PROGRESS REPORT 2008
PNPM Support Facility
Technical Secretariat
National Development Planning Agency, Republic of Indonesia
Foreword

Despite the deepening global economic crisis, the Government of Indonesia stands firm in its commitment to reduce poverty and decrease disparities between regions as well as disparities between rural and urban areas. The National Program for Community Empowerment (PNPM-Mandiri) is a critical part of these ongoing efforts. The PNPM Support Facility (PSF), established in December 2007, provides a mechanism for the Government of Indonesia and the donor community to support and facilitate the harmonization and decentralization of the PNPM Mandiri program. The PSF plays an important role in ensuring the quality and effectiveness of PNPM Mandiri and other poverty reduction programs in Indonesia.

PNPM Mandiri will yield significant benefits for communities. The program has a proven track record of improving economic welfare through cost-effective provision of infrastructure at the village-level, and a demonstrated ability to reduce poverty rates. PNPM Mandiri also strengthens community institutions and the spirit of cooperation among community members, as well as developing communities’ capacity to formulate poverty reduction plans. Through PSF forums and activities, donors and related government partners have formulated strategic agendas for PNPM Mandiri harmonization and accelerating poverty reduction in Indonesia.

We would like to express our gratitude and appreciation to the Royal Netherlands Embassy, Danida, AusAid, and DFID for their continued support and contributions. We would also like to thank members of the Joint Management Committee for their commitment to support the PSF. Our sincere appreciation is also directed to the staff of the PSF for intensive technical support and cooperation. With such support and collaboration, our efforts to accelerate poverty reduction in Indonesia will be realized.

Prasetijono Widjojo, MJ  
Chair, Joint Management Committee  
Deputy Minister for National Development Planning/ National Development Planning Agency For Poverty, Labor, and Small & Medium Enterprises

William Wallace  
Acting on behalf of Joachim von Arnsberg  
Country Director, World Bank Jakarta
Table of Contents

Introduction 3

PSF Management Update 2008 5
  A. PSF Organizational Structure 5
  B. Committee Meetings 6
    1. Joint Management Committee Meetings 6
    2. Technical Committee Activities 6
  C. Guidelines and Manuals 6
    1. PNPM Mandiri Guidelines 6
    2. PSF Operations Manual 7

Progress in 2008 9
  A. Presidential Decree on Poverty Alleviation 9
  B. PNPM Mandiri Congress 10
  C. Provincial Workshops 11
  D. Progress against Roadmap 11
    1. PNPM Expansion 11
    2. Program Decentralization 12
    3. Pro-poor Planning and Budgeting 12
    4. Block Grant Allocations 12

Progress of PNPM Mandiri Programs 13
  A. PNPM Mandiri Rural 13
  B. PNPM Mandiri Urban 15
  C. PNPM-Support for Disadvantaged Regions 15
  D. PNPM Mandiri Village Infrastructure (PPIP/RIS PNPM) 16
  E. PNPM-Infrastructure for Socio-Economic Development (RISE) 16

Progress on PSF Activities 17
  A. PNPM Communications 18
  B. Operations Support 18
  C. PNPM Management Information System 18
  D. PNPM Community Facilitator Development System 19
  E. Supervision and Monitoring 19
  F. Monitoring & Evaluations 20
  G. Green PNPM 21
  H. Conditional Cash Transfer (PNPM Generasi Sehat dan Cerdas) 21
  I. Delivering Services to Poor Communities - ILGRP (Initiatives for Local Government's Reform Project) 22
  J. Poverty Engagement, Knowledge, and Action 23

Activities for 2009 25

Attachment 1: PSF Financial Report 27
Attachment 2: Block Grant Allocation Levels for PNPM Rural & PNPM Urban 29
Introduction

The National Program for Community Empowerment or PNPM Mandiri is a nationwide program for community empowerment aimed at accelerating poverty reduction. The goal of this program is to empower rural and urban communities to proactively participate in development. PNPM will nurture the solidarity and spirit of cooperation within the community for self-help.

The PNPM Support Facility (PSF) provides support to the Government of Indonesia’s management and technical implementation of the overall PNPM Mandiri program, and harmonizes donor contributions. Through PSF, donors can provide high-quality, coordinated technical assistance, planning advice and dialogue, as well as targeted financial assistance to the Government of Indonesia (GOI) in support of PNPM Mandiri.

The overall objective of PSF is to assist the GOI in providing the most effective leadership and management of the PNPM Mandiri. Its specific objectives are to:

a. Ensure better coordination across grants and amongst donors supporting PNPM Mandiri;
b. Develop capacity at all levels to plan, manage, and improve poverty reduction programs;
c. Reduce poverty through government and civil society partnerships;
d. Support high quality monitoring and evaluation.
PSF was established with the signing of the Cooperation Agreement between GOI and the World Bank on December 12, 2007, and with contributions from the Royal Embassy of the Netherlands, the Danish International Development Agency (DANIDA), the United Kingdom’s Department for International Development (DFID), and the Australian Agency for International Development (AusAID). To date, there are commitments of US$62 million to the Facility.
PSF Management Update 2008

A. PSF Organizational Structure

The PSF consists of four integrated units: the Joint Management Committee, the Technical Committee, the Technical Secretariat, and the Advisory Panel.

PSF members are representatives of GOI and donor countries providing contributions of at least US$1 million. GOI representatives on the JMC come from the National Development Planning Agency or BAPPENAS, the Ministry of Finance, and the Coordinating Ministry for Social Welfare. The JMC Chairman is the Deputy for Poverty, Labor and Small & Medium Enterprises, BAPPENAS. The Co-Chair is a representative of the World Bank, which acts as trustee for the PSF.

