

Appendix A



IOM International Organization for Migration
OIM Organisation Internationale pour les Migrations
OIM Organización Internacional para las Migraciones

TERMS OF REFERENCE

Evaluation of the CIDA ‘Support to Conflict Affected Communities’ Project ‘Makmu Gampong Keruna Damee’(MGKD)’

1. Background

On August 15, 2005, the Government of Indonesia and the Free Aceh Movement (GAM) signed a Memorandum of Understanding to end the prolonged conflict in Aceh, which has claimed over 12,000 lives and devastated the Acehnese economy. As a response to the MOU, the Government of Indonesia asked the International Organization for Migration (IOM) to support a sustainable peace process by designing and implementing a program for the reinsertion and reintegration of approximately 5,000 former GAM combatants and prisoners into society. Both the government and GAM have also placed special emphasis on the provision of support to communities that were devastated as a result of the conflict, particularly those that suffered a loss of population and heavy damage to infrastructure and economic life. As former GAM combatants and prisoners have returned home to these villages, it is crucial to put in place a system that ensures communities receive a tangible benefit from the reintegration process and to assist the rebuilding of community cohesion. Consequently, IOM has undertaken a project targeting post-conflict communities.

2. Project Description

The project’s Acehnese name is *Makmue Gampong Kareuna Dame*, or “Prosperity for the village due to Peace.” With funding from the Canadian Government (CIDA) from January 2007 to the end of March 2009; MKGD projects have been implemented in 396 villages throughout Aceh. Each village receives a Rp73 million grant towards a small infrastructure project, social/cultural activity, or livelihood support project. The choice of the project is the decision of the village. In partnership with the Kecamatan Development Program (PNPM)¹, the project made use of a participative

¹ The Kecamatan Development Program (KDP) or widely known as. PNPM-rural; is a national Government of Indonesia program aimed at alleviating poverty and improving local governance. KDP began in 1998 and is implemented by the Ministry of Home Affairs, Community

approach intended to ensure that all members of the community, including women, former combatants and prisoners, were involved in the conception, planning, implementation, monitoring and maintenance activities of the project. This approach aimed at providing a means for all parties to work together to achieve the common goal of rebuilding their village and ensuring that former combatants and prisoners reintegrated as active members of their community and so reinforcing peace².

3. Project Purposes (Overall Objectives):

(1) To provide an immediate peace dividend to strengthen and stimulate socio-economic development for all in conflict affected communities. These improved socio-economic conditions shall be achieved by enhanced community infrastructure and income generation.

(2) Through the project process, assist the smooth reintegration of former combatants and amnestied prisoners into communities. This strengthened social cohesion shall be achieved through the promotion of community development projects and collective decision-making process.

Outcomes:

1. Strengthened social cohesion, through the promotion of community development projects and collective decision-making processes.
2. Improved socio-economic conditions for women and men through enhanced environmentally sustainable community, infrastructure and income generation projects.

Overall Expected results include:

- Conflict affected community participation in planning is enhanced and is gender equitable.
- Small-scale community projects as well as specific women's projects are completed in 396 villages.
- Environmental issues are considered and addressed during project planning at the village level.

Specific Expected results include:

- Enhanced gender understanding through training of trainers for project staff, facilitators and selected civil society.
- Village community facilitation and design process, ensuring systematic social (including women) inclusion is conducted.
- Village implementation teams are selected for each village and with IOM technical assistant support formulate proposals.

Development Office (PMD). The program is funded through government budget allocations, donor grants, and loans from the World Bank. Villagers engage in a participatory planning and decision-making process to allocate resources to their self-defined development needs and priorities.

² Implementation of the Makmue Gampong Kareuna Dame (MGKD) Project utilizes the mechanism already set in place by KDP. The only significant difference is that funds for the MGKD project are directly allocated for the target villages chosen by IOM. As such, the execution of the MGKD project may be initiated directly at the village level without any competition at the *kecamatan* (sub-district) level.

- Village implementation teams are trained in financial management in partnership with KDP financial management team.
- Small-scale projects are implemented in each of the 396 villages selected.
- Specific women's projects are implemented in each village.
- Environmental concerns are addressed during the planning stage.
- Women's Leadership and Capacity Building Training is completed for two women from each of 12 villages and the women's meetings are sustainable.

4. Objectives of the External Evaluation

The objective of the external evaluation is to evaluate the overall performance and achievements of the NAD project to date, in line with its objectives and project purposes. In particular, the evaluation will consider the relevance, performance, and outputs of the project implementation and make some recommendations for similar projects in the future:

- **Relevance:** Evaluate the pertinence of project objectives and purposes, in relation to the expected impact of the project, target groups, indirect and direct beneficiaries;
- **Performance:** Evaluate the project's *effectiveness* (to what extent has the project produced its desired results); evaluation of project *efficiency* (to what degree have resources been optimized during the project implementation and has the project achieved a satisfactory level of cost-effectiveness); *timeliness* (appropriateness of activities' planning);
- **Outputs and outcomes:** Evaluate the project impact and potential for sustainability of physical projects, project management systems and the democratic planning and management processes/principles. Assess if these democratic systems are being taken up by government entities. The evaluation will pay particular attention to the overall impact of the project on and its contribution to the consolidation of the peace in the conflict-affected province.

In particular, the evaluation will:

- Assess the achievement of the project's purposes and objectives:
 - Consider the extent to which the project's outputs and activities are contributing to its stated purposes and objectives (taking into account the project's complementarity with other relevant programs implemented in Aceh by IOM and other organizations);
 - Consider the contribution of the purposes to the project's overall objective;
 - Consider whether the relevant risks associated with the assumptions were identified and adequately mitigated against;
 - Assess whether the project achieved its purposes and objectives in the agreed timeframes and budget.
- Assess the quality of the inputs provided:
 - Consider technical support and project management, including, but not limited to, administrative support and financial management;
 - Consider the MGKD project's relationship to: the KDP, related projects in IOM, related projects outside IOM, the beneficiaries, the donor, local government;
 - Consider operational arrangements, including, but not limited to, between IOM and KDP;
 - Consider activities undertaken and internal outputs used as tools for the project, including but not limited to IOM technical assistants, PNPM (KDP) facilitators, training modules, resource materials, monitoring and evaluation tools, and reports;
 - Assess the internal and external monitoring strengths and weaknesses;
 - Consider whether the grant contract documents and previous evaluations have been appropriately followed and considered.

