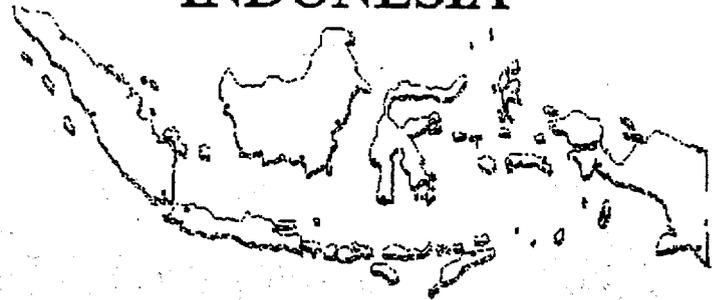


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INDONESIA



USAID/INDONESIA

**RESULTS REVIEW AND
RESOURCE REQUEST
(R4)**

MARCH 1997

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PART I. OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

Despite diminishing financial and, particularly, human resources, USAID/Indonesia (USAID/I) continues to realize impressive achievements throughout its portfolio. In doing so, we are also carefully guiding the transition of the traditional United States and Indonesia development assistance relationship to one of broader partnership. Our focus on policy level work, coupled with sound demonstration projects and close donor collaboration, enable us to significantly broaden the impact of our limited assistance. Throughout our strategic objectives (SOs), the themes of increased public participation, transparency and sustainability resonate. Whether the issue is environment, democratization, urban pollution or family planning, our program is designed to achieve results with Indonesian citizens -- urban and rural -- as active participants through non-governmental organizations (NGOs) or in partnership with local or central governments. Overall achievement of this strategy was good to excellent over the past year.

The broad economic development context remained virtually unchanged through early 1997. The levels of foreign investment approvals and foreign exchange reserves, and the strength of the rupiah are good evidence of continued international economic confidence. Real per capita GDP rose 7.8 percent and inflation declined from ten to seven percent. However, powerful, politically well-connected private parties continue to have undue influence in Indonesia's less than transparent economy. This factor has periodically caused the Government of Indonesia (GOI) to renege on previously agreed upon economic policy. Such behavior causes some concern for future program implementation, but also validates our strategy to increase transparency of and broaden participation in the Indonesian economy.

In the social and political arenas there was little progress. Ethnic, political, religious and class tensions erupted into riots, demonstrations, and attacks on places of worship throughout the archipelago with increasing frequency. These tensions were often fueled by perceptions of social and economic inequality. In the aftermath of Indonesia's worst riots in 20 years in Jakarta, the GOI classified 32 Indonesian NGOs as "problematic". This action led to increased scrutiny of other NGOs as well, causing many NGOs with which USAID/I works to turn to less controversial issues in order to avoid increased pressure from the GOI. Despite this difficult environment, USAID/I-supported NGOs were able to realize important gains in their push for democratization. The GOI issued, much earlier than expected, the usual restrictions on public assembly and travel prior to the general elections in May 1997; those restrictions may continue through the 1998 presidential elections.

Increasingly, USAID/I's human resource constraints are assuming greater importance than virtually any other factor -- including diminishing program financial resources and the local development environment -- in our ability to achieve our strategy. Staff and program funding reductions last summer necessitated our termination of a promising industrial pollution program, despite the opportunity to influence development in this sector at a critical stage of Indonesia's industrial sector growth. Recently announced additional reductions of staff in late FY 1997 are expected to slow our overall program transition as we seek once again to redistribute workload and rebuild the severely depleted morale among staff who remain.

Notwithstanding the above, USAID/I expects to accomplish all of its SO targets.

SO1, *sustained liberalization of international trade and domestic competition for the mutual benefit of Indonesia and the United States*, supports key activities in policy formation and legal and regulatory reform which improve the climate for international trade and domestic economic efficiency. By many estimates, Indonesia may have the fourth largest economy in the world by the year 2020 (up from the 28th largest today). Continuing reform which is focused on increasing transparency and improving the efficiency of the domestic economy is essential to achieving that status. Such growth underpins improvements in domestic welfare and the expansion of foreign trade and investment. Continued liberalization of the foreign trade regime, for both goods and services, is also essential to Indonesia's economic growth. A peacefully expanding Indonesia contributes to U.S. economic interests in terms of expanded trade and investment opportunities and to U.S. political interests in terms of stability of the Southeast Asian region.

SO2, *sustained improvement in health and reduced fertility*, centers on refining USAID/I's maturing assistance in this sector to ensure sustainability of Indonesia's impressive achievements to date and to add another 10 million couples to those already practicing family planning by 2005. USAID/I's health care financing model attracted the interest of multilateral development banks in financing its replication in other areas of the country. If such replication occurs, USAID/I with limited resources will have an enormous impact on health care in Indonesia. On another front, USAID/I is assisting the GOI in tackling the HIV/AIDS epidemic at a critical stage of its local progression. Our efforts at donor collaboration, together with the GOI's own commitment to improve health and family planning, support the sustainability discussed in the recently submitted Population, Health and Nutrition (PHN) transition plan.

SO3, *decentralized and strengthened natural resources management (NRM)*, is realizing steady, hard-fought progress toward achieving Agency and U.S. foreign policy goals for better environmental management and biodiversity conservation. With the world's second largest tropical forest and longest tropical coastline, NRM in Indonesia is of global importance. USAID/I assistance is improving the institutional capacity of Indonesian NGOs to assume a greater role in NRM and to undertake programs and policy analysis which can be used to influence GOI policy. Increased GOI commitment at all levels is critical to improved NRM. Again, powerful, private interests are counterweights to such commitment. Our efforts through NGOs to mobilize participation and greater awareness among the public regarding NRM, and to support committed parties within the GOI in policy development continue to augur well for achievement of our strategy. Where GOI commitment exists, such as in integrated pest management (IPM), results can be dramatic. USAID/I's highly successful IPM activities have leveraged IPM investments by the GOI, multilateral development banks and several bilateral donors, and achieved significant results in improved GOI policy and farm practices.

SO4, *strengthened urban environmental management*, has achieved dramatic results in changing the policy environment for local financing of urban environmental infrastructure as well as improving the climate for public-private partnerships. This achievement, by facilitating increased investment in critically needed water, wastewater and solid waste services will bring

direct and indirect (through improved health) benefits to millions of Indonesians, particularly the poor. Among the primary beneficiaries are women who traditionally bear the predominant family care burden resulting from diarrheal and other water borne diseases. USAID/I's recently expanded assistance on energy issues supports Agency and U.S. foreign policy goals to mitigate global climate change through reduction in energy sector greenhouse gas emissions. Our efforts to create an enabling regulatory framework and introduce new technology applications will ensure that renewable energy and energy efficiency are integral to the growth of Indonesia's energy sector. Activities to develop markets for environmental services and products; promote privatization of urban environmental infrastructure; create a secondary mortgage facility; and decentralize fiscal authority complement work under SO1 to promote more transparent international trade and increased domestic competition.

SO5, increased effectiveness of selected institutions which support democracy, is central to the U.S. government's (USG) status as lead donor in the human rights (HR), democratization and better governance (DG) sector in Indonesia. Our activities in this sector provide a needed balance to the critical trade and security elements of the overall U.S.-Indonesia relationship. USAID/I achieved strong performance in the DG sector, despite increased GOI-driven impediments to NGO activities and limited opportunities for DG work outside the NGO sector, with elections, the legislature and judiciary. Despite the encouraging achievements of our NGO partners and civil society as a whole, Indonesia's progress toward true democratization remains slow. Indonesian NGOs consider our support as international validation of their work as well as an endorsement of their financial management and programmatic skills which increases their ability to attract funds from other donors.

PART II. PROGRESS TOWARD OBJECTIVES

SO1: SUSTAINED LIBERALIZATION OF INTERNATIONAL TRADE & DOMESTIC COMPETITION FOR MUTUAL BENEFIT OF INDONESIA & THE UNITED STATES

Performance Analysis

A revised Results Framework for economic growth for USAID/I was approved in October 1996 (see State 231479), with the exception of several key performance indicators. However, this narrative is based on the previous strategy. USAID/I tracked performance for all indicators related to the old strategy, even in those areas where our work came to an end, and those results are presented for the last time. The new approved framework with its complete set of indicators is appended to this R4.

As the report card narrative associated with the SO level indicators shows, macroeconomic performance remained strong: GDP growth remained in the near eight percent range, inflation was down from ten to seven percent; the government budget was in surplus; and concerns about the current account deficit were allayed. However, other concerns remain. Public debt remained high and the financial condition of the banking sector will require improvement, as many banks carry a considerable load of bad debt. Greater reform at the micro-level will also be necessary to sustain the overall strong trends. While Indonesia brought its trade policies in general line with the WTO/GATT accords, the practical matter of putting political agreements into technical practice continued to be difficult. Protectionist sentiment in favor of the development of national industries remained strong, as the case of the "national car" policy indicated. In an era of political uncertainty over the transition to a post-Soeharto regime, the possibility of anti-free trade policies increases. Trade in services is an area of increasing focus and concern. On the domestic side, the Busang gold mine negotiations, which put a series of foreign developers in contest with each other as well as a number of major domestic financial and political interests for control, epitomized the continued need for a clearer policy framework to emphasize the clear right of access to markets and finance by all interested parties. Domestic competition connects well with the Mission's strategic focus in the DG sector because it levels the playing field for participation in the economy. With equal treatment, perceived economic disenfranchisement, which was an impetus to recent outbreaks of civil unrest, could be allayed.

As the intermediate results (IRs) show in the Performance Data Tables, the indicators which tie most closely to macroeconomic trends, such as GOI tax collections and directing central government grants to the poorest provinces, made steady progress in keeping with USAID/I targets. For most of the indicators involving human resource development, such as the institutional development work under USAID/I's Economic Law and Trade projects as well as the job placement activity in Sumatra, progress was better than expected. Two factors were involved: progress toward reaching targets may have been underestimated, and the dedication of the implementors -- both U.S. and Indonesian -- played a significant role. USAID/I's heavy involvement in economic law, in terms both of human resources support and finance, contributed to a better than expected production of legal information in CD-ROM format, although institutional development to support this system is still underway. USAID/I will continue to support the development of economic law and legal information since it is closely

related to achievement of targets under the revised SO. However, progress was not as great as expected in two areas. First, the target for the total value of signed agreements related to private participation in the development of urban services (water, wastewater, etc.) was not reached because financial closure was not obtained on any individual deal. Nevertheless, USAID/I worked closely with the GOI to build the legal and regulatory framework which will allow such deals to go forward more readily, as evidenced by the \$2.8 million (M) in private investments currently under negotiation with the GOI. Second, work to increase participation in major agribusiness associations produced few new members this year. Associations themselves did not expand, but their activity levels did increase through public information campaigns, the conduct of technical studies and seminars, and the demonstrations of new production and marketing techniques.

USAID/I's work with customers, given the revised strategy, is heavily focused on the future. Current and potential partners, and a wide range of customers reached through seminars and surveys, aided the development of our new Partnership for Economic Growth (PEG) concept and the implementation framework for work on domestic competition issues. USAID/I maintained a close collaboration with other donors, principally the World Bank (IBRD) and the Asia Development Bank (ADB), which also support economic issues. USAID/I consulted closely with the ADB on trade policy, and with the IBRD on economic law; and also maintained close linkages to IBRD economists in the Consultative Group for Indonesia.

USAID/I efforts were highly successful in assuring that the benefits of training and education in institutional development work were shared more equitably with regard to gender, as results demonstrate. A number of USAID/I's ongoing research activities are aimed at determining the impact of gender on issues related to domestic trade overall, and in small and microbusiness in particular. This research will be used to direct our implementation work in domestic competition under the revised strategy.

Expected Progress through FY 1999 and Management Actions

The revised strategy focuses on policy issues at the microeconomic level which relate to the legal, regulatory, financial and procedural structure for international trade and domestic competition. Continuance of Indonesia's strong track record of economic growth depends on ongoing improvements in competitive practice and efficiency in the areas of trade and domestic competition. The trade area is of special relevance to the United States as the Indonesian economy continues to emerge as one of the trading partners of the U.S. Domestic competition is also of key concern given its linkage to political stability in one of the largest countries in the world.

USAID/I will focus on these two areas of economic growth through the end of FY 2001 when active assistance to Indonesia will end; however, U.S. interest in the economy will not end, nor will Indonesian interest in the transfer of U.S. intellectual capital on economic policy reform issues. Therefore, USAID/I formulated a transition vehicle, to become operational in FY 1997, known as the PEG, which will be our primary implementation vehicle for achieving results under the revised strategy. PEG is a grant-making mechanism designed to strengthen existing linkages and promote new ones between U.S. and Indonesian institutions interested in

understanding and promoting solutions to economic problems in the fields of international trade and domestic competition. These grants will finance research, publicize findings, and foster the dialogue between the public and private sector as well as between the U.S. and Indonesian experts on how best to promote economic efficiency and competitiveness. The PEG concept will be complemented by key technical assistance activities designed to assist the public sector in understanding the results fostered by PEG, and to promote the needed changes in public policy.

There are two key assumptions which relate to this strategy. First, the GOI, despite any changes which might occur as a result of the upcoming election, will retain interest in the openness of its international trade regime and will not backslide significantly toward protectionist policies. Second, despite the political sensitivities surrounding aspects of domestic competition, solid progress can be made to improve access to financing and markets for aspiring medium-, small- and micro-businesses.

PERFORMANCE INDICATORS

**SO 1 : Sustained Economic Growth in the Transition from
Economic Development Assistance to
Development Cooperation**

OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT: (SO level indicator)

INDICATOR SO 1.1: Improved policies for sustained economic growth

UNIT OF MEASURE: An annual report card on USAID policy-based assistance to sustained economic growth will focus on USAID achievements related to (a) fiscal and monetary policy, (b) financial and capital market development, and (c) improved service delivery. This report card will include a "grade" between 0 (low) and 10 (high)

SOURCE: USAID economists, project managers and policy advisors, and GOI counterparts/annual

INDICATOR DESCRIPTION: An annual report card on USAID policy-based assistance to sustained economic growth.

COMMENTS: In 1995/96 the Indonesian economy grew at 8.1% and Indonesia steadily maintained its minimum high growth for the remaining two (2) years plan at 6.9% per annum. Indonesia also implemented a major trade liberalization through significant deregulation packages (May 1995, January 1996, and June 1996), and further floated some state-owned enterprises (PT. Tambang Timah, PT. Semen Gresik, and PT. Telkom) on the New York and Jakarta Stock Exchange.

For detail, see Report Card SO1.

* Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR *	PLANNED	ACTUAL
1992/93 (B)	N/A	10
1993/94	9	10
1994/95	6	7
1995/96	5	5
1996/97	4	
1997/98	4	
1998/99	4	
1999/00 (T)	4	

OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT: (SO level indicator)

INDICATOR SO 1.2: Improved policies for increased Indonesian participation in the global economy

UNIT OF MEASURE: Annual report card on USAID policy-based assistance to increase participation in the global and regional economy. This will focus on USAID achievements in (a) trade policy, b) deregulation, and c) increased competitiveness. This report card will include a "grade" between 0 (low) and 10 (high)

SOURCE: USAID economists, project managers and policy advisors, and GOI counterparts/annual

INDICATOR DESCRIPTION: Annual report card on USAID policy-based assistance to increase participation in the global and regional economy.

COMMENTS: Indonesia strongly demonstrated its commitment to GATT/WTO and APEC trade liberalization by announcing a bold new package of tariff and trade reforms in May 1995, followed by another two reforms in January 1996 and June 1996. These packages cut tariffs on approximately two-third of all tariff line items. As a result, the average tariff rate (unweighted) fell from 19.5 % to 14.6 %. More importantly, the package of May 1995 for the first time committed Indonesia to a schedule of tariff reductions over the next seven years. This approach was advocated by USAID consultants, together with our partners in the World Bank. These tariff reductions further expand U.S. business opportunities in Indonesia.

For detail see Report Card SO.1.

* Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR *	PLANNED	ACTUAL
1992/93 (B)	N/A	10
1993/94	10	10
1994/95	10	10
1995/96	10	10
1996/97	8	
1997/98	5	
1998/99	5	
1999/00 (T)	5	

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OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT: (SO level indicator)

INDICATOR SO 1.3: Increased maturity of Indonesian-American economic relationship

UNIT OF MEASURE: Annual report card on USAID assistance to increase economic linkages between the United States and Indonesia and movement from development assistance to development cooperation. The report card will include a "grade" between 0 (low) and 10 (high)

SOURCE: USAID economists, project managers and policy advisors, and GOI counterparts

INDICATOR DESCRIPTION: Annual report card on USAID assistance to increase economic linkages between the United States and Indonesia

COMMENTS: Indonesian and American mutual interest on the partnerships in economic growth continues to develop. USAID completed the design of a new approach to develop cooperation in support of sustainable economic growth. The approach is a partnership concept which will facilitate the transfer of intellectual capital between U.S and Indonesian institutions regarding key economic policy issues which influence international trade and domestic competition. The Partnership for Economic Growth will become operational in the third quarter and will run until the end of FY 01.

* Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR *	PLANNED	ACTUAL
1992/93 (B)	N/A	N/A
1993/94	2	2
1994/95	3	3
1995/96	4	4
1996/97	6	
1997/98	9	
1998/99	10	
1999/00 (T)	10	

OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 1.1: Improved Economic Management in Key Areas

INDICATOR IR 1.1.1: Percentage change in GOI tax collections for corporate income, individual income, and value-added taxes

UNIT OF MEASURE: Percentage change in the sum of corporate and individual income taxes and value-added tax collected by the GOI which is a measure of fiscal effort and the ability of the GOI to finance government services; percentage change from previous year

SOURCE: Agency for Financial and Monetary Analysis, Economic Indicators and Budget Statistics, published annually in December

INDICATOR DESCRIPTION: Percentage change in GOI tax collections for corporate income, individual income, and value-added taxes

COMMENTS: In 1994, an improved tax law proposed by the Ministry of Finance was enacted that provided a number of decisive steps eventually to help greatly improve tax administration. In 1995 the government reduced tax rates on both individual and corporate incomes. The success of the administrative foundation for tax collections already laid with the help of past USAID assistance supports the ability of the GOI to gather substantially increased taxes despite the rate reductions that were not anticipated in our plan.

* Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR *	PLANNED	ACTUAL
1992/93 (B)	N/A	22.3% increase to 22,626.6 million rupiah (about 78% of GOI non-oil own-source revenues)
1993/94	17.0%	21.8%
1994/95	20.0%	17.4%
1995/96	17.0%	19.8%
1996/97	16.0%	
1997/98	15.0%	
1998/99	15.0%	
1999/00	15.0%	
1999/00 (T)		

OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 1.1: Improved Economic Management in Key Areas

INDICATOR IR 1.1.2: Percentage of GOI tenders competitively awarded in the government procurement system

UNIT OF MEASURE: Number (percentage) of GOI large value procurement tenders that are approved by the Coordinating Ministry for Economics, Finance, and Development Supervision (EKKU)

SOURCE: EKKU staff review all large value procurement; reports are prepared annually

INDICATOR DESCRIPTION: GOI large value procurement tenders are approved by the Coordinating Ministry for Economics, Finance, and Development Supervision (EKKU)

COMMENTS: The government has not released the formal information on the percentage of GOI large value procurement tenders that were competitively awarded. Data not yet available.

* Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR *	PLANNED	ACTUAL
1992/93 (B)	N/A	52%
1993/94	52%	52%
1994/95	60%	58%
1995/96	63%	
1996/97	65%	
1997/98	68%	
1998/99	71%	
1998/99 (T)	75%	

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OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 1.1: Improved Economic Management in Key Areas

INDICATOR IR 1.1.3: Number of commercial laws and regulations compiled into full-text or electronic image databases and made available to the public

UNIT OF MEASURE: The number of laws and regulations that consist of provisions of the Constitution, laws passed by Parliament, government regulations, decrees, instructions, provincial government regulations and treaties with other countries

SOURCE: Project reports (annually)

INDICATOR DESCRIPTION: The number of laws and regulations that consist of provisions of the constitution, laws passed by Parliament, government regulations, decrees, instructions, provincial government regulations and treaties with other countries

COMMENTS: During FY 95/96 we were successful in transferring commercial laws and regulations signed by the President of Indonesia since 1950 into electronic form in order to allow easy retrieval. These laws and regulations were more readily available than those regulations issued by government ministries and provincial governments.

Similar activities with regulations developed by the Ministry of Finance will be completed in the FY 96/97.

Note: In the last year's reporting, it was mentioned that the electronic compilation of laws includes the Indonesia State Gazette. In 1994/95, the compilation of laws included only capital markets law and the tax law.

* Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR *	PLANNED	ACTUAL
1992/93 (B)	N/A	0
1993/94	+ 100	+ 150
1994/95	+ 1000	+ 4000
1995/96	+ 2500	+ 4600
1996/97	+ 3000	
1997/98	+ 3400	
1998/99	+ 4000	
1999/00 (T)	+ 4500	

OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 1.1: Improved Economic Management in Key Areas

INDICATOR IR 1.1.4: Targeting of central government grants to the poorest provinces

UNIT OF MEASURE: Percentage of INPRES aid going to the nine poorest provinces, as measured by the percentage of their population living in the poorest category of village. Data cover all Indonesian provinces except DKI Jakarta

SOURCE: Report issued annually by Ministry of Finance with support from USAID's Municipal Finance Project. The poorest villages are classified by the GOI (approximately 10% of the population)

INDICATOR DESCRIPTION: Central Government Grant (INPRES) is INPRES Desa, INPRES Kabupaten, INPRES Dati I, INPRES Kesehatan, INPRES Pendidikan, INPRES Penghijauan, and INPRES Desa Tertinggal.

COMMENTS: The Government of Indonesia has given high priority to grant more money to the poorest provinces and villages. There is a strong possibility that we will continue to exceed future year targets.

* Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR *	PLANNED	ACTUAL
1992/93 (B)	N/A	26.0%
1993/94	26.5%	27.0%
1994/95	27.0%	28.0%
1995/96	27.5%	28.1%
1996/97	28.0%	
1997/98	28.5%	
1998/99	29.0%	
1999/00 (T)	29.5%	

OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 1.1: Improved Economic Management in Key Areas

INDICATOR IR 1.1.5: Regional Development Account (RDA) loan disbursements to local governments

UNIT OF MEASURE: Annual percentage change from previous year in the total amount of RDA loan disbursements by the Ministry of Finance to local governments

SOURCE: BAPPENAS Urban Policy Action Plan Monitoring Indicators Report-annually

INDICATOR DESCRIPTION: Regional Development Account is a loan managed by the Minister of Finance to finance urban infrastructure development.

COMMENTS: RDA capitalization and loan commitments continue to increase; however actual disbursements must be individually approved as much as one year ahead of time as part of the annual budget process. This administrative roadblock has slowed disbursements despite an overall increase in the number and size of loans to local governments. This problem should be eased this coming year due to a reorganization, recommended by USAID, which will allow an annual block capitalization for RDA, and thus timely disbursements as individual projects are approved during the fiscal year. A major new ADB loan and technical assistance program, proposed and co-designed by USAID, will also precipitously increase RDA capitalization and speed implementation of administrative reforms.

* Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR *	PLANNED	ACTUAL
1992/93 (B)	N/A	Rp. 88.06 million
1993/94	+8%	-12.5%
1994/95	+12	+119%
1995/96	+15%	-11.2%
1996/97	+20%	
1997/98	+20%	
1998/99	+20%	
1999/00 (T)	+20%	

OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 1.2: Strengthen Institutional Capacity for Economic Management

INDICATOR IR 1.2.1: Train Indonesians in key development institutions needed for sustainable growth

UNIT OF MEASURE: Number of persons trained through USAID activities in Trade Implementation and Policy Program (TIPP) and Economic Laws and Improved Procurement System (ELIPS) projects

SOURCE: Compiled data from TIPP and ELIPS Projects

INDICATOR DESCRIPTION: Number of persons trained through USAID activities in Trade Implementation and Policy Program (TIPP) and Economic Law and Improved Procurement System (ELIPS) projects

COMMENTS: The ELIPS project reported for FY 95/96 that a total of 733 persons have undergone various training in the U.S. and in-country. Out of this total, 223 are female. The in-country training was mostly done for young faculty members under the legal training component as well as government employees in 5 provinces dealing with government procurement. Under the TIPP, there were 666 persons trained in Training of Trainers (TOT) and advanced skills. Through TOT and an expansion of training activities in regional offices, TIPP increased the number of people trained in basic activities in regional offices. Advanced skills training included courses on anti-dumping, input-output analysis, intellectual property rights, and negotiations.

* Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR *	PLANNED	ACTUAL
1992/93 (B)	N/A	+ 20
1993/94	+ 298	+ 309 (90 women)
1994/95	+ 235	+ 280 (99 women)
1995/96	+ 235	+ 1,399 (424 women)
1996/97	+ 210	
1997/98	+ 210	
1998/99	+ 210	
1999/00 (T)	+ 210	

OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 1.2: Strengthen Institutional Capacity for Economic Management

INDICATOR IR 1.2.2: Participation of women (out of total trained)

UNIT OF MEASURE: Percentage of women of all participants trained by USAID funded by Project Implementation Order/Participants (PIO/Ps)

SOURCE: Project data for all Mission-funded training projects

INDICATOR DESCRIPTION: Participation of women is the Percentage of women among all participants trained by USAID funded by Project Implementation Order/Participants (PIO/Ps)

COMMENTS: The Mission attained the target percentage in 1995/96. Mission continues to make special efforts; however, the pool of available women participants with skills required for training is uneven and very thin in many fields.

YEAR	PLANNED	ACTUAL
US FY 1992/93 (B)	N/A	25
1993/94	26	27
1994/95	27	27
1995/96	27	30
1996/97	28	
1997/98	28	
1998/99	28	
1999/00 (T)	29	

OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 1.2: Strengthen Institutional Capacity for Economic Management

INDICATOR IR 1.2.3: Proportion of central government grants to local governments that are under "local-discretion"

UNIT OF MEASURE: Percentage; central government grants categorized as "local discretion between sectors" are divided by the total of all central government grants and transfers

SOURCE: Urban Policy Action Plan Monitoring Indicators-annually

INDICATOR DESCRIPTION: Central government grants categorized as "local discretion between sectors" are divided by the total of all central government grants and transfers

COMMENTS: The absolute amount of grants to local governments under local discretion has grown every year since USAID's work in this area began in the early 1990s. However this indicator measures this amount as a percentage of all central government funds going to local governments, including development budget expenditures financed by donors and spent in the regions by central government ministries. When these kinds of loans or grants by donors increase sharply, as they have in recent years, this indicator fails to meet planned targets, even though in absolute terms it has increased considerably. The slight under performance of this indicator hides a very positive trend in the amount of grants under local discretion which demonstrates that grants to local governments have increased as a share of central government grant funding - a related, significant indicator of progress in fiscal decentralization.