The JMC of PNPM i) provides overall policy guidance and review; ii) promotes harmonization across all poverty programs; and iii) decides funding allocation. The Technical Committee consists of Echelon II and III from institutions represented on the JMC. The Technical Committee is chaired by the Director of Poverty Reduction (BAPPENAS), with membership from non-implementing agencies, including BAPPENAS, the Ministry of Finance, and the Coordinating Ministry for Social Welfare. The Technical Secretariat consists of a small number of administration and technical specialists working under terms of reference reviewed by the Technical Committee and decided by the Joint Management Committee. The Technical Secretariat is housed in the PNPM Support Facility. These three units are now fully function; the Advisory Panel is being formed.
B. Committee Meetings

1. Joint Management Committee Meetings

During 2008, the JMC met four times: on 29 April, 4 June, and on 7 and 28 November 2008. Topics discussed included the PNPM Oversight Body’s regional coordination meetings for PNPM Mandiri, monitoring and evaluation, facilitator training, new proposals and the progress of PNPM Mandiri activities.

2. Technical Committee Activities

The first meeting of the Technical Committee was held at BAPPENAS on 31 July 2008. The following issues were discussed and agreed upon.

- Development of a Technical Committee work-plan to support the JMC.
- Development of a Standard Operational Procedure (SOP) containing:
  (i) Criteria for activities executed by GOI or the World Bank;
  (ii) Principles of GOI-executed and Bank-executed activities;
  (iii) Activity mapping based on execution by GOI or the World Bank.
- The PSF Technical Secretariat will provide reports on PSF financial and activity status regularly.

The PSF Technical Committee Meeting on 8-9 September 2008 in Bogor developed the PSF Standard Operational Procedure (SOP). The SOP is being finalized.

C. Guidelines and Manuals

1. PNPM Mandiri Guidelines

The GOI is committed to maximizing management effectiveness during the PNPM Mandiri scale-up and developing capacity at the local government level. Toward this end, General Guidelines were issued to ensure that all involved parties, including all levels of government and PNPM Mandiri implementing staff, have the same
understanding of PNPM Mandiri’s principles and mechanisms. In 2008, the PNPM Oversight Body formulated four operational guidelines: (i) Communications Strategy; (ii) Management Information System, (iii) Complaints Handling, and (iv) Monitoring and Evaluation.

2. PSF Operations Manual

The PSF Operations Manual sets the organization, management, and procedures for decision-making, implementation of activities, and reports. It is designed as a tool for the public at large, and for donors interested in supporting the GOI’s work with PNPM Mandiri and poverty reduction programs.

3. PSF Portfolio

The PSF Portfolio provides an outline of the PSF agenda to better facilitate the integration and harmonization processes needed during the implementation of PNPM Mandiri.
Progress in 2008

2008 progress focused on expanding and consolidating PNPM Mandiri, and integrating technical support programs aimed at coordinating development support. GOI has taken a number of critical steps to strengthen its short- and long-term poverty reduction efforts and ensure that all levels of government are active, informed participants in PNPM Mandiri.

A. Presidential Decree on Poverty Alleviation

As part of the PNPM Roadmap, a Presidential Decree was signed in April 2009. The decree formalizes the National Poverty Reduction Coordination Committee (TKPK) structure and functions at the national and local levels, and establishes three poverty program clusters: the first cluster is for individual social welfare programs; the second cluster for community-based programs, such as PNPM Mandiri; and the third cluster for small and medium enterprise (SME) programs. These clusters are coordinated under the TKPK. The decree will also outline the six main areas of interest to PNPM Mandiri. The decree confirms the structure of the Poverty Coordination teams at the national, provincial, and district government levels. Second, it confirms that funds for PNPM Mandiri will be made available from national and district level contributions during the annual budgeting process. Third, the PNPM Mandiri community participatory planning process will be integrated into the Government’s formal
village to district planning process. This provision will allow for greater responsiveness of departments to meet villages’ needs that are not yet met through PNPM Mandiri. Fourth, community organizations and NGOs should play an important role in supporting villagers’ development plans. Fifth, the implementation of PNPM will be directly undertaken by villagers not third parties, including procurement of goods and materials.

**B. PNPM Mandiri Congress**

PNPM Mandiri Congress was held on April 27–May 1, 2008 at the Mercure Hotel, Jakarta. Four hundred eighty representatives from central and local government, civil society organizations, the private sector, and donors, as well as national and community leaders attended the conference.

The objectives of the congress were:
1. To allow participants to share experience and knowledge regarding poverty alleviation programs. Participants focused both on successful and unsuccessful approaches to poverty alleviation, with an emphasis on operations.
2. To build cooperation and partnership amongst PNPM Mandiri stakeholders.
3. To hear feedback and lessons-learned to improve poverty alleviation programs in the future.

Discussions followed these themes:
1. Local government initiatives to develop poverty reduction programs based on community empowerment;
2. Private sector initiatives and lessons-learned from donors’ poverty reduction programs, based on the community driven development approach;
3. Lessons-learned from PNPM Mandiri implementation;
4. Facilitator forums.

The Congress developed recommendations regarding the following issues regarding or closely related to PNPM Mandiri:
1. Synchronizing development planning
2. PNPM Mandiri data or other related data
3. PNPM Mandiri institutions
4. Community self-managed financial organizations
5. Regulations related to PNPM Mandiri
6. Stake-holders forum
7. Women’s involvement in PNPM Mandiri
8. Asset management
9. Corporate Social Responsibility (CSR)
10. Capacity building
11. Community approach methodology
C. Provincial Workshops

The PNPM Mandiri Oversight Committee conducted five regional coordination meetings during 2008 to help provincial level governments understand the design and concept of PNPM Mandiri. This regional coordination will be followed by activities for district governments and local implementers.

Socialization activities were held in four locations for the following regions:

a. Medan: July 28, attended by representatives from eight provinces in Sumatra, i.e. Nanggro Aceh Darussalam, North Sumatra, West Sumatra, Riau, Jambi, Bengkulu, South Sumatra and Bangka Belitung.

b. Surabaya: August 21, attended by representatives from five provinces i.e. West Java, West Kalimantan, Central Kalimantan, South Kalimantan and East Kalimantan.

c. Denpasar: September 4, attended by representatives from ten provinces i.e. DKI Jakarta, West Java, DI Yogyakarta, Central Java, Banten, Bali, NTB, NTT, Riau and Lampung.

d. Makassar: September 15, attended by representatives from ten provinces i.e. South Sulawesi, Central Sulawesi, West Sulawesi, North Sulawesi, South-East Sulawesi, Gorontalo, Maluku, North Maluku, Papua and West Papua.