- Assess outputs and outcomes:
 - Consider the quality, range and effectiveness of the interventions and methodology pursued;
 - Consider the gender equality dimensions of the project, including achievement of gender equality results, the strengths and weaknesses of the project's approach to integrating gender given the resources (human and financial) that were allocated to this;
 - Consider the risks and challenges as outlined in the log frame and assess the success of the solutions applied.
 - Did additional activities such as gender and environmental training enhance results? Why or why not?
- Compare Phase 1 and Phase 2 of the project especially in the light of any changes that were made such as the greater role in village selection given to local government in Phase 2 and the effect this may have had on the willingness to adopt the ideas/concepts introduced by the project in broader village development.
- A specific chapter will be dedicated to the overall impact of the project and its contribution to the consolidation of the peace process in the conflict-affected villages targeted.
- Assess the sustainability of the key results achieved by the project, as well as the potential for 'institutionalization' of the approaches and processes introduced by the projects at village level, in partnership with local government officials.
- Make recommendations on possible improvements in methodology and implementation, which could be practically, implemented in future projects.

5. Methodology

The Evaluation Team will conduct a qualitative and quantitative assessment of the project's success through extensive deskwork and fieldwork. Specific activities to be undertaken by the Evaluation Team will be determined by the Team Leader, in close consultation with IOM, which will review and approve the proposed methodology and timetable before work is initiated.

Activities will include, but may not be limited to, the following:

- a) Review project documents and publications/outputs relating to the program; including the grant contract documents and attachments; working documents; progress updates and reports training curricula and previous internal evaluations;
- b) Factor in conclusions and recommendations from the FGD findings from pre Phase 2 of the project and replicate the questions posed during that FGD in order to determine the extent of any subsequent change.
- c) Conduct in depth personal interviews and focus group discussions with IOM staff, KDP and key stakeholders directly and indirectly involved as implementing partners (e.g. local government, community leaders, and cultural leaders) and other organizations working in a similar field of work (e.g. UNDP, the World Bank);
- d) Conduct interviews and focus group discussions with beneficiaries.
- e) Evaluate each stage of the project from village selection to project closure for efficiency and effectiveness and impact.
- f) Conduct field visits to meet with stakeholders and beneficiaries in 31 sub-districts throughout Aceh, and evaluate projects from Phase 1 and Phase 2.

6. Outputs of Evaluation: Presentation of Results and Reporting

While the working language of the evaluation will be Indonesian the initial output of the evaluation will be a comprehensive draft report in both English and in Indonesian (including an Executive Summary), outlining the methodology pursued and main findings of the evaluation, including lessons learned and recommendations for any future projects.

In doing so the evaluators should distinguish, as far as possible, between the contributions of the project and other contributory factors in the wider environment. A draft report will be submitted to IOM, in the form of a PowerPoint, for clarification, review and input. The evaluation team will integrate the feedback into the report and submit the final evaluation report to IOM prior to finalization and submission to IOM.

The findings and recommendations from the evaluation report will be presented to IOM and the donors.

7. Evaluation Team: Selection, Formation and Qualification

The evaluation will be undertaken by an organization or a team of independent experts selected by IOM through competitive tender.

The Evaluation team will have experience in monitoring and evaluation, with a sociology/anthropology background and/or a good command of data collection and interviewing techniques. They will be familiar with project management or have experience in similar capacity building projects in post-conflict environments. They must have a good understanding of the Aceh context and fully understand the nature of the program, which is politically sensitive. Expertise in analyzing gender issues and considerations and environmental considerations relevant to development projects implemented in a context such as Aceh is required. An essential requirement is good knowledge and background on Indonesia and in the Indonesian language. A good knowledge of Acehese is a distinct advantage.

8. Resources and timing

Timeframe: March 2009 – May 2009

18 March – 4 April 09: Tender final evaluation (4 April 09 is the deadline)

8 April: Awarding of contract

8 – 13: April: Evaluation preparation by chosen organization

13 – 20 April: Document review

20 April – 11 May: Field visits. Note "fieldwork" includes visits to villages as well as interviewing officials, other projects, etc. at sub-district, district and provincial levels.

11 – 22 May: Draft report

23 May: Presentation of report to, IOM for clarifications and inputs

23 May – 30 May: Finalization of evaluation report.

31 May: Submission of final Evaluation report.

Appendix B

Evaluation of:

CIDA SUPPORT TO CONFLICT AFFECTED COMMUNITIES IN ACEH PROJECT

MAKMUE GAMPOENG KAREUNA DAMEE

WORK PLAN April 2009 to June 2009

Prepared by Scott Cunliffe (Independent Consultant)

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Project Overview

The *Makmue Gampong Kareuna Dame* or MGKD Project received funding from the Canadian Government (CIDA) from January 2007 to the end of March 2009. During 27 months of operation 396 villages throughout Aceh each received a Rp.73 million grant towards a self-determined infrastructure project, social/cultural activity, or livelihood support project. In partnership with the national KDP³ project, MGKD used a participative approach intended to ensure that all members of the community, including women, former combatants and prisoners, were involved in the conception, planning, implementation, monitoring and maintenance activities of the project. This approach aimed at providing a means for all parties to work together to achieve the common goal of rebuilding their village and ensuring that former combatants and prisoners reintegrated as active members of their community to reinforcing peace.

MGKD's main objectives were:

- (1) To provide an immediate peace dividend to strengthen and stimulate socio-economic development for all in conflict affected communities. These improved socio-economic conditions shall be achieved by enhanced community infrastructure and income generation.
- (2) Through the project process, assist the smooth reintegration of former combatants and amnestied prisoners into communities. This strengthened social cohesion shall be achieved through the promotion of community development projects and collective decision-making process.

MGKD's expected outcomes were:

3. Strengthened social cohesion, through the promotion of community development projects and collective decision-making processes.
4. Improved socio-economic conditions for women and men through enhanced environmentally-sustainable community, infrastructure and income generation projects.

MGKD's overall expected results were:

- Conflict affected community participation in planning is enhanced and is gender equitable.
- Small-scale community projects including women specific projects are completed in 396 villages.