*Unless otherwise stated, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR *	PLANNED	ACTUAL
1992/93 (B)	N/A	20.3%
1993/94	23.1%	22.3%
1994/95	23.5%	21.5%
1995/96	24.0%	22.5%
1996/97	24.5%	
1997/98	25.0%	
1998/99	25.5%	
1999/00 (T)	26.0%	

OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 1.2: Strengthen Institutional Capacity for Economic Management

INDICATOR IR 1.2.4: Improved effectiveness of agribusiness associations as indicated by their ability to provide services to members and attract increasing numbers of active members

UNIT OF MEASURE: Improved effectiveness will be measured by the change in the number of active members of agribusiness associations; active membership is measured as "those members who regularly participate in association event and programs, whether or not they pay their dues" (gender disaggregated)

SOURCE: Data are collected by ADP during the life of the project

INDICATOR DESCRIPTION: Effectiveness will be measured by the change in the number of active members of agribusiness associations

COMMENTS: In 1995/96, the increase of actual number for active members (companies) was only 137, far below target, due to the relatively static active membership of agribusiness associations over the rating period. However, this number do not adequately capture the change in effectiveness of many of the associations. While memberships has not increased a great deal overall, many agribusiness associations have been revitalized, with many providing enhanced services to members through: publication of regular newsletters, establishment of information sites on the internet, the conduct of technical studies and seminars, and the demonstration of new production and marketing techniques to members. These services have been provided through an increasingly active membership, even though the total number of members has not increased. Particular progress has been noted among: the Indonesian Horticultural Experts Association, Pepper Exporters, Meat Producers and Feed Association, the Seaweed Association, Juice Processors, Plant Propagators, Cocoa, and Rubber Associations.

YEAR	PLANNED	ACTUAL
1993/94 (B)	N/A	21,350 (0% women)
1994/95	2,135 (4% women)	2,679 (20% women)
1995/96	2,135 (7% women)	137 (47% women)
1996/97	3,205 (10% women)	
1997/98	5,335 (13% women)	
1998/99	3,415 (16% women)	
1999/00 (T)	3,725 (16% women)	

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OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 1.2: Strengthen Institutional Capacity for Economic Management

INDICATOR IR 1.2.5: Adoption of innovations and best practices by institutions to increase financial services to clients in under served areas

UNIT OF MEASURE: Number of clients receiving loans from financial institutions in under served areas (gender disaggregated)

SOURCE: Microenterprise projects, semi-annually

INDICATOR DESCRIPTION: Number of clients receiving loans from financial institutions in under served areas

COMMENTS: This activity has shown significant achievement. The number of clients receiving loans from financial institutions that USAID projects have helped to support in under served areas is well above both the baseline and expected levels. (If we include also clients from informal institutions, such as savings and lending groups, the number and portion of women would have been considerably higher : 2,421 persons of which 44% were women).

YEAR	PLANNED	ACTUAL
1993/94 (B)	N/A	0
1994/95	N/A	N/A
1995/96	840 (50% female)	951 (56.3% female)
1996/97	1,500 (52% female)	1,835 (27% female)
1997/98	2,360 (55% female)	
1998/99	3,120 (58% female)	
1999/00	3,380 (61% female)	

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OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 1.3: Test Pilot Programs for Economic Growth

INDICATOR IR 1.3.1: Number of students employed and securing one year internships through utilization of Job Placement Centers

UNIT OF MEASURE: Number of students obtaining professional counseling at Job Placement Centers (at 7 Sumatran Universities) operated under USAID/GOI auspices

SOURCE: Job Placement Center Advisors, project records and Ministry of Education (General Director of Higher Education, Jakarta)--annually

INDICATOR DESCRIPTION: Number of students obtaining professional counseling at Job Placement Centers

COMMENTS: In 1995/96 the project exceeded its year targets.

* Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR *	PLANNED	ACTUAL
1992/93 (B)	N/A	0
1993/94	0	4 (1 women)
1994/95	160	394 (118 women)
1995/96	320	630 (321 women)
1996/97	640	
1997/98	640	
1998/99	640	
1999/00 (T)	640	

OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 1.3: Test Pilot Programs for Economic Growth

INDICATOR IR 1.3.2: Value of signed agreements between local governments and private firms in providing urban services

UNIT OF MEASURE: Value of signed agreements is the total value in millions of US dollars of Private Sector Participation in Urban Services (PURSE) supported public/private partnership project agreements

SOURCE: Annual and quarterly reports of the PURSE Project

INDICATOR DESCRIPTION: Value of signed agreements is the total value in millions of US dollars of Private Sector Participation in Urban Services (PURSE) supported public/private partnership project agreements.

COMMENTS: The Private Participation in Urban Services (PURSE) Project is currently assisting in the development of six privately-financed water supply projects : (1) Jakarta - \$500 million, (2) Semarang - \$ 10-20 million, (3) Balikpapan - \$45 million, (4) Cirebon - \$14 million, (5) Palu - \$35 million, and (6) Surabaya - \$75 million. The private sponsor of a \$40 million project in Medan that entered a joint venture last year has withdrawn from the agreement; however a new private party is studying the feasibility of a \$64 million investment in the same water system.

While financial closure has not yet been achieved for any of the pending joint ventures, USAID efforts to assist the Government of Indonesia (GOI) establish an enabling legal/regulatory framework are beginning to bear substantial fruit as evidenced by the sheer number of new projects being pursued by water enterprises utilizing private sector partnerships. The PURSE Project is directly assisting six projects valued at nearly \$ 800 million, 300% ahead of end-of-project targets, and the GOI has over \$ 2.8 billion in private investments proposed for 48 projects in various stages of negotiation.

* Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR *	PLANNED	ACTUAL
1992/93 (B)	N/A	\$0
1993/94	\$0	\$0
1994/95	\$0	\$0
1995/96	\$0	\$0
1996/97	\$50 million	\$0
1997/98	\$75 million	
1998/99	\$100 million	
1999/00 (T)	\$100 million	

OBJECTIVE 1: Sustained Economic Growth in the Transition from Economic Development Assistance to Development Cooperation

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 1.3: Test Pilot Programs for Economic Growth

INDICATOR IR 1.3.3: Number of state-owned enterprises conducting initial public offerings

UNIT OF MEASURE: Most state-owned enterprises have been restructured as limited liability companies. USAID and a task force in the Directorate General for State Enterprises have been working to clarify procedures for public offerings by these companies. Data are cumulative number of state-owned enterprises conducting initial public offering

SOURCE: The data have been initially collected by USAID under the Financial Markets Project. In the future, the Directorate General for State Enterprises and the Indonesian Capital Markets Supervisory Agency (BAPEPAM) will collect and publish the data-annually

INDICATOR DESCRIPTION:

COMMENTS: In FY 95/96, there were three initial public offerings were completed: PT.Tambang Timah, PT. Semen Gresik, and PT. Telkom. Another initial public offering, PT Bank BNI 46, was started in November 1996.

Another two further public offerings have so far been identified for FY 1996/97 : Jasa Marga and PT Krakatau Steel.

* Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR *	PLANNED	ACTUAL
1989/90	N/A	1
1993/94	2	0
1994/95	4	1
1995/96	7	3
1996/97	11	
1997/98	16	
1998/99	22	
1999/00 (T)	29	

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SOI REPORT CARDS

Overview of the Indonesian Economy

Indonesia has once again demonstrated in 1996 its commitment to successful macroeconomic policy management, in all major economic areas. Real GDP growth was 7.8 percent while inflation was down from 9.0 percent to 6.6 percent in 1996. Indonesia is experiencing a current account deficit of approximately four percent of GDP, but this is well within the ability of the country to cope. In addition, the rupiah has depreciated by 3.6 percent over the last year. Foreign exchange reserves increased to US\$22 billion. Foreign investment inflows amounted to approximately \$12 billion while domestic investment approvals increased from Rupiah 70 trillion to Rupiah 100 trillion which is taken as a continuing vote of confidence in the economy by domestic investors. The net effect of continuing economic growth is that the number of people living in what is considered to be absolute poverty has decreased from about 25 million to 22 million over the past 3 years.

Mixed signals emanate from the financial sector. While money supply is estimated to have increased by 21.9 percent, credit interest rates continue to be about 19 percent-basically unchanged from a year ago. In response to much public discussion about how nominal interest rates are high, some state owned banks have reduced their deposit rates while leaving credit rates unchanged. This step has the perverse effect of increasing the spread between deposit and loan rates. At a minimum, if expectations about future inflation are credible, both deposit and loan nominal rates should decrease. There are also other contradictory factors influencing the financial market as well. Indonesia is an open economy with about \$12 billion in foreign investment inflows in 1996. This explains some of the expansion in the money supply. If Bank Indonesia moves aggressively to sterilize this inflow, interest rates should rise, contributing to the current downward rigidity in interest rates. On the other hand, because it is an open economy, interest parity should prevail. By this benchmark, interest rates should be about 10-11 percent, significantly lower than the prevailing 14 percent rates. One hypothesis put forward is that some banks, particularly the state owned ones, have a high ratio of non-performing loans and have to offer higher than normal rates to attract deposits. Whatever the reasons, there are significant efficiencies to be gained in the financial sector in Indonesia.

While the current account deficit remains at about four percent of GDP, non-oil exports increased by 12 percent in 1996, less than in other years but still impressive. Indonesia will continue to benefit from its low average wage of about US\$0.43 an hour versus India at US\$0.56 and Thailand at US\$1.04. In addition, the current account deficit is related to the high investment inflow. This investment will, in turn, cause imports of capital equipment and intermediate products to increase. Prudent steps are being taken to maintain the real exchange rate in the face of the massive capital inflows. The intervention band for the

exchange rate has been widened; the policy seems to be a very slow crawling peg - the rupiah has depreciated about 3.6 percent over the last year.

Capital markets continue to develop; total Jakarta Stock Exchange capitalization is estimated at US\$60 billion - up from US\$1 billion several years ago. The privatization component of the USAID-funded financial market activity laid the groundwork for three initial public offerings (IPOs) by state owned enterprises, including the telephone company and the best run of the state owned banks. All three IPOs were offered in Jakarta as well as New York and all were oversubscribed in Jakarta while the Telkom offering was oversubscribed in New York. Foreign investor interest was quite strong in all, indicating the quality of the offering.

The GOI has been highly praised for presenting a restrained budget in an election year. Tax administration has continued to improve, providing substantial new non-oil revenues totalling \$27.1 billion in 1996-97 above inflation. The GOI proposed budget for FY 1997-98 is slightly contractionary (about \$2.3 billion), although less so than in prior years. Oil revenues are deliberately underestimated, and the expectation is that the additional surplus will be targeted to reduce high interest-rate foreign debt. There is a relatively small overall real increase, 4.8 percent in expenditures for development activities. Major new spending priorities are in health, education and social welfare, including a major increase targeted to help reduce Indonesian poverty and isolation in rural areas. There is a shift from emphasis on public provision to private sector provision of infrastructure. GOI steps are now underway to provide a tax incentive structure which may be difficult to manage, but should create incentives to public officials to collect economic rents from the private sector. The customs administration, contracted for a decade to a Swiss firm, has now been returned to the same rent-seeking public officials who previously generated a problem.

Indonesia's current development problems may be characterized as largely microeconomic. There is still an arbitrariness and a lack of transparency in the way economic rights are allocated, enforced and disputes resolved. The events surrounding the decision related to the national car is one good example. A relative of the President of Indonesia was granted permission to import a "national car" which is contrary to WTO and until then, contrary to Indonesian law. There are policy moves underway to address these problems; for example, there is currently in circulation a draft "fair trade practices law". However, previous attempts to enact this law have not succeeded and it is very difficult to assign a probability of success for this particular version. Nevertheless, it is an indication that there are policy technocrats who are aware of the need to begin to address these problems. The labor market is another example; there is no independent right to organize. The only independent "trade union leader" is currently on trial for sedition. University graduates wait as long as 2 years before finding a suitable job, although inadequate training may be a contributing factor.

Massive institutional and policy transformations have been required to underpin the enormous structural changes required to sustain economic growth in the Indonesian economy. These changes are by no means complete. The legal system is still inadequate; the economy still too overregulated by government officials; the government decision-making apparatus too

managed and controlled from the center; and human capital resources still too limited. Moreover, too much economic activity is still being carried out in the public sector, and major centers of private authority and energy are still too dependent on governmental decisions. Industrial concentration and licensing, cartels, and an inefficient distribution system mark the domestic economy. Capital investment and technology transfers from abroad are still inhibited. Much of the domestic Indonesian economy is still not benefitting from the economic gains obtained from growth of export-oriented manufacturing and other non-oil exports. Groups such as small businesses and microenterprises remain inhibited by the traditional rule-bound Indonesian government and society. It has been estimated that there are almost 4000 official levies and numerous unofficial fees which retard the development of the small and informal business sectors.

USAID/Indonesia to Economic Reform

USAID has made many contributions to the ongoing process of economic reform. USAID inflation policy research has helped increase GOI understanding of the mechanisms by which short-term inflation occurs in Indonesia, such as depreciation of the exchange rate and the existence of excess demand in the Indonesian economy. The GOI has in effect adopted the recommendations made as a result of USAID research which has contributed to the reduction of inflation. As a result, Indonesian inflation has dropped from the 10 percent rate customarily occurring in recent years to below seven percent in 1996. There was also decreased pressure on food prices to rise as a result of a record harvest in 1996. Nevertheless, we are optimistic that within relevant economic ministries, there is increased GOI understanding of the reasons for this inflation improvement, so prospective management of inflation at lower than past rates has greater prospects.

For a number of years, ending in 1995, USAID funded U.S. Internal Revenue Service teams in the Finance Ministry to help improve tax administration. There is strong evidence that this process has continued to work more than a year and a half after the completion of this funding in 1996 although U.S. companies still complain about unqualified auditors and corruption. The Ministry of Finance has recently brought suit in open court against two alleged tax evaders of the value added tax. Using procedures the IRS team pioneered here in Indonesia, the Indonesian tax department has sued two large companies for non-compliance. As tax administrators well know, the beneficial effects of public enforcement efforts usually bring far larger amounts through increased voluntary compliance.

Indonesia's banking system lacks the ability to transfer funds between banks, a successful feature of the U.S. banking system run by the Federal Reserve Board. Thus it is exceedingly difficult to transfer funds quickly from one bank to another; thus, there are large-scale efficiency losses. USAID funded a process to start electronic funds transfer in Indonesia, skipping the paper phase that the United States used for many years. The activity ended in November 1995 with what the mission thought was a successful conference; however, nothing was heard about the topic for 15 months. The Indonesian Central Bank has now decided to

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go forward with a system of electronic funds transfer, based on the models USAID had recommended which will increase the efficiency of the financial sector.

Indonesia was more open to international trade at the end of 1996 than a year ago. For a number of years, Indonesia has been engaged in a highly successful process of making tariff reductions and limiting non-tariff barriers in order to open the Indonesian economy to outsiders. USAID-funded consultants have been critically important in carrying out the necessary staff work to support this process. During June 1996, there was another significant tariff reduction package, again with substantial USAID-funded technical assistance in support of the process. USAID-funded staff are currently playing a critical role in helping the Minister of Industry and Trade to prepare another significant tariff reduction package which is scheduled for publication in early 1997.

The GOI is an active and generally constructive participant in the World Trade Organization (WTO) on issues relating to the macroeconomic arena. USAID-funded consultants are actively engaged in the support for Indonesian activities relating to the WTO and APEC negotiations which met in November 1996 and December 1996 respectively. The USAID goals have been to encourage Indonesian activities to support additional openness, transparency, and competitiveness. Although there has been some hesitancy among GOI government decision makers to support further opening of markets in Indonesia, USAID consultants in the Ministry of Industry and Trade have provided relevant technical support that has helped reduce GOI political support for these potential actions when they are adverse to markets.

The new World Trade Organization (WTO) has been established on the basis of rules that permit the imposition of additional temporary duties justified on antidumping grounds. Anti-competitive elements in the Indonesian government economic establishment, including certain senior staff of the Ministry of Industry and Trade (MOIT), have become interested in these potential vehicles for increasing trade duties. USAID-funded consultants have provided significant training on the complex and difficult-to-manage anti-dumping process to numerous mid-level GOI officials. As a direct result of USAID-funded consultant activities, we now believe the MOIT establishment view has been significantly altered, reducing the reliance on anti-dumping duties as a GOI vehicle to help advance anticompetitive interests.

USAID-funded technical assistance has provided substantial intellectual and human capital to the resolution of economic management issues arising during the collection of detailed microenterprise information during the Indonesian 1996 Economic Census. The 1996 Economic Census will provide the first available comprehensive data in the world on microenterprises that are obtained in the context of the enumeration of an appropriate statistical sampling frame for microenterprises. The detailed survey results are now being processed by the Central Bureau of Statistics. USAID efforts so far have, improved the structure and details of the questions asked, provided the computer program and techniques to construct the sampling process through which samples were selected, and provided improved procedures that are enhancing the quality of the data gathered.

Our economic growth work this year contributed to resolution of some problems not primarily economic in character. For example, USAID-funded research in the Ministry of Industry and Trade has uncovered a significant problem regarding the distribution of iodine necessary for small salt producers to prepare iodized salt in West Nusa Tenggara. The deficiencies in the iodine distribution network have led to a substantial problem with goiter, an iodine deficiency disease, in West Nusa Tenggara. USAID staff are cooperating with the World Bank and the Government of Indonesia to identify and help make appropriate structural changes to the iodine distribution mechanism that will assure adequate supplies of iodized salt are available without taking anticompetitive actions.

SO2: SUSTAINED IMPROVEMENTS IN HEALTH AND REDUCED FERTILITY

Performance Analysis

Concentrated headway was achieved in SO2 through the increase in contraceptive prevalence, improvement of maternal health care services and steps taken to prevent HIV/AIDS/STIs. Overall performance against targets was an unweighted average of 117 percent. Even though the health care financing targets were significantly underachieved, problems were identified and the prospect of reaching future targets is auspicious.

Progress towards attaining USAID/I's family planning and reproductive health targets reflected continued strong GOI support. Contraceptive prevalence, now estimated at 60 percent (22 million couples), rose five percent, according to Indonesia's family planning agency (BKKBN) statistics. In addition, the proportion of users who received family planning services from private providers increased by eight percent, totaling 34.3 percent of users overall -- well above USAID/I's target. The provinces included in the Service Delivery and Expansion Support (SDES) Project accounted for two-thirds of the 5.5 million increase in new acceptors. Of the new acceptors, 4.1 million (72 percent) chose temporary methods (pills and injectables) which may reflect the large number of young cohorts entering reproductive age and becoming new family planning acceptors. Another 1.45 million chose long-term methods (LTMs), which represented a 21 percent increase in LTM use over 1995. Although LTM use rose substantially in absolute numbers, in percentage terms (34.4 percent) it remained steady and did not meet the target established. Failure to achieve this target resulted from a number of factors: the greater than expected increase in total new acceptors using temporary methods masked the significant increase in the number of long-term users, who tend to be among the older cohorts; clinical training programs and service delivery improvements were too recently initiated to document significant impact in the proportion of couples using LTMs; the pricing structure for family planning services provided an incentive for private and village midwives to promote methods which require more client visits, such as injectables, rather than longer term methods like IUDs and implants; and, the GOI remained unwilling to endorse officially and promote vigorously voluntary sterilization in the national family planning program. USAID/I will focus increased attention on these issues over the next year to improve progress in LTM use.

GOI commitment to reduce maternal mortality increased significantly in 1996. The GOI provided additional resources to local provincial governments to reduce maternal mortality and a new "Mother Friendly Movement" was initiated by the Ministry of Health (MOH) and the Ministry of Women's Affairs to improve hospital care for mothers and to mobilize community support for pregnant women. Although USAID/I's maternal health program is in the early stages of development and limited geographically, good progress occurred. The proportion of births attended by trained personnel in demonstration areas increased by 29 percent, significantly exceeding the 1996 target.

Last year showed solid progress for start-up activities in HIV/AIDS/STI prevention. Baseline data were collected for all indicators and field offices were established in Surabaya and Manado. Technical advisors were put in place and the 1996/1997 implementation workplan is well underway. Three important policies were approved by the National AIDS Commission in

1996: assurance of care and rights of AIDS patients; national guidelines for information, education and communication (IEC); and use of the low-cost, low-tech syndromic approach to sexually transmitted infections (STI) diagnosis. This totaled six new HIV/AIDS-related policies since 1994, well in excess of the USAID/I target. In addition, the GOI doubled its budget for HIV/AIDS activities to \$6.5M in 1996, exceeding the target by 12 percent. The GOI's budget allocation to HIV/AIDS equaled 10 percent of the national health budget.

USAID/I's indicator for sustainable health care financing, *population covered by the Klaten managed health care (JPKM) program increased to 263,140*, fell quite short with only 166,286 persons enrolled in 1996. This underachievement reflects several problems uncovered during program assessments: weak management and regulatory systems; financial vulnerability due to competition from GOI clinics with highly-subsidized rates; and the need for policy changes. USAID/I and the GOI identified specific measures which must be taken, and added several of these indicators to the revised Results Framework. Three additional technical and management advisors were put in place. USAID/I is optimistic that the commitment to make needed changes exists at the ministry level, but ability to implement some of the changes, such as reducing the Klaten public health clinic subsidies, is limited in this election year. These concerns represent only a temporary set-back and the Mission is confident that this activity will be back on track by late-1997.

The SO2 Results Framework and all indicators supported women through activities that directly improved their health and lives whether they were the givers, e.g., trained midwives, or receivers of services. Customer participation played a key role in articulating program content and direction within the PHN transition plan. Focus group research among commercial sex workers and other high risk groups ensured that appropriate HIV/AIDS activities were planned. Marketing research conducted in Klaten to ascertain satisfaction with JPKM among users found that respondents were unclear about the program and benefits. Steps are underway to hold pre-enrollment social marketing campaigns to educate the public about the program.

Donor coordination continues to be particularly useful in HIV/AIDS/STI prevention and reproductive health. Quarterly donor meetings for both HIV/AIDS and Safe Motherhood provided regular opportunities for discussion of key issues and program progress. Donor working groups for STI prevention and IEC for HIV/AIDS prevention directly contributed to the development of national guidelines supporting the syndromic approach to the diagnosis and treatment of STIs, and to the development and acceptance of national guidelines for IEC in HIV/AIDS prevention. In May 1996, donors funded the first National Reproductive Health Workshop and assisted the GOI in defining the essential interventions to be included in Indonesia's first National Reproductive Health Strategy.

Expected Progress through FY 1999 and Management Actions

Progress during FY 1997-99 is expected to be good. The PHN transition plan, which awaits USAID/Washington approval, provides a clear blueprint for responsible and rapid transition out of this sector. No funding for family planning is anticipated after FY 1998. The plan focuses on policy, organizational, and models/systems development insofar as they support and promote sustainability. SO and IR indicators were revised to better reflect and measure both

sustainability and impact of the program. Specific changes are noted in the comment section of each Performance Data Table.

By the end of FY 1999 most family planning and reproductive health activities will end or be in their final year of implementation. Total fertility should fall to approximately 2.7 children per family and contraceptive prevalence should continue to rise. Use of LTMs will approach 39 percent, reflecting significant impact from the SDES-supported clinical training programs; improved quality of clinical services; increase in attractiveness of clinical methods; and improved GOI commitment to increasing the use of LTMs. Achievement of the latter target is particularly important since high and increasing rates of contraceptive use can be better sustained in a cost-effective manner with a proportionately greater reliance on LTMs. By FY 1999, we expect that a full 40 percent of family planning users will be receiving services from the private sector, further improving sustainability of family planning service delivery.

By FY 1999, the Mission expects to see the proportion of births attended by trained personnel reach 72 percent in demonstration areas; the proportion of obstetric complications referred to treatment facilities increase three-fold from 10.3 in 1996 to 30 percent; and the proportion of pregnant women who consume appropriate iron supplements increase 23 percent. The institutionalization of a fully functioning national clinical training network will greatly improve the GOI's institutional capacity for in-service training in family planning and reproductive health.

With another three years of steady implementation of USAID/I activities and continued strong GOI support to reduce HIV/AIDS/STI, we expect to decrease the prevalence of STIs among high risk populations in demonstration areas from 40 percent in 1996 to approximately 25 percent in 1999. The Agency acknowledges this indicator as a rough proxy for HIV infections; thus, activities will assist in substantially slowing the spread of new HIV infections in our demonstration areas. We also expect to see an increase in the adoption of risk reduction strategies from 36 percent in 1996 to 60 percent; an increase in people at high risk correctly diagnosed and treated in STI clinics from nine percent in 1996 to 55 percent; and an increase in knowledge of prevention practices among high risk groups from 71 percent to 78 percent. In line with 1996 achievements, we expect to see continued and substantial progress in the development and commitment of national resources for HIV/AIDS programs.

Successful replication of the Klaten integrated health care reform/managed health care model by the GOI and/or other donors is anticipated by 1999 in at least two provinces. Achievement of this SO indicator by 1999 will require that a managed care regulatory body be fully functioning by 1998; the JPKM management body be fully functioning and showing an operating profit; at least 215,678 Klaten residents be enrolled in one of the JPKM programs; and that social marketing activities be successfully completed.

Evaluations planned for 1997 include an Indonesian Demographic and Health Survey; an evaluation of the impact of LTM training on service delivery and utilization; and an assessment of the Klaten/JPKM model to identify any remaining operational obstacles.

PERFORMANCE INDICATORS

**SO 2 : Sustained Improvements in Health and
Reduced Fertility**

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT: (SO level indicator)

INDICATOR SO 2.1: Total Fertility Rate

UNIT OF MEASURE: The average number of children a woman would bear during her lifetime given current age-specific fertility rates

SOURCE: Demographic and Health Survey (DHS)

INDICATOR DESCRIPTION:

COMMENTS:

1. The only reliable source of data for this indicator is the Demographic and Health Survey. The last DHS was conducted in 1994. The next DHS is scheduled to be conducted in 1997 so results should be available in early 1998.
2. Planned achievements are derived from estimates made using the Bongaarts Proximate Determinants of Fertility model to calculate TFR needed to achieve replacement level fertility (TFR = 2.1) by the year 2005. Assumes a TFR decline of between .04 and .06 percentage points per year.
3. This objective remains unchanged from the 5/15/95 management contract.

YEAR	PLANNED	ACTUAL
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1994 (B)	N/A	2.86
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1997	2.74	
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2000 (T)	2.62	
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OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility

APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT: (SO level indicator)

INDICATOR SO 2.2: Proportion of births attended by trained health personnel in demonstration areas

UNIT OF MEASURE: Percentage of pregnant women attended by trained health personnel during delivery

SOURCE: Ministry of Health (MOH) and MotherCare Data

INDICATOR DESCRIPTION:

COMMENTS:

1. Demonstration areas are Banjar, Barito Kuala and Hulu Sungai Selatan districts in South Kalimantan.
2. Source 1995: DHS 1994 for South Kalimantan province.
3. Source 1996: taken from the MOH's Mother and Child Health care monitoring data in the three districts from January to December 1996.
4. Data collection for future years will be based on MotherCare's Bidan di Desa registration system which began in the three districts in January 1997.
5. This indicator has not changed since 5/15/95 but has been elevated from an IR level indicator to an SO indicator in the SO2 transition plan approved 1/15/97.