These regional workshops were followed by provincial workshops coordinated by the Ministry of Communication and Information in cooperation with local governments. The remaining provincial workshops will be done in 2009.

D. Progress against the Roadmap

As originally planned, progress over this past year focused upon two main areas: PNPM Mandiri scale-up and consolidation, and integration of other technical support programs aimed at harmonizing development support to urban and rural communities.

The scale-up will rely on increased management capacity of the programs under the PNPM Mandiri umbrella. As discussed above, four operational guidelines have been issued on general principles and operations, communication strategy, complaints handling and monitoring and evaluation, including management information systems.

1. PNPM Expansion

In 2009, PNPM Mandiri expanded to cover all 6,408 sub-districts and urban wards in Indonesia. This is a dramatic increase from 2007 and 2008 coverage when PNPM Mandiri reached 2,361 and 4,768 sub-districts and urban wards, respectively. See Table 1 below for coverage breakdown for PNPM Mandiri Core Programs in 2009.

At present, PNPM Mandiri will be funded through 2015. The GOI is developing an exit strategy that will eventually hand over community-based poverty alleviation programs to local governments.
Table 1: PNPM Mandiri Core Programs for 2009

<table>
<thead>
<tr>
<th>Name of Project</th>
<th>Number of Sub-districts Covered</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. PNPM Rural, Executing Agency: Ministry of Home Affairs</td>
<td>4,371</td>
<td>68%</td>
</tr>
<tr>
<td>2. PNPM Urban, Executing Agency: Ministry of Public Works</td>
<td>1,145</td>
<td>18%</td>
</tr>
<tr>
<td>3. Regional Infrastructure, Social and Economic Project (RISE), Executing Agency: Ministry of Public Works</td>
<td>237</td>
<td>4%</td>
</tr>
<tr>
<td>4. Rural Infrastructure Program (PPIP), Executing Agency: Ministry of Public works</td>
<td>479</td>
<td>7%</td>
</tr>
<tr>
<td>5. Support for Poor and Disadvantaged Areas (SPADA), Executing Agency: Ministry of Less Developed Areas</td>
<td>186</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total Sub-districts in Indonesia</strong></td>
<td><strong>6,408</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

2. Program Decentralization

To prepare for the eventual hand-over of community-based poverty reduction strategies to local governments, management of PNPM Rural and PNPM Urban has been decentralized to the provincial and district level since 2008. There are 32 provincial-level Working Units or Satker and 346 district-level Satker. Extensive training and capacity building, particularly regarding financial management and administration, has taken place for Satker as well as the hiring of necessary additional personnel. Increased levels of funding are being given to the Satker, and additional auditing is taking place to ensure accountability.

3. Pro-Poor Planning and Budgeting

In an effort to increase the capacity of local governments to better plan, focus, and coordinate poverty programs, an initial pilot training on pro-poor planning and budgeting involving government officials in eleven districts has been expanded to nine more districts. The eventual goal is to expand to all district and city governments in Indonesia.

4. Block Grant Allocations

To ensure that community block grants meet local needs, the PNPM Oversight Body set criteria for block grant allocations. These criteria take into account the percentage of poor households in a sub-district or urban ward and population. PNPM Rural’s allocation is further adapted to include Java-Bali and non-Java-Bali. See Attachment 2: Block Grant Allocation Levels for PNPM Rural and PNPM Urban.
Progress of PNPM Mandiri Programs

For 2009, PNPM Mandiri Core programs consist of five programs: PNPM Mandiri Rural; PNPM Mandiri Urban; PNPM for Underdeveloped Villages (KPDT or SPADA); PNPM Village Infrastructure (PPIP); and PNPM Social Infrastructure (PISEW or RISE).

A. PNPM Mandiri Rural

Scope: National
2008: 2,864 sub-districts
2009: 4,371 sub-districts

Summary: PNPM Rural’s overall objective is to reduce poverty and improve local-level governance in Indonesia through the provision of investment resources to support productive proposals developed by communities, using a participatory planning process. PNPM Rural’s project development objective is for villagers in these rural locations to benefit from improved socio-economic and local governance conditions. The project, using a community-based approach, will help fill Indonesia’s large tertiary infrastructure gap efficiently. Objectives are being achieved through: (a) communities’ participating in an open planning process; (b) provision of grants to communities directly and transparently to finance an open menu of poverty alleviation activities; and (c)
enhancing the capacity of central government and local governments to partner with community organizations in service provision.

For 2009, PNPM Rural is valued at US$1.2 billion. The program is funded 75 percent by national and local government resources. The remaining funds come from World Bank loans/credits, community contributions, and trust funds. PNPM Rural provides block grants to communities ranging from US$90,000 to US$300,000 (depending upon level of poverty and population size).

2008 Progress: (as reported to date)
- Over 10,000 kilometers of road constructed or rehabilitated
- 2,006 bridges constructed or rehabilitated
- 2,986 health facilities constructed
- 3,372 schools constructed or rehabilitated
- 6,438 clean water projects
- 4,712 public sanitation facilities
- 141 irrigation systems constructed
- Micro-credit for women: 2008 asset totals are Rp.2 trillion or US$216 million with a 92.72 percent repayment rate.