³ Commencing in 1998 the *Kecamatan Development Program* (now known as PNPM) is a national program implemented the Community Development Office (PMD) of the Ministry of Home Affairs. Aimed at alleviating poverty and improving local governance. KDP is funded through government budget allocations, donor grants, and World Bank loans. Villagers engage in a participatory planning and decision-making process to allocate resources to their self-defined development needs and priorities. While MGKD utilizes established KDP mechanisms the MGKD funds are directly allocated for target villages chosen by IOM. As such, the execution of MGKD may be initiated directly at the village level without any competition at the *kecamatan* (sub-district) level.

- Environmental issues are considered and addressed during project planning at the village level.

Specific Expected results include:

- Enhanced gender understanding through training of trainers for project staff, facilitators and selected civil society.
- Village community facilitation and design process, ensuring systematic social (including women) inclusion is conducted.
- Village implementation teams are selected for each village and with IOM technical assistant support formulate proposals.
- Village implementation teams are trained in financial management in partnership with KDP financial management team.
- Small scale projects are implemented in each of the 396 villages selected.
- Specific women's projects are implemented in each village.
- Environmental concerns are addressed during the planning stage.
- Women's Leadership and Capacity Building Training is completed for two women from each of 12 villages and the women's meetings are sustainable.

Mandate: rational and purpose

The objective of the external evaluation is to **evaluate the overall performance and achievements of the MGKD project to date**, in line with its objectives and project purposes. In particular, the evaluation will consider the **relevance, performance, and outputs of the project implementation and make some recommendations for similar projects in the future**. As prescribed in the evaluation TOR the following principles will be evaluated:

- **Relevance:** Evaluate the pertinence of project objectives and purposes, in relation to the expected impact of the project, target groups, indirect and direct beneficiaries;
- **Performance:** Evaluate the project's *effectiveness* (to what extent has the project produced its desired results); evaluation of project *efficiency* (to what degree have resources been optimized during the project implementation and has the project achieved a satisfactory level of cost-effectiveness); *timeliness* (appropriateness of activities' planning);
- **Outputs and outcomes:** Evaluate the project impact and potential for sustainability of physical projects, project management systems and the democratic planning and management processes/principles. Assess if these democratic systems are being taken up by government entities. The evaluation will pay particular attention to the overall impact of the project on and its contribution to the consolidation of the peace in the conflict-affected province.

In particular, the evaluation will also:

- **Assess the achievement of the project's purposes and objectives:**
 - Consider the extent to which the project's outputs and activities are contributing to its stated purposes and objectives (taking into account the project's complementarity with other relevant programs implemented in Aceh by IOM and other organizations);
 - Consider the contribution of the purposes to the project's overall objective;
 - Consider whether the relevant risks associated with the assumptions were identified and adequately mitigated against;
 - Assess whether the project achieved its purposes and objectives in the agreed timeframes and budget.
- **Assess the quality of the inputs provided:**
 - Consider technical support and project management, including, but not limited to, administrative support and financial management;

- Consider the MGKD project's relationship to: the KDP, related projects in IOM, related projects outside IOM, the beneficiaries, the donor, local government;
 - Consider operational arrangements, including, but not limited to, between IOM and KDP;
 - Consider activities undertaken and internal outputs used as tools for the project, including but not limited to IOM technical assistants, PNPM (KDP) facilitators, training modules, resource materials, monitoring and evaluation tools, and reports;
 - Assess the internal and external monitoring strengths and weaknesses;
 - Consider whether the grant contract documents and previous evaluations have been appropriately followed and considered.
- **Assess outputs and outcomes:**
 - Consider the quality, range and effectiveness of the interventions and methodology pursued;
 - Consider the gender equality dimensions of the project, including achievement of gender equality results, the strengths and weaknesses of the project's approach to integrating gender given the resources (human and financial) that were allocated to this;
 - Consider the risks and challenges as outlined in the log frame and assess the success of the solutions applied.
 - Did additional activities such as gender and environmental training enhance results? Why or why not?
 - **Compare Phase 1 and Phase 2 of the project especially in the light of any changes that were made such as the greater role in village selection given to local government in Phase 2 and the effect this may have had on the willingness to adopt the ideas/concepts introduced by the project in broader village development.**
 - **A specific chapter will be dedicated to the overall impact of the project and its contribution to the consolidation of the peace process in the conflict-affected villages targeted.**
 - **Assess the sustainability of the key results achieved by the project, as well as the potential for 'institutionalization' of the approaches and processes introduced by the projects at village level, in partnership with local government officials.**
 - **Make recommendations on possible improvements in methodology and implementation, which could be practically implemented in future projects.**

Evaluation Methodology

As stated in the Evaluation TOR, the Evaluation Team will "conduct a qualitative and quantitative assessment of the project's success through extensive deskwork and fieldwork."

Specific activities to be undertaken by the Evaluation Team as determined by the Team Leader, in close consultation with IOM, which will include, but may not be limited to, the following:

- g) Desktop review of project documents and publications/outputs relating to the program; including the grant contract documents and attachments; working documents; progress updates and reports; training curricula and previous internal evaluations;
- h) Factor in conclusions and recommendations from the FGD findings from pre Phase 2 of the project and replicate the questions posed during that FGD in order to determine the extent of any subsequent change. (See Appendix I below for FGD Questions)
- i) Conduct in depth personal interviews and focus group discussions with IOM staff, KDP and key stakeholders directly and indirectly involved as implementing partners (e.g. local government, community

leaders, and cultural leaders) and other organizations working in a similar field of work (e.g. UNDP, the World Bank);

- j) Conduct interviews and focus group discussions with beneficiaries.
- k) Evaluate each stage of the project from village selection to project closure for efficiency and effectiveness and impact.
- l) Conduct field visits to meet with stakeholders and beneficiaries in 31 sub-districts throughout Aceh, and evaluate projects from Phase 1 and Phase 2.

Evaluation Team

The evaluation will be undertaken by a team of five independent evaluators led by Mr. Scott Cunliffe, a development consultant based in Indonesia. Other team members include three local evaluators/facilitators who come from different target districts and a national evaluation coordinator who has worked in Aceh for several years.

The Evaluation Team, composed of three male and two female evaluators, has a wide range of monitoring and evaluation experience, specific to the Aceh and wider Indonesian context, as well as experience of the implementation and management of post-conflict capacity building projects. Furthermore Team members have a good command of data collection, interviewing techniques and analytical skills, which will be used to undertake a quantitative and qualitative evaluation of MGKD.

All team members speak fluent Indonesian, two speak fluent English and three fluent Acehnese (including local dialects), which will be required for conducting FGDs and interviews at the community level.