YEAR	PLANNED	ACTUAL
1995 (B)	N/A	35.7
1996	43	50.4
1997	56	
1998	63	
1999	72	
2000 (T)	80	

NEW INDICATOR

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT: (SO level indicator)

INDICATOR SO 2.3: Sexually transmitted infection (STI) prevalence rate among high risk populations in demonstration areas

UNIT OF MEASURE: Percent of selected target groups with at least one STI (female commercial sex workers (CSW))

SOURCE: European Community survey of STI prevalence and HIV/AIDS Prevention Project (HAPP) survey (every two years)

INDICATOR DESCRIPTION:

COMMENTS:

1. Although the interventions intended to reduce the STI prevalence rate among high risk populations in demonstration areas will target both female CSWs and their male clients, the unit of measure will be the percent of female CSWs with at least one STI. No attempt will be made to regularly monitor STI prevalence among CSW clients for two main reasons: (a) CSW clients are difficult to sample since they are not always readily identifiable and they may be reluctant to participate in research that involves urethral swabs, and (b) any changes in STI prevalence among CSW clients should be reflected in changes in STI prevalence among CSWs themselves, making monitoring of clients redundant.
2. Demonstration areas are North Jakarta, Surabaya, and Manado; however initial baseline data from the European Community (EC) survey covers only Surabaya and North Jakarta; more comprehensive HAPP-funded baseline data will be available in late Spring '97.
3. This indicator has been changed in the SO2 Transition Plan to track STI prevalence instead of syphilis prevalence among high risk populations. It has been determined that, due to extensive GOI mass treatment programs over the past decades for syphilis, the syphilis prevalence rate is extremely low. Therefore, STI prevalence will be a much better proxy indicator for HIV infections.

YEAR	PLANNED	ACTUAL
1996 (B)		40%
1997		
1998	30%	
1999		
2000 (T)	20%	

NEW INDICATOR

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT: (SO level indicator)

INDICATOR SO 2.4: Klaten integrated health care reform/managed health care model replicated effectively in at least five provinces

UNIT OF MEASURE: MOH decree for replication of model issued and the model operational in 5 provinces	YEAR	PLANNED	ACTUAL
SOURCE: MOH Reports	1996 (B)	N/A	None
INDICATOR DESCRIPTION:	1997	None	
COMMENTS: 1. The first replications are expected in 1999 following successful model implementation in Klaten. Three additional replications are targeted for 2000. 2. This indicator has been added in the SO2 Transition Plan to reflect the sustainability element of the Klaten model.	1998	None	
	1999	2	
	2000 (T)	5 (cum.)	

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OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility

APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.1: Increased Use, Quality and Sustainability of Family Planning and Other Reproductive Health Services

INDICATOR IR 2.1.1: Contraceptive Prevalence Rate (CPR)

UNIT OF MEASURE: Percentage of married women of reproductive age (15-49) using contraceptives

SOURCE:

1. Demographic and Health Survey (DHS)
2. BKKBN Service Statistics, Ulasan Umpanbalik Pembinaan Keluarga Sejahtera, Table DPWI, Column 7/5.

INDICATOR DESCRIPTION:

COMMENTS:

1. The only reliable source of data for the CPR is the Demographic and Health Survey. The last DHS was conducted in 1994. The next DHS is scheduled to be conducted in 1997 so results should be available in early 1998. To report on estimated annual achievements, and to monitor trends, USAID is applying the percentage point change in CPR as reported in BKKBN service statistics to the DHS baseline for 1994.

2. Planned achievements are derived from estimates made using Bongaarts Proximate Determinants of Fertility model to calculate CPR needed to achieve replacement level fertility (TFR = 2.1) by the year 2005. Assumes a CPR increase of about 0.98 percentage point per year. Final CPR target for the year 2000 has been planned at 63.7, which is slightly higher than the Bongaarts estimate of 60.1, since program performance appears to be outpacing planned targets.

3. Unless otherwise stated, all data are based on the Indonesian fiscal year, which runs from April 1 through March 31.

4. Planned targets under this indicator have been revised to reflect more reasonable CPR rates which would achieve replacement fertility by 2005. Earlier targets approved 15/5/95 were BKKBN planned targets which Mission feels are high.

YEAR	PLANNED	ACTUAL
1994 (B)	N/A	54.7
3/1995	55.4	56.9
3/1996	56.3	59.5
3/1997	57.3	
3/1998	58.2	
3/1999	59.1	
3/2000 (T)	63.7	

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.1: Increased Use, Quality and Sustainability of Family Planning and Other Reproductive Health Services

INDICATOR IR 2.1.2: Long-term method utilization rate

UNIT OF MEASURE: Percentage of current users of family planning using long term contraceptive methods (including IUD, implants, and voluntary sterilization for males and females)

SOURCE:

1. Demographic and Health Survey
2. BKKBN Service Statistics, Ulasan Umpanbalik Pembinaan Keluarga Sejahtera, Table DPWI, Column 17/7.

INDICATOR DESCRIPTION:

COMMENTS:

1. The only reliable source of data for the CPR is the Demographic and Health Survey. The last DHS was conducted in 1994. The next DHS is scheduled to be conducted in 1997 so results should be available in early 1998. To report on annual achievements, and to monitor trends, USAID is applying the percentage point change in CPR as reported in BKKBN service statistics to the DHS baseline for 1994.
2. Planned achievements are based on the assumption that an increase in long-term method utilization rate of .88 percentage point per year is needed to achieve BKKBN's goal of 40% long term method use by 2000.
3. Unless otherwise stated, all data are based on the Indonesian fiscal year, which runs from April 1 through March 31.
4. This indicator remains essentially unchanged from earlier 15/5/95 management contract.

YEAR	PLANNED	ACTUAL
1994 (B)	N/A	34.7
3/1995	35.6	34.1
3/1996	36.5	34.4
3/1997	37.4	
3/1998	38.3	
3/1999	39.1	
3/2000 (T)	40.0	

NEW INDICATOR

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.1: Increased Use, Quality and Sustainability of Family Planning and Other Reproductive Health Services

INDICATOR IR 2.1.3: Proportion of obstetric complications referred to treatment facilities in demonstration areas

UNIT OF MEASURE: Percentage of direct obstetrical complication cases which are referred to hospitals.

SOURCE: Ministry of Health and MotherCare Data

INDICATOR DESCRIPTION:

COMMENTS:

1. Demonstration areas are Banjar, Barito Kuala and Hulu Sungai Selatan districts in South Kalimantan.
2. Baseline data (1996) is based on data collected from MotherCare's newly developed record system for all six hospitals in the three district areas between October-December 1996.
3. Direct obstetrical complications would include:
 - a) post -partum hemorrhage; b) pre-partum hemorrhage; c) pre/eclampsia (toxemia); d) infection (sepsis); e) prolonged labor.
4. This is a new indicator to better reflect anticipated improvements in reproductive health in project demonstration areas.

YEAR	PLANNED	ACTUAL
1996 (B)	N/A	10.3
1997	15	
1998	23	
1999	30	
2000 (T)	40	

NEW INDICATOR

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.1: Increased Use, Quality and Sustainability of Family Planning and Other Reproductive Health Services

INDICATOR IR 2.1.4: Proportion of pregnant women who consume appropriate iron supplementation in demonstration areas

UNIT OF MEASURE: Percentage of pregnant women who consume at least 5,400 mg iron (90 tablets)

SOURCE: Ministry of Health and MotherCare Data

INDICATOR DESCRIPTION:

COMMENTS:

1. Demonstration areas are Banjar, Barito Koala, and Hulu Sungai Selatan districts in South Kalimantan.
2. Actual baseline data is taken from the MOH's Maternal and Child Health (MCH) care monitoring in the three districts from January to December 1996.
3. Data collection for future years will be based on the MotherCare's Bidan di Desa registration system which has been applied in the three districts since January 1997.
4. This indicator has been revised to better focus on our target population of pregnant women in demonstration areas.

YEAR	PLANNED	ACTUAL
1996 (B)	N/A	58.1
1997	60	
1998	65	
1999	75	
2000 (T)	80	

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.1: Increased use, quality and sustainability of family planning and other reproductive health services

INDICATOR IR 2.1.5: Private sector family planning utilization rate

UNIT OF MEASURE: Percentage of current users of modern family planning methods who received services from the private sector

SOURCE:

1. Demographic and Health Survey
2. BKKBN Service Statistics, Ulasan Umpanbalik Pembinaan Keluarga Sejahtera, Table DPWI, Column 14

INDICATOR DESCRIPTION:

COMMENTS:

1. The only reliable source of data for this indicator is the Demographic and Health Survey. The next DHS is scheduled to be conducted in 1997 so results should be available in early 1998. Since BKKBN service statistics are relatively comparable with DHS data for this indicator, and they are available annually, BKKBN service statistics will be used to monitor annual trends. To report on estimated annual achievements, and to monitor trends, USAID is applying the percentage point change in this indicator as reported by BKKBN service statistics to the DHS baseline for 1994.
2. Planned figures are based on BKKBN's objective of 50 percent private sector use by 2005. This implies a 1.99 percentage point increase per year.
3. Unless otherwise stated, all data are based on the Indonesian fiscal year, which runs from April 1 through March 31.
4. Planned targets under this indicator have been revised based on a DHS baseline figure of 28.1. Earlier targets approved 5/15/95 were based on a BKKBN 1994 baseline figure of 30.3.

YEAR	PLANNED	ACTUAL
1994 (B)	N/A	28.1
3/1995	30.1	31.5
3/1996	32.1	34.3
3/1997	34.1	
3/1998	36.1	
3/1999	38.1	
3/2000 (T)	40.1	

NEW INDICATOR

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.1: Increased Use, Quality and Sustainability of Family Planning and Other Reproductive Health Services

INDICATOR IR 2.1.6: National Clinical Training Network (NCTN) is fully functional and institutionalized in at least four SDES provinces

UNIT OF MEASURE: Number of provinces with a fully functioning and institutionalized NCTN

SOURCE: JHPIEGO and PRIME project reports

INDICATOR DESCRIPTION:

COMMENTS:

1. Fully functional is defined as all elements, including provincial and district training teams, equipment, facilities, logistics, planning, supervision, courses (IUD, Norplant, Voluntary Sterilization (VS), Essential Maternal Health (EMHC), Infection Prevention), and quality assurance system, of the NCTN being operational.
2. Institutionalized is defined as national and provincial policies and administrative requirements in place for NCTN trainers, training facilities and training approach; standardized clinical training packages approved for all family planning methods and selected EMHC topics, and NCTN operations funded by non-USAID sources.
3. The four provinces include West, Central and East Java and North Sumatra.
4. Unless otherwise stated, all annual data are based on the calendar year.
5. This is a new indicator to better reflect the sustainability component of family planning and reproductive health activities.

YEAR	PLANNED	ACTUAL
1996 (B)	N/A	None
1997	None	
1998	2	
1999 (T)	4 (cum.)	

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.2: Increased use and quality of STD/HIV/AIDS prevention programs and sound policies developed

INDICATOR IR 2.2.1: Adoption of risk reduction strategies in relationships by those at risk in demonstration areas

UNIT OF MEASURE: Percent of target group reporting condom use at last sexual encounter: a. female CSWs; b. Male clients

SOURCE: University of Indonesia, Behavioral Surveillance Survey (HAPP funded)

INDICATOR DESCRIPTION:

COMMENTS:

1. Demonstration areas are North Jakarta, Surabaya, and Manado.
2. Target groups include CSWs and specific male groups (clients of CSWs).
3. Unless otherwise stated, all annual data are based on the calendar year.
4. This indicator remains essentially unchanged from 15/5/95 management contract. Baseline data and yearly targets have been added.

YEAR	PLANNED		ACTUAL	
	a	b	a	b
1996 (B)			36%	14%
1997	40%	19%		
1998	50%	25%		
1999	60%	35%		
2000 (T)	65%	50%		

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.2: Increased Use and Quality of STD/HIV/AIDS Prevention Programs and Sound Policies Developed

INDICATOR IR 2.2.2: People at high risk correctly diagnosed and treated in STD HAPP clinics in demonstration clinics: male and female

UNIT OF MEASURE: Percent of target groups who present with STD symptoms at demonstration clinics and who are managed according to national protocols

SOURCE: JEN (Indonesian Epidemiologist Network) Survey (HAPP funded)

INDICATOR DESCRIPTION:

COMMENTS:

1. Target groups include commercial sex workers and selected male groups.
2. Demonstration areas are North Jakarta, Surabaya, and Manado.
3. Unless otherwise stated, all annual data are based on the calendar year.
4. This indicator remains essentially unchanged from 15/5/95 management contract. Baseline data and yearly targets have been added.

YEAR	PLANNED	ACTUAL
1996 (B)	N/A	9%
1997	25%	
1998	40%	
1999	55%	
2000 (T)	70%	

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.2: Increased Use and Quality of STD/HIV/AIDS Prevention Programs and Sound Policies Developed

INDICATOR IR 2.2.3: Knowledge of prevention practices in demonstration areas:
a) female CSWs, b) high risk males, and c) non-CSW females

UNIT OF MEASURE: Percent of target groups who can correctly name at least two acceptable ways of protecting themselves from HIV infection

SOURCE: University of Indonesia and Survey Research Indonesia (SRI). (HAPP funded survey)

INDICATOR DESCRIPTION:

COMMENTS:

1. Baseline figures are relatively high. Knowledge has rapidly increased in response to early GOI, HAPP and other donor activities in demonstration areas. Levels likely reflect achievements resulting from these activities.
2. High risk populations included commercial sex workers and selected female and male groups including sailors, truck drivers, students.
3. Demonstration areas are North Jakarta, Surabaya, and Manado.
4. Unless otherwise stated, all annual data are based on the calendar year.
5. This indicator remains essentially unchanged from 15/5/95 management contract. Baseline data and yearly targets have been added.

YEAR	PLANNED			ACTUAL		
	a	b	c	a	b	c
1996 (B)				71%	81%	79%
1997	73%	83%	83%			
1998	75%	85%	85%			
1999	78%	88%	88%			
2000 (T)	80%	90%	90%			

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.2: Increased Use and Quality of STD/HIV/AIDS Prevention Programs and Sound Policies Developed

INDICATOR IR 2.2.4: Number of national AIDS policies developed

UNIT OF MEASURE: The development of a set of national AIDS policies. Illustrative policies are policy on inter-ministerial coordination, mass media HIV/AIDS campaign policy on condom promotion, policy standards for STD diagnosis and treatment, policy on confidentiality, and policy on sero surveillance system.

SOURCE: Written policies by GOI, and policy statements made by members of the National AIDS Commission

INDICATOR DESCRIPTION:

COMMENTS:

1. Six National AIDS policies have been developed and issued since 1994:
 - a) Development of the National AIDS Commission;
 - b) Support for the National AIDS Strategy;
 - c) Formulation of the Technical Working Groups on AIDS;
 - d) Assurance of care and rights of AIDS patients;
 - e) National IEC Policy Guidelines; and
 - f) Support for STD Diagnosis and Treatment Based on Syndromic Approach Guidelines.
2. The number of policies counted per year is cumulative.
3. Unless otherwise stated, all annual data are based on the calendar year.
4. This indicator remains essentially unchanged from 15/5/95 management contract.

YEAR	PLANNED	ACTUAL (cumulative)
1994 (B)	N/A	1
1995	2	3
1996	3	6
1997	4	
1998	5	
1999	6	
2000 (T)	7	

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.2: Increased Use and Quality of STD/HIV/AIDS Prevention Programs and Sound Policies Developed

INDICATOR IR 2.2.5: National health resources allocated to STD/HIV/AIDS activities

UNIT OF MEASURE: The amount of national resources allocated to STI/HIV/AIDS activities in millions of U.S. Dollars

SOURCE: GOI National Budget (annually)

INDICATOR DESCRIPTION:

COMMENTS:

1. Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.
2. This indicator remains essentially unchanged from 15/5/95 management contract.

YEAR	PLANNED	ACTUAL
1994 (B)	N/A	2.5
1995	5.0	3.5
1996	5.75	6.5
1997	6.6	
1998	7.6	
1999	8.7	
2000 (T)	10.0	

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.3: Sustainable Financing of Health Services

INDICATOR IR 2.3.1: Population covered by Klaten JPKM program increased (male, female)

UNIT OF MEASURE: Number of people covered by comprehensive managed health care system in Klaten district (defined as ASKES, ASTEK, and BBP-JPKM)

SOURCE: Insurance company records (ASKES, ASTEK) and Ministry of Health data from Klaten District Health Office

INDICATOR DESCRIPTION:

COMMENTS:

1. The district of Klaten, Central Java is the location of this integrated trial for health care financing reform/managed health care.
2. Planned targets beyond 1996 are revised to reflect more realistic targets based on political and administrative constraints described in three different assessments carried out in 1996. All assessments reflect the slow progress made in 1996. The administrative arm of the BBP-JPKM needs considerable strengthening. Issues related to financial viability have progressed more slowly than desired. The national regulatory body requires strengthening in order to perform all required functions. A more focused, comprehensive marketing strategy is required to encourage consumer and provider interest and participation in the JPKM program. Targets reflect the impact May 1997 general elections are likely to have on progress for 1997.
3. Unless otherwise stated, all annual data are based on the calendar year.

YEAR	PLANNED	ACTUAL
1994 (B)	N/A	111,000
1995	197,458	165,000
1996	263,140	166,286
1997	176,454	
1998	215,678	
1999	245,954	
2000	280,665	

NEW INDICATOR

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.3: Sustainable Financing of Health Services

INDICATOR IR 2.3.2: Regulatory system established and operating

UNIT OF MEASURE: A regulatory body is formally established in the Ministry of Health providing regulatory functions for JPKM on a continual basis.

SOURCE: Regulatory body reports - MOH

INDICATOR DESCRIPTION:

COMMENTS:

1. The regulatory body will be fully functioning when it:
 - routinely analyzes regulatory reports from all programs conducting quality assurance and risk profit sharing activities
 - documents degree of compliance, identifies deficiencies and provides a timeframe for media action
 - applies penalties and sanctions for non-compliance
 - periodically analyzes measures of quality assurance, rational drug use, cross subsidization and health impact
 - undertakes studies in risk-based pools and cross subsidization.
2. Unless otherwise stated, all annual data are based on the calendar year.
3. This indicator has been added in the SO2 Transition Plan to better reflect sustainability and achievement against critical activities.

YEAR	PLANNED	ACTUAL
1996 (B)	N/A	Non functioning regulatory body
1997	Reg. body operational guidelines developed	
1998 (T)	Reg. body and system fully operational	

NEW INDICATOR

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.3: Sustainable Financing of Health Services

INDICATOR IR 2.3.3: Klaten BBP-JPKM actively marketed

UNIT OF MEASURE: Pre-enrollment and product marketing campaigns

SOURCE: SOMARC reports

INDICATOR DESCRIPTION:

COMMENTS:

1. Pre-enrollment marketing campaigns will identify and educate target groups, including government representatives, community leaders, providers within the Public Health Center (Puskesmas) system, private providers, group leaders of potential employees, business leaders and media representatives. BBP-JPKM product marketing campaigns will target potential Klaten district group enrollees. Target audiences for these campaigns will be segmented depending upon information and education needs.
2. Unless otherwise stated, all annual data are based on the calendar year.
3. This indicator has been added in the SO2 Transition Plan to better reflect sustainability and achievement against critical activities.

YEAR	PLANNED	ACTUAL
1996 (B)	N/A	Needs assessment and mkt. research completed
1997	Pre-enrollment market campaigns of BBP-JPKM completed	
1998 (T)	BBP-JPKM product marketing completed	

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NEW INDICATOR

OBJECTIVE 2: Sustained Improvements in Health & Reduced Fertility
APPROVED: 17/01/1997

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 2.3: Sustainable Financing of Health Services

INDICATOR IR 2.3.4: Klaten BBP-JPKM Bapel (management body) operated at a profit

UNIT OF MEASURE: Profits reported by BaPel/Jasindo

SOURCE: BaPel/Jasindo financial statements

INDICATOR DESCRIPTION:

COMMENTS:

1. Service industries characteristically operate at a break even point in the second year in Indonesia. A profit margin will be essential for sustaining the BBP-JPKM project and for attracting the private sector to participate in JPKM programs as well as for eventual replication.

2. Unless otherwise stated, all annual data are based on the calendar year.

3. This indicator has been added in the SO2 Transition Plan to better reflect sustainability and achievement against critical activities.

YEAR	PLANNED	ACTUAL
1996 (B)	N/A	BaPel non-functioning; operating at loss
1997	Operating at loss	
1998	First small profit	
1999	profit increase	
2000 (T)	profit increase	

SO3: DECENTRALIZED AND STRENGTHENED NATURAL RESOURCES MANAGEMENT

Performance Analysis

The GOI's environmental performance improved in FY 1996. Its participation in global environmental activities increased; there was greater interest in and support for community-based forestry and coastal marine resources management initiatives; and it participated in discussions of forestry policy reform options involving rattan production, logging practices, forestry research, and protected area financing.

Despite these positive changes, forest policy is still held hostage to the private, economic interests of the Indonesian forest industry cartel which is maintained by high-level political support. Community-based management is similarly constrained by the authoritarian behavior of the GOI, military, and large corporations in remote areas, and by the tensions between these groups and minority populations in many forest and coastal regions involving land disputes and human rights abuses. The depletion of natural resources upon which they depend threatens not only the livelihood of approximately 80 million persons, but also billions of dollars in corporate and export earnings that are based on unsustainable rates of resource extraction.

As directed by the 1998 R4 Review, USAID/I worked with ANE/SEA and G/ENV to improve SO3 indicators. The attached Performance Data Tables reflect these revised indicators.

At the SO level, the condition of natural resources was stable or improving on over 500,000 hectares (H) of land at USAID/I-assisted sites. The largest area is 340,000 H of lowland rice agricultural land which reflects the success of the national IPM program that USAID/I has supported for ten years. The second largest area of 153,000 H is national park land that USAID/I activities helped to protect through the creation of participatory management plans approved in 1996. Through close cooperation with donor and NGO partners, USAID/I influenced programs of over \$350M in assistance in FY 1996 which helped the GOI to replicate NRM "best practices" on approximately 2 million H.

Field sites covering over 625,000 H demonstrated NRM "best practices" in FY 1996. Culminating four years of effort, a USAID/I-supported management plan for a national marine park, covering 90,000 H of coral reefs, mangrove forests and open ocean, received local government and final GOI approval. This cleared the way for a new budget authority for the park and the assignment of park staff by the Ministry of Forestry (MOF). Similarly, the USAID/I-supported management plan for another national park which accounts for 180,000 H of critical forest habitat was approved in August 1996. For both parks, continuing assistance for local participation in park management is now supported through local NGOs. In addition, the first new site to be supported through a NGO mechanism is helping 24 villages map 24,000 H of coastal resources.

USAID/I assistance helped the Ministry of Environment to prepare a draft Climate Change Action Plan for Indonesia, and generated GOI agreement for two proposals for U.S. assistance to reduce carbon emissions from logging operations. These proposals represent the first ever

Joint Implementation projects for Indonesia under the Framework Convention on Climate Change. USAID/I and the Indonesian Biodiversity Foundation facilitated the Indonesian field work of the Commission on Sustainable Forestry, and supported a workshop for the International Coral Reef Initiative. These activities stimulated inter-ministerial policy analysis and planning, and increased GOI cooperation on environmental issues with academic and NGO groups--both international and domestic.

Based on USAID/I analysis, the MOF reviewed policy distortions that destroyed a formerly robust rattan industry, and removed marketing restrictions on several grades of rattan. Following a USAID/I recommendation, the MOF is applying practices to reduce avoidable logging waste and testing regulations for forest management in nine forest concessions.

Through USAID/I intermediation, the Indonesian IPM program established a collaborative agreement with the US Environmental Protection Agency to improve policies for pesticide management resulting in two policy changes: strengthening the implementation of regulations which ban highly toxic pesticides, and development of procedures for setting minimum pesticide toxicity level residues for selected commodities. Significantly, data collected by a USAID/I-supported local advocacy NGO convinced the GOI of one of the these policy changes. The GOI substantially increased local government budgets and expanded implementation authorities for NRM in USAID/I-assisted sites. Additionally in FY 1996, the GOI provided the first ever local government budget for coastal resources management to support new NRM field sites.

The Indonesia Biodiversity Foundation (KEHATI) completed its second full year of operation and was an effective liaison between the GOI and environmental NGOs. KEHATI made an excellent return on its endowment investment, providing it with a solid base for future expansion of its NGO grant program. KEHATI sponsored ten networks among the GOI, NGOs and international organizations; and slowly expanded its grant program with 20 new grants. However, it is still behind the target for grants agreed to with USAID/I.

In FY 1996, USAID/I supported the production of 51 publications, articles and audio-visual materials documenting NRM best practices and their distribution to Indonesians throughout the country. The IPM program further expanded its outreach by training 593,000 persons in agro-ecosystems analysis and sustainable production techniques. The program also tested innovative ways to train more women and has involved 52,000 to date. Customer surveys and site profiles are being prepared at forestry and coastal/marine field sites to establish baselines for monitoring the gender impact.

Expected Progress through FY 1999 and Management Actions

The GOI is establishing procedures to implement a regional autonomy program, the Spatial Planning Act, environmental impact assessment legislation, forestry management guidelines, and other policy actions. The successful implementation of these initiatives is expected to result in major improvements in the management of the natural resources base. However, in order for this to happen, the true costs of natural resource degradation must be factored into decision-making; community participation in the decision-making process needs to be enhanced; and

community resource management rights need to be clarified. There is support from individuals in several key ministries and among academics and NGOs. However, progress may be hampered by continued rent-seeking by those who profit immensely from natural resources exploitation rights, and by the GOI's centralized, command-and-control approaches.

The trend for reducing pesticide risks in agriculture is promising. If the successful performance of the IPM program can be maintained by the GOI for another five years after USAID/I direct assistance ends next year, four million H, or half the area cultivated in lowland rice, will be sustainably managed. Similarly, if the trend set by USAID/I for improved park and protected area management can be maintained and planned five-year targets achieved, effective protection and conservation of biodiversity would cover 10 million H, and conditions would be in place for improved management of 30 million additional H under protected status.

Success for community-based forestry and coastal resources management is the most uncertain, since demonstration sites are just being started. If successful, they will have an enormous impact on sustaining natural resource productivity--50 million H of tropical forests and six million H of coastal mangrove and coral reef area are at stake.