Accomplishments to Date:
- **Reduce poverty.** A recent impact evaluation illustrated that per capita consumption gains were 11 percentage points higher among poor households in KDP/PNPM Rural areas than in the control areas. Also, the proportion of households moving out of poverty in poor sub-districts was 9.2 percent higher in KDP/PNPM Rural areas compared to control areas. Vulnerable households near the poverty line are less at risk of falling into poverty as a result of KDP/PNPM Rural participation.
- **Generate employment.** As of December 2007, approximately 72 million workdays had been created through KDP/PNPM Rural. In comparison with control areas, KDP/PNPM Rural has reduced unemployment by 1.5 percent.
- **Fill Indonesia's tertiary infrastructure gap.** As of April 2008, over 40,000 kilometers of roads, 10,500 clean water supply units, 11,000 irrigation schemes, 3,800 village health posts and 6,700 new schools have been built or rehabilitated, along with 23,000 other types of economically productive infrastructure.
- **Produce quality, cost-effective infrastructure.** Independent evaluations of the technical quality for infrastructure works classified 91 to 93 percent of the infrastructure as ‘good’ to ‘very good’. Also, village infrastructure built through KDP/PNPM methods costs significantly less—on average 56 percent less—than equivalent works built through government contracts.
- **Bring local communities into the development process.** Community participation in KDP/PNPM is high. Participation of women in KDP/PNPM meetings ranges from 31 to 60 percent. Nearly 60 percent of those who attend KDP planning meetings are from the poorer segments of the community.

2009 Plans and Activities: PNPM Rural will expand from 2,864 rural sub-districts in 2008 to a total of approximately 4,371 rural sub-districts in 2009.

**B. PNPM Mandiri Urban**

**Scope:** National
- 2009: 4,593 urban wards (kelurahan) in 1,145 sub-districts.
Summary: PNPM Urban works to ensure that the urban poor benefit from improved socio-economic and local governance conditions. This is achieved through: (a) the formation and institutionalization of elected representative organizations that are accountable to communities; (b) provision of grants to communities directly and transparently to finance an open menu of poverty alleviation activities; and (c) enhancing the capacity of central and local governments to partner with community organizations in service provision.

2008 Progress: As of September 2008, close to 100 percent of target areas had completed all cycles of PNPM-Urban community preparation, and the majority of fund had been disbursed to the villages. About 6.7 million people participated in the election of the Boards of Trustees, 44 percent of these voters were women. A total of 7,200 elected community organizations had been established, consisting of 78,000 members who voluntarily work for the poor. A supervision mission in October 2008 noted that about 7,000 Community Development Plans have been completed and more than 40,000 sub-project proposals are being funded, mostly small-scale infrastructure. The sub-projects range from village roads, drainage schemes, housing rehabilitation, and small canals to social funds and revolving funds.

2009 Plans and Activities: PNPM-Urban will be scaled-up to cover 1,145 sub-districts consisting of 11,039 urban wards. The World Bank will cover 6,168 urban wards in nineteen provinces. The remainder will be covered by IDB (Islamic Development Bank).

C. PNPM—Support for Poor and Disadvantaged Areas

Scope: SPADA National: 32 districts in eight provinces

SPADA Aceh-Nias: a trust-funded program in 19 districts in Aceh and North Sumatra recovering from the 2004-2005 earthquakes and tsunami.

Summary: Operating under the national PNPM Mandiri umbrella, the Support for Poor and Disadvantaged Areas (SPADA) Program is designed to assist some of the country’s poorest communities. The overall objective of SPADA is to provide a mechanism for participatory planning procedures to be incorporated into district government decision-making. Under SPADA, village councils, inter-village fora, and district planning boards are enriched with various mechanisms intended to provide additional participation, greater transparency, and practical technical support for planning and implementation.

SPADA National is funded by a US$69 million loan and US$35 million credit, approved in August 2005, declared effective on December 2005 and closing December 2011.

SPADA Aceh and Nias is funded by a US$22.5 million grant, approved by the Multi-Donor Trust Fund (MDF) in March 2006, declared effective May 2007 and closing June 2010. SPADA Aceh is also supported by a complementary grant from DFID US$11 million.

2008 Progress:
Use of SPADA National block grants in 2008
- Local infrastructure projects - 67 percent; Health - 18 percent; and Education - 15 percent for 2008. Use of SPADA Aceh-Nias block grants in 2008
- Local infrastructure projects - 47 percent; Health - 22 percent; Education - 32 percent.
2009 Plans and Activities: SPADA National and SPADA Aceh Nias are undergoing a Mid-Term Review that will assess the validity of the projects’ original development objectives and core design.

D. PNPM Mandiri Village Infrastructure (PPIP/RIS PNPM)

Scope: 1,650 rural villages in Jambi, Lampung, Riau, and South Sumatra

Summary: Building upon the existing PNPM Mandiri platform and the Rural Infrastructure Support Project (RISP) program, which ended in 2008, this project targets the provision of better basic rural infrastructure to the poor and near poor in the served communities.

PNPM Mandiri Village Infrastructure will run from 2009-2011. PPIP has a total project budget of US$62.5 million, which includes a US$50 million loan from the Asian Development Bank, US$6.7 million by the GOI, and an estimated US$5.8 million from community contributions.

2008: As RISP, PNPM Mandiri Village Infrastructure initially was funded fully by the GOI. Of the total project amount, Rp.360.36 billion or US$38.78 million in community grants, approximately 86.91 percent was allocated for transportation projects, e.g. roads, bridges, and drains. Irrigation and water/sanitation projects absorbed 5.14 percent and 5.70 percent of the total grant, respectively. The remainder, roughly 2.25 percent, was allocated for other projects.

2009 Plans and Activities: The US$50 million loan from the Asian Development Bank will start in 2009. The program is currently recruiting consulting services and providing training for facilitators. Together with district-level public works services, the facilitators will assist communities in the design and planning of priority infrastructure, and operations and maintenance. When community mobilization is complete, civil works can begin. This is presently scheduled for second-third quarter of 2009.

E. PNPM-Infrastructure for Socio-Economic Development (RISE)

Scope: 237 sub-districts in nine provinces: North Sumatra, Jambi, Bengkulu, West and South Kalimantan, South and West Sulawesi, West Nusa Tenggara

Summary: The objective of the project is to improve the access of the poor to economic opportunities and social services in the targeted, predominantly poor communities. The project consists of needs-based development/rehabilitation of infrastructure facilities for the following sectors as subcomponents: 1) Transportation; 2) Clean water supply and sanitation; 3) Small-scale irrigation; 4) Markets; 5) Primary healthcare; 6) Education, and 7) Microfinance services (pilot).

