livelihoods Recovery Project**

| Number of MSE assisted | 4,456 (42% women) |
| Number of MSE receiving and using assets in production | 3,032 (49% women) |
| Number of production/public facilities restored | 1 Community Centre  
1 Irrigation System  
18 production facilities  
52 communal livestock pens  
9 Biogas Plants  
150 m drainage system upgraded  
100 m community road rehabilitated |
| Number of MSE with improved market access | 3,876 (of which 40% are women) |
| Number of MSE facilitated in fairs/expos | 2,230 (of which 81% are women) |
| Number of MSE participating in technical assistance | 4,342 (of which 41% are women) |
| Number of MSE with financial records | 4,206 |
| Number of MSE with business plans | 4,049 (of which 43% are women) |
| Number of capacity-building workshops for local government conducted | 43 |
these producer groups and relevant government agencies at the district level, enabling the groups to become increasingly independent from project support as IOM gradually phased down activities. By project closing many of the project initiatives had been implemented by the local government, signifying good prospects for sustainability of the JRF outcomes after project.

Strong communications and outreach efforts contributed to transparency and accountability in project implementation as well as positive public awareness about the project. The project operated a special SMS hotline as a transparency and anticorruption mechanism. Project information was disseminated through JRF-IOM information boards erected in all target communities as well as through a project website and numerous publications. Throughout its lifetime the project has received significant coverage in local, national and international media.

The JRF-IOM Livelihood Recovery project has been recognized for its innovative solutions to livelihood recovery challenges following a large-scale disaster. IOM developed tools for analyzing specific needs and developing interventions to fit those needs, providing a full package of assistance based on beneficiaries’ existing skills and resources prior to the disaster. The project was selected as one of 20 innovative crisis-recovery projects worldwide presented at the World Bank’s annual Financial and Private Sector Development Forum in March 2010. The project was selected due to its success in providing innovative solutions to post-crisis challenges in creating livelihood opportunities.

IMPACT AND SUSTAINABILITY

The project was successful in helping MSEs to recover, and in many cases, improve on their pre-earthquake capacity and income. The following key outcomes illustrate the project’s impact:

* More than 77 percent of the beneficiaries indicated they surpassed their pre-earthquake operating levels by project closing.
* MSEs reported an average 76 percent increase in profits and on average about 21 percent increase in household incomes.
* More than 95% of MSEs expressed satisfaction with the project’s design and implementation.
* Beneficiaries increased their access to wider markets through the project. By project closing, MSEs had succeeded in penetrating district (22 percent), provincial (26 percent) and national-level (11 percent) markets.
* The project exceeded its gender target; almost 42 percent of the MSEs assisted by the project were led by women. Women’s levels of decision-making power changed positively: the number of beneficiaries reporting a ‘substantial’ influence in decision-making increased about 12 percent at both the enterprise and community levels, as compared to the pre-intervention stage.
* The project created ownership by directly involving community beneficiaries to drive their recovery process. Programming was more demand-responsive, sustainable and cost-effective. The project also engaged communities in the targeting and sector prioritization process, as community stakeholders were well positioned to determine the most vulnerable and in need. IOM mobilized financial and in-kind counterpart contributions from beneficiaries and local government. Such contributions were effective in enhancing community ownership while ensuring that interventions responded to real demand.
* The Government of Indonesia has stated that the project contributed to the economic recovery process in the targeted areas, and that the project’s objective and strategies were complementary and supportive to parallel government initiatives promoting recovery and development.

The JRF provided additional financing to IOM to implement a robust project exit strategy endorsed by all stakeholders. The project invested heavily in capacity-building and government engagement and joint efforts of the implementing agency and local government led to carrying forth successful initiatives started by the project. By project closing many such initiatives had been implemented by the local government, signifying good prospects for sustainability after the project closes.