Indonesia's NGOs are stronger and more diverse than several years ago. They have fielded promising pilots for sustainable forest management, participatory rural resources management, and forest policy development. These pilots must be scaled-up and/or replicated to test their value and to attract Indonesian financing for further expansion.

PERFORMANCE INDICATORS

**SO 3 : Decentralized and Strengthened Natural
Resources Management**

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NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
 USAID/Indonesia

INTERMEDIATE RESULT: (SO level indicator)

INDICATOR SO 3.1.a: Total area of USAID-assisted sites where the condition of Natural Resources is stable or improving - Parks and Protected Area

UNIT OF MEASURE: Hectares

SOURCE:

1. Data source: NRM II agent reports
2. Method of data collection: field surveys every two years
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

Natural resources condition index combines resource quality parameters and resource quantity/availability parameters as presented in SO3 Performance Monitoring Plan (PMP)

COMMENTS:

Under NRM I, USAID assistance was focused on the Bunaken and Bukit Bakit/Bukit Raya National Parks. Under NRM II, support is being provided to other areas with approved management plans.

The natural resource conditions are currently stable on approximately 40% of the area of the sites in which USAID is working. The planned targets will increase this percentage to 75% by 2002/03, plus increase the number of sites.

YEAR	PLANNED	ACTUAL
1994/95 (B)		153,000
1995/96	155,000	155,000
1996/97	158,000	
1997/98	176,000	
1998/99	200,000	
1999/00	250,000	
2000/01	325,000	
2001/02	400,000	
2002/03 (T)	500,000	

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
USAID/Indonesia

INTERMEDIATE RESULT: (SO level indicator)

INDICATOR SO 3.1.b: Total area of USAID-assisted sites where the condition of natural resources is stable or improving - Community Based Forest and Coastal Resources

UNIT OF MEASURE: Hectares

SOURCE:

1. Data source: NRM II agent reports
2. Method of data collection: Field surveys every two years
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

Natural resources condition index combines resource quality parameters and resource quantity/availability parameters as presented in SO3 Performance Monitoring Plan (PMP). Assumption: one site covers 100 hectares.

COMMENTS:

Field surveys will be conducted and new sites selected in 1997 under newly established programs with the Biodiversity Support Program (BSP) and Coastal Resources Management Project (CRMP). These programs are up and running and site expansion is expected to increase rapidly.

YEAR	PLANNED	ACTUAL
1994/95 (B)		0
1995/96	5,000	5,000
1996/97	20,000	
1997/98	35,000	
1998/99	60,000	
1999/00	95,000	
2000/01	130,000	
2001/02	175,000	
2002/03 (T)	200,000	

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
 USAID/Indonesia

INTERMEDIATE RESULT: (SO level indicator)

INDICATOR SO 3.1.c: Total area of USAID-assisted sites where the condition of natural resource is stable or improving - Agricultural Resources (Integrated Pest Management)

UNIT OF MEASURE: Hectares

SOURCE:

1. Data source: NRM II agent reports
2. Method of data collection: Field survey every two years
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

Natural resources condition index combines resource quality parameters and resource quantity/availability parameters as presented in SO3 Performance Monitoring Plan (PMP).

COMMENTS:

This data reflects continued expansion of IPM with USAID assistance through 1997/98, at which time USAID assistance will be completed. Continuing support of IPM by the GOI and other donors is expected to maintain stable conditions in the areas where USAID provided assistance. The GOI and other donors will also be continuing to expand the program in new areas, as is shown in Indicator SO 3.2.c.

YEAR	PLANNED	ACTUAL
1994/95 (B)		226,000
1995/96	340,000	340,000
1996/97	460,000	
1997/98	600,000	
1998/99	600,000	
1999/00	600,000	
2000/01	600,000	
2001/02	600,000	
2002/03 (T)	600,000	

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NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
USAID/Indonesia

INTERMEDIATE RESULT: (SO level indicator)

INDICATOR SO 3.2.a: Area outside of USAID-assisted sites in which NRM "best practices" are being replicated or condition of natural resource is stable or improving
- Parks and Protected Area

UNIT OF MEASURE: Hectares

SOURCE:

1. Data source: NRM II partner reports
2. Method of data collection: aggregation of partner reports every two years
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

"Best practices" are defined in SO3 Performance Monitoring Plan (PMP). These will be reviewed in annual performance reviews.

COMMENTS:

The focus will be on the 14 protected areas with approved management plans and continuing donor support. Achievement of the 2002/03 program target will mean that biodiversity and environmental protection will have been significantly improved on one-third of the 30 million hectares under protected status in Indonesia. This is significant in terms of the area and the amount of biodiversity protected, since USAID activities are targeted to areas with greatest diversity and highest endemism and Indonesia is very rich in both. Indonesia covers only 1.3% of the earth's surface, yet is estimated to have 10% of all flowering plants, 12% of the world's mammals, 16% of all reptiles and amphibians, 17% of the world's birds and over 25% of all marine and freshwater fish.

YEAR	PLANNED	ACTUAL
1994/95 (B)		2,000,000
1995/96	2,000,000	2,500,000
1996/97	3,000,000	
1997/98	3,500,000	
1998/99	4,000,000	
1999/00	5,000,000	
2000/01	6,500,000	
2001/02	8,000,000	
2002/03 (T)	0,000,000	

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
 USAID/Indonesia

INTERMEDIATE RESULT: (SO level indicator)

INDICATOR SO 3.2.b: Area outside of USAID-assisted sites in which Natural Resources Management "best practices" are being replicated or condition of natural resource is stable - Community Based Forest and Coastal Resources

UNIT OF MEASURE: Hectares

SOURCE:

1. Data source: NRM II partner reports
2. Method of data collection: Aggregation of partner reports every two years
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

"Best practices" are defined in SO3 Performance Monitoring Plan (PMP). These will be reviewed in annual performance review.

COMMENTS:

Implementation of agreements between the community and the local government is underway in Kerinci Seblat with support from the World Bank. The World Bank is designing two additional integrated conservation projects for East Kalimantan and Central Maluku and the Asia Development Bank is designing a project for Central Sulawesi. Community-based forest and coastal resource management efforts are just getting underway in Indonesia, but expected to advance rapidly. The long-term potential impact is enormous, since there are more than 50 million hectares for which this type of management approach is appropriate.

YEAR	PLANNED	ACTUAL
1994/95 (B)		0
1995/96	5,000	5,000
1996/97	25,000	
1997/98	60,000	
1998/99	150,000	
1999/00	600,000	
2000/01	1,500,000	
2001/02	4,000,000	
2002/03 (T)	7,000,000	

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NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
USAID/Indonesia

INTERMEDIATE RESULT: (SO level indicator)

INDICATOR SO 3.2.c: Area outside of USAID-assisted sites in which Natural Resources Management "best practices" are being replicated or condition of natural resource is stable - Agricultural Resources (Integrated Pest Management)

UNIT OF MEASURE: Hectares

SOURCE:

1. Data source: NRM II partner reports
2. Method of data collection: Aggregation of partner reports every two years
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

"Best practices" are defined in SO3 Performance Monitoring Plan (PMP). These will be reviewed in annual performance review.

COMMENTS:

The data represents continuing IPM activities by the GOI and other donors in new areas after USAID assistance is completed in Indonesian FY 1997/98 (see Indicator SO 3.1.c). The baseline for continued work not assisted by USAID will be determined at the final evaluation of the project, i.e. May 1998. Meeting the 2002/03 target will mean that approximately 60% of all lowland rice production will be under agro-ecologically sound IPM practices.

YEAR	PLANNED	ACTUAL
1994/95(B)		0
1995/96	0	0
1996/97	0	
1997/98	200,000	
1998/99	400,000	
1999/00	800,000	
2000/01	1,200,000	
2001/02	1,600,000	
2002/03(T)	2,000,000	

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
 USAID/Indonesia

INTERMEDIATE RESULT 3.1: Development and Documentation of Successful Field Sites

INDICATOR IR 3.1.1.a: Implementation of Natural Resources Management "best practices" appropriate to site (see proposed "best practices for each SO3 component) - Parks and Protected Resources

UNIT OF MEASURE: Hectares

SOURCE:

1. Data source: NRM II agent reports
2. Method of data collection: Field surveys every year
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

"Best practices" are defined in the SO3 Performance Monitoring Plan (PMP). These will be reviewed in annual performance reviews.

COMMENTS:

Covers two sites in 1994/95 and 1995/96, i.e., Bunaken Marine National Park and Bukit Baka National Park. Under NRM II which started this past year, USAID is continuing to expand best practice use in the two original sites, plus add new sites under cooperative agreements with Worldwide Fund for Nature/Indonesia, The Nature Conservancy, and Indonesian NGOs.

YEAR	PLANNED	ACTUAL
1994/95 (B)		160,000
1995/96	200,000	200,000
1996/97	225,000	
1997/98	230,000	
1998/99	250,000	
1999/00	300,000	
2000/01	350,000	
2001/02	450,000	
2002/03 (T)	500,000	

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NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
USAID/Indonesia

INTERMEDIATE RESULT 3.1: Development and Documentation of Successful Field Sites

INDICATOR IR 3.1.1.b: Implementation of Natural Resources Management "best practices" appropriate to site (see proposed "best practices" for each SO3 component) - Community-Based Forest and Coastal Resources

UNIT OF MEASURE: Hectares

SOURCE:

1. Data source: NRM II agent reports
2. Method of data collection: Field surveys every year
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

"Best practices" are defined in SO3 Performance Monitoring Plan (PMP). These will be reviewed in annual performance review.

COMMENTS:

Work is underway in 15 forestry sites. Activities in coastal/marine areas will be initiated in 1997. These sites are testing the natural resource management best practices which will be replicated in other non-USAID sites (as shown in Indicator 3.2.b) with other donors through information exchange, organizational strengthening, and policy changes.

YEAR	PLANNED	ACTUAL
1994/95 (B)		0
1995/96	50,000	50,000
1996/97	85,000	
1997/98	105,000	
1998/99	130,000	
1999/00	150,000	
2000/01	170,000	
2001/02	190,000	
2002/03 (T)	220,000	

NEW INDICATOR**OBJECTIVE 3:** Decentralized and Strengthened Natural Resources Management**APPROVED:** 15/05/1995**COUNTRY/ORGANIZATION:**

USAID/Indonesia

INTERMEDIATE RESULT 3.1: Development and Documentation of Successful Field Sites**INDICATOR IR 3.1.1.c:** Implementation of Natural Resources Management "best practices" appropriate to site (see proposed "best practices" for each SO3 component) - Agricultural Resources (Integrated Pest Management)**UNIT OF MEASURE:** Hectares**SOURCE:**

1. Data source: NRM II agent reports
2. Method of data collection: Field surveys every year
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

"Best practices" are defined in SO3 Performance Monitoring Plan (PMP).

COMMENTS:

The IPM program has been very successful in training farmers to use IPM "best practices." This indicator represents the area covered by best practices through IPM training and field follow-up activities. The agro-ecological impacts at these sites is reflected in Indicator SO 3.1.c, and the replication of these practices at new sites by the GOI and other donors is shown in Indicator SO 3.2.c.

YEAR	PLANNED	ACTUAL
1994/95 (B)		250,000
1995/96	375,000	375,000
1996/97	500,000	
1997/98	650,000	
1998/99	650,000	
1999/00	650,000	
2000/01	650,000	
2001/02	650,000	
2002/03 (T)	650,000	

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NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
USAID/Indonesia

INTERMEDIATE RESULT 3.1: Development and Documentation of Successful Field Sites

INDICATOR IR 3.1.2: Number of new Environmental Impact Assessments (Amdal) which meet 75% of EQM "best practices" standards

UNIT OF MEASURE: Percent of Amdal

SOURCE:

1. Data source: NRM II agent reports
2. Method of data collection: Field surveys every year
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

EQM "best practices" are defined in SO3 Performance Monitoring Plan (PMP). The primary focus is increased public participation in the government environmental impact review process (Amdal).

COMMENTS:

Implementation of Environmental Quality Management (EQM) activities are starting under a new technical assistance contract in April 1997. The program is planned to begin in five sites under the direction of a national GOI and NGO supporting group.

YEAR	PLANNED	ACTUAL
1994/95 (B)		5
1995/96	5	5
1996/97	10	
1997/98	20	
1998/99	30	
1999/00	40	
2000/01	50	
2001/02	65	
2002/03 (T)	80	

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
 USAID/Indonesia

INTERMEDIATE RESULT 3.2: Improved Policies and Enabling Condition

INDICATOR IR 3.2.1: Policy and enabling condition index (see proposed index for each RP)

UNIT OF MEASURE: Reforms; numbers are cumulative.

SOURCE:

1. Data source: Government records
2. Method of data collection: Record review every year
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

"Index" is defined in the SO3 Performance Monitoring Plan (PMP). Annual targets are estimated. The actual targets, based on specific expected reforms, are established in annual work plans, and achievement assessed at the end of the year. Six reforms were identified this year, and ten more for the coming year.

COMMENTS:

- 1) Ministry of Forestry has included community-based forest management target in national plan. Community-based forestry harvesting and processing approved for model site in West Kalimantan.
- 2) Agreement reached for system-wide compilation of conservation area budget and human resources data.
- 3) Activities Implemented Jointly (AIJ) and Climate Change Action Plan workshops hosted by Indonesia. First Indonesia AIJ Proposal received and supported by Ministry of Forestry.
- 4) Competitive Awards System for Forestry Research successfully introduced in West Kalimantan and has now been adopted by the Ministry of Forestry for wider use.
- 5) IPM Program successfully established a collaboration agreement with US Environmental Protection Agency to develop policy regulations for pesticide management.
- 6) Based on data collected by a local NGO, the GOI strengthened the implementation of regulations banning pesticides and developed procedures for setting minimum pesticide toxicity level residues for selected conditions.

YEAR	PLANNED	ACTUAL
1994/95 (B)		2
1995/96	6	6
1996/97	16	
1997/98	27	
1998/99	40	
1999/00	58	
2000/01	64	
2001/02	72	
2002/03 (T)	73	

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
 USAID/Indonesia

INTERMEDIATE RESULT 3.3: Strengthened Local Institutions and Community Organizations

INDICATOR IR 3.3.1.a: Number of site-specific management plans/agreements between stakeholder groups and GOI with sufficient resources allocated to implement them

UNIT OF MEASURE: Number of agreements

SOURCE:

1. Data source: Government and agent reports
2. Method of data collection: Record review every year
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

Agreements at USAID-assisted sites, generally between communities and local governments to guarantee tenure rights, define management responsibilities, and determine financing and income distributions.

COMMENTS:

New agreements were established in four sites by local NGOs and communities. The Ministry of Forestry is establishing a new community forestry program based on USAID-assisted work in West Kalimantan. The number of people covered by the agreements is shown in the next indicator, Indicator I.R. 3.3.1.b.

YEAR	PLANNED	ACTUAL
1994/95 (B)	0	6
1995/96	10	10
1996/97	15	
1997/98	24	
1998/99	36	
1999/00	56	
2000/01	92	
2001/02	138	
2002/03 (T)	168	

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
USAID/Indonesia

INTERMEDIATE RESULT 3.3: Strengthened Local Institutions and Community Organizations

INDICATOR IR 3.3.1.b: Number of people affected by site-specific management plans/agreements between stakeholder groups and GOI with sufficient implementation resources

UNIT OF MEASURE: Number of people

SOURCE:

1. Data source: Government and agent reports
2. Method of data collection: Record review every year
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

Agreements at USAID-assisted sites, generally between communities and local governments to guarantee tenure rights, define management responsibilities, and determine financing and income distributions.

COMMENTS:

Estimated number of people at the ten sites with agreements that are presented in I.R. 3.3.1.a.

YEAR	PLANNED	ACTUAL
1994/95 (B)		7,000
1995/96	12,500	12,500
1996/97	21,000	
1997/98	30,800	
1998/99	37,600	
1999/00	43,700	
2000/01	70,600	
2001/02	110,600	
2002/03 (T)	135,600	

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
USAID/Indonesia

INTERMEDIATE RESULT 3.3: Strengthened Local Institutions and Community Organizations

INDICATOR IR 3.3.2: Total budgets of USAID-assisted Indonesian NGOs from non-US Government sources

UNIT OF MEASURE: US \$

SOURCE:

1. Data source: NGOs
2. Method of data collection: Review financial statements every year
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

This includes 30 local NGOs who are working as local partners with SO3 programs in West and East Kalimantan, North Sulawesi, Maluku, Irian Jaya, and Central Java.

COMMENTS:

Current data are estimated. Baseline will be verified and targets updated in 1997 by SO3 Implementing Agents.

YEAR	PLANNED	ACTUAL
1994/95 (B)		600,000
1995/96	1,127,000	1,127,000
1996/97	2,574,000	
1997/98	4,689,000	
1999/00	5,739,000	
2000/01	7,714,000	
2001/02	8,589,000	
2002/03 (T)	10,014,000	
	1,114,000	

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
USAID/Indonesia

INTERMEDIATE RESULT 3.3: Strengthened Local Institutions and Community Organizations

INDICATOR IR 3.3.3: Total budgets of local Indonesian Government Natural Resources Management Agencies in area assisted by USAID

UNIT OF MEASURE: US \$

SOURCE:

1. Data source: Government and agent reports
2. Method of data collection: Record review every year
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:**COMMENTS:**

GOI counterpart budget for 1996/97 from national budget and commencing FY 1997/98 also from local government budgets. In 1997, the GOI established a new local government budget for coastal resources management to support NRM decentralization. In IPM Program, since IFY 1996/97, local governments allocated local revenues to match funds with World Bank's loan.

YEAR	PLANNED	ACTUAL
1994/95 (B)		232,000
1995/96	506,000	586,000
1996/97	1,401,000	
1997/98	2,275,000	
1998/99	2,395,000	
1999/00	2,520,000	
2000/01	2,650,000	
2001/02	2,785,000	
2002/03 (T)	2,900,000	

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
USAID/Indonesia

INTERMEDIATE RESULT 3.3: Strengthened Local Institutions and Community Organizations

INDICATOR IR 3.3.4: Number of viable Natural Resources Management enterprises supporting biodiversity conservation

UNIT OF MEASURE: Number of enterprises

SOURCE:

1. Data source: NRM II agent reports
2. Method of data collection: Report review every year
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

Community-managed enterprises which, in order to be financially successful, must maintain the productivity of the natural resource base from which their products are derived.

COMMENTS:

Biodiversity Conservation Network (BCN) grants underway at six sites. New activities are starting under BSP/Indonesian grants program.

YEAR	PLANNED	ACTUAL
1994/95 (B)		0
1995/96	5	5
1996/97	8	
1997/98	10	
1998/99	15	
1999/00	20	
2000/01	20	
2001/02	25	
2002/03 (T)	25	

NEW INDICATOR**OBJECTIVE 3:** Decentralized and Strengthened Natural Resources Management**APPROVED:** 15/05/1995**COUNTRY/ORGANIZATION:**

USAID/Indonesia

INTERMEDIATE RESULT 3.3: Strengthened Local Institutions and Community Organizations**INDICATOR IR 3.3.5:** Percent of Environmental Impact Assessment (Amdal) commissions with representatives from local NGOs and communities**UNIT OF MEASURE:** Percent of total commissions**SOURCE:**

1. Data source: NRM II agent reports
2. Method of data collection: Report review every year
3. Data collection responsibility: NRM II agents

INDICATOR DESCRIPTION:

Amdal commissions are district, provincial and national commissions with local participation.

COMMENTS:

EQM activities will start in April 1997 with the arrival of new technical assistance contractor.

YEAR	PLANNED	ACTUAL
1994/95 (B)		0
1995/96	0	0
1996/97	5	
1997/98	15	
1998/99	25	
1999/00	40	
2000/01	55	
2001/02	70	
2002/03 (T)	85	

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
USAID/Indonesia

INTERMEDIATE RESULT 3.4: Dissemination of Lessons Learned

INDICATOR IR 3.4.1: Number of Indonesian accessing USAID-assisted Internet sites that document lessons learned from program experiences

UNIT OF MEASURE: Number of log-ons

SOURCE:

1. Data source: computer reports
2. Method of data collection: Log-on data base every year
3. Data collection responsibility: SO3 Secretariat and NRM II agents

INDICATOR DESCRIPTION:**COMMENTS:**

The NRM Program Home Page and electronic linkages to Indonesian partners are being established in early 1997.

YEAR	PLANNED	ACTUAL
1994/95 (B)		0
1995/96	0	0
1996/97	700	
1997/98	6,500	
1998/99	10,000	
1999/00	17,000	
2000/01	21,000	
2001/02	23,000	
2002/03 (T)	25,000	

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
USAID/Indonesia

INTERMEDIATE RESULT 3.4: Dissemination of Lessons Learned

INDICATOR IR 3.4.2: Number of publications, articles, and audio-visual materials documenting NRM best practices and lessons learned that are distributed to Indonesian audiences

UNIT OF MEASURE: Number of publications

SOURCE:

1. Data source: Publication distribution database
2. Method of data collection: Data base analysis every year
3. Data collection responsibility: SO3 Secretariat and NRM II agents

INDICATOR DESCRIPTION:

Assumptions: 100 copies for each publication will be distributed

COMMENTS:

In IPM Program, every trainer, whether farmer or extension worker, receives at least 3 different handouts. The program publishes 5 publications each year. The NRM Secretariat produced ten publicities in 1996. The remainder were prepared by KEHATI and other indigenous NGOs supported by USAID. NRM Secretariat publications will not increase much. The strategy is to stimulate additional material production and broader distribution by partner organizations, particularly local NGOs.

YEAR	PLANNED	ACTUAL
1994/95 (B)		32
1995/96	51	51
1996/97	73	
1997/98	94	
1998/99	117	
1999/00	137	
2000/01	153	
2001/02	170	
2002/03 (T)	170	

NR

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
USAID/Indonesia

INTERMEDIATE RESULT 3.4: Dissemination of Lessons Learned

INDICATOR IR 3.4.3.a: Number of participants in USAID-assisted workshops, training, etc.

UNIT OF MEASURE: Number of participants

SOURCE:

1. Data source: NRM II reports
2. Method of data collection: Report review every year
3. Data collection responsibility: SO3 Secretariat and NRM II agents

INDICATOR DESCRIPTION:**COMMENTS:**

At the end of IFY 1997/98 about 1 million farmers will have been trained in IPM. The abrupt decline in IFY 1998/99 is because USAID assistance to the IPM Program ends. IPM training will be continued by the GOI, but is no longer included in this indicator after 1997/98.

YEAR	PLANNED	ACTUAL
1994/95 (B)		175,011
1995/96	200,474	200,474
1996/97	226,665	
1997/98	227,885	
1998/99	4,115	
1999/00	5,365	
2000/01	6,065	
2001/02	6,690	
2002/03 (T)	7,140	

NEW INDICATOR

OBJECTIVE 3: Decentralized and Strengthened Natural Resources Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION:
 USAID/Indonesia

INTERMEDIATE RESULT 3.4: Dissemination of Lessons Learned

INDICATOR IR 3.4.3.b: Number of female participants in USAID-assisted workshops, training, etc.

UNIT OF MEASURE: Number of female participants	YEAR	PLANNED	ACTUAL
SOURCE:	1994/95 (B)		31,175
1. Data source: NRM II reports	1995/96	51,126	51,126
2. Method of data collection: Report review every year	1996/97	80,382	
3. Data collection responsibility: SO3 Secretariat and NRM II agents	1997/98	100,627	
INDICATOR DESCRIPTION:	1998/99	867	
COMMENTS:	1999/00	1,257	
The target for IPM Program is that 30% of trainees are women, but now the percentage is only about 15%. A special study has been organized by the IPM program to determine how to increase this percentage. The drastic fall in participants in IFY 1998/99 is because USAID financing for IPM training ends, as is explained in Indicator I.R. 3.4.3.a.	2000/01	1,947	
	2001/02	2,537	
	2002/03 (T)	3,042	

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SO4: STRENGTHENED URBAN ENVIRONMENTAL MANAGEMENT

Performance Analysis

Progress toward achieving targets for SO4 was outstanding, with results at or above targeted levels in both principal areas: (1) Urban Environmental Infrastructure; and, (2) Community-level Environmental Action Networks (CLEAN) Energy, Urban and Industry. Performance exceeded FY 1996 targets in nine of the 12 indicators with an unweighted average performance of 97 percent.

The three SO level performance targets were comfortably met or exceeded. The indicator for urban environmental infrastructure, *percentage of the urban population with access to piped water*, shows an increase of 3.3 million recipients of piped water over the last year. USAID/I-sponsored statistical research confirmed that women in urban areas benefit significantly more than men from piped water distribution as well as from other improvements in environmental infrastructure targeted under this SO. Design of the new CLEAN-Urban activity builds on this experience to underscore gender considerations in ongoing assistance work.

The three key IRs related to urban environmental infrastructure exceeded targets: *inter-governmental loans to local governments, inter-governmental grants, and own-source revenues of local governments*. The GOI's increasing recognition of the validity of this approach was reaffirmed more strongly than ever, with the extension of administrative and financial autonomy to pilot cities as part of a groundbreaking nationwide decentralization program. The President of Indonesia announced plans to increase discretionary grant funding to urban areas, borne out by the proposed 1997-98 budget. The GOI's support should insure that USAID/I's urban environmental indicators will continue to show strong performance, led by an increase in access by urban residents to piped water. Since USAID/I's urban assistance program began in 1989, the number of urban residents with access to piped water increased by 13.7 million. Other advances include final preparations for the sale of municipal bonds by water utilities, and a completed design, approved by the GOI, for a secondary mortgage facility.

Only one of the six urban IR indicators, *measuring progress in privatizing urban services*, was significantly below targeted performance. However, this target is expected to be met next year. The lack of signed privatization agreements reflected the need for adjustments in key GOI policies and procedures as well as a longer than anticipated lead time required to close deals. USAID/I helped finalize needed policy adjustments by completing nationwide guidelines for project contracting and risk allocation. GOI commitment to privatization remains high, as does the interest of the private sector, with active deals now reaching 15 times the number proposed in 1992. Because many of the most profitable privatization deals are now being pursued by politically well-connected private parties, USAID/I narrowed its focus to smaller, more competitive privatization opportunities, involving \$1.48 billion in projects for six carefully selected local utilities.

The SO level renewable energy indicator exceeded its target, and all but one of its IR level targets. USAID/I continued to be a leading donor in renewable energy in Indonesia because of its success in promoting power sector privatization while emphasizing renewable energy

concerns. USAID/I recommended indicator adjustments, emphasizing avoided greenhouse gas emissions and energy efficiency improvements in both electricity supply and use. These changes are detailed in the Performance Data Tables. Only one energy indicator target, for national electricity intensity, *the ratio of per capita electricity input to GDP output*, was not met. A variety of factors, most beyond the control of USAID/I, accounted for this deficit, including rapid national economic growth, and industrial emphasis on increasing market share as well as expansion of rural electrification. USAID/I will introduce a more meaningful energy efficiency IR to reflect controllable impacts.