Activity Plan

The Evaluation’s proposed activity plan is covered in Table I (Activity Plan) and Table IV (Field Trip Activity Plan) below. The bulk of the available time has been allocated for carrying out Focus Group Discussions and extensive interviews with beneficiaries and stakeholders in forty (40) sample villages spread across seven (7) districts. Further interviews and group meetings will be held in Banda Aceh with IOM staff and implementing partners. The remainder of the time allocated will be spent planning field trips, conducting a desktop review, data consolidation, analysis, final report writing and presentations to IOM staff and the project’s donors.

Table I: Evaluation Activity Plan

	Dates	Evaluation Activity	Location
1.	Mon. 20 to Sat. 25 April	<ul style="list-style-type: none"> • Budgeting, staff recruitment & logistics • Identification of Evaluation Locations • Work Plan Finalization • Desktop Review • Commence Stakeholder Interviews • Team Briefing, Prep. & Coordination 	Banda Aceh
2.	Mon. 27 to Wed 29 April	<ul style="list-style-type: none"> • Field-trip preparation (FGD tools, logistics) • Desktop review (cont.) • Stakeholder Interviews (cont.) 	Banda Aceh

3.	Thurs. 30 April to Thurs. 14 May	<ul style="list-style-type: none"> Field Trip covering 40 villages in 6 districts (see Table 2 below for breakdown of locations and activities). Field trip to include FGD's and/or interviews with project villages, facilitators, IOM field staff, government officials and other stakeholders 	6 District Field-Trip
4.	Mon. 15 to Sun. 23 May	<ul style="list-style-type: none"> FGD and interviews with IOM staff and other stakeholders. Consolidation of FGD Village & Interview data (tabulation, comparison and analysis) Drafting of final report and preparation of Power Point Presentation for IOM Team 	Banda Aceh Team Leader to KL for visa renewal (14-17 May)
5.	Mon. 25 May	<ul style="list-style-type: none"> Presentation of Power Point on Findings, Results, Lessons Learned and Recommendations Inputting of IOM staff feedback on presentation 	Banda Aceh
6.	Wed. 27 May – Tue 03 June	<ul style="list-style-type: none"> Final Report Completion 	Banda Aceh
7.	Wed 04 June	<ul style="list-style-type: none"> Submission of final Evaluation report. 	Banda Aceh
8.	TBC	<ul style="list-style-type: none"> Presentation of final Evaluation report to IOM and Donors 	TBC

Table II: Field-Trip Activity Plan

hari	Tgl	Travel / Lokasi	Malam	Target Desa	Jam	FGD	Interv
01	30 Apr	Banda - Aceh Jaya (6 hrs)	Calang	Keutapang	jam 2	x1	x2
02	01 May	Aceh Jaya	Calang	Mon Mata Padang Datar Kuta Tuha Keude Panga	jam 9 jam 9 jam 2 Jam 2	x4	x3
03	02 May	Aceh Jaya Aceh Jaya ke A. Barat Daya (5 jam)	Blang Pidie	Seuneubok Padang Batee Roe	jam 9 jam 9	x2	x1
04	03 May	Aceh Barat Daya Jalan ke Aceh Selatan	Tapaktuan	Blang Dalam Alue Peunawa Pante Geulima Suak Lokan	Jam 9 Jam 9 Jam 2 Jam 2	x2 x2	x2 x2
05	04 May	Aceh Selatan	Tapaktuan	Gadang Payonon Gadang Mersak Malaka	jam 9 jam 9 jam 2 jam 2	x4	x4
06	05 May	Jalan ke Medan (12 jam)	Medan	-	-	-	-

17	06 May	Medan (Consolidation of data)	Medan	-	-	-	-
18	07 May	Jalan ke Aceh Timur (4 jam)	Langsa	Gampong Bayeun Rantau Panjang	Jam 2 jam 2	x2	-
19	08 May	Aceh Timur	Langsa	Seuneubok Barat Teumpeun Meunasah Hagu Seleumak Muda	Jam 9 Jam 9 jam 2 jam 2	x4	x4
20	09 May	Aceh Timur Jalan ke Aceh Utara (3.5 jam)	Lhok'awe	Rambong Lop Matang Kupula II Leubok Mane Padang Meuria	jam 9 jam 9 jam 2/3 jam 2/3	x2	x4
21	10 May	Aceh Utara	Lhok'awe	Alen Dayang Seupeng Alue Dua Sangkilan	jam 9 jam 9 jam 2 jam 2	x4	x2
22	11 May	Aceh Utara Jalan ke Bireuen	Bireuen	Babah Krueng Pante Jaloh Lhok Kuyun	jam 9 jam 2 jam 2	x3	x3
23	12 May	Aceh Utara Bireuen	Bireuen	Jarommah Mee Jarommah Barah Glanggang Gampong Glanggang Kulam	jam 9 jam 9 jam 2 jam 2	x4	x4
24	13 May	Bireuen	Bireuen	Blang Beururu Pulo Ara Tanjong Bungong Jenggot Seungko	jam 9 jam 9 jam 2 jam 2	x4	x4
25	14 May	Return to Banda Aceh (4 jam)	-	-	-	-	-

Note:

The evaluation team has selected just over 10% of the Project villages (40 of 396) to visit and evaluate. Selection of the 40 evaluation villages was made in coordination with Project Staff and is a fair reflection of the village per district ratio as well as the same Phase-to-Phase ratio as the Project itself. A breakdown of the villages selected for both this evaluation and both phases of the project are highlighted in Table III below. The villages selected, include 5 of 12 villages, which received women's leadership training in Phase II of the project.

Table III: Target Villages Phase I, Phase II and Evaluation

District	PROJECT VILLAGES				EVALUATION VILLAGES			
	Phase I	Phase II	Total	Total %	Phase I	Phase II	Total	Total %
Aceh Jaya	70	-	70	18	7	-	7	17.5
Aceh Barat Daya	14	-	14	3.5	2	-	2	5
Aceh Selatan	26	47	73	18	0	6	6	15
Aceh Timur	24	47	71	18	4	4	8	20

Aceh Utara	45	47	92	23	4	5	9	22.5
Bireuen	70	-	70	18	8	-	8	20
Aceh Tamiang	06	-	06	1.5	0	0	0	0
Total:	255	141	396	100	25	15	40	100

Budget

The Evaluation Teams allocated total budget is USD \$23,000 which will cover all operation costs, expenses and salaries.