Two major events were held in 2011 as part of the project’s exit strategy. The project conducted a networking event in Jakarta in May 2011 on the theme “Partnerships for Sustainability.” This event was designed to link beneficiary groups to potential buyers and donors, including representatives from private sector Corporate Social Responsibility (CSR) programs. The final closing event for the JRF Livelihood Recovery program was held in Yogyakarta in June 2011 in conjunction with the JRF’s other livelihoods recovery project implemented by GIZ.

The IOM-implemented Livelihoods Recovery project has developed a successful model for asset replacement and improving technical and business skills for a diverse group of microenterprises in post disaster contexts through the community-based approach. Important lessons generated from building effective partnerships with local government and beneficiaries to support livelihood recovery in post disaster settings will be disseminated widely so that they can inform the design of similar projects in other post disaster settings.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bappenas</td>
<td>Badan Perencanaan dan Pembangunan Nasional (National Development Planning Agency)</td>
</tr>
<tr>
<td>BPR</td>
<td>Bank Perkreditan Rakyat (Community Credit Bank)</td>
</tr>
<tr>
<td>BUKP</td>
<td>Badan Usaha Kredit Pedesaan (Rural Credit Facility)</td>
</tr>
<tr>
<td>CBDRM</td>
<td>Community-Based Disaster Risk Management</td>
</tr>
<tr>
<td>CHF</td>
<td>Cooperative Housing Foundation</td>
</tr>
<tr>
<td>CSP</td>
<td>Community Settlement Plan</td>
</tr>
<tr>
<td>CSRRP</td>
<td>Community-Based Settlement Rehabilitation and Reconstruction Project (Rehabilitasi dan Rekonstruksi Masyarakat dan Permukiman berbasis Komunitas/Rekompak)</td>
</tr>
<tr>
<td>DIY</td>
<td>Daerah Istimewa Yogyakarta (Yogyakarta Special Region)</td>
</tr>
<tr>
<td>DRR</td>
<td>Disaster Risk Reduction (Penanggulangan Resiko Bencana/PRB)</td>
</tr>
<tr>
<td>GOI</td>
<td>Government of Indonesia</td>
</tr>
<tr>
<td>GIZ</td>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (German International Assistance Agency, formerly GTZ)</td>
</tr>
<tr>
<td>IDR</td>
<td>Indonesian Rupiah (currency)</td>
</tr>
<tr>
<td>IMDF-DR</td>
<td>Indonesia Multi-Donor Fund Facility for Disaster Recovery</td>
</tr>
<tr>
<td>IOM</td>
<td>International Organization for Migration</td>
</tr>
<tr>
<td>IRF</td>
<td>Java Reconstruction Fund</td>
</tr>
<tr>
<td>MFI</td>
<td>Microfinance Institution</td>
</tr>
<tr>
<td>MPW</td>
<td>Ministry of Public Works (Kementerian Pekerjaan Umum)</td>
</tr>
<tr>
<td>MSE</td>
<td>Micro and Small Enterprises (Usaha Kecil dan Mikro)</td>
</tr>
<tr>
<td>MSME</td>
<td>Micro, Small, and Medium sized Enterprises (Usaha Kecil dan Menengah/UKM)</td>
</tr>
<tr>
<td>MTR</td>
<td>Mid Term Review</td>
</tr>
<tr>
<td>PNM</td>
<td>PT Permodalan Nasional Madani (A state-owned financial institution)</td>
</tr>
<tr>
<td>PNPM</td>
<td>Program Nasional Pemberdayaan Masyarakat (National Community Empowerment Program)</td>
</tr>
<tr>
<td>Rekompak</td>
<td>Rehabilitasi dan Rekonstruksi Masyarakat dan Permukiman berbasis Komunitas (Community-Based Settlement Rehabilitation and Reconstruction Project/CSRRP)</td>
</tr>
<tr>
<td>SME</td>
<td>Small and Medium Enterprises (Usaha Kecil dan Menengah/UKM)</td>
</tr>
<tr>
<td>TRC</td>
<td>Technical Review Committee</td>
</tr>
<tr>
<td>TTN</td>
<td>Tim Teknis Nasional (National Technical Team)</td>
</tr>
</tbody>
</table>