In FY 1996, the Mission eliminated industrial pollution prevention from its strategy, but continued to track and report progress. Targets were exceeded. USAID/I's CLEAN-Industry program significantly helped cleaner production gain wide support from the GOI, industry, consulting groups, NGOs and academia. The achievements of 12 industrial plants in two sectors were greater than expected, including: reduction by over five million tons/year in industrial water consumption; reduction in wastewater discharge by over 555,000 tons/year (from two facilities only) and solid waste discharge by over 3,400 tons/year (from one facility only); reduction by over 3,800 tons/year in the use of various chemicals; and reduction by 390 tons/year in the use of heavy metals. These reductions resulted in financial savings of approximately \$4.5M/year by the 12 industrial firms.

USAID/I conducted customer surveys as part of its urban infrastructure design work, and in preparation of the revised CLEAN-Energy Results Framework. USAID/I staff also conducted informal surveys of customers during inspection visits to sites across the country where the GOI has used the loan guaranty support of the Urban and Environmental Credit (formerly the Housing Guaranty) Program.

The ADB will commit more than \$200M in capital and technical assistance in FY 1997 in support of USAID/I-designed programs involving local government borrowing, unaccounted-for-water reduction programs, and Secondary Mortgage Facility implementation. USAID/I helped sensitize the ADB regarding the need to allow donor funds to be retailed to appropriate local governments via regional banks, rather than forcing all development project decisions to be made in top-down fashion at the central level. Although some future ADB loans will be modified in response to USAID/I and GOI concerns on this issue, an ongoing USAID/I-led dialogue will be maintained with all multilateral donors in order to insure that soft donor funds go to local borrowers who cannot access domestic credit at market rates, and who will take full ownership of projects.

Expected Progress through FY 1999 and Management Actions

The central assumptions underlying the urban environmental infrastructure IR continue to be valid, and are increasingly recognized as credible by the GOI. Lack of urban environmental infrastructure investment, among the lowest in Asia, is a result of a highly centralized system of GOI management and finance, which is incapable of meeting challenges in the country's large number of widely scattered urban areas. Policy reform at the central level, with increasing levels of assistance to local officials and community groups, continues to be the most productive use of USAID/I resources in this sector.

To demonstrate progress in engaging local community stakeholders and private local businesses in decisions regarding urban environmental infrastructure, USAID/I proposes adding an IR to the SO4 Results Framework. IR indicators will measure levels of community participation as well as the actual impacts of such participation on local decision making.

GOI expectations for privatization of urban services reached new highs recently, but the complexities of such deals are likely to lower expectations to more realistic levels over the next year and increase the GOI's reliance on the careful advice of experienced experts, such as those supported by USAID/I. Upcoming national elections will delay GOI actions and decisions for several months, but are not expected to affect progress over the longer term.

Two critical assumptions affect USAID/I's success in the energy sector. First, the GOI will remain committed to power sector restructuring and maintaining the financial health of the national electrical utility at a level that allows power purchases from renewable energy producers. Second, other donors will continue to play strong roles, particularly the multilateral development banks. The new and modified IRs and indicators will better capture impacts of the Mission's efforts to mitigate global climate change through reduced greenhouse gas emissions from the power sector.

PERFORMANCE INDICATORS

**SO 4 : Strengthened Urban Environmental
Management**



OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/05/95

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT: (SO Level Indicator)

INDICATOR SO 4.1: Increased access by urban populations to clean water

UNIT OF MEASURE: Percent of total urban population served by local water treatment and piped water distribution

SOURCE: National Development Planning Agency (BAPPENAS) and Ministry of Finance annual report: Monitoring Indicators of Repelita VI, Urban Policy Action Plan Implementation Results

INDICATOR DESCRIPTION:

Percent of urban population with access to piped water.

COMMENTS:

Increased access to piped water contributes to improved health conditions, improved quality of urban living conditions and, to the extent that it replaces water sold by vendors, reduces the price of such services to the poor.

Indonesian FY = April 1-March 31

YEAR	PLANNED	ACTUAL
1993/94 (B)	N/A	40%
1994/95	40%	44.9%
1995/96	41%	45.2%
1996/97	43%	
1997/98	45%	
1998/99	47%	
1999/00 (T)	49%	

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OBJECTIVE 4: Strengthened Urban Environmental Management

APPROVED: 15/05/95

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT: (SO Level Indicator)

INDICATOR SO 4.2: Reduced industrial pollution emissions

UNIT OF MEASURE: Number of factories in targeted sectors whose environmental performance meets or is better than the government's requirements for the discharge of pollutants

SOURCE: BAPEDAL (Environmental Impact Management Agency)

INDICATOR DESCRIPTION:

The GOI's environmental rating system, which uses color codes (gold, green, blue, red, black) to signify degrees of compliance with GOI environmental standards, is designed to provide incentives to environmentally friendly companies and disincentives to polluting ones.

COMMENTS:

* Note that the actual data reported reflects data as of October 1996, not the required target for January 1997. The GOI will not publish the full annual results until May 1997.

Out of the 213 companies that were rated in December 1995, 127 companies met government standards by October 1996 -- an increase of 34 companies. The number of companies participating in GOI's Business Performance Rating program has increased to 300 companies, including the 213 companies that participated last year. The ratings of the 300 companies will be announced by GOI by the end of February 1997. It is anticipated that the number of companies that meet government standards in January 1997 will be close to the target, 160 companies.

Note that the time period for this indicator has been changed from GOI fiscal years to calendar years, to be consistent with the timing and time coverage of GOI announcements of results under the rating system.

YEAR	PLANNED	ACTUAL
1994 (B)	N/A	0
1995	100	93
1996	160	127*
1997	220	
1998	280	
1999	340	
2000	400	
2000 (T)	400	

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OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT: (SO Level Indicator)

INDICATOR SO 4.3: Improved environmentally-sound energy supply and use

UNIT OF MEASURE: MegaWatts (MW) of installed generating capacity using renewable resources

SOURCE: Ministry of Mines and Energy, National Electric Company, ADB, World Bank reports

INDICATOR DESCRIPTION:

This indicator tracks installed generation from all renewable resources including wind, hydro, geothermal, solar, and biomass

COMMENTS:

The target for increased use of renewable energy continues to be met or exceeded due in large part to USAID policy guidance. USAID's recently completed Private Power Initiative was successful in assisting the GOI to adopt its Private Power Program, which has also included significant development of geothermal resources. GOI recently issued a Ministerial Decree establishing a small power producer program. This program, which allows small private producers to sell their power to PLN, focuses on renewable energy and includes a standardized Power Purchase Agreement and Published Tariff to minimize the negotiation process and provide a level of certainty to investors. USAID will now shift its assistance to developing a regulatory policy environment that ensures financial viability of the power sector, while at the same time maintaining compatibility with renewable energy as well as providing the incentives needed to encourage investment in renewable energy.

This existing top level SO indicator will be replaced with one measuring tons of pollutants avoided to better capture a range of Intermediate Results (IR) that reflect progress influenced by USAID interventions to increase renewable energy generation capacity and improve energy efficiency. This existing indicator will then become an IR indicator directly contributing to the new top-level SO bio-physical indicator. The baseline year for this new IR indicator will be advanced to 1996/97 and monitoring extended to 2002.

NOTE: Indonesian fiscal year, April 1 - March 31.

YEAR*	PLANNED	ACTUAL
1993/94 (B)	N/A	3,399
1994/95	3,430	3,454
1995/96	3,500	3,509
1996/97	3,560	
1997/98	3,660	
1998/99	3,750	
1999/00	4,000	
2000 (T)	4,000	

NEW INDICATOR

OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT: (SO Level Indicator)

INDICATOR SO 4.3: Global and local air pollution avoided by increased application of renewable energy and improved energy efficiency

UNIT OF MEASURE: Tons of CO2, SO2 and particulates avoided nationally

SOURCE: World Bank-sponsored Environmental Manual for Power Development (EM), a computer simulation model with Indonesia-specific energy sector database, and the UEM Office

INDICATOR DESCRIPTION:

This indicator reflects improvement in the environmentally sound supply and use of energy. All aspects of power generation produce both local pollutants (SO2 and particulates) as well as Greenhouse Gases (CO2, Methane) that contribute to Global Climate Change. This indicator captures the aggregate contribution of USAID's efforts to reduce these emissions by encouraging increased generation from renewable energy and improvements in energy efficiency. The EM computer model calculates the net change in emissions from the current power sector configuration by propagating the impact of the increased generation from renewable energy and energy efficiency improvements throughout the energy chain (resource mining, transport, generation, transmission, distribution, and end use).

COMMENTS:

This new SO-level bio-physical change indicator was selected to best measure the overall impact of the diverse but inter-related activities of the CLEAN/Energy Results Framework. SO4 will develop the EM Indonesia-specific energy sector data base and conduct training for government officials in the use of the model, including a focus on the critical assumptions that drive the model.

Indonesia's electricity generation must escalate rapidly to meet the demands of its booming economy. Consequently, annual domestic consumption of Indonesia's abundant coal reserves for power generation is projected to increase from 5 million metric tonnes in 1991/92 to 60 million metric tonnes in 2003/04, a ten fold increase in 12 years. Coal combustion produces significant emission, both local pollutants as well as the greenhouse gases (GHG), that contribute to Global Climate Change. There is general agreement that the only long term solution to GHG emissions is renewable energy, while improvements in energy efficiency can contribute to interim reductions. This indicator quantifies the impact of both increasing the use of renewable energy and improving energy efficiency.

•• Indonesian fiscal year, April 1 - March 31.

YEAR**	PLANNED	ACTUAL
1996/97 (B)	N/A	0
1997/98	1 million	
1998/99	2 million	
1999/2000	3 million	
2000/2001	4 million	
2001/2002	5 million	
2002 (T)	7 million	

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OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/05/95

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 4.1: Adoption of New Policies and Practices to Facilitate Decentralized Financing of Urban Environmental Infrastructure

INDICATOR IR 4.1.1: Increased access by local governments to grant funding from the central government

UNIT OF MEASURE: Share of all SDO and INPRES grants received by local governments

SOURCE: National Development Planning Agency (BAPPENAS) and Ministry of Finance annual report: Monitoring Indicators of Repelita VI, Urban Policy Action Plan Implementation Results

INDICATOR DESCRIPTION:

This indicator shows the share of all intergovernmental grants allocated to city and district governments.

COMMENTS:

The proportion of total grants allocated to local governments (cities and districts), as opposed to provincial governments, is a measure of decentralization efforts.

Indonesian FY = April 1-March 31

YEAR	PLANNED	ACTUAL
1993/94 (B)	N/A	50%
1994/95	55%	57%
1995/96	55.8%	57.7%
1996/97	56.5%	
1997/98	57.3%	
1998/99	58.1%	
1999/00 (T)	59%	

OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/05/95

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 4.1: Adoption of New Policies and Practices to Facilitate Decentralized Financing of Urban Environmental Infrastructure

INDICATOR IR 4.1.2: Increased access by local governments to development credit provided by or through central government intermediaries

UNIT OF MEASURE: Total loan disbursements to local governments and local public utilities from SLAs, RDI, RDA, in billions of Rupiah

SOURCE: National Development Planning Agency (BAPPENAS) and Ministry of Finance annual report: Monitoring Indicators of Repelita VI, Urban Policy Action Plan Implementation Results

INDICATOR DESCRIPTION:

This indicator tracks the amount of intergovernmental credit disbursed to local governments for urban environmental infrastructure. The sources of capital include subsidiary loan agreements (SLAs), mostly under World Bank or Asian Development Bank loans, and two municipal loan funds from the Ministry of Finance, Rekening Dana Investasi (RDI) and the Regional Development Account (RDA).

COMMENTS:

Over-reliance on grant funding of infrastructure results in weak local governments and deteriorating facilities. Credit financing is essential if local governments are to be increasingly responsible for investment decision-making, and if sufficient funds are to be mobilized to meet investment needs.

Even though actual disbursements significantly exceed the target for 1995/96, no change in targets is proposed at this time, because loan disbursements are subject to wide fluctuations.

Indonesian FY = April 1-March 31

YEAR	PLANNED	ACTUAL
1993/94 (B)	N/A	228
1994/95	280	442
1995/96	300	393
1996/97	320	
1997/98	340	
1998/99	360	
1999/00 (T)	380	

OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/05/95

COUNTRY/ORGANIZATION: USAID/Jakarta

INTERMEDIATE RESULT 4.1: Adoption of New Policies and Practices to Facilitate Decentralized Financing of Urban Environmental Infrastructure

INDICATOR IR 4.1.3: Value of signed agreements between local governments and private firms in providing urban services.

UNIT OF MEASURE: Total value in millions of U.S. dollars of PURSE-supported public/private partnership agreements. Totals are cumulative.

SOURCE: Ministry of Home Affairs and PURSE project reports

INDICATOR DESCRIPTION:

Total project value comprises total equity and debt service costs over the life of the project.

Figures under the "Planned" column represent the cumulative target for new private investment in municipal water supply anticipated to be signed by that year.

Figures under the "Actual" column represent the cumulative value of contracts that have reached financial closure.

COMMENTS:

The Private Participation in Urban Services (PURSE) project team is currently actively engaged with nine public/private water projects in six cities. Total value of these potential projects is \$1.48 billion. PURSE has also had indirect involvement in seven additional cities with public/private water projects valued at over \$165 million.

While the Government has made significant strides in improving the legal/regulatory framework to attract private investment, the delay in finalizing agreements has been due to lack of transparency and competition leading to high project costs. GOI officials who favor increased transparency are exerting pressure for increasing competition and due diligence requirements to expedite successful privatizations.

Years are GOI fiscal year: April 1 - March 31.

YEAR	PLANNED	ACTUAL
1992/93 (B)	N/A	0
1993/94	0	0
1994/95	0	0
1995/96	0	0
1996/97	\$50	0
1997/98	\$125	
1998/99	\$225	
1999/00	\$325	
2000 (T)	\$425	

OBJECTIVE 4 : Strengthened Urban Environmental Management
APPROVED: 15/05/95

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 4.2: Wider Adoption of Improved Practices in Urban Environmental Infrastructure Service Provision

INDICATOR IR 4.2.2: Increased efficiency of local water utility management

UNIT OF MEASURE: Percentage of water lost by 14 local water utilities

SOURCE: Perpamsi, the Indonesian Association of Local Water Utilities

INDICATOR DESCRIPTION:

Water treated and distributed by local utilities, but not accounted for because of leakage, theft, or administrative error. The unit of measure is the difference between the amount of water produced and the amount of water sold by the water utility, expressed as a percentage of water produced.

COMMENTS:

Unaccounted for water loss is an established indicator of the efficiency of water utility operations.

Data release by Perpamsi was scheduled for February 1997, but has not yet occurred. SO4 will examine possible alternative data sources during the course of the year.

Indonesian FY = April 1-March 31

YEAR	PLANNED	ACTUAL
1993/94 (B)	N/A	40%
1994/95	35%	34%
1995/96	33%	N/A
1996/97	32%	
1997/98	31%	
1998/99	30%	
1999/00 (T)	30%	

OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/05/95

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 4.2: Wider Adoption of Improved Practices in Urban Environmental Infrastructure Service Provision

INDICATOR IR 4.2.3: Strengthened ability of local governments to manage their affairs in a business-like fashion

UNIT OF MEASURE: Real per capita own source revenues (in 1983/4 constant Rp/capita)	YEAR	PLANNED	ACTUAL
SOURCE: National Development Planning Agency (BAPPENAS) and Ministry of Finance annual report: <u>Monitoring Indicators of Repelita VI, Urban Policy Action Plan Implementation Results</u> INDICATOR DESCRIPTION: This indicator shows the amount spent per capita on urban environmental infrastructure (adjusted for inflation) COMMENTS: Per capita investment in urban infrastructure provides a measure of the ability of Government to maintain investments at levels necessary to keep pace with population and inflation--essential if current demands for services are to be met. Indonesian FY = April 1-March 31	1993/94 (B)	N/A	9,893
	1994/95	10,736	11,868
	1995/96	11,273	13,745
	1996/97	11,837	
	1997/98	12,429	
	1998/99	13,050	
	1999/00 (T)	13,703	

OBJECTIVE 4: Strengthened Urban Environmental Management

APPROVED: 15/05/95

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 4.3: Adoption by Government and Industry of Policies and Procedures to Reduce Industrial Damage to the Environment and Promote Environmentally-Sound Energy Supply and Use.

INDICATOR IR 4.3.1: Wider adoption of clean industrial technology

UNIT OF MEASURE: Number of firms implementing results of technology audits for practices as well as investment in selected sectors

SOURCE: ICIP Secretariat

INDICATOR DESCRIPTION:

COMMENTS:

The target has been exceeded. In addition to 7 cleaner production (CP) assessments conducted last year (6 metal finishing plants and 1 flexible packaging plant), the Mission has completed 11 CP assessments this year (3 flexible packaging plants, 4 furniture coating plants, 3 lead battery plants, 1 metal finishing plant). Out of the total of 18 companies that have received CP assessment assistance from USAID, 13 companies are implementing assessment recommendations; the remaining 5 companies are still preparing for implementation. One company successfully completed all recommendations; a two-page coverage on the company's success was published by the SWA Magazine - a leading national business magazine - stating that the company has reduced its operating costs by 54%.

In addition, sector-specific workshops have been conducted to share findings of assessments. Participants included representatives of many companies in the four sectors. Major technical workshops in these sectors are planned for FY97. The Ministry of Industry and Trade as well as industry associations of the four industrial sectors have now become fully supportive of cleaner production. It is expected that pollution from these four most polluting industries in Indonesia will be reduced significantly over the coming years.

NOTE: Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR	PLANNED	ACTUAL
1994 (B)	N/A	5
1994/95	5	7
1995/96	10	13
1996/97	15	
1997/98	20	
1998/99	25	
1999/00	30	
2000 (T)	30	

OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/05/95

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 4.3: Adoption by Government and Industry of Policies and Procedures to Reduce Industrial Damage to the Environment and Promote Environmentally-Sound Energy Supply and Use.

INDICATOR IR 4.3.2: Strengthened skills of key personnel in clean industrial production

UNIT OF MEASURE: Number of local consulting firms with key personnel trained in clean industrial production techniques

SOURCE: ICIP Secretariat

INDICATOR DESCRIPTION:

COMMENTS:

For 1995/96, the expected targets were exceeded, with 31 Indonesian engineers/consultants from ten local engineering/consulting firms and other institutions trained. This indicator measures the number of local consulting firms strengthened by personnel training in assessments of cleaner industrial production, as designed and implemented with USAID assistance.

In addition, a number of workshops were conducted for plant engineers from six most polluting industry groups, involving over 300 participants. When the ICIP program is completed next year, it is expected that there will be a group of Indonesian professionals who can provide cleaner production services to Indonesian industries.

NOTE: Unless stated otherwise, all annual data are based on the Indonesian fiscal year which runs from April 1 - March 31.

YEAR	PLANNED	ACTUAL
1994 (B)	N/A	0
1994/95	3	4
1995/96	5	10
1996/97	8	
1997/98	10	
1998/99	14	
1999/00	18	
2000 (T)	18	

OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/5/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 4.3: Adoption by Government and Industry of Policies and Procedures to Reduce Industrial Damage to the Environment and Promote Environmentally-Sound Energy Supply and Use

INDICATOR IR 4.3.3: Increased use of technologies and practices that promote efficient energy use

UNIT OF MEASURE: Number of firms implementing results of energy audits or practices in targeted sectors

SOURCE: Ministry of Mines and Energy, PT. PLN Annual Report, ADB, World Bank Reports

INDICATOR DESCRIPTION:
 Count of Individual firms/organizations

COMMENTS:

This target has been exceeded. While more and more firms are implementing the results of their energy audits, the impact on the overall energy conservation efforts has been modest. To show a meaningful improvement in energy efficiency on a national level, the number of firms participating in the audit program and implementing the results must increase, especially in energy intensive industries. This, however, will be difficult to achieve because (1) in a rapidly expanding economy such as Indonesia's, industry gives priority to adding production capacity to generate cash flow and expand market share over investments in energy efficiency improvements and (2) current energy pricing does not provide the proper incentives to improve efficiency.

This firm-level indicator will be replaced by one which better reflects achievement across the range of SO4 activities to improve both demand and supply side energy efficiency.

**** NOTE: Indonesian fiscal year, April 1 - March 31.**

YEAR**	PLANNED	ACTUAL
Baseline 1993/94	n/a	2
1994/95	5	5
1995/96	10	11
1996/97	15	
1997/98	20	
1998/99	25	
1999/00	40	
Target 2000	40	

NEW INDICATOR**OBJECTIVE 4:** Strengthened Urban Environmental Management**APPROVED:** 15/5/1995**COUNTRY/ORGANIZATION:** USAID/Indonesia**INTERMEDIATE RESULT 4.3:** Adoption by Government and Industry of Policies and Procedures to Reduce Industrial Damage to the Environment and Promote Environmentally-Sound Energy Supply and Use**INDICATOR IR 4.3.3:** Installed renewable energy capacity**UNIT OF MEASURE:** MegaWatts (MW)**SOURCE:** Ministry of Mines and Energy, PT. PLN Annual Report, ADB, World Bank Reports**INDICATOR DESCRIPTION:**

This indicator reflects the establishment of policies, procedures and practices for cleaner, efficiency power supply by tracking installed generation capacity from all renewable sources, including hydro, wind, solar, biomass and geothermal.

COMMENTS:

This indicator provides a quantitative measure of the effectiveness of SO4 activities in promoting sustainable application of renewable energy technologies. USAID assistance will focus on encouraging development of an enabling regulatory policy environment that is compatible with renewable energy and that provides the proper incentives for investment in renewable energy.

Renewable energy is the only long term solution to minimizing energy sector greenhouse gas emissions that contribute to Global Climate Change. However, experience has shown that renewable energy often suffers under power sector restructuring such as that presently underway in Indonesia. Thus, it is imperative that the restructured power sector maintain compatibility with renewable energy.

Note: this IR indicator was previously the SO-level indicator. The new SO-level indicator tracks tons of pollutants avoided from a range of interventions, including both renewable energy and improvements in energy efficiency. At the IR level, this indicator now measures the contribution of renewable energy to the SO-level indicator.

** Indonesian fiscal year, April 1 - March 31.

YEAR**	PLANNED	ACTUAL
1995/96 (B)	N/A	3,509
1996/97	3,560	
1997/98	3,660	
1998/99	3,750	
1999/2000	4,000	
2000/2001	4,200	
2001/2002	4,400	
2002 (T)	4,550	

OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/5/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 4.3: Adoption by Government and Industry of Policies and Procedures to Reduce Industrial damage to the Environment and Promote Environmentally-Sound Energy Supply and Use

INDICATOR IR 4.3.4: Strengthened government policies and procedures for promoting efficient energy use

UNIT OF MEASURE: Electricity intensity

SOURCE: Ministry of Mines and Energy, Central Bureau of Statistics, PT. PLN (National Electric Company), ADB, World Bank reports

INDICATOR DESCRIPTION:

Electricity intensity is the ratio of per capita electricity input to GDP output (kWh/\$1000 GDP). A decrease in electricity intensity, or a reduction in intensity over the business-as-usual scenario, may indicate an improvement in energy efficiency on a national basis.

COMMENTS:

This target has not been met due to a variety of factors beyond the control of USAID. 1995/96 growth in electricity generation continued to outpace growth in GDP due to Indonesia's rapid industrialization, as well as expansion of electrification including that in rural areas.

Electricity intensity tracks overall national efficiency in electricity use. While electricity intensity has merit as an indicator, externalities cloud this indicator's ability to reflect the impact of USAID interventions other than in narrow applications. These externalities include politically motivated energy pricing, import/export duties affecting industrial activity, rate of electrification expansion including rural electrification, and state of the national economy. Based on recommendations of the CLEAN/Energy design team, this indicator will be replaced with one which can better reflect impacts of USAID activities to improve energy efficiency.

****NOTE:** Indonesian fiscal, April 1 - March 31.

YEAR**	PLANNED	ACTUAL
1993/94 (B)	n/a	298
1994/95	300	296
1995/96	306	317
1996/97	317	
1997/98	328	
1998/99	339	
1999/00 (T)	354	

NEW INDICATOR

OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/5/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 4.3: Adoption by Government and Industry of Policies and Procedures to Reduce Industrial Damage to the Environment and Promote Environmentally-Sound Energy Supply and Use

INDICATOR IR 4.3.4: Energy saved due to efficiency improvement

UNIT OF MEASURE: Equivalent MegaWatt-Hours (MWh) of energy saved

SOURCE: PLN Data on Plants Efficiency, Ministry of Mines & Energy Yearbook, UEM and Regulatory/Restructuring Advisor

INDICATOR DESCRIPTION:

This indicator reflects the establishment of efficiency-friendly policies, procedures and practices by measuring energy efficiency improvement influenced by USAID interventions in both the supply and use of electricity. This indicator aggregates the improvements and converts them into equivalent electricity that did not have to be generated.

COMMENTS:

Supply side generation efficiency improvements either reduce the amount of fuel required to produce a certain amount of electricity, or increase the amount of electricity that can be produced with the same amount of fuel. In either case, the fuel consumed per unit of output is reduced, with an accompanying reduction in the emission of both global (Greenhouse gas) and local pollutants per unit of output.

Even minor supply side efficiency improvements can significantly reduce pollution emissions. For example, a 1% efficiency improvement in a 400 MW base load coal power plant saves an equivalent of almost 80,000 MWh (80 million kiloWatt-hours) of electricity per year, and reduce pollutants by over 85,000 tons of greenhouse gas emissions alone. USAID will assist PLN to improve the heat rate efficiency in selected base-load power plants.

Demand side efficiency improvement is reflected back through the system as reduced generation requirements magnified by transmission and distribution (T&D) system losses. For example, 1 kWh reduction in consumption by an end user can translate into 1.25 kWh or more of reduced generation requirement due to the effect of T&D losses. USAID will assist GOI to implement the national energy conservation program by providing training for energy managers in manufacturing and process industries, as well as commercial buildings. USAID will also assist GOI to implement an appliance energy efficiency labeling and standards program.

****NOTE:** Indonesian fiscal year, April 1 - March 31.

YEAR**	PLANNED	ACTUAL
1996/97 (B)	N/A	0
1997/98	70,000	
1998/99	140,000	
1999/2000	210,000	
2000/2001	280,000	
2001/2002	350,000	
2002 (T)	420,000	

NEW INDICATOR

OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/5/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 4.3: Adoption by Government and Industry of Policies and Procedures to Reduce Industrial Damage to the Environment and Promote Environmentally-Sound Energy Supply and Use

INDICATOR IR 4.3.5: Regulatory Policy Index

UNIT OF MEASURE: 100 Point Index

SOURCE: UEM Office, Regulatory Advisor Reports

INDICATOR DESCRIPTION:

This indicator uses a 100 point index to provide a qualitative measure of overall progress in establishing a regulatory environment that includes compatibility with renewable energy and energy efficiency. The index will track achievement of milestones in regulatory policy development and implementation.