	Budget Line	Details	Estimated Cost US\$
1.	Air tickets	1) Bali to Banda Aceh 2) Banda Aceh to KL return 3) Banda Aceh to Bali	\$ 180 \$ 100 \$ 180
	Airport Taxi Fares	4) Jakarta x 4, Bali x2	\$ 60
		Line Cost = \$ 520
2.	Vehicle rental	1) x2 vehicles for 16 day field visit (incl. fuel & driver) 2) x1 vehicle for 10 days (including fuel & driver)	\$ 1,700 \$ 450
		Line Cost = \$ 2,150
3.	Accommodation	1) Banda Aceh (1 room @ 21 nights) 2) Field visit (3 rooms @ 15 nights) 3) Jakarta (2 nights) 4) Kuala Lumpur (3 nights)	\$ 500 \$ 1,500 \$ 100 \$ 150
		Line Cost = \$ 2,250
4.	Salaries	1) Team Leader Salary: @ \$250 / day for 42 days 2) 2x Local Evaluators @ \$ 90 / day for 25 days 3) 1x Evaluation Assistant @ \$ 65 / day for 21 days	\$ 12,600 \$ 4,500 \$ 1,365
		Line Cost = \$ 18,465
5.	Insurance	1) 6 weeks medical insurance incl. evacuation	\$ 220
		Line Cost = \$ 220
6.	Miscellaneous	1) Communications: 15 x \$10 phone cards 2) Stationary 3) Food & Drink	\$ 120 \$ 80 \$ 1,200
		Line Cost = \$ 1,400
	TOTAL		\$ 22,855

Outline of Evaluation

A draft report in Power Point format will be presented by the Evaluation team to IOM on Tuesday 26 May. After receiving IOM feedback (clarification, review and input) the Evaluation Team will compile a final report both in English and Bahasa Indonesia to present to IOM and the projects donors on Wednesday 04 June.

The Final Report format will be as follows:

Executive Summary: methodology, main findings, lessons learned & future project recommendations

Table of Contents

List of Acronyms

I. Introduction: *background for conducting evaluation, type of evaluation, timing of evaluation in the project context; commissioned by; intended audiences.*

II. Methodology: *detailed description of evaluation execution; rationale for used approach; sources of data; stakeholders consulted; data analysis techniques used.*

III. Project Description: *description of the project as it was originally planned and major changes during its evolution; referring to elements of the log frame.*

IV. Findings: *based on the data collected including graphs, tables, etc. for enhanced demonstration.*

V. Conclusions and Recommendations: *judgment based on findings; recommendations directed towards IOM, donors and other stakeholders including steps taken in response to the evaluation's findings and conclusions.*

VI. Action Plan: *proposed timeframe and responsibilities for acting on the recommendations identifying who is responsible for implementation for each recommendation and a proposed timeframe.*

Annexes: *Terms of Reference; Itinerary; List of persons interviewed and sites visited; Map of the areas covered by the operations financed under the action; Abbreviations.*

Banda Aceh, Indonesia. 24 April 2009

End.

Appendix C

40 Evaluated Villages: Location, Phase (P), Physical Project Data & Additional Activities (AA)

No	Village (Sub-district)	District	P.	Community Project	Women's Project	AA
01	Keutapang (Krueng Sabee)	Aceh Jaya	I	Volley Ball Court	Pelaminan / Wedding Equip.	
02	Mon Mata (Krueng Sabee)	Aceh Jaya	I	Football Field	Kitchen Equipment	
03	Padang Datar (Krueng Sabee)	Aceh Jaya	I	Road Construction	Pelaminan	
04	Kuta Tuha (Panga)	Aceh Jaya	I	Pelaminan & Teratak	Teratak	
05	Keude Panga (Panga)	Aceh Jaya	I	Teratak, Kitchen Equipment & Pelaminan	Teratak, Kitchen Equipment, Pelaminan	
06	Seuneubok Padang (Teunom)	Aceh Jaya	I	Village Kiosk	Teratak, Kitchen Equipment	
07	Batee Roe (Teunom)	Aceh Jaya	I	Teratak	Pelaminan	
08	Blang Dalam (Babah Rot)	Aceh Barat Daya	I	Rehab. Volleyball facilities Rehab. Football facilities	Pelaminan	
09	Alue Peunawa (Babah Rot)	Aceh Barat Daya	I	Teratak, River barge, Road	Pelaminan	
10	Pante Geulima (Labuhan Haji Barat)	Aceh Selatan	II	Rehab. Volley Ball	Kitchen Equipment, Pelaminan	WLT
11	Suak Lokan (Labuhan Haji Barat)	Aceh Selatan	II	Volley Ball Court	Pelaminan	
12	Gadang (Sama Dua)	Aceh Selatan	II	Teratak	Kitchen Equipment, Pelaminan, Village warehouse	WLT
13	Payonon Gadang (Sanna Dua)	Aceh Selatan	II	Teratak	Pelaminan	
14	Mersak (Kluet Tengah)	Aceh Selatan	II	Child Education Centre	Teratak, Pelaminan, Generator	
15	Malaka (Kluet Tengah)	Aceh Selatan	II	Youth Centre & Teratak	Teratak, Pelaminan	
16	Gampong Bayeun (Rantau Selamat)	Aceh Timur	I	Teratak	Pelaminan	
17	Rantau Panjang (Rantau Selamat)	Aceh Timur	I	Pelaminan, sound-system, generator, streetlight	Teratak Rehab., Pelaminan	
18	Seuneubok Barat (Idi Rayeux)	Aceh Timur	II	Road resurface	Pelaminan	WLT
19	Teumpeun (Peureulak) Timur	Aceh Timur	II	Rice field pump (irrigation)	Teratak, Kitchen Equipment	WLT
20	Meunasah Hagu (Narussalam)	Aceh Timur	II	Hand tractor	Kitchen Equipment	
21	Seleu mak Muda (Narussalam)	Aceh Timur	II	Rehab of community centre	Teratak, Table & Chairs	
22	Rambong Lop (Madat)	Aceh Timur	I	Road resurface	Teratak	
23	Matang Kupula II (Madat)	Aceh Timur	I	Irrigation construction	Teratak	
24	Leubok Mane (Langkahan)	Aceh Utara	II	Irrigation construction	Teratak, Kitchen Equipment	
25	Padang Meuria (Langkahan)	Aceh Utara	II	Irrigation construction	Teratak, Kitchen Equipment	WLT
26	Alen (Syamtalira Bayu)	Aceh Utara	I	Irrigation, water gate,	Kitchen & Sewing Equipment	
27	Dayang Seupeng (Syamtalira Bayu)	Aceh Utara	I	Irrigation	Pelaminan	
28	Alue Dua (Nisam)	Aceh Utara	I	Teratak	Kitchen Equipment	