JICA and GOI signed the loan agreement for this project on 29 March 2007, with the total loan amount of JPY23,519 billion or Rp. 2,351,900 trillion (US$ 233,126,823).

2008 Progress: In 2008, RISE carried out its baseline survey and study, socialization, training, and other preparation activities.

2009 Plans and Activities: The program will begin to provide community grants in 2009.
Progress on PSF Activities

PSF activities in 2008 focused on supporting the PNPM Mandiri scale-up.

In 2008, several windows were opened for PSF funding support. Activities undertaken under these windows are listed below:

1. PNPM Communications
2. PNPM Operations Support
3. PNPM Management Information Systems
4. PNPM Community Facilitator Development System
5. PNPM Supervision and Monitoring
6. PNPM Monitoring and Evaluation
7. Green PNPM/Renewable Energy
8. Green PNPM Technical Assistance
9. Community Conditional Cash Transfer (PNPM Generasi) Technical Assistance
10. Delivering Services to Poor Communities
12. PNPM-Eastern Indonesia - Technical Assistance for Remote Regions, Supervision and Local Government Support (approved, to be opened 2009)
A. PNPM Communications

Summary: The Communications team at the PSF Support Facility works with DepKomInfo to implement the PNPM Mandiri Communication Strategy. The work has two tracks: 1) disseminating information; and 2) encouraging active participation from communities. Communication and socialization activities include developing effective communication materials for target audiences and infrastructure to support communication and socialization activities.

Activities supported by PSF include facilitation, providing communication and socialization support materials, dissemination/socialization of PNPM Mandiri, facilitation of coordination among programs, and engagement of the mass media, NGOs and universities to support PNPM Mandiri socialization and communication activities.

Progress for 2008

- Development of Communication Materials. Materials developed include: general and operations guidelines, an information kit, bi-monthly newsletters, public service announcement materials, as well as books on best practices and lessons learned.

- Development of Communication and Socialization Infrastructure. 2008 activities under this category included the PNPM National Workshop, socialization and dissemination to local governments, workshop on complaints and problem handling, media monitoring and analysis, media discussions and visits to program locations, engaging universities/academicians, establishing the PNPM Mandiri PO BOX, and involving community radios and community photographers in disseminating information on PNPM Mandiri.

2009 Plans and Activities: In 2009, the PSF Communication Team will continue to refine, produce, and distribute PNPM Mandiri communication materials and conduct out-reach activities.

B. Operations Support

Summary: Operations Support provides administrative services supporting the PSF. In addition to managing the PSF facility and assisting the Oversight Committee as needed, Operations Support provides fiduciary oversight and reporting for all PSF programs, and supports the PNPM Technical Secretariat.

2008 Progress: In addition to oversight and management, the Operations Support team: i) provided regular financial reports to the JMC regarding PSF financial status; ii) organized workshops, conferences, and retreats; iii) identified new PSF office location and managed renovations to create an effective office environment.

2009 Plans and Activities: Successfully relocated the office to Jalan Diponegoro No. 72, completed March 2009. The Operations Support team continues to provide regular financial updates and administrative support to the PSF

C. PNPM Management Information System

Summary: BAPPENAS began working on an integrated management information system (MIS) to coordinate all information needs across the various PNPM projects, especially the five main ones under the PNPM umbrella.
Each existing project has its own MIS, thus the approach is to coordinate across the programs and ensure that critical performance indicators for PNPM as a whole will be picked up and reported upon through the integrated MIS. Starting with seed funding from the World Bank Institutional Development Fund (IDF), BAPPENAS will begin the program design and MIS piloting first. Later stages of the MIS expansion will tap into PSF resources, including linking systems with local levels.

D. PNPM Community Facilitator Development System

Summary: This program seeks to ease the search for sub-district facilitators (FK) candidates and improve the qualifications of FKs. FKs are responsible for working directly with community beneficiaries to ensure they understand the mechanisms through which PNPM operates, assist them in identifying development priorities and creating viable project proposals for block grant funding. This program will create a database of facilitators to fill vacant FK positions as they arise, establish a standardized certification process, provide management training, and train 650 master trainers.

Progress for 2008: Preparation of the grant agreement.

2009 Plans and Activities: In 2009, PSF will issue a grant to the British Council to continue and build upon previously conducted training and certification activities. The activities described above will take place over a one-year period. The 650 master trainers will be well-placed to provide in-service and refresher training to the 11,000 current PNPM facilitators and provide pre-service training to new recruits.

E. Supervision and Monitoring

Summary: A major component of the PSF’s work is supporting high-quality monitoring and supervision activities to provide necessary oversight and ensure PNPM Mandiri’s effective implementation.

2008 Progress:
- Increased capacity and quality of monitoring and supervision
- Augmented levels of monitoring and supervision through additional Jakarta-based staff field visits and additional numbers of field-based staff for PNPM Rural and PNPM pilot programs, particularly in Aceh and Nias.
- In Aceh, expanded levels of assistance provided to the Government of Aceh for its new Special Autonomy-funded program, the Fund for Village Welfare Assistance (BKPG).
- In Papua, increased levels of supervision and monitoring for Papua RESPEK.
- Expanded community outreach.
- Strengthened monitoring for SPADA.
- Extra efforts to document well progress and problems with PNPM Rural, specifically monitoring technical training, technical quality of sub-projects (infrastructure), complaints handling, resolution of complaints, and follow-up on audits.
- Monitoring and supervision extends to support the PNPM Oversight Committee, headed by the Coordinating Ministry for People’s Welfare.
- Technical support to PNPM pilots, e.g. Community CCT, Papua RESPEK, Fund for Village Welfare Assistance (BKPG) in Aceh, and gender mainstreaming activities.
F. Monitoring & Evaluations

Summary: Monitoring and evaluation activities are designed to achieve the following goals: i) to provide PNPM stakeholders with empirical data regarding the results and impact on PNPM; ii) to research in greater depth special topics of concern to PNPM; iii) to build the capacity of Indonesian social science research organizations for M&E and special studies.