COMMENTS:

Energy efficiency and renewable energy often suffer during power sector restructuring. Thus, during the 1996-1999 dynamic period in restructuring the Indonesian power sector, it is crucial to establish a regulatory framework that both ensures a financially viable power sector while offering the incentives necessary to encourage investment in energy efficiency and renewable energy. Other IR targets cannot be met without a regulatory environment compatible with renewable energy and energy efficiency.

The index will be calculated using the milestones shown below, with points awarded for progress in achieving significant events within each milestone. The points shown reflect the significance of the activity in achieving the needed regulatory environment. Milestone accomplishments and index points are:

- Establishment of a regulatory body - 10 points
- Transmission/transfer pricing framework reviewed by Ministry of Mine and Energy (MME) and PLN and implementation in progress - 15 points
- * Grid access code reviewed by MME and PLN and implementation in progress - 15 points
- Regulatory Framework drafted and reviewed by MME and PLN and implemented - 50 points
- * Rules or procedures that assist MME implement the country's GCC commitments drafted and reviewed within MME - 10 points

** NOTE: Indonesian fiscal year, April 1 - March 31.

YEAR**	PLANNED	ACTUAL
1996/97 (B)	n/a	0
1997/98	25	
1998/99	50	
1999/2000	70	
2000/2001	80	
2000/2001	90	
2001/2002	95	
2002 (T)	100	

NEW INDICATOR

OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/05/95

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 4.4: Greater Participation by Community Residents in Decisions Regarding Urban Environmental Infrastructure

INDICATOR IR 4.4.1: Increased dialogue between local officials and community residents regarding the design and financing of urban environmental infrastructure

UNIT OF MEASURE:

Targets are based on the assumption that USAID-sponsored activity will take place in seven (7) cities per year.

(a) Number of meetings/surveys used to mobilize/express public opinion regarding infrastructure projects;

(b) Number of successful programs carried out by local governments, NGOs, Community Base Organizations (CBOs), to educate/mobilize community residents regarding environmental infrastructure issues; and

(c) Number of NGOs/CBOs active in urban environmental management, which have been significantly and positively impacted via USAID-sponsored capacity strengthening efforts.

SOURCE: Annual assessments by outside, independent expert making field visits to localities where USAID-sponsored activities are under way.

INDICATOR DESCRIPTION:

Various activity measures of community participation.

COMMENTS:

(a) Meetings must be formal, consultative events, which may be initiated by local officials, community members, or CBOs/NGOs.

(b) Programs may also include networking efforts between three or more NGOs/CBOs.

(c) "Significant impact" will be determined by application of an organizational capacity evaluation handbook adopted for this purpose.

Indonesian FY = April 1-March 31

YEAR	PLANNED			ACTUAL		
	a	b	c	a	b	c
1996/97 (B)	N/A	N/A	N/A	0	0	0
1997/98	14	14	7			
1998/99	14	14	7			
1999/00	21	21	14			
2000/01 (T)	21	21	14			

NEW INDICATOR

OBJECTIVE 4: Strengthened Urban Environmental Management
APPROVED: 15/05/95

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 4.4: Greater Participation by Community Residents in Decisions Regarding Urban Environmental Infrastructure

INDICATOR IR 4.4.2: Increased impacts by community residents on urban environmental infrastructure design and financing

UNIT OF MEASURE:

Targets are based on the assumption that USAID-sponsored activity will take place in seven (7) cities per year.

(a) Number of times that community participation has had measurable impacts on decisions regarding urban environmental infrastructure projects; and

(b) Number of successful national city sharing events designed to achieve nation-wide replication of lessons learned regarding community participation in urban environmental infrastructure decision making.

SOURCE: Annual assessments by outside, independent expert making field visits to localities where USAID-sponsored activities are under way.

INDICATOR DESCRIPTION:

Measures of impacts on local decision making.

COMMENTS:

(a) "Impacts" include changes or adjustments in plans, meaningful confirmation of official decisions, etc.

(b) Events may be organized by/through national NGOs; one measure of "success" will be MOUs signed between participating cities to work together in replicating best practices.

Indonesian FY = April 1-March 31

YEAR	PLANNED		ACTUAL	
	a	b	a	b
1996/97 (B)	N/A	N/A	0	0
1997/98	7	1		
1998/99	7	2		
1999/00	14	3		
2000/01 (T)	14	4		

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SO5: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY

Performance Analysis

Many external factors influenced SO5's performance. Growing incomes, expanding international communications and increased social welfare all created demands for greater political freedom and broader participation among Indonesians, but such aspirations were not matched by greater openness and transparency in GOI decision-making. In mid-1996, as a result of GOI and military association with the leadership struggle of an officially sanctioned political party, the worst riots in 20 years occurred in Jakarta. Due to those events and increasing concerns over presidential succession, political activities leading up to the May 29, 1997 general elections and early 1998 presidential and vice-presidential elections are expected to remain closely controlled. On the other hand, the GOI-supported National Human Rights Commission (NHRC), aided by NGOs, aggressively exposed human rights (HR) violations by the police, the military and GOI officials. On balance, the HR situation saw some improvement, albeit minor, while the political and judicial systems retain a democratic facade with little actual freedom and independence.

A review of the Performance Data Tables confirms that many of the essential tenets of democracy building in Indonesia are slowly taking root. Civil society, as represented by independent NGOs, spoke out more effectively on a variety of issues and was increasingly included in the GOI's decision-making process. During FY 1996, NGO policy impact occurred 39 times (versus 19 in FY 1995), exceeding the planned SO5 target of 30 by 33 percent; 21 policy impacts were national and 19 provincial. The four most significant policy impacts are:

- The GOI was compelled to request the NHRC to investigate the July 27th riot after the Indonesian Legal Aid Institute (LBH) investigated missing persons;
- The Department of Manpower implemented Asian-American Free Labor Institute (AAFLI) recommendations on social security and the reorganization of the GOI-sanctioned labor union into a less rigid labor federation;
- The GOI made lead-free gasoline available to the public as a result of lobbying by an environmental advocacy group, WALHI;
- The Indonesian military (ABRI) adopted a clearer policy and distributed HR handbooks to soldiers after abuses in Irian Jaya -- the initial HR report was written by a USAID/I grantee.

USAID/I played a critical role in supporting most key Indonesian HR and advocacy NGOs. Within the constraints of Indonesia's political system, several NGOs were effective in defending HR and stressing the rule of law. (A complete list of the 39 instances that a USAID/I-supported organization had a documented, measurable impact on GOI policy formulation was provided to ANE.)

IR5.1, *increased NGO advocacy for democratic participation*, on average exceeded target. NGOs became more adept at use of public relations and the media. As a result, their political activities were closely followed by the public and widely reported in the press. The GOI

increasingly approached NGOs for their analyses of laws, policies and regulations. However, because of the GOI's sensitivity to polling and surveys, NGOs were hesitant to mobilize opinion through surveys. NGO dialogue with senior GOI officials jumped markedly as did dialogue between local communities and the GOI.

IR5.2, *increased adherence to the principles of the rule of law*, was the least successful. Even though the mean performance was 120 percent of its FY 1996 target, only five of 13 measures met or exceeded expectations. More NGOs monitored and reported instances of corruption and abuse of power. The NHRC publicly reported on highly sensitive and controversial cases which earned it the public's respect. USAID/I was the first donor permitted to provide support to the NHRC. With this support, the NHRC opened a field office in East Timor and began a sophisticated HR training program. LBH ensured citizens' legal protection by pursuing 650 cases (37 percent representing women) concerning civil, political, land and labor rights. Working directly with the GOI, 6,500 laws were standardized and distributed on CD-ROM, and a law distribution center established at the University of Indonesia. Significant shortfalls occurred in seminars about, and lobbying for, laws, and the development of alternative dispute resolution (ADR) mechanisms.

IR5.3, *enhanced capacity, reliability and responsiveness of NGOs*, exceeded targets; one of seven indicators underachieved. NGOs improved both their internal management and external program effectiveness. Financial systems were broadly strengthened, providing needed confidence for other donors and local supporters. However, most Indonesian NGOs did not achieve greater financial stability and independence from USAID/I support by expanding their donor base.

USAID/I produced timely, grantee-supplied data for all SO5 indicators at both the SO and IR levels. For approximately one-third of the 33 measures, targets were significantly exceeded; another third were underachieved; and the remainder of the results essentially tracked plans. On balance and particularly at the SO level, progress exceeded targets. (Please see comments portion of each Performance Data Table for details on large performance to target variances.) The wide differences in results were due to the newness of HR and democratization activities in Indonesia; annual grant selection and negotiation process complexities; difficulties in quantifying political change; and implementation adjustments initiated by NGOs to changing events.

To reduce the somewhat skewed nature of initial SO5 performance, USAID/I took corrective actions in programming FY 1996 funding and will do the same in FY 1997. We analyzed deficits, sought out and/or encouraged NGOs to undertake actions to overcome the shortfalls and then included appropriate activities in new and amended agreements; conversely, where performance greatly surpassed plans, USAID/I reduced funding for those activities. Should NGOs perform as expected, USAID/I anticipates some improvement in individual indicators related to surveys, seminars and lobbying for laws, ADR methods, and broadening funding sources. There will be less focus on extremely high performers such as community group formation, reports of extra legal action and new networks. At the end of FY 1996, to address poor performance under some gender indicators, five new grants focussed on women's issues, and two were provided to women-led NGOs.

As required biennially, USAID/I and the Embassy re-evaluated and updated the FY 1994 Democracy Assessment and Strategy. The current SO5 strategy, approach and overall Results Framework were reaffirmed with only minor modifications. USAID/I maintained an intensive dialogue with direct grantee NGOs, sub-grantees, potential grantees, academics and political activists to receive program feedback and to process performance-based grants in a collaborative manner. In addition, USAID/I met four times with five other embassies and foreign donors which have small democracy programs in Indonesia. USAID/I, the Embassy's Political Section and the interagency Human and Labor Rights Working Group closely coordinate actions.

Expected Progress through FY 1999 and Management Actions

Despite the difficult Indonesian election period ahead, USAID/I expects SO5 performance to correspond broadly with plans. However, much depends on political developments in Indonesia. Additional resources will be allocated to this sector in FY 1998 and FY 1999, as more political space should appear after the elections.

In March and April USAID/I will undertake: a) a routine semi-annual achievement review; b) an audit of grantees' self-appraised performance data; and, c) an independent confirmation, by a noted Indonesian political scientist, of SO level policy impacts. Representatives from USAID/I and USAID/Washington, the Embassy, and partners will conduct a comprehensive review of the SO5 Results Framework in October 1997 (before FY 1998 obligations), when another full year of performance is available for analysis. Meanwhile, USAID/I expects that late FY 1996 and currently planned FY 1997 obligations will substantially reduce the widest deviations from SO5 targets. In the FY 2000 R4, USAID/I will recommend a mix of improvements in indicators and targets based on the fall evaluation.

Three principal assumptions for continued successful performance of SO5 are: 1) the GOI allows NGOs to operate relatively autonomously and to receive foreign funding; 2) USAID/I works directly and in an unencumbered manner with Indonesian NGOs; and, 3) due to continuing staff reductions, USAID/I can further entrust growing portions of SO5 management to intermediary NGOs. Nevertheless, current events have led to more GOI scrutiny of NGOs. The GOI questioned USAID/I staff about relationships with several NGOs, and the new implementation strategy -- with intermediaries programming nearly 50 percent of our OYB -- has not been fully tested.

PERFORMANCE INDICATORS

**SO 5 : Increased Effectiveness of Selected Institutions
which Promote Democracy**

OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT: (SO Level Indicator)

INDICATOR SO 5.1: Increased NGO impact on government policy formulation

UNIT OF MEASURE: Number of times that the activities of grantee NGOs have a measurable impact on the formulation of government policy

SOURCE: NGO reports/USAID RP5 assessment

INDICATOR DESCRIPTION:

Beginning FY97 this indicator will be independently determined and monitored by external evaluators led by a highly respected US-trained Indonesian political scientist.

COMMENTS:

The first year of this SO saw a notable increase in the number of times USAID-supported organizations (mostly non-governmental organizations (NGOs)) had a measurable impact on the formulation of Government of Indonesia (GOI) policy. During FY 96, policy impact occurred 36 times (versus 20 in the baseline year, FY 94), exceeding the planned SO5 target of 30 by 20%; 21 policy impacts were at the national level and 15 were at the provincial level. The GOI has increasingly approached NGOs for their analyses of laws, policies and regulations. Sixty percent of the above GOI policy changes were a result of consulting NGOs before the formulation of their policy, the others were in reaction to lobbying by NGOs after the GOI made poor policy, or in the face of existing inadequate policy. Twenty-two percent of the policy changes involved human rights issues, 19% were environment, issues of labor, economic development and alternative dispute resolution issues respectively contributed 11% each, women's issues, freedom of the press and rule of law issues contributed 5% each.

This indicator achieved 18% of the five year goal.

* The SO5 was approved in May 1995 and activities started in FY 96.

YEAR	PLANNED	ACTUAL
1994 (B)	N/A	20
1994/95	*	19
1995/96	30	36
1996/97	35	
1997/98	40	
1988/99	45	
1999/00	50	
2000 (T)	200	

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OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.1: Increased NGO Advocacy for Greater Democratic Participation

INDICATOR IR 5.1.1: Increased public awareness of NGO activities through publication of independent articles reported in the Indonesian media

UNIT OF MEASURE: Number of independent articles about grantee NGO activities reported in the Indonesian media.

SOURCE: NGO records and semi-annual reports

INDICATOR DESCRIPTION:

Articles can be favorable or not.

COMMENTS:

The Indonesian public must be aware of the NGOs' advocacy activities to participate in or at least support NGO activities. Eight NGO grantees contributed to this indicator, the two most active were the Indonesian Legal Aid Foundation (LBHI) and the Asia Foundation (TAF). The public awareness of NGO activities exceeded the yearly target by almost 300%. This has been as a result of more aggressive public relations and more focused press releases by NGOs, a willingness by the press to print such articles and a growing interest in the general public in following such stories. Progress was especially noteworthy at a time when the GOI tried to discredit advocacy NGOs and their activities. Both the NGO themselves and USAID underestimated the success that NGOs would have in getting their activities reported by the press. New and higher targets for this indicator maybe considered after the SO5 Evaluation in October 1997.

This indicator achieved 55% of the five year goal.

YEAR	PLANNED	ACTUAL
1994 (B)	n/a	275
1994/95	*	369
1995/96	370	1069
1996/97	380	
1997/98	390	
1988/99	400	
1999/00	410	
2000 (T)	1950	

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OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.1: Increased NGO Advocacy for Greater Democratic Participation

INDICATOR IR 5.1.2: Increased NGO mobilization of public opinion through surveys and publications

UNIT OF MEASURE: Number of (a) surveys and (b) publications that mobilize public opinion and are organized by grantee NGOs, regardless of funding source

SOURCE: NGO records and semi-annual reports

INDICATOR DESCRIPTION:

COMMENTS:

Indonesian public opinion needs to be mobilized before they will take a role in civic society. This indicator has two measures: a) surveys and b) publications.

Only 50% of the target for surveys was met in FY 96, reflecting the poor targeting of funds as well as the politically sensitive nature of surveys and opinion polls. The Institute for the Free Flow of Information (ISAI) planned three surveys but were late in completing them. The shortfall in surveys has been addressed by awarding a grant in FY97 to a new recipient, the Institute for Human Resources and Development (LP3ES), which has expertise in surveys and public opinion polling and is expected to contribute significantly to this indicator. No adjustments in targets will be necessary.

The second measure has achieved 117% of the FY 96 publication targets. Notably ISAI published a very popular series of nine books about the current socio-political situation. All sold out their first print run of 3000 and reprint runs have been made with the proceeds. One book was subsequently banned.

This indicator achieved 8% of the five year goal for surveys and 20% for publications.

YEAR	PLANNED		ACTUAL	
	(a)	(b)	(a)	(b)
1994 (B)	n/a	n/a	8	30
	*	*	8	66
1994/95	*	*	8	66
1995/96	16	35	8	41
1996/97	16	45		
1997/98	20	40		
1988/99	20	40		
1999/00	25	45		
2000 (T)	97	205		

OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.1: Increased NGO Advocacy for Greater Democratic Participation

INDICATOR IR 5.1.3: Increased and more effective NGO advocacy campaigns in the areas of human rights, environment, labor, women's issues and independent media

UNIT OF MEASURE: (a) Number of effective advocacy campaigns in the specified areas, initiated by targeted NGOs;
(b) Number of campaigns addressing women's issues

SOURCE: NGO records and semi-annual reports

INDICATOR DESCRIPTION:

Note: This counts campaigns, not activities.
"Effective" means the advocacy reaches and is responded to by the target audience.

COMMENTS:

Effective advocacy is an important precursor for NGOs to have an impact on GOI policy formulation. The results of increased advocacy campaigns exceeded FY 96 plans by 200% and were four times that of the baseline year. This is another indicator in which many NGOs are involved; seven NGO grantees produced 150% of the plan. Higher plan levels will be considered in the SO5 Evaluation in October 1997.

Results for increased advocacy campaigns for women's issues exceeded the yearly plan by 100% although NGOs did not commit themselves to creating gender plans. FY 97 obligation will target NGOs with concrete gender plans which will produce significant increases in future. Higher plan levels will be considered in the SO5 Evaluation in October 1997.

This indicator achieved 56% of the five year goal for advocacy campaign and 35% for advocacy campaigns addressing women's issues.

YEAR	PLANNED		ACTUAL	
	(a)	(b)	(a)	(b)
1994 (B)	n/a	n/a	20	1
	*	*	22	5
1994/95	30	4	89	8
1996/97	30	4		
1997/98	32	5		
1988/99	32	5		
1999/00	35	5		
2000 (T)	159	23		

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OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.1: Increased NGO Advocacy for Greater Democratic Participation

INDICATOR IR 5.1.4: Increased civic education programs concerning citizens' rights

UNIT OF MEASURE: (a) Number of civic education programs concerning citizen's rights; (b) Number of civic education programs addressing women's concerns

SOURCE: NGO records and semi-annual reports

INDICATOR DESCRIPTION:

COMMENTS:

People need to know what their civic rights and obligations are to allow them to participate meaningfully in civic society. Civic education results were 77% of the FY 96 target because funding was not sufficiently targeted at this indicator. However, the number of civic education program conducted by NGOs (total of 41) actually has exceeded their targets by 20%. FY 96 obligations were more carefully targeted to avoid a continued shortfall.

Civic education programs addressing women's concerns, resulted in 36% of the planned target for the year. This was also a result of not targeting this indicator when making the FY 95 obligations. However, recent FY 96 obligations which include awards to two women's groups, The Indonesian Women's Association for Justice (APIK) and Solidaritas Perempuan, should enable SO5 to meet its FY 97 targets, if not exceed them.

This indicator achieved 13% of the five year goal for civic education and 6% for civic education addressing women's issues.

YEAR	PLANNED		ACTUAL	
	(a)	(b)	(a)	(b)
1994 (B)	(a)	(b)	(a)	(b)
	n/a	n/a	40	8
1994/95	*	*	59	11
1995/96	65	14	50	5
1996/97	75	17		
1997/98	80	19		
1988/99	80	20		
1999/00	80	20		
2000 (T)	380	90		

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OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.1: Increased NGO Advocacy for Greater Democratic Participation

INDICATOR IR 5.1.5: Increased dialogue between GOI and NGOs and between GOI and communities

UNIT OF MEASURE: (a) Number of formal meetings between GOI representatives and NGOs at appropriate provincial and national levels; (b) Number of formal consultative meetings between communities and a GOI representative organized by the grantee NGOs.

SOURCE: NGO records and semi-annual reports

INDICATOR DESCRIPTION:

(a) Formal NGO meetings that are initiated by NGO or GOI and are dialogues are counted. These meetings are only counted at national level with the senior member of the Ministry, and at provincial level with the senior member of the provincial department.

(b) Only formal community meetings organized by the grantee NGOs are counted. These meetings are with GOI officials at the appropriate level down to "bupati" level.

COMMENTS:

NGOs should be pro-active in seeking dialogue with the GOI if they hope to have any impact on the formulation of GOI policy. Results exceeded SO5 plans for both GOI-NGO dialogue and GOI-community by about 100% each. All NGOs had dialogue with GOI an average of 20 times during the year. On the other hand, only 60% of the NGOs organized opportunities for civil society to dialog with the GOI. Targets will be reviewed in the SO5 Evaluation in October 1997.

This indicator achieved 33% of the five year goals for NGO-GOI dialogue and 25% for GOI-community dialogue.

YEAR	PLANNED		ACTUAL	
	(a)	(b)	(a)	(b)
1994 (B)	n/a	n/a	65	20
1994/95	*	*	99	87
1995/96	100	30	212	56
1996/97	120	40		
1997/98	130	50		
1988/99	140	50		
1999/00	150	55		
2000 (T)	640	225		

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OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.1: Increased NGO Advocacy for Greater Democratic Participation**INDICATOR IR 5.1.6: Increased community participation in E. Timor, Irian Jaya and Aceh Province**

UNIT OF MEASURE: (a) Number of self-help, village-based groups such as small credit groups established and assisted by grantee NGOs; (b) Percentage of memberships of groups which are female. Number of women in groups; (c) Number of opportunities for increased equity in participation. (To be defined in the detailed description.); (d) Number of opportunities for women

SOURCE: NGO records and semi-annual reports

INDICATOR DESCRIPTION:

The Performance indicator is more specific by changing the words "politically sensitive areas." to "E.Timor, Irian Jaya and Aceh Province."

COMMENTS:

In the three provinces of East Timor, Irian Jaya and Aceh, democracy and advocacy activities are more difficult for NGOs than in other parts of the country. Citizen participation in small self-supporting groups is an initial step permitted by the authorities. The National Cooperative Business Association (NCBA), the main grantee contributing to this indicator, was unexpectedly successful in establishing small coffee producer groups in FY 96. They exceeded their plans by a factor of ten and are being encouraged to set new targets based on their experience. (Planned 40, Actual 432). SO5 will adjust its plans upward accordingly. NCBA did not report on the percentage of women's participation, although plans for FY 97 have been made based on a University of Timor study on the role of women in coffee production. Seven NGO grantees report against this indicator (a) but only four against (b).

This indicator achieved 176% of the five year goals for community groups and 83% for women's participation in those groups.

Units of measurement (c) and (d) were introduced in the last R4 to incorporate the Salesian Mission's vocational training opportunities (for boys) in East Timor and will be reported against in FY97.

YEAR	PLANNED				ACTUAL			
	(a)	(b)	(c)	(d)	(a)	(b)	(c)	(d)
1994 (B)	n/a	n/a	n/a	n/a	13	25%	82	21
1994/95	*	*	*	*	107	43%	*	*
1995/96	40	35%			432	42%	New	New
1996/97	45	40%	90					
1997/98	50	45%	90					
1988/99	55	50%	110					
1999/00	55	51%	110					
2000 (T)	245	51%	400					

OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.2: Increased Activities that Promote Further Respect for Rule of Law

INDICATOR IR 5.2.1: Increased monitoring of extra-legal activities

UNIT OF MEASURE: (a) Number of cases of corruption, abuse or collusion reported by NGOs to the public or appropriate GOI representative; (b) Number of cases reported that are targeted against women

SOURCE: NGO records and semi-annual reports

INDICATOR DESCRIPTION:

The Performance indicator text was changed from "corruption, abuse of power and collusion" to "extra-legal activities"; however, the units of measurement remain the same.

COMMENTS:

The monitoring and exposure of extra-legal activities is one of the first steps in promoting respect for rule of law. Increased monitoring of extra-legal activities exceeded FY 96 performance targets by over 300% when TAF included the highly respected and effective National Human Rights Commission (KOMNASHAM) as a sub-grantee in the FY 96. Three other grantees were on target with their plans. Targets for increased monitoring of extra-legal activities against women were exceeded by 86%. SO5 plans will be adjusted upwards during the SO5 Evaluation to reflect the NGOs' growing interest and willingness to work in this area. Half of the grantee NGOs report against this performance indicator.

This indicator achieved 69% of the five year goals for the monitoring of extra-legal activities and 28% for activities against women.

YEAR	PLANNED		ACTUAL	
	(a)	(b)	(a)	(b)
1994 (B)	n/a	n/a	35	2
	*	*	18	0
1994/95				
1995/96	45	7	185	13
1996/97	50	8		
1997/98	55	9		
1988/99	60	10		
1999/00	60	12		
2000 (T)	270	46		

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OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.2: Increased Activities that Promote Further Respect for Rule of Law

INDICATOR IR 5.2.2: Increased opportunities for awareness of existing laws through selected institutions

UNIT OF MEASURE: (a) Number of publications of laws by NGOs in media available to the public or relevant professional associations; (b) Number of laws published by governmental institutions available to the public or relevant professional associations; (c) Number of people attending seminars publicizing laws, organized by grantee NGOs, focusing on consumer, environmental, labor, land, and civil rights; (d) Number of women attending above seminars; (e) Number of enquiries by the representatives at the DPR Research and Information Center (P3I)	YEAR	PLANNED					ACTUAL				
		(a)	(b)	(c)	(d)	(e)	(a)	(b)	(c)	(d)	(e)
SOURCE: NGO records and semi-annual reports	1994 (B)	n/a	n/a	n/a	n/a	n/a	8	6000	850	150	5
	1994/95	*	*	*	*	*	7	6500	407	120	51
INDICATOR DESCRIPTION:	1995/96	35	6500	950	190	300	13	6503	591	128	260
	1996/97	40	7000	950	285	350					
COMMENTS: The public must know about the laws that affect them to increase their respect for rule of law. Targeting of FY 95 funds for publications of laws (a) met only 11% of the FY 96 targets. Nonetheless, participating NGOs exceeded their plans by 20%, but SO5 achieved only 37% of its FY 96 plan. (b) The ELIPS project, which transcribes laws and regulations onto CD Rom disks for GOI, professional and academic use, is on target. (c) Seminars financed accounted for only 65% of the SO5 plan and the NGOs achieved 96% of their plans. SO5, therefore, only reached 62% of its target. FY 96 obligations were targeted to meet this shortfall. (d) Similarly, while the NGOs exceeded their plans for women attendance at the seminars by 110%, SO5 still only achieved 67% of its plan. Recent FY 96 obligations are intended to make up for the shortfall. (e) The Members of Parliament were slower than expected in using P3I/DPR (Research Center); however, recent indications suggest this activity increase in FY97.	1997/98	45	7500	1000	400	400					
	1988/99	45	7500	1000	450	450					
	1999/00	45	7500	950	475	450					
This indicator achieved 6% of the five year goals for (a), 87% for (b), 12% for (c), 7% for (d) and 13% for (e).	2000 (T)	210	7500	4850	1800	1950					

OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.2: Increased Activities that Promote Further Respect for Rule of Law

INDICATOR IR 5.2.3: Increased legal proceedings, in which grantee NGOs encourage the consistent enforcement of existing laws

UNIT OF MEASURE: (a) Number of legal proceedings in which selected NGOs support marginalized groups and individuals (e.g., women, laborers, indigenous groups, poor, and children); (b) Number of legal proceedings on behalf of women

SOURCE: NGO records and semi-annual reports

INDICATOR DESCRIPTION:

Note: The unit of measurement (b) is a subset of the unit of measurement (a).