29	Sangkilan (Nisam)	Aceh Utara	I	Warehouse	Pelaminan	
30	Babah Krueng (Sawang)	Aceh Utara	II	Teratak, sport equipment	Kitchen Equipment, Pelaminan	
31	Pante Jaloh (Sawang)	Aceh Utara	II	Teratak, streetlight, sport equipment	Kitchen Equipment	
32	Lhok Kuyun (Sawang)	Aceh Utara	II	Warehouse	Kitchen Equipment	
33	Jarommah Mee (Kuta Blang)	Bireuen	I	School Bus	Pelaminan	
34	Jarommah Barah (Kuta Blang)	Bireuen	I	Road construction/repairs	Pelaminan	
35	Glanggang Gampog (Kota Juang)	Bireuen	I	Fishpond, small meeting centre	Pelaminan	
36	Glanggang Kulam (Kota Juang)	Bireuen	I	Teratak, table & chairs	Pelaminan	
37	Blang Beururu (Peudada)	Bireuen	I	Teratak	Kitchen Equipment	
38	Pulo Ara (Peudada)	Bireuen	I	Hand tractor	Kitchen Equipment	
39	Tanjong Bungong (Jeunieb)	Bireuen	I	Hand tractor	Pelaminan	
40	Jenggot Seungko (Jeunieb)	Bireuen	I	WC & shower	Kitchen Equipment	

Appendix D

FOCUS GROUP DISCUSSION
Final Evaluation FGD Questionnaire
MGKD PROJECT
May 2009

Desa : **Phase** : **Satu** **Dua**
Kecamatan :
Kabupaten :
Tanggal :

Proyek Desa :
Dana : **Juta** **Swadaya** : **Juta**
Proyek Peremp :
Dana : **Juta** **Swadaya** : **Juta**

Jumlah Penduduk / KK:
Eks Kombatant :
Eks Tapol :
Level of conflict :
Conflict Widows:
Disabled :
Destruction :
IDP's returned :
Aid :
KDP Project :

1. PELAKSANAAN PROYEK

1.a. Mengapa anda pilih proyek tersebut untuk desa anda? Apa yang anda inginkan?

Kemungkinan Jawaban	Laki-laki	Perempuan
memperdayakan rakyat memperdayakan perempuan meningkatkan harmonis desa meningkatkan keamanan desa Meningkatkan ekonomi desa Dampak lingkungan Karena saran fasilitator Lainnya....		

1.b. Apakah cara pengaturan uang yang diberikan oleh MGKD jelas?

Kemungkinan Jawaban	Laki-laki	Perempuan
Sangat jelas Kurang jelas Kadang kadang jelas Kurang jelas Tidak jelas Tidak tahu Lainnya		

1.c. Apakah ada swadaya masyarakat dalam proyek?

Kemungkinan Jawaban	Laki-laki	Perempuan
Swadaya uang Swadaya Material Swadaya Tenaga Lainnya Tidak ada		

1.d. Masalah/kesulitan apakah yang anda hadapi pada saat pelaksanaan proyek

Kemungkinan Jawaban	Laki-laki	Perempuan
<p>Masalah uang</p> <p>Masalah teknis</p> <p>Masalah dukungan (FD atau yg lain)</p> <p>Masalah waktu/lambat</p> <p>Kurangnya keterlibatan masyarakat</p> <p>Gangguan dari orang desa</p> <p>Gangguan dari luar desa</p> <p>Lainnya (tuliskan)</p>		

1.e. Siapa saja yang sering datang dan membantu ke desa selama proyek? Seberapa sering mereka datang ke desa?

Kemungkinan Jawaban	Laki-laki	Perempuan
<p>Fasilitator Desa</p> <p>Staff IOM</p> <p>Camat</p> <p>Lainnya</p>	<p>Selalu, Sering, Kadang-kadang, jarang, Tidak Pernah</p> <p>Selalu, Sering, Kadang-kadang, jarang, Tidak Pernah</p> <p>Selalu, Sering, Kadang-kadang, jarang, Tidak Pernah</p>	<p>Selalu, Sering, Kadang-kadang, jarang, Tidak Pernah</p> <p>Selalu, Sering, Kadang-kadang, jarang, Tidak Pernah</p> <p>Selalu, Sering, Kadang-kadang, jarang, Tidak Pernah</p>

1.f. Aktivitas apa yang mereka lakukan?

Kemungkinan Jawaban	Laki-laki	Perempuan
<p>Membantu pemilihan proyek</p> <p>Membantu persiapan proposal</p> <p>Training</p> <p>Pengawasan proyek</p> <p>Memeriksa laporan keuangan</p> <p>Evaluasi</p> <p>Lainnya</p>		

1.g. Apa yang masyarakat pelajari dari kegiatan tersebut?

Kemungkinan Jawaban	Laki-laki	Perempuan
Leadership/kepemimpinan		
Isu lingkungan		
Manajemen keuangan		
mengatasi masalah dalam desa		
Tidak ada		
Tidak tahu		
lainnya		

1.h. Perubahan apa yg dirasakan masyarakat selama proyek?

Kemungkinan Jawaban	Laki-laki	Perempuan
Dinamika social lebih baik		
Partisipasi perempuan meningkat		
Lebih aman		
kesadaran lingkungan		
Manajemen desa lebih baik		
peningkatan ekonomi		
Tidak ada perubahan		
Tidak tahu		

2. HASIL DAN KEBERLANGSUNGAN PROYEK

2.a. Apa yang anda sukai dari proyek MGKD? (pilih maksimal 3 jawaban)

Kemungkinan Jawaban	Laki-laki	Perempuan
<p>Prosesnya partisipatif dan semua masyarakat punya kesempatan untuk berpartisipasi (termasuk mantan kombatan, perempuan, tokoh masyarakat dan anak muda?)</p> <p>Masyarakat memilih dan merencanakan proyeknya</p> <p>Prosesnya bersih,/terbuka/transparan</p> <p>IOM sudah memenuhi komitmen mereka untuk memberikan dana tepat waktu</p> <p>Pelaksanaan proyek berjalan dengan yang diharapkan</p> <p>Peningkatan ekonomi yang dirasakan masyarakat</p>		

2.b. Apa yang anda tidak sukai ? (pilih 3 jawaban max.)