Description of Ongoing and Planned Activities:

1. PNPM Rural Impact Evaluation: PNPM Rural Impact Evaluation: A baseline survey consisting of 9,505 households in 456 sub-districts in 17 provinces was completed in Aug 2007. The baseline survey also served as a follow-up survey for the KDP2 impact evaluation. Treatment areas for the PNPM Rural Impact Evaluation were selected from PNPM Rural sub-districts beginning participation in the project in 2007. Control areas were selected from PNPM Rural sub-districts not receiving the project until 2009. A report on the baseline data was produced in August 2008. A follow-up survey will be implemented late-2009 or early 2010 on the same households with a report expected mid-2010. A qualitative baseline survey was also implemented in Nov. 2007 in 18 villages in 3 provinces with a report completed in Aug. 2008.

2. PNPM Mandiri 2009 Baseline. Research designs for each program component of PNPM Mandiri are being developed. Based on the research designs, a baseline survey will be implemented in late 2009 or early 2010, which will allow PNPM Mandiri to continue evaluation work in 2011-2012 via follow-up surveys.

3. Facilitation Study: This study will evaluate the importance and values-added of having facilitators in CDD programs; assess their influence on communities’ capacity to manage their own development needs; and find more sustainable TA/facilitation strategy for PNPM. Deliverable in December 2009.

4. PNPM Governance Study: This study seeks to document and understand better the perspectives of national and sub-national leaders involved in the implementation of PNPM, as well as the challenges and opportunities for local governance. Deliverable in Aug 2009.

5. Vulnerable and Marginalized Groups study: This study will use ethnographic qualitative research methods to examine inclusion/exclusion issues in PNPM Rural. Deliverable in December 2009.

6. Papua PNPM RESPEK Evaluations: PNPM RESPEK is a special PNPM Rural program for Papua and West Papua where community block grants are provided by provincial governments. Secondary data from SUSENAS will observe changes in basic socio-economic indicators over time. An additional module will measure community awareness of the program. Qualitative evaluations include evaluation of rural infrastructure quality, community capacity building, and vulnerable groups study (with national PNPM Rural). Qualitative impact assessment is included. Secondary data from SUSENAS will be available in Feb 2010 and Feb 2011. Rural infrastructure and community capacity building evaluations reports will be completed in February 2010. Vulnerable groups study report in Dec 2009. Qualitative impact assessment will be implemented in 2011.

7. Green PNPM Evaluations: Green PNPM is a pilot project under PNPM Rural. Evaluations consist of micro-hydro power evaluation to assess the benefits of rural electrification for communities; study on community natural resources management and socio-economic benefits of environmentally friendly direct income generation activities. A mid-term rapid assessment is included. Micro-hydro power evaluation, community NRM studies, and socio-economic benefit study will be done in 2011. A mid-term rapid appraisal will be done in 2010.
(8) Economic Analyses Studies. The following studies will be commissioned to review independently: i) Economic internal rates of returns; ii) Cost effectiveness; iii) Economic multiplier effects on employment and poverty impacts. These studies will be delivered in the fourth quarter of 2009.

G. Green PNPM

Scope: 10 Provinces: Aceh, North Sumatra, West Sumatra, Bengkulu, South Sulawesi, Southeast Sulawesi, West Sulawesi, North Sulawesi, Papua, and West Papua

Summary: Operating through PNPM’s standard mechanism, Green PNPM is a pilot program specifically designed to assist rural communities enhance their livelihoods by investing in Natural Resource Management (NRM) and Renewable Energy (RE) projects. Green PNPM began in March 2007, with initial funding from the Canadian International Development Agency (CIDA) to support sustainable natural resource management by communities in the environmentally sensitive areas of Sulawesi. Subsequently, the Governments of the Netherlands, Australia and Denmark have committed additional funding to intensify activities in Sulawesi and expand Green PNPM to Sumatra and Papua. The total committed funding of US$1,594,605 is used to provide technical assistance and environmental awareness training, facilitate community decision-making processes regarding the use of natural resources, and disburse block grants to finance an open menu of ‘green’ projects.

2008 Progress: Green PNPM made significant headway in raising environmental awareness and facilitating training for community and local government representatives through sub-grants to three local/international Civil Society Organizations (CSOs). These CSOs active in Sulawesi have developed a range of training modules and public information material (i.e. billboards, brochures, radio campaigns, etc.) communicating the importance of, and economic incentives that can be realized through, sustainable NRM practices.

2009 Plans and Activities: Green PNPM is projected to disburse block grants totaling over $6,000,000 to fund approximately 48 MHP schemes and other NRM projects throughout Sulawesi and Sumatra. Integral technical assistance to Green PNPM will be provided through additional support from the Government of the Netherlands, which is funding an MHP Technical Support Unit (TSU) and will aid communities in the planning, construction and maintenance of local MHP schemes. The Government of Denmark has seconded an NRM technical advisor to assist in developing national strategies for the integration of environment/natural resource management and renewable energy into PNPM Rural, as well as to document and disseminate results and lessons learned from pilot activities at local, regional and national level.

H. Conditional Cash Transfer (PNPM Generasi Sehat dan Cerdas)

Scope: 5 provinces: East Nusa Tenggara, West Java, East Java, North Sulawesi, Gorontalo

Summary: This program builds upon the KDP platform for community participatory planning and block grant funding. PNPM Generasi targets 3 Millennium Development Goals lagging in Indonesia: achievement of universal basic education, reduction in child mortality, and improvement in maternal health. It uses community planning and block grants to reach 12 health and education indicators. Communities work with facilitators, and health and education service providers to identify locally appropriate solutions to increasing access to and use of health and education services.
Common health activities in PNPM-Generasi locations include: improving access to and equipment for health facilities; intensive feeding for malnourished children; transportation costs for midwives and mothers; seed funds for group savings for deliveries and related complications; and subsidizing fees for delivery. Common education activities include transportation money, uniforms, and school supplies for poor students.