COMMENTS:

Marginalized groups either cannot afford or do not know how to initiate legal proceedings to ensure that they are protected equally by the existing laws. LBHI is the principal NGO contributing to this indicator which achieved 108% of the target. Thirty-seven percent of all LBHI cases initiated were on behalf of women, and the FY 96 target was exceeded by 150%. SO5 plans were estimates established before LBHI, the only grantee involved in this activity in FY 96, started disaggregating their records by gender. The gender targets will be reviewed during the SO5 Evaluation in October 1997.

This indicator achieved 19% of the five year goals for legal proceedings and 40% for proceedings on behalf of women.

YEAR	PLANNED		ACTUAL	
	(a)	(b)	(a)	(b)
1994 (B)	(a)	(b)	(a)	(b)
	n/a	n/a	500	75
1994/95	*	*	1509	228
1995/96	600	96	650	240
1996/97	650	111		
1997/98	700	126		
1988/99	700	133		
1999/00	700	140		
2000 (T)	3350	585		

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OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.2: Increased Activities that Promote Further Respect for Rule of Law

INDICATOR IR 5.2.4: More active and effective lobbying by NGOs to ensure that laws are evenly enforced across all sectors

UNIT OF MEASURE: (a) Number of planned lobby campaigns organized by grantee NGOs that encourage the enforcement of laws protecting marginalized groups or individuals, irrespective of outcome; (b) Number of planned lobby campaigns that address women's issues.

SOURCE: NGO records and semi-annual reports

INDICATOR DESCRIPTION:

COMMENTS:

Effective lobbying by the NGOs is an important precursor for NGOs to have an impact on GOI policy formulation. SO5 only targeted 63% of the FY 96 target in its FY 95 obligations; however, the NGOs achieved 97% of their plans. As a result SO5 achieved 61% of the FY 96 targets. FY 96 obligations were targeted to get this performance indicator on track. Four NGO grantees contributed to performance. In FY 95 SO5 made no obligations to meet the gender indicator; however, one NGO, LBHI contributed to this indicator but only 43% of the target was achieved. SO5 addressed this gender performance indicator through its FY 96 obligations and three new grantees will contribute to this indicator.

This indicator achieved 11% of the five year goals for lobby campaigns and 8% for those that address women's issues.

YEAR	PLANNED		ACTUAL	
	(a)	(b)	(a)	(b)
1994 (B)	(a)	(b)	(a)	(b)
	n/a	n/a	90	30
1994/95	*	*	53	0
1995/96	110	35	67	15
1996/97	120	40		
1997/98	120	40		
1988/99	120	40		
1999/00	120	40		
2000 (T)	590	195		

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OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.2: Increased Activities that Promote Further Respect for Rule of Law

INDICATOR IR 5.2.5: More alternative dispute resolution mechanisms and increased usage

UNIT OF MEASURE: (a) Number of new alternative dispute resolution mechanisms initiated by selected institutions; (b) Number of dispute resolution initiated with existing targeted alternative dispute resolution mechanisms, by selected grantee NGOs.

SOURCE: NGO records and semi-annual reports

INDICATOR DESCRIPTION:

COMMENTS:

Alternative Dispute Resolution (ADR) is being promoted by NGOs and the National Planning Board (BAPPENAS) as an alternative to formal legal proceedings. ADR is such a new concept that, while impressive work is being done at the policy level, not a lot of performance at the indicator level was recorded to date. Only 50% of the target for establishing new mechanisms was met and 33% of the target for the use of existing ADR mechanisms. It is realized that ambitious plans were set too early in the cycle and also that NGOs may have been under-recording their performance. FY 96 obligations for FY97 performance include awards to two new grantees which will be pursuing ADR mechanisms in environmental and consumer rights. Overall, it is expected that the 5-year target will be achieved.

This indicator achieved only 7% of the five year goals establishing new ADR mechanisms and 7% for the use of existing ADR mechanisms.

YEAR	PLANNED		ACTUAL	
	(a)	(b)	(a)	(b)
1994 (B)	n/a	n/a	1	1
	*	*	6	3
1994/95	2	30	1	10
1995/96	3	30		
1996/97	3	30		
1997/98	3	30		
1988/99	3	30		
1999/00	3	30		
2000 (T)	14	150		

OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.3: Enhanced Capacity, Reliability, and Responsiveness of Selected NGOs**INDICATOR IR 5.3.1: Increased economic independence and autonomy of NGOs**

UNIT OF MEASURE: (a) Number of grantee NGOs where USAID contribution is less than 25% of the actual annual revenue; (b) Number of grantee NGOs with at least five funding sources that contribute 10% or more each to the annual revenue

SOURCE: NGO records and semi-annual reports

INDICATOR DESCRIPTION:

This indicator is a cumulative measure. NGOs that included in the units of measurement should maintain that level of economic independence during the life of the SO. However, to count them in this performance indicator they must continue to be grantees. Note: The indicator includes sub-grantees.

COMMENTS:

Advocacy NGOs must be economically independent to be able to reliably respond to democracy issues. The baseline was the total number of NGOs USAID had funded in the past ten years. However, USAID stopped funding many NGOs that were economically independent, having received ten years of institutional development support under previous USAID projects and which no longer addressed USAID's new SOs. USAID are no longer counting these NGOs. The baseline and targets will be revised downward. If one assumes a start from zero, then significant progress was made and is anticipated through FY 96 obligations, which should put us back on track.

This indicator achieved 23% of the five year goals for USAID funding dependency and 72% of the goals for funding diversification.

YEAR	PLANNED		ACTUAL	
	(a)	(b)	(a)	(b)
1994 (B)	(a)	(b)	(a)	(b)
	n/a	n/a	50	5
1994/95	*	*	11	7
1995/96	60	7	16	13
1996/97	65	12		
1997/98	70	14		
1988/99	70	16		
1999/00	70	18		
2000 (T)	70	18		

OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy
APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.3: Enhanced Capacity, Reliability, and Responsiveness of Selected NGOs

INDICATOR IR 5.3.2: Strengthened and more NGO networks at local, national and international level

UNIT OF MEASURE: (a) Number of new networks established by grantee NGOs linking three or more other NGOs in Indonesia; (b) Number of existing networks used by grantee NGOs at provincial, national or international level

SOURCE: NGO records and semi-annual reports

INDICATOR DESCRIPTION:

"Networks" can be electronic networks or organizational networks, such as federations.

COMMENTS:

Advocacy NGOs can enhance their capabilities and effectiveness by joining and/or establishing networks within Indonesia and internationally.

Both NGOs and SO5 exceeded their plans for establishing new networks by 133% with seven NGOs contributing to this indicator. Adjustment to these targets will be considered in the SO5 Evaluation in October 1997.

This indicator achieved 85% of the five year goals for the establishment of new networks and 56% for the use of existing networks.

YEAR	PLANNED		ACTUAL	
	(a)	(b)	(a)	(b)
1994 (B)	(a)	(b)	(a)	(b)
	n/a	n/a	7	25
1994/95	*	*	18	32
1995/96	15	35	35	42
1996/97	8	50		
1997/98	8	60		
1988/99	5	70		
1999/00	5	75		
2000 (T)	41	75		

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OBJECTIVE 5: Increased Effectiveness of Selected Institutions Which Promote Democracy

APPROVED: 15/05/1995

COUNTRY/ORGANIZATION: USAID/Indonesia

INTERMEDIATE RESULT 5.3: Enhanced Capacity, Reliability, and Responsiveness of Selected NGOs

INDICATOR IR 5.3.3: Strengthened management and planning capabilities of grantee NGOs

UNIT OF MEASURE: (a) Number of NGO staff trained, both internally and externally, in management and planning; (b) Number of women trained, as (a); (c) Number of Indonesian NGOs with appropriate operating management systems, including financial, information, procurement, personnel, decision-making and communications procedures and controls.

SOURCE: NGO records and semi-annual reports

INDICATOR DESCRIPTION:

This includes sub-grantees as well. The unit of measure (c) is cumulative.

COMMENTS:

NGOs need to ensure that they have adequate planning and management systems in place to enhance their capability and reliability. All three units of measurement exceeded annual targets by approximately 80%. The eight NGOs involved exceeded their plans in planning and administration training by 89%. The SO5 target levels will be reconsidered during the SO5 Evaluation in October 1997. The planned percentage of those trained who were women (40%) is appropriate but the absolute numbers for the plan will be also be reconsidered.

This indicator achieved 44% of the five year goals for training, 34% for women's training and 87% for the establishment of management systems.

YEAR	PLANNED			ACTUAL		
	(a)	(b)	(c)	(a)	(b)	(c)
1994 (B)	(a)	(b)	(c)	(a)	(b)	(c)
	n/a	n/a	n/a	115	40	7
1994/95	*	*	*	413	142	8
1995/96	140	56	15	275	101	27
1996/97	120	54	20			
1997/98	140	70	25			
1988/99	120	60	28			
1999/00	110	55	31			
2000 (T)	630	295	31			

PART III

STATUS OF THE MANAGEMENT CONTRACT

PART III. STATUS OF THE MANAGEMENT CONTRACT

Actions put forth in the Management Contract in State 46807, and ANE's Country Action Status Report dated 11/96 have all been addressed. USAID/Washington actions remaining include:

- 1) Approval of new indicators for SO1's Economic Growth strategy (strategy approved 11/8/96). Please see PART II and Performance Data Tables.
- 2) Formal approval of SO2's transition plan, and indicators for HPN/POP portfolio (informally approved and reported here as approved);
- 3) Approval of new indicators for SO3's Natural Resource Management developed jointly by USAID/I and USAID/W. (This R4 reports on new indicators.)
- 4) New indicators for SO4's Urban Environment Management. Please see PART II and Performance Data Tables.

PART IV

RESOURCE REQUEST

PART IV. RESOURCE REQUEST

Financial Plan - Program Resource Estimates

Overall: The Mission requests bilateral and Global Field Support (GFS) resources of \$47.5M in FY 1997, \$45.2M in FY 1998 and \$28.7M in FY 1999. Distribution by SO represents the Mission's requirements to achieve agreed upon performance in all IRs, taking into account staff reductions, SO transition plans and the decision that USAID/I will become a limited presence Mission in FY 2000. Late FY 1996 obligations and delayed implementation contributed to an increase in pipeline in some SOs. However, USAID/I's current \$63M pipeline is manageable and well within the Agency's standards. The Mission anticipates that expenditures will accelerate in FY 1997 as several key activities move into full implementation, resulting in a 17 percent decline in pipeline by the end of FY 1997. Overall pipeline will drop to \$41M at the end of FY 1999.

SO1: A change of focus. In order to achieve two revised IRs, SO1 requires \$6M each in FY 1997, FY 1998 and FY 1999 for the PEG and associated technical assistance. \$16.6M pipeline at the end of FY 1996 includes unarmarked funds of approximately \$2.5M which will be reprogrammed to PEG, and unused population funds of \$0.5M which will be deobligated in FY 1997. In FY 1997, approximately \$12M is projected to be spent for residual projects and activities to be completed, thereby dropping the pipeline to \$10M by the end of FY 1997. Pipeline will decline slightly after FY 1997 at the projected expenditure rates.

SO2: In order to achieve the three IRs as specified in the informally approved PHN transition plan, SO2 requires additional bilateral funds of \$5.8M in FY 1997, \$7.5M in FY 1998 and \$4.5M in FY 1999 for HIV/AIDS. In addition, GFS of \$12.2M in FY 1997, \$6.364M in FY 1998 and \$2.5M in FY 1999 is requested. No additional funds are required for family planning/ reproductive health activities beyond FY 1998. The health funds will achieve targets under all three IRs. Population funds are to meet targets under the family planning and reproductive health IR. The SO2 pipeline will be reduced from \$11M end FY 1996 to \$9M end FY 1997 as expenditures will accelerate with the full implementation of HIV/AIDS/STI activities. The pipeline will remain static in FY 1998 but drop more than 20 percent by the end of FY 1999.

SO3: SO3 requires \$6.25M bilateral funds in FY 1997, \$7.25M in FY 1998 and \$4.25M in FY 1999 and \$3M GFS each in FY 1997, FY 1998 and FY 1999 to achieve all four IRs. Most of the current \$8.5M pipeline, the smallest at USAID/I, will be expended in the fourth quarter of FY 1997. At the annual expenditure rate of approximately \$6M, SO3's pipeline will remain static through the end of FY 1998 and drop approx 22 percent by the end of FY 1999.

SO4: \$9.15M bilateral funds in FY 1997, \$8.021M in FY 1998 and \$2.3M in FY 1999 and \$100,000 GFS each in FY 1997 and FY 1998 are required to accomplish the four IRs in SO4. The \$2.3M requested in FY 1998 represents the final funding requirement under the existing SO plan. The current pipeline will be rapidly expended for ongoing activities. The slight increase in FY 1997 and FY 1998 pipelines are within manageable levels with a reduction of approximately 24 percent at the end of FY 1999.

SO5: SO5 requires \$5M bilateral funds in FY 1997, \$7M in FY 1998 and \$6.169M in FY 1999 to achieve three IRs. Of those amounts, \$0.250M in FY 1997, and \$0.550M each in FY 1998 and FY 1999 will be transferred to G/DG as OYB transfers or used for G/DG buy-ins/IQCs. In FY 1997, SO5 requires only \$5M as an unexpected additional \$2M became available in FY 1996 for DG activities. In FY 1998, SO5 requests \$7M in anticipation of more programming opportunities after the elections. The \$6.169M requested in FY 1999 will fully fund SO5's current plan. The current pipeline is somewhat large due to forward funding of the East Timor coffee activity, late FY 1996 obligations and the start-up of two large subgrant activities. By the end of FY 1997, the pipeline will be substantially reduced at projected expenditure levels.

USAID FY 1997 Budget Request by Program/Country
(\$000)

28-Feb-97
02:01 PM

Country/Program: Indonesia

S.O. # , Title	Approp Acct	Bilateral/ Field Spt	Est. SO Pipeline at end of FY 96	FY 1997 Request								Est Expend. FY 97	Est Total cost life of SO	Mortgage at end of 1997	
				FY 1997 Total Request	Basic Education for Chldrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health	Environ				D/G
SO 1: Sustained Liberalization of International Trade and Domestic Competition for the Mutual Benefit of Indonesia and the United States															
	Bilateral		16,650	6,000	0	6,000	0	0	0	0	0	0	11,959	147,538	19,000
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		16,650	6,000	0	6,000	0	0	0	0	0	0	11,959	147,538	19,000
SO 2: Sustained Improvements in Health and Reduced Fertility															
	Bilateral		11,053	5,800	0	0	0	0	3,050	2,750	0	0	7,600	45,030	12,000
	Field Spt			12,200	0	0	10,200	0	0	2,000	0	0	0	21,064	8,864
	Total		11,053	18,000	0	0	10,200	0	3,050	4,750	0	0	7,600	66,094	20,864
SO 3: Decentralized and Strengthened Natural Resources Management															
	Bilateral		8,587	6,250	0	0	0	0	0	0	6,250	0	6,045	75,000	24,832
	Field Spt			3,000	0	0	0	0	0	0	3,000	0	0	18,000	12,000
	Total		8,587	9,250	0	0	0	0	0	0	9,250	0	6,045	93,000	36,832
SO 4: Strengthened Urban Environmental Management															
	Bilateral		10,885	9,150	0	0	0	0	0	0	9,150	0	8,079	52,300	10,321
	Field Spt			100	0	0	0	0	0	0	100	0	0	400	100
	Total		10,885	9,250	0	0	0	0	0	0	9,250	0	8,079	52,700	10,421
SO 5: Increased Effectiveness of Selected Institutions Which Support Democracy															
	Bilateral		16,258	5,000	0	0	0	0	0	0	0	5,000	9,114	58,086	13,169
	Field Spt			0	0	0	0	0	0	0	0	0	0	0	0
	Total		16,258	5,000	0	0	0	0	0	0	0	5,000	9,114	58,086	13,169
SSO (Type in approved full title of SO here)															
	Bilateral			0	0	0	0	0	0	0	0	0			
	Field Spt			0	0	0	0	0	0	0	0	0			
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 1 (Type in approved full title of SPO here)															
	Bilateral			0	0	0	0	0	0	0	0	0			
	Field Spt			0	0	0	0	0	0	0	0	0			
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 2 (Type in approved full title of SPO here)															
	Bilateral			0	0	0	0	0	0	0	0	0			
	Field Spt			0	0	0	0	0	0	0	0	0			
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral				32,200	0	6,000	0	0	3,050	2,750	15,400	5,000			
Total Field Support				15,300	0	0	10,200	0	0	2,000	3,100	0			
TOTAL PROGRAM				63,433	47,500	6,000	10,200	0	3,050	4,750	18,500	5,000	42,797	417,418	100,286

FY 97 Budget Request by Appropriation - (\$000's)	
Development Assistance	47,500
Development Fund for Africa	0
Economic Support Funds	0
SEED	0
FSA	0
PL 480 Title II	0
PL 480 Title III	0
Micro & Small Ent. Dev. Credit Program	0
Housing Investment Guarantee Program	25,000
Enhanced Credit Program	0
Disaster Assistance	0

Notes:

1. Estimated Total Cost Life of SO2 in Field Support represents estimated total cost starting FY 97 through FY 99 only.
2. Estimated SO pipeline at end of FY 96 does not include pipeline of completed projects.

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USAID FY 1998 Budget Request by Program/Country
(\$000)

28-Feb-97
02:01 PM

Country/Program: Indonesia

S.O. #	Title	Est. SO Pipeline at end of FY 97	FY 1998 Request										Est Expend. FY 98	Est Total cost life of SO	Mortgage at end of 1998	
			FY 1998 Total Request	Basic Education for Childrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health	Environ	D/G					
SO 1: Sustained Liberalization of International Trade and Domestic Competition for the Mutual Benefit of Indonesia and the United States																
	Bilateral	10,191	6,000	0	6,000	0	0	0	0	0	0	0	6,844	147,538	13,000	
	Field Spt		0	0	0	0	0	0	0	0	0	0				
	Total	10,191	6,000	0	6,000	0	0	0	0	0	0	0	6,844	147,538	13,000	
SO 2: Sustained Improvements in Health and Reduced Fertility																
	Bilateral	9,253	7,500	0	0	0	0	7,500	0	0	0	0	7,373	45,030	4,500	
	Field Spt		6,364	0	0	4,514	0	0	1,850	0	0	0		21,064	2,500	
	Total	9,253	13,864	0	0	4,514	0	7,500	1,850	0	0	0	7,373	66,094	7,000	
SO 3: Decentralized and Strengthened Natural Resources Management																
	Bilateral	8,792	7,250	0	0	0	0	0	0	7,250	0	0	6,280	75,000	17,582	
	Field Spt		3,000	0	0	0	0	0	0	3,000	0	0		18,000	9,000	
	Total	8,792	10,250	0	0	0	0	0	0	10,250	0	0	6,280	93,000	26,582	
SO 4: Strengthened Urban Environmental Management																
	Bilateral	11,956	8,021	0	0	0	0	0	0	8,021	0	0	6,837	52,300	2,300	
	Field Spt		100	0	0	0	0	0	0	100	0	0		400	0	
	Total	11,956	8,121	0	0	0	0	0	0	8,121	0	0	6,837	52,700	2,300	
SO 5: Increased Effectiveness of Selected Institutions Which Support Democracy																
	Bilateral	12,144	7,000	0	0	0	0	0	0	0	7,000	0	9,099	58,086	6,169	
	Field Spt		0	0	0	0	0	0	0	0	0	0				
	Total	12,144	7,000	0	0	0	0	0	0	0	7,000	0	9,099	58,086	6,169	
SSO (Type in approved full title of SO here)																
	Bilateral		0	0	0	0	0	0	0	0	0	0				
	Field Spt		0	0	0	0	0	0	0	0	0	0				
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SPO 1 (Type in approved full title of SPO here)																
	Bilateral		0	0	0	0	0	0	0	0	0	0				
	Field Spt		0	0	0	0	0	0	0	0	0	0				
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SPO 2 (Type in approved full title of SPO here)																
	Bilateral		0	0	0	0	0	0	0	0	0	0				
	Field Spt		0	0	0	0	0	0	0	0	0	0				
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Bilateral			35,771	0	6,000	0	0	7,500	0	15,271	7,000					
Total Field Support			9,464	0	0	4,514	0	0	1,850	3,100	0					
TOTAL PROGRAM			52,336	45,235	0	6,000	4,514	0	7,500	1,850	18,371	7,000	36,433	417,418	55,051	

FY 98 Budget Request by Appropriation - (\$000's)

Development Assistance	45,235
Development Fund for Africa	0
Economic Support Funds	0
SEED	0
FSA	0
PL 480 Title II	0
PL 480 Title III	0
Micro & Small Ent. Dev. Credit Program	0
Housing Investment Guarantee Program	25,000
Enhanced Credit Program	0
Disaster Assistance	0

Notes:

1. Estimated Total Cost Life of SO2 in Field Support represents estimated total cost starting FY 97 through FY 99 only.
2. Estimated SO pipeline at end of FY 97 does not include pipeline to be deobligated in FY 97.

USAID FY 1999 Budget Request by Program/Country
(\$000)

28-Feb-97
02:01 PM

Country/Program: Indonesia

S.O. #	Title	Approp Acct	Bilateral/Field Spt	Est. SO Pipeline at end of FY 98	FY 1999 Request								Est Expend. FY 99	Est Total cost life of SO	Mortgage at end of 1999	
					FY 1999 Total Request	Basic Education for Chldrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health	Environ				D/G
SO 1: Sustained Liberalization of International Trade and Domestic Competition for the Mutual Benefit of Indonesia and the United States																
	Bilateral			9,347	6,000	0	6,000	0	0	0	0	0	6,000	147,538	7,000	
	Field Spt				0	0	0	0	0	0	0	0	0	0	0	
	Total			9,347	6,000	0	6,000	0	0	0	0	0	6,000	147,538	7,000	
SO 2: Sustained Improvements in Health and Reduced Fertility																
	Bilateral			9,380	4,500	0	0	0	4,500	0	0	0	6,500	45,030	0	
	Field Spt				2,500	0	0	0	0	2,500	0	0	0	21,064	0	
	Total			9,380	7,000	0	0	0	4,500	2,500	0	0	6,500	66,094	0	
SO 3: Decentralized and Strengthened Natural Resources Management																
	Bilateral			9,762	4,250	0	0	0	0	0	4,250	0	6,440	75,000	13,332	
	Field Spt				3,000	0	0	0	0	0	3,000	0	0	18,000	6,000	
	Total			9,762	7,250	0	0	0	0	0	7,250	0	6,440	93,000	19,332	
SO 4: Strengthened Urban Environmental Management																
	Bilateral			13,140	2,300	0	0	0	0	0	2,300	0	5,500	52,300	0	
	Field Spt				0	0	0	0	0	0	0	0	0	0	0	
	Total			13,140	2,300	0	0	0	0	0	2,300	0	5,500	52,300	0	
SO 5: Increased Effectiveness of Selected Institutions Which Support Democracy																
	Bilateral			10,045	6,169	0	0	0	0	0	0	6,169	8,000	58,086	0	
	Field Spt				0	0	0	0	0	0	0	0	0	0	0	
	Total			10,045	6,169	0	0	0	0	0	0	6,169	8,000	58,086	0	
SSO (Type in approved full title of SO here)																
	Bilateral				0	0	0	0	0	0	0	0				
	Field Spt				0	0	0	0	0	0	0	0				
	Total			0	0	0	0	0	0	0	0	0	0	0	0	
SP0 1 (Type in approved full title of SPO here)																
	Bilateral				0	0	0	0	0	0	0	0				
	Field Spt				0	0	0	0	0	0	0	0				
	Total			0	0	0	0	0	0	0	0	0	0	0	0	
SP0 2 (Type in approved full title of SPO here)																
	Bilateral				0	0	0	0	0	0	0	0				
	Field Spt				0	0	0	0	0	0	0	0				
	Total			0	0	0	0	0	0	0	0	0	0	0	0	
Total Bilateral					23,219	0	6,000	0	0	4,500	0	6,550	6,169			
Total Field Support					5,500	0	0	0	0	2,500	3,000	0				
TOTAL PROGRAM				51,674	28,719	0	6,000	0	0	4,500	2,500	9,550	6,169	32,440	417,018	26,332

FY 99 Budget Request by Appropriation - (\$000's)	
Development Assistance	28,719
Development Fund for Africa	0
Economic Support Funds	0
SEED	0
FSA	0
PL 480 Title II	0
PL 480 Title III	0
Micro & Small Ent. Dev. Credit Program	0
Housing Investment Guarantee Program	25,000
Enhanced Credit Program	0
Disaster Assistance	0

Note:

1. Estimated Total Cost Life of SO2 in Field Support represents estimated total cost starting FY 97 through FY 99 only.

Objective Priorities

The following ranking takes into account three program factors: importance to strategic goals; performance record; and proximity to transition. If, for example, an SO ranks relatively lower in strategic importance but would require relatively few additional resources to achieve transition status, that SO may rate a higher overall priority ranking than a SO with greater strategic importance but lower performance.

Strategic Importance Ranking -- SO5, SO1, SO3, SO4, SO2

Strengthened Democratic Institutions (SO5) is the single most important component of USAID/I's strategy because it addresses most directly the issue of public accountability, and the rights of disempowered groups -- including women. Because civil society organizations do not require large amounts of resources, even modest program levels can have big payoffs. The U.S. is the only bilateral donor working with many of these groups, making our resources critical to their development.

Increased Liberalization of International Trade and Domestic Competition (SO1) ranks second. Though other donors could conceivably step in to assist Indonesia in improving its trade and investment policies, U.S. assistance offers both access to unrivaled U.S. expertise and prospects for long-term sustainability through the partnership concept. In addition, U.S. trade and investment in Indonesia will be enhanced.

Improved Natural Resources Management (SO3) ranks a close third. Exploitation of Indonesia's natural resources constitutes a major (though declining) source of its economic growth. The atrocious waste of these precious resources threatens, over the long term, to curb economic growth, to reduce biodiversity and to contribute to global warming. Because both competition and community land and resource rights relate to natural resource allocation policies, SO3 is closely linked with SO5 and SO1. All three are essential for broad-based, sustainable, economic growth.