Kemungkinan Jawaban	Laki-laki	Perempuan
<p>Prosesnya tidak partisipatif</p> <p>Org tertentu kontrol proyek</p> <p>Prosesnya tidak terbuka</p> <p>Facilitasi IOM kurang baik</p> <p>Pelaksanaan proyek tidak berjalan dengan yang diharapkan</p>		

2.c. Bila proyek menghasilkan uang untuk desa uang dipakai untuk apa ?

Kemungkinan Jawaban	Laki-laki	Perempuan
<p>Memperluas / menambah proyek</p> <p>Peralatan</p> <p>Ternak</p> <p>membiayai kegiatan lain yang menjadi sumber pendapatan bagi desa</p> <p>Kami menabung uang tersebut.</p>		

Saya tidak tahu. Lainnya?		
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2.d. Ketika MGKD telah selesai, apakah menurut anda proses pembuatan keputusan di desa masih berjalan dengan transparan?

Kemungkinan jawaban	Laki-laki	Perempuan
Selalu Sering Kadang-kadang Jarang Tidak pernah Tidak tahu		

2.e. Siapa saja yang menjadi Panitia kegiatan MGKD?

Kemungkinan jawaban	Laki-laki	Perempuan
Panitia manajemen Panitia Pemelihara Lainya		

2.f. Apakah tim pemelihara kegiatan masih ada?

Kemungkinan Jawaban	Laki-laki	Perempuan
masih melakukan tugasnya masih ada tapi tidak aktif tidak ada lagi. Saya tidak tahu.		

2.g. Apakah jumlah musyawarah desa semakin meningkat semenjak selesainya proyek MGKD?

Kemungkinan jawaban	Laki-laki	Perempuan
sangat meningkat lumayan meningkat sama saja seperti sebelum proyek MGKD berakhir. berkurang bila dibandingkan dengan sebelum proyek MGKD berakhir. Tidak tahu		

2.h. Apakah pernah ada proyek lain di desa ini?

Kemungkinan Jawaban	Laki-laki	Perempuan
Ada Tidak ada Kurang tahu		

(kalau ada, siapa penyelenggaranya? Jenis keuntungan, masalah dalam pelaksanaannya?)

Porsi sumbangan perubahan desa dari MGKD dibandingkan dengan proyek lain

3. PARTISIPASI

3.a. Siapa yang berpartisipasi dalam musyawarah MGKD?

Kemungkinan Jawaban	Laki-laki	Perempuan
Geuchik Kaum tua Hanya laki-laki Hanya perempuan Kelompok laki-laki & perempuan eks-kombatant eks-tapol Pengungsi konflik yang kembali Kelompok2 di desa (misal. Kelompok agama, kelompok pendidik dll) Lainnya?		

3.b. Dalam musyawarah MGKD, Berapa rata-rata jumlah orang yang menghadirinya? (Mohon dilingkari, tandai)

(20-30) (30-40) (50-75) (75-100)
(100-150) (lebih dari 150)

3.c. Apakah jumlah orang yang hadir selama program MGKD dilaksanakan meningkat?

Kemungkinan jawaban	Laki-laki	Perempuan
Meningkat Tidak bertambah Berkurang Lainnya		

3.d.Siapa yang berpartisipasi dalam pembuatan keputusan? (Mohon lingkari, tandai jawaban yang berkaitan)

Kemungkinan Jawaban	Laki-laki	Perempuan
Geuchik Kaum tua Hanya laki-laki Hanya perempuan Kelompok laki-laki & perempuan eks-kombatant eks-tapol Pengungsi konflik yang kembali Kelompok2 di desa (misal. Kelompok agama, kelompok pendidik dll) Lainnya?		

	Laki-laki	Perempuan
Siapa yang Mengambil Keputusan	Geuchik Kaum tua Hanya laki-laki Hanya perempuan Kelompok laki-laki & perempuan eks-kombatant eks-tapol Pengungsi konflik yang kembali Kelompok2 di desa (misal. Kelompok agama, kelompok pendidik dll) Lainnya?	Geuchik Kaum tua Hanya laki-laki Hanya perempuan Kelompok laki-laki & peremp eks-kombatant eks-tapol Pengungsi konflik yang kembali Kelompok2 di desa (misal. Kelompok agama, kelompok pendidik dll) Lainnya?

3.e. Bagaimana membuat keputusan dalam musyawarah?

Kemungkinan Jawaban	Laki-laki	Perempuan
Diskusi panjang lalu mufakat Diskusi pendek lalu mufakat Diskusi panjang lalu voting Diskusi pendek lalu voting Tidak pakai diskusi Geuchik yang memutuskan Hanya beberapa orang memutuskan Fasilitator yang memutuskan Lainnya		

3.f. Apakah semua orang boleh berbicara, meskipun pendapatnya bertentangan dengan pendapat umum? Jelaskan

Kemungkinan Jawaban	Laki-laki	Perempuan
Selalu Sering Kadang-kadang Tergantung situasi Tidak bisa tapi tetap bicara Tidak, diam saja Tidak, takut ditertawakan Lainnya		

- Kalau tidak, bagaimana reaksinya? (diam, tetap berbicara dll)

- bagaimana reaksi orang lain (mendengarkan, mencemooh, dll)

3.g. Apakah ibu-ibu ditanya pendapatnya dalam keputusan musyawarah MGKD?

Kemungkinan Jawaban	Laki-laki	Perempuan
Selalu Sering Kadang-kadang Jarang Tidak pernah		

3.h. didalam musyawarah MGKD apakah biasanya ibu-ibu ikut berbicara?

Kemungkinan Jawaban	Laki-laki	Perempuan
Selalu		
Sering		
Kadang-kadang		
Jarang		
Tidak pernah		

- berbicara karena ada pendapat atau karena ditanya?

- usulannya diterima atau tidak

- bagaimana reaksi bapak-bapak ketika ibu-ibu berbicara (ditertawakan, didengarkan, dll)

- bagaimana perasaan anda terhadap reaksi tersebut..

3.i. Kalau sebelum hadir proyek MGKD bagaimana partisipasi masyarakat?