2008 Progress:

- **Scoring Results:** Results against the twelve health and education targets for the first year of activity implementation in the 129 existing sub-districts are now final. All of the provinces exceeded their minimum threshold targets, except North Sulawesi. The strongest performing province in the program is East Nusa Tenggara.

- **Disbursement:** All block grant and operational funds have been disbursed for the first and second year in new and existing locations except in four sub-districts in Magetan, East Java, where the remaining 20 percent of the funds will be carried over into fiscal year 2009.

- **MIS System:** The new Management Information System was launched in January 2009. Data on funding, participation, activities and scoring can be obtained at www.pnpmpandesaan-generasi.or.id.

- **Mid-Term Evaluation:** The mid-term impact evaluation is currently underway. The field survey is complete and the final report will be available in mid-2009.

The design of the community CCT program includes a rigorous evaluation component designed to measure the impact on health and education indicators, consumption and targeting of the two CCT approaches (Household and Community CCT). Three waves of evaluation surveys, using a randomized experimental design, were planned from the outset. The baseline survey was fielded in June to September 2007 covering 668 sub-districts in six provinces. The comprehensive baseline included some 42,000 respondents including respondents from households and education and health facilities. The follow up survey in 2008 covered the 300 sub-districts of Community CCT in five provinces. (The HH-CCT project fielded its own separate survey). The report for the 2008 wave is due out in June 2009 and will provide preliminary data on Community CCT impacts. The last wave of survey is scheduled for the end of 2009 and early 2010.

2009 Plans and Activities: The project will continue to run as it currently does. In November 2008, GOI decided to extend the program for another year beyond its original 2-year plan. The third year of program implementation is due to commence in June 2009 in the 178 locations.

I. Delivering Services to Poor Communities

**Summary:** The program’s main objective is to prepare and undertake initial activities to improve the quality of public service delivery and financial management at the local government level through: (i) piloting a performance-based incentive system for local governments to improve their ability to deliver poverty services; and (ii) operationalizing local governments’ Monitoring & Evaluation systems. The program also supports the preparation of the DIALOG (Delivery Improvement and Local Governance) Trust Fund. These activities will benefit all programs dealing with local governments, since their findings will be applicable to every project that has to manage grants to local governments.

2008 Progress:

- DIALOG preparation and development of project documents.
• Hired Gender Specialist to conduct gender assessment for the overall gender framework of the Project, including providing input to the Project Appraisal Document.
• Hired PSD Specialist to work on the project manual/guideline preparation for facilitating field activities.

J. Poverty Engagement, Knowledge, and Action

Summary: The program consists of four platforms of activities designed to: i) strengthen poverty and social protection programs, ii) deepen analysis of poverty and vulnerability, iii) build technical capacity and know-how, and iv) stimulate policy dialogue and provide inputs to policy-makers. The program places a strong focus on enhancing the capacity of government agencies and local think tanks—both through stand-alone projects and integrated across all platform activities—to use poverty analysis as a basis for action in promoting equitable growth.

2008 Progress: Approved by the Joint Management Committee at the 28 November 2008 meeting. Activities to begin in 2009.

2009-2010 Plans and Activities:
Activities listed below are draft activities being negotiated with government counterparts.
• Establish technical sub-team to support PKH Steering Committee and complete assessments of two select poverty programs.
• Improve poverty targeting report preparation and dissemination with the goal of improving the efficiency of social transfer programs to the poor by more accurately targeting poor households.
• Research on the binding constraints of pro-poor growth to analyze some of the major microeconomic, macroeconomic, and market impediments to poverty reduction in Indonesia’s current context.
• Tools and training for regional poverty assessments and pro-poor planning. Work with local governments so that they can assess local binding constraints for reducing poverty. The findings will be used to develop locally relevant variants of national poverty reduction programs, or in local planning and budgeting activities.
• Provide technical assistance for improving the quality and availability of data for evidence-based policy making and planning.
• Poverty policy dialogue series.
• Policy notes and briefs to provide policymakers with “in-time” data and analysis to support evidence-based policy development to planned and unplanned events.
Activities for 2009

In 2009, PNPM Mandiri will undertake a major expansion to cover all 6,408 sub-districts and urban wards in Indonesia. This represents a 172 percent increase from 2007, when only 2,361 sub-districts were covered by PNPM Mandiri. With the scale-up close to completion, the GOI is focusing on building the capacity of local governments and key implementing actors. The long-term view is that PNPM Mandiri becomes not just a tool for immediate poverty alleviation, but a platform through which communities and local governments can learn to make effective, long term plans to reduce poverty.

At present, the GOI plans to continue PNPM Mandiri until 2015. During 2009, PSF activities will support the expansion and increase the effectiveness of PNPM Mandiri implementation through:

- Ensuring harmonization of community development programs at the village and sub-district levels
- Coordinating with line ministries to support PNPM Mandiri activities.
- Strengthening technical assistance and supervision
- Training a ready pool of community facilitators who can assist in these PNPM Mandiri programs and developing a database of trained facilitators.
- Increasing the involvement and capabilities of district governments into the PNPM Mandiri process.
• Strengthening the conditional cash transfer program and evaluating the results from the first pilot phases.

• Ensuring monitoring and evaluation systems are in place for all PNPM Mandiri programs

• Undertaking analytical work on poverty issues and poverty targeting effectiveness.

• Developing and disseminating socialization and communication tools.

• Developing an integrated MIS (BAPPENAS).
Attachment 1: PSF Financial Report

The Government of the Netherlands, Denmark, and Australia have begun disbursing their financial contributions to the PSF. The contribution agreement signed for the PSF from these three donors totals US$54.34 million. As of December 31, 2008, approximately US$17.91 million or 33 percent of these funds have been disbursed. The PSF has also received a commitment from DFID for US$2 million.