Improved Urban Environmental Management (SO4) and Improved Health and Reduced Fertility (SO2), while very important, rank lowest. Eliminating these SOs would impede progress on achievement of sustainable economic growth. However, the high public visibility of both urban pollution and health issues, and the GOI's focus on addressing these issues provides sufficient confidence that these sectors will receive priority attention without USAID/I intervention.

Best Performance Ranking -- SO4, SO2, SO5, SO1, SO3

SO4 is USAID/I's jewel in the crown of performance achievement and continues to make tremendous progress in increasing the ability of local governments to finance and manage urban environmental improvements which translate directly into increased access to potable water for the poor. SO4's assistance in restructuring the national electric utility will have significant trade implications for the United States in terms of private investment, large-scale infrastructure sales and renewable energy applications. SO2 follows for strong progress on increasing contraceptive prevalence, for improving women's reproductive rights, and for important achievements in AIDS policy in spite of the GOI's formerly regressive position on this issue. SO5 progress was strong, but hindered by an unusually difficult political environment which will probably

continue into the foreseeable future. SO1's relatively lower performance reflects the phase-down of activities under the old strategic framework; the time needed to get the new strategy approved; and GOI reluctance to introduce policy initiatives prior to elections. SO3 receives the lowest performance ranking primarily because all indicators are new. Targets for the year were developed at the same time as baseline, so there is no solid basis against which to compare performance. It should be recognized that performance rankings are relative to each other, but in absolute terms USAID/I considers SO3 performance to have been quite good. The SO3 performance narrative related a number of examples of significant achievements which contribute to the progress of the IRs.

Transition Status Ranking -- SO2, SO4, SO1, SO3, SO5

SO2 receives the highest ranking in recognition of its clear blueprint for thoughtful and orderly transition, already vetted with the GOI and cooperating agencies, which enables us to show a zeroing out of population funding by 1999. SO4 follows, requiring only some \$2 million in 1999, its final program year. However, this scenario is contingent upon the continuing ability to obtain HG funds. SO1's transition program is designed but not yet implemented; thus, its ability to achieve transition objectives is not yet as clear as SO2 or SO4. In addition, it will require \$19M in future years to achieve its targets in the most scarce funding category. SO3 was designed and negotiated as a transition program, but is ranked lower because of the relatively large dollar amounts and extended time period (\$75M for activities ending in 2003) needed to achieve its objectives. SO5 is not a transition program and therefore ranks lowest.

Overall Rankings: Funding priorities -- SO5, SO1, SO4, SO2, SO3

To determine overall SO rankings, strategic importance was given a weight roughly double that of the other factors. SO5 receives highest funding priority in recognition of its importance to the strategy and good performance in a difficult environment. SO1 receives second priority. In reality, SO5 cannot be implemented without SO1, because they address different but essential elements of the strategy, and because a balanced program must include assistance to improve GOI policy-making while simultaneously developing a stronger civil society. SO4 receives third priority because of the excellent performance which will flow from such a small final investment in 1999. SO2 receives fourth priority, because, as with SO4, major performance gains can be realized with relatively low and declining resources. SO3 is the lowest-ranked and would be the first objective cut if severe reductions were necessary -- the natural resource problems facing Indonesia are so great that resource requirements are quite high and results uncertain. The resource levels contemplated for SO3 could complete transition programs for two SOs with greater certainty of achieving our performance targets. Dropping SO3 would require a modification of USAID/I's strategic goal, however, and would clearly reduce the performance impact of SO1 and SO5.

SO PRIORITY RANKING

Strategic Objective	Democracy and Governance	Economic Growth	Urban Environmental Management	Population/ Health and Nutrition	Natural Resources Management
Factor					
Overall	1	2	3	4	5
Strategic Importance	1	2	4	5	3
Performance Achievement	3	4	1	2	5
Transition Progress	5	3	2	1	4

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Linkage of Field Support

This section provides brief descriptions of field support services required by each SO for FYs 1997, 1998 and 1999, and the IRs which could not be achieved without such support. Funding requirements and obligation mechanisms are shown in the GFS tables.

SO 1: None

SO 2:

Population Funds

936-3023 Demographic and Health Survey (DHS) - To plan and implement the 1997 Indonesian Demographic and Health Survey, the most important, reliable source of national and provincial data on fertility, family planning, maternal health and other important demographic and health information. It is the Mission's primary data source for monitoring and evaluating SO2 performance.

936-3083 MEASURE - follow-on to DHS project.

936-3024 Population Technical Assistance - To provide technical assistance for design and small ad hoc programmatic evaluations.

936-3030 Asia Operations Research - To carry out operations research on the utilization (or decline) of various long-term methods, male roles and responsibilities in reproductive health; emergency contraception; post-abortion treatment and counseling; and reproductive intentions.

936-3052 Johns Hopkins University/Population Communication Services - To institutionalize IEC training within the BKKBN and in a number of NGOs; to produce a major new television series promoting reproductive health and the use of midwives; and to produce mass media and public relations campaigns to address the needs of youth; and to promote long-term methods.

936-3062 Pathfinder International - To improve the sustainability, quality and use of family planning services; expand the use of long-term methods; and strengthen the sustainability of service delivery capabilities of several key non-government organizations. The final funding is for the SDES agreement with the BKKBN and with several major non-government organizations.

936-3068 Association for Voluntary Surgical Contraception (AVSC) - To pilot the implementation of a quality assurance system, as part of the National Quality Assurance Strategy, in a number of service delivery sites. The results of the project will be important for determining whether the quality assurance system should be implemented nationally and whether or not other donors will be willing to replicate it on a larger scale.

936-3069 Johns Hopkins University Program in Reproductive Health Education (JHPIEGO) - To implement a major clinical training program in Indonesia which involves the MOH, the BKKBN, the Indonesian OB-GYN Association, the Indonesian Doctors Association, and the Indonesian Midwives Association; and to develop and implement several new computer-assisted

learning technologies for doctors and midwives. The National Clinical Training Network (NCTN) is an essential step in setting up a sustainable clinical training function in Indonesia.

936-3070 Western Consortium Fellow - To assist the implementation and coordination of USAID/I family planning and reproductive health activities.

936-3072 Primary Providers' Education and Training in Reproductive Health (PRIME) - To collaborate with JHPIEGO to provide technical assistance for integrating maternal health training into the NCTN, including conducting a maternal health training needs assessment, implementing a maternal health training strategy, and developing a national resource document of maternal health care guidelines and training materials. PRIME will also work with the MOH to improve midwifery pre-service training by field testing the INTRAH/PRIME Sourcebook for Trainers in midwifery schools.

936-3078 Population Policy - To strengthen the BKKBN's capability to do strategic planning and to use research for policy development. A series of policy analyses will be conducted related to the private provision of services and program sustainability (market segmentation, pricing of services, etc.).

Without the above GFS, family planning and reproductive health services IR cannot be achieved.

Health Funds

936-3051 Social Marketing for Change (SOMARC) - To provide technical assistance in support of developing and implementing a social marketing campaign for JPKM and conducting consumer market research.

936-3072 PRIME - Same as PRIME under Population

936-5974.1 Health Tech - To assist in implementing HIV/AIDS prevention activities in Irian Jaya.

936-5974.13 Partnership for Health Reform (PHR) - To provide technical assistance for JPKM project design, training, implementation, and evaluation for the management/regulatory system and policy development.

936-6004.08 John Hopkins University/Child Survival and Health Fellows - To assist in the implementation and coordination of USAID/I health care financing activities.

Without the above GFS, HIV/AIDS and health services financing IRs will not meet their targets.

SO 3:

936-5518 Coastal Resources Management (CRM) - To support expanded coastal and marine resource activities under the NRM program.

936-5554 Conservation of Biological Diversity (CBD) - To operate a NGO grants program and provide analytical support for monitoring and evaluating the success of community conservation and development activities. For FY 1997, support for CBD should be divided into two cooperative agreements, i.e., Biodiversity Support Program (BSP) and Conservation International (CI).

936-5743 Environmental Policy and Institutional Support (EPIQ) - To provide technical assistance in the Forestry, Environment Quality Management and NRM Policy and Information Sharing with the GOI.

Without the above GFS, the 4 IRs of the SO cannot meet their targets.

SO 4:

936-5741 Energy Technology Innovation (for Training) - To plan and implement an energy-related program.

Funding is required in FY 1997, FY 1998 and FY 1999 from the credit reserve account of the Housing Guaranty Program for the obligation of new Housing Guaranty authorizations, a component of the urban environmental infrastructure activities. Without this support, the energy and urban programs IRs cannot achieve their targets.

SO 5:

OYB transfers to G/DG - To assign a democracy fellow to Indonesia for each FY and enlarge the grant with Transparency International to include Indonesia in FYs 1998 and 1999. Utilizing buy-in procedures each FY, access G/DG IQCs for general civil society, general rule of law and civil/military relations activities. Without access to this support, the rule of law IR, the poorest performing in the SO, will not meet its targets.

GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority	Duration	Estimated Funding (\$000)					
				FY 1997		FY 1998		FY 1999	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
S.O.2: Sustained Improvement in Health and Reduced Fertility	936-3023 DHS	High	1 year (1997)	---	350	---	---	---	---
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-3024 POPTCH	High	1 year (1998)	---	---	---	100	---	---
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-3030 ASIA OR	High	2 years (1997-98)	---	400	---	300	---	---
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-3051 SOMARC	High	1 year (1997)	---	400	---	---	---	---
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-3052 JHU/PCS	High	2 years (1997-98)	---	600	---	600	---	---
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-3062 PATHFINDER SDES	High	1 year (1997)	---	7,000	---	---	---	---
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-3068 AVSC	High	1 year (1998)	---	---	---	200	---	---

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GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority	Duration	Estimated Funding (\$000)					
				FY 1997		FY 1998		FY 1999	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-3069 JHPIEGO	High	2 years (1997-98)	----	1,350	----	900	----	----
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-3070 WESTERN CONS. FELLOW	High	1 year (1998)	----	----	----	250	----	----
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-3072 PRIME (HEALTH)	High	2 years (1997-98)	----	550	----	300	----	----
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-3072 PRIME (POP)	High	1 year (1998)	----	----	----	350	----	----
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-3078 POLICY	High	2 years (1997-98)	----	500	----	514	----	----
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-5974.1 HEALTH TECH	High	3 years (1997-99)	----	300	----	800	----	1,600
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-5974.13 PHR	High	3 years (1997-99)	----	600	----	500	----	500

GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority	Duration	Estimated Funding (\$000)					
				FY 1997		FY 1998		FY 1999	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-6004.08 JHU HE&CS FELLOWS PROGRAMS	High	3 years (1997-99)	----	150	----	250	----	400
S.O.2: Sustained Improvements in Health and Reduced Fertility	936-3083 MEASURE	High	1 year (1998)	----	----	----	1,300	----	----
	Total S.O.2			0	12,200	0	6,364	0	2,500
S.O.3: Decentralized and Strengthened Natural Resources Management	936-5518 COASTAL RES. MANAGEMENT	High	5 years (1997-01)	----	1,300	----	1,000	----	1,000
S.O.3: Decentralized and Strengthened Natural Resources Management	936-5554 CONS. FOR BIODIVERSITY *	High	5 years (1997-01)	----	1,700	----	2,000	----	2,000
S.O.3: Decentralized and Strengthened Natural Resources Management	936-5743 ENVIRONMENTAL POLICY & INSTITUTIONAL SUPPORT (EPIQ) -- Buy-in	High	3 years (1997-99)	4,000	----	4,000	----	4,000	----
	Total S.O.3			4,000	3,000	4,000	3,000	4,000	3,000

* \$1.7 million in FY 1997, Cooperative Agreement with the Biodiversity Support Program (BSP), \$1.5 million and Cooperative Agreement with Conservation International (CI), \$0.2 million.

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GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority	Duration	Estimated Funding (\$000)					
				FY 1997		FY 1998		FY 1999	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
S.O.4: Strengthened Urban Environmental Management	936-5741 ENERGY TECHNOLOGY INNOVATION	High	2 years (1997-98)	----	100	----	100	----	----
S.O.5: Increased Effectiveness of Selected Institutions Which Support Democracy	936-5466 GLOBAL DEMOCRACY SUPPORT DG FELLOW -- OYB Transfer	High	3 years (1997-99)	----	100	----	100	----	100
S.O.5: Increased Effectiveness of Selected Institutions Which Support Democracy	GENERAL ROLE OF LAW (IQC)	High	2 years (1998-99)	----	----	150	----	150	----
S.O.5: Increased Effectiveness of Selected Institutions Which Support Democracy	ANTI-CORRUPTION -- OYB Transfer	High	2 years (1998-99)	----	----	----	150	----	150
S.O.5: Increased Effectiveness of Selected Institutions Which Support Democracy	GENERAL CIVIL SOCIETY (IQC)	High	3 years (1997-99)	150	----	150	----	150	----
	Total S.O.5			150	100	300	250	300	250
GRAND TOTAL				4,150	15,400	4,300	9,714	4,300	5,750

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Workforce and O.E.

Increasingly, USAID/I's workforce constraints, not operating expense or program budgets, are the primary determinate of which program activities may be continued and accomplished. USAID/I is at a critical phase in transitioning to a limited presence mission. At its outset, this process is more labor intensive than simply continuing business as usual as we seek to responsibly phase-down and/or close-out, programmatically and administratively, old activities and start up our new transition activities or modify existing ones to coincide with phase-out priorities. Programmatic changes are accompanied by the need for workforce realignments -- preparing our FSNs to assume even greater responsibility and authority; all of which takes time, mentors and money for additional training.

FY 1998, in particular, will be a period of major disruption for USAID/I -- one in which we will try to manage our program which is in middle (and not latter) stages of transition -- with 33 percent fewer FSNs and 25 percent fewer USDH than we started with in FY 1997, despite program funding levels which will fall by only approximately four percent in each of those years. Only time will tell whether, even with the management changes we are introducing, the program we propose for FYs 1998 and 1999 can indeed be managed -- without major vulnerabilities -- by the significantly reduced staff with which we will start FY 1998.

Additional critical factors which govern our workforce and OE funding requests are discussed below.

1. Extra OE funds required to implement Reduction in Force (RIF) of FSN employees. During FY 1997, USAID/I will RIF 36 FSN employees in order to meet the beginning FY 1998; workforce levels; we anticipate additional RIFs in future years to meet future USAID/W-mandated workforce levels. As required by Agency policy, we include funds in our annual OE budgets for accrued voluntary severance payments for FSNs; however, under the Local Compensation Plan, certain categories of RIFed employees are entitled to double severance payments. In addition, USAID/I is in the midst of resolving issues concerning RIF benefits payable to some of our longest-serving employees. Because of the need to finance the larger RIF-based severance payments and the RIF-related costs of 19 FSNs whose RIFs were accelerated into FY 1997, an additional \$109,700 are immediately needed in FY 1997 to finance the required FSN RIF. Moreover, even an another \$100,000 may also be needed this fiscal year to pay special RIF benefits to long-term employees. However, since we are in the process of analyzing their benefit payments, we cannot yet say with certainty this amount will be payable.
2. Vulnerability of Trust Funds. The budget requests show the Trust Fund contribution from the Government of Indonesia (GOI) at \$1,600,000 each fiscal year. Our Trust Fund Agreement with the GOI relates the GOI contribution to the amount of USAID's administrative and technical assistance expenditures for our assistance program in Indonesia. Although the GOI has not exercised their right to decrease their annual Trust Fund contribution, we become increasingly vulnerable to such a possibility as USAID program funding and FSN staffing levels continue to decline. If the GOI elects to decrease their contribution below \$1.6M, the Mission

could not absorb the reduction and would need an equivalent increase in USAID/W-provided Operating Expense funds.

3. Mission Travel Expenses. Indonesia's vast geographical spread, the high cost of within-country air travel, and the location of most of our projects off the island of Java result in a high level of travel costs in order to properly monitor our program and ensure an adequate level of accountability.

4. Increased outplacement and other training needs for FSN employees. As the Mission implements its transition plan, program management responsibilities are shifting rapidly from USDH to FSN employees. These FSNs need enhanced management and computer skills. Also, the Mission is assisting its RIFed FSN employees to prepare for leaving their USAID employment by providing outplacement services. To meet both of these requirements, the Mission needs to ensure that it maintains adequate training resources in its OE budgets.

5. Impact of ICASS in FY 1999 and beyond. The ICASS will be operational from FY 1998. We do not anticipate an impact on the OE budget before FY 1999, because the services we receive from other agencies will essentially remain unchanged in the short term. However, we want to alert the Agency to the possibility of an increase in our ICASS contribution starting in FY 1999 because, as our in-house resources shrink, we will have to seek more administrative services from other agencies at post.

6. Salary increases to FSN staff. As a result of a full salary survey conducted at post in FY 1996, the FSN staff received a salary increase in late FY 1996. However, that increase was five to eight percent below the maximum which was justified by the survey. There will be a wage and benefits analysis conducted in FY 1997 which may result in future increases in FSN salaries over and above the 10 percent provision made in the budget, requiring additional OE resources.

7. Extraordinary (non-recurring) expenditures in FY 1998. The FY 1998 budget includes two non-recurring expenditure items - \$150,000 to replace an Uninterrupted Power Source unit which supplies back-up power to all of our computers, and a provision of \$68,000 to buy essential computer hardware to update the Mission's computer systems as recommended by an assessment team from IRM.

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WORKFORCE AND OE -- TABLES

COST of CONTROLLER OPERATIONS

CO-2XXXX.WK4

Org. Title: USAID/Indonesia
 Org. No: 23497
 OC

Org. Title: USAID/Indonesia
 Org. No: 23497
 OC

FY 97			FY 98			Requested FY 99			Targeted FY 99		
Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
FY 97			FY 98			Requested FY 99			Targeted FY 99		
Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

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COST of CONTROLLER OPERATIONS

CO-2XXXX.WK4

Org. Title: USAID/Indonesia
 Org. No: 23497
 OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1 Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1 Base Pay & pymt. for annual leave balances - FNDH	158.6		158.6	111.2		111.2	133.5		133.5	133.5		133.5
Subtotal OC 11.1	158.6	0.0	158.6	111.2	0.0	111.2	133.5	0.0	133.5	133.5	0.0	133.5
11.3 Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3 Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5 Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5 USDH			0.0			0.0			0.0			0.0
11.5 FNDH			0.0			0.0			0.0			0.0
Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8 Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8 USPSC Salaries	46.5		46.5	30.0		30.0	30.0		30.0	30.0		30.0
11.8 FN PSC Salaries	110.0	110.0	220.0	97.0	87.1	184.1		104.5	104.5	104.5	104.5	104.5
11.8 IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
Subtotal OC 11.8	156.5	110.0	266.5	127.0	87.1	214.1	30.0	104.5	134.5	30.0	104.5	134.5
12.1 Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Educational Allowances	13.8		13.8	15.1		15.1	17.2		17.2	17.2		17.2
12.1 Cost of Living Allowances	1.8		1.8	1.8		1.8	1.8		1.8	1.8		1.8
12.1 Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1 Quarters Allowances			0.0			0.0			0.0			0.0
12.1 Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1 FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Payments to the FSN Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1 Other FNDH Benefits	9.7		9.7	8.4		8.4	9.2		9.2	9.2		9.2
12.1 US PSC Benefits			0.0			0.0			0.0			0.0
12.1 FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Payments to the FSN Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1 Other FN PSC Benefits		9.0	9.0		8.2	8.2		9.0	9.0		9.0	9.0
12.1 IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
Subtotal OC 12.1	25.3	9.0	34.3	25.3	8.2	33.5	28.2	9.0	37.2	28.2	9.0	37.2
13.0 Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 Severance Payments for FNDH	28.4		28.4			0.0			0.0			0.0
13.0 Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0
13.0 FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0 Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
Subtotal OC 13.0	28.4	0.0	28.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Org. Title: USAID/Indonesia
 Org. No: 23497
 OC

21.0 Travel and transportation of persons

- 21.0 Training Travel
- 21.0 Mandatory/Statutory Travel
- 21.0 Post Assignment Travel - to field
- 21.0 Assignment to Washington Travel
- 21.0 Home Leave Travel
- 21.0 R & R Travel
- 21.0 Education Travel
- 21.0 Evacuation Travel
- 21.0 Retirement Travel
- 21.0 Pre-Employment Invitational Travel
- 21.0 Other Mandatory/Statutory Travel
- 21.0 Operational Travel
- 21.0 Site Visits - Headquarters Personnel
- 21.0 Site Visits - Mission Personnel
- 21.0 Conferences/Seminars/Meetings/Retreats
- 21.0 Assessment Travel
- 21.0 Impact Evaluation Travel
- 21.0 Disaster Travel (to respond to specific disasters)
- 21.0 Recruitment Travel
- 21.0 Other Operational Travel

Subtotal OC 21.0

22.0 Transportation of things

- 22.0 Post assignment freight
- 22.0 Home Leave Freight
- 22.0 Retirement Freight
- 22.0 Transportation/Freight for Office Furniture/Equip.
- 22.0 Transportation/Freight for Res. Furniture/Equip.

Subtotal OC 22.0

23.2 Rental payments to others

- 23.2 Rental Payments to Others - Office Space
- 23.2 Rental Payments to Others - Warehouse Space
- 23.2 Rental Payments to Others - Residences

Subtotal OC 23.2

23.3 Communications, utilities, and miscellaneous charges

- 23.3 Office Utilities
- 23.3 Residential Utilities
- 23.3 Telephone Costs
- 23.3 ADP Software Leases
- 23.3 ADP Hardware Lease
- 23.3 Commercial Time Sharing
- 23.3 Postal Fees (Other than APO Mail)
- 23.3 Other Mail Service Costs
- 23.3 Courier Services

Subtotal OC 23.3

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total									
21.0	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	6.5		6.5	6.5		6.5	6.5		6.5	6.5		6.5
21.0	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0			0.0			0.0	8.6		8.6	8.6		8.6
21.0			0.0			0.0			0.0			0.0
21.0	8.1		8.1			0.0	6.5		6.5	6.5		6.5
21.0			0.0	5.1		5.1			0.0			0.0
21.0			0.0			0.0			0.0			0.0
21.0			0.0			0.0			0.0			0.0
21.0			0.0			0.0			0.0			0.0
21.0			0.0			0.0			0.0			0.0
21.0	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
21.0	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0			0.0			0.0			0.0			0.0
21.0		3.0	3.0		4.0	4.0		4.0	4.0		4.0	4.0
21.0			0.0			0.0			0.0			0.0
21.0			0.0			0.0			0.0			0.0
21.0			0.0			0.0			0.0			0.0
21.0			0.0			0.0			0.0			0.0
21.0			0.0			0.0			0.0			0.0
21.0	3.0		3.0	3.0		3.0	3.0		3.0	3.0		3.0
Subtotal OC 21.0	21.6	3.0	24.6	18.6	4.0	22.6	28.6	4.0	32.6	28.6	4.0	32.6
22.0	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0			0.0			0.0	17.2		17.2	17.2		17.2
22.0	3.0		3.0			0.0	16.6		16.6	16.6		16.6
22.0			0.0			0.0			0.0			0.0
22.0			0.0			0.0			0.0			0.0
22.0			0.0			0.0			0.0			0.0
Subtotal OC 22.0	3.0	0.0	3.0	0.0	0.0	0.0	33.8	0.0	33.8	33.8	0.0	33.8
23.2	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2			0.0			0.0			0.0			0.0
23.2		10.6	10.6		10.7	10.7		11.0	11.0		11.0	11.0
23.2	36.0		36.0	36.0		36.0	36.0		36.0	36.0		36.0
Subtotal OC 23.2	36.0	10.6	46.6	36.0	10.7	46.7	36.0	11.0	47.0	36.0	11.0	47.0
23.3	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	10.5		10.5	11.0		11.0	11.0		11.0	11.0		11.0
23.3	10.1		10.1	12.2		12.2	8.1		8.1	8.1		8.1
23.3	3.5	4.0	7.5	3.5	4.0	7.5	3.5	4.0	7.5	3.5	4.0	7.5
23.3			0.0			0.0			0.0			0.0
23.3			0.0			0.0			0.0			0.0
23.3			0.0			0.0			0.0			0.0
23.3			0.0			0.0			0.0			0.0
23.3			0.0			0.0			0.0			0.0
23.3			0.0			0.0			0.0			0.0
23.3			0.0			0.0			0.0			0.0
23.3			0.0			0.0			0.0			0.0
Subtotal OC 23.3	24.1	4.0	28.1	26.7	4.0	30.7	22.6	4.0	26.6	22.6	4.0	26.6

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COST of CONTROLLER OPERATIONS

CO-2XXXX.WK4

Org. Title: USAID/Indonesia
 Org. No: 23497
 OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total									
24.0 Printing and Reproduction			0.0			0.0			0.0			0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1 Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards			0.0			0.0			0.0			0.0
25.2 Residential Security Guard Services		0.9	0.9			0.0			0.0			0.0
25.2 Official Residential Expenses			0.0			0.0			0.0			0.0
25.2 Representation Allowances			0.0			0.0			0.0			0.0
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2 Vehicle Rental			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2 Recruiting activities			0.0			0.0			0.0			0.0
25.2 Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2 Other Miscellaneous Services	11.5		11.5	12.9		12.9	12.5		12.5	12.5		12.5
25.2 Staff training contracts			0.0			0.0			0.0			0.0
25.2 ADP related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2	11.5	0.9	12.4	12.9	0.0	12.9	12.5	0.0	12.5	12.5	0.0	12.5
25.3 Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3 FAAS			0.0			0.0			0.0			0.0
25.3 ICASS			0.0			0.0			0.0			0.0
25.3 All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
Subtotal OC 25.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.4 Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4 Office building Maintenance	24.4		24.4	23.8		23.8	23.8		23.8	23.8		23.8
25.4 Residential Building Maintenance	1.2	3.0	4.2	1.2	3.0	4.2	1.2	3.0	4.2	1.2	3.0	4.2
Subtotal OC 25.4	25.6	3.0	28.6	25.0	3.0	28.0	25.0	3.0	28.0	25.0	3.0	28.0
25.6 Medical Care			0.0			0.0			0.0			0.0
Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7 Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7 ADP and telephone operation and maintenance costs	1.2		1.2	1.4		1.4	1.4		1.4	1.4		1.4
25.7 Storage Services			0.0			0.0			0.0			0.0
25.7 Office Furniture/Equip. Repair and Maintenance	1.8		1.8	1.6		1.6	1.6		1.6	1.6		1.6
25.7 Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
25.7 Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
Subtotal OC 25.7	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0

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COST of CONTROLLER OPERATIONS

CO-2XXXX.WK4

Org. Title: USAID/Indonesia

Org. No: 23497

OC

25.8 Subsistence and support of persons (by contract or Gov't.)

Subtotal OC 25.8

26.0 Supplies and materials

Subtotal OC 26.0

31.0 Equipment

31.0 Purchase of Residential Furniture/Equip.

31.0 Purchase of Office Furniture/