Kemungkinan jawaban	Laki-laki	Perempuan
Selalu		
Sering		
Kadang-kadang		
Jarang		
Tidak pernah		

3.j. Sekarang kalau ada masalah didesa antara dua pihak, bagaimana cara penyelesaiannya?

Kemungkinan Jawaban	Laki-laki	Perempuan
Musyawarah		
Konsultasi diluar pertemuan Desa		
Lainnya? (Mohon disebutkan)		

4. INTERAKSI SOSIAL

4.a. Ada kegiatan social apa saja di desa?

(secara umum, kelompok atau pribadi)

Kemungkinan jawaban	Laki-laki	Perempuan
Kegiatan Kelompok: Arisan Pengajian Gotong royong Lainya (mohon dituliskan)		
Kegiatan Pribadi/umum: Biasa memulai percakapan diluar rumah Percaya akan ada masyarakat yang membantu ketika ada masalah Sering berbagi informasi pribadi Menitipkan anak Meminjamkan perlengkapan Meminjamkan uang Lainnya?		

4.b. Siapa saja yang terlibat dalam kegiatan tersebut?

Kemungkinan Jawaban	Laki-laki	Perempuan
Laki laki saja Ibu-ibu saja Laki dan perempuan Ex-combatante / tapol Pemuda		

- seberapa sering terlibat

4.c. Sekarang hubungan antar masyarakat bagaimana?

Kemungkinan Jawaban	Laki-laki	Perempuan
<p>Biasa memulai percakapan diluar rumah</p> <p>Percaya akan ada masyarakat yang membantu ketika ada masalah</p> <p>Sering berbagi informasi pribadi</p> <p>Menitipkan anak</p> <p>Meminjamkan perlengkapan</p> <p>Meminjamkan uang</p> <p>Lainnya?</p>		

4.d. Setelah proyek MGKD selesai, apakah tingkat interaksi/hubungan social masyarakat desa berubah?

Kemungkinan Jawaban	Laki-laki	Perempuan
<p>warga desa sekarang merencanakan dan menghadiri lebih banyak acara social desa dan sekarang lebih sering bertemu dan berkumpul.</p> <p>warga desa lebih sering berinteraksi atau berhubungan dengan teman-teman dan tetangganya.</p> <p>lebih sering berpartisipasi dalam kegiatan gotong royong.</p> <p>mantan kombatan lebih sering berpartisipasi dan terlibat dalam perencanaan acara kemasyarakatan.</p> <p>Perempuan lebih sering berpartisipasi dalam acara-acara kemasyarakatan.</p> <p>Tidak ada perubahan</p> <p>Tidak tahu.</p>		

4.e. Secara umum perasaan anda terhadap desa anda bagaimana?

Kemungkinan jawaban	Laki-laki	Perempuan
Sangat bangga		
Tidak bangga (Jelaskan)		
Selalu		
Kadang-kadang		
Jarang		
Tidak pernah		
Lainnya?		

5. KEAMANAN

5.a. Bagaimana keamanan desa anda sebelum dan sesudah proyek MGKD? Baik?

Kemungkinan Jawaban	Laki-laki	Perempuan
Sebelum : Aman Kurang aman Tidak Aman Lainnya		
Sesudah : Aman Kurang aman Tidak Aman Lainnya		

5.b. Apakah ada perubahan yang ada rasakan dengan situasi yang lebih aman?

Kemungkinan Jawaban	Laki-laki	Perempuan
Ya, bisa keluar malam tanpa takut		
Ya, tidak ada intimidasi		
Ya, tidak ada maling/kasus pencurian		
Sekarang banyak pencuri		
Biasa saja tidak ada perubahan		
Tidak tahu		
Lainnya		

5.c. Bagaimana cara menjaga keamanan

Kemungkinan Jawaban	Laki-laki	Perempuan
Ada pos jaga		
Tidak ada pos jaga		
Pos polisi/TNI, hubungan dengan rakat baik		
Pos polisi/TNI, hubungan dgn rakat tidak baik (ada rasa takut, intimidasi)		
Lainnya		

5.d. Bagaimana pendapat anda tentang situasi keamaan Aceh kedepan

Kemungkinan Jawaban	Laki-laki	Perempuan
Perdamaian tetap bertahan		
Situasi lebih baik		
Situasi memburuk		
Lainnya		



6. ISU LINGKUNGAN

6.a. Apa masalah alam / lingkungan di desa ini? Jelaskan sebabnya

Kemungkinan Jawaban	Laki-laki	Perempuan
Illegal logging Over fishing Coral fishing Penggunaan pestisida Penggunaan herbisida Erosi tanah Polusi air Perubahan cuaca yang tidak bias diprediksi Lainnya?		

6.b. Apakah anda pernah menerima pelatihan atau pendidikan tentang persoalan lingkungan?

Kemungkinan Jawaban	Laki-laki	Perempuan
Ya (<i>Mohon sebutkan siapa yang memberi informasi pelatihan dan pendidikan tersebut</i>) Tidak Lainnya?		

6.c. Ketika musyawarah pemilihan proyek apakah ada mempertimbangkan masalah lingkungan atau ada usulan tentang proyek lingkungan?

Kemungkinan Jawaban	Laki-laki	Perempuan
Mempertimbangkan Tidak mempertimbangkan Ada usulan proyek lingkungan (apa proyeknya dan dampaknya) Kalau ada usulan proyek lingkungan (kenapa) Lainnya		

-kalau jawabannya "ada", bagaimana dampaknya terhadap lingkungan

6.d. bagaimana cara kalian menjaga lingkungan?

Kemungkinan Jawaban	Laki-laki	Perempuan
<p>Tidak menebang pohon</p> <p>Tidak memakai bom ikan</p> <p>Tidak memakai pestisida</p> <p>Rutin menjaga kebersihan desa</p> <p>Menanam pohon</p> <p>lainnya</p>		

- memasak pakai apa? Kayu (darimana)

6.e. Seberapa penting isu lingkungan (pembalakan liar, banjir dll) bagi pembangunan desa setelah proyek MGKD di laksanakan? (apakah ada kesadaran?)

Kemungkinan jawaban	Laki-laki	Perempuan
<p>Sekarang menjadi sangat penting</p> <p>Sekarang kurang lebih menjadi penting.</p> <p>Tidak penting sama sekali.</p> <p>Saya tidak tahu.</p>		