Detailed financial management report as of December 31, 2008 is provided below.

<table>
<thead>
<tr>
<th>DONOR CONTRIBUTION</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>DONOR</td>
<td>DONOR CONTRIBUTION</td>
<td>Contribution Received</td>
<td>Balance to Receive</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>In Donor Currency</td>
<td>In USD</td>
<td>In Donor Currency</td>
<td>In USD</td>
<td>In Donor Currency</td>
<td>In USD</td>
<td></td>
</tr>
<tr>
<td>1 Government of Netherlands</td>
<td>USD 37.300.000</td>
<td>$37.300.000</td>
<td>USD 14.674.970</td>
<td>$14.674.970</td>
<td>USD 22.625.030</td>
<td>$22.625.030</td>
<td></td>
</tr>
<tr>
<td>2 Government of Australia (AusAID)</td>
<td>AUD 6.550.000</td>
<td>$4.228.680</td>
<td>AUD 6.550.000</td>
<td>$4.228.680</td>
<td>AUD -</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td>3 DANIDA</td>
<td>Note 2)</td>
<td>DKK 87.087.500</td>
<td>$14.935.262</td>
<td>DKK 10.000.000</td>
<td>$1.714.972</td>
<td>DKK 77.087.500</td>
<td>$13.220.290</td>
</tr>
<tr>
<td>4 UK - Department for International Development (DFID)</td>
<td>GBP 4.000.000</td>
<td>$5.508.000</td>
<td>GBP 3.800.000</td>
<td>$5.232.600</td>
<td>GBP 200.000</td>
<td>$275.400</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>Note 1)</td>
<td>$61.971.942</td>
<td>$25.851.222</td>
<td>$36.120.720</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note 1) Dollar values reflect exchange rates as of dates of transaction
Note 2) Contribution is the process of amendment to reflect reduction of DKK 4,637,500 (or approx. UAD800,000)
<table>
<thead>
<tr>
<th>Digest Ref No.</th>
<th>Sub-Program Name</th>
<th>Approved Funding Envelope</th>
<th>Amount Transferred to Child Trust Fund (In US Dollar)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Window 1:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Green KDP: Co-financing Grant to PNPM for Decentralized Management of Natural Resources and Renewable Energy</td>
<td>16,000,000</td>
<td>9,000,000</td>
</tr>
<tr>
<td>Window 2:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>PNPM Communication Strategy</td>
<td>2,000,000</td>
<td>500,000</td>
</tr>
<tr>
<td>2</td>
<td>MIS/Information Management</td>
<td>1,000,000</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>PNPM Community Facilitator Development System</td>
<td>1,000,000</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>PNPM Operations Support</td>
<td>3,650,000</td>
<td>1,500,000</td>
</tr>
<tr>
<td>7</td>
<td>PNPM Supervision and Monitoring</td>
<td>4,000,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td>9</td>
<td>PNPMTA for Remote Regions, Supervision and Local Government Support</td>
<td>3,000,000</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>PNPM Delivering Services to Poor Community</td>
<td>943,900</td>
<td>943,900</td>
</tr>
<tr>
<td>Window 3:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>n/a</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Window 4:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>PNPM M&amp;E, Special Studies</td>
<td>5,000,000</td>
<td>800,000</td>
</tr>
<tr>
<td>5,1</td>
<td>Green KDP: Co-financing Grant to PNPM for Decentralized Management of Natural Resources and Renewable Energy</td>
<td>2,250,000</td>
<td>500,000</td>
</tr>
<tr>
<td>8</td>
<td>PNPM Generasi - Conditional Cash Transfer</td>
<td>1,000,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td>11</td>
<td>PNPM Poverty Management, Knowledge and Action</td>
<td>2,000,000</td>
<td>500,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>39,843,900</td>
<td>15,743,900</td>
</tr>
</tbody>
</table>

*Pending signing of grant agreement
## Attachment 2: Block Grant Allocation Levels for PNPM Rural & PNPM Urban

### PNPM Urban Block Grant Allocations for 2009

<table>
<thead>
<tr>
<th>Location Category</th>
<th>Population Category Village/Urban Wards (persons)</th>
<th>&lt; 3000</th>
<th>3000-10,000</th>
<th>&gt; 10000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of poor households &gt; 10% (0-2 BLM)</td>
<td>150</td>
<td>200</td>
<td>350</td>
<td></td>
</tr>
<tr>
<td>Percent of poor households &gt; 10% (3 BLM)</td>
<td>100</td>
<td>150</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>Percent of poor households &lt; 10%</td>
<td>50</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

### PNPM Rural Block Grant Allocations for 2009

<table>
<thead>
<tr>
<th>Region</th>
<th>Sub-district Criteria</th>
<th>Population</th>
<th>Poverty Level</th>
<th>Allocation of Sub-district Block Grants (Rp)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Java-Bali</td>
<td>&lt; 25,000</td>
<td>Less Poor</td>
<td>900,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average</td>
<td>900,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Poor</td>
<td>2,000,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>25,000-50,000</td>
<td>Less Poor</td>
<td>900,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average</td>
<td>2,000,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Poor</td>
<td>3,000,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; 50,000</td>
<td>Less Poor</td>
<td>1,000,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average</td>
<td>2,000,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Poor</td>
<td>3,000,000,000</td>
<td></td>
</tr>
<tr>
<td>Outside Java-Bali</td>
<td>&lt; 15,000</td>
<td>Less Poor</td>
<td>900,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average</td>
<td>900,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Poor</td>
<td>2,000,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>15,000-25,000</td>
<td>Less Poor</td>
<td>900,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average</td>
<td>2,000,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Poor</td>
<td>2,000,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; 25,000</td>
<td>Less Poor</td>
<td>900,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average</td>
<td>2,000,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Poor</td>
<td>3,000,000,000</td>
<td></td>
</tr>
</tbody>
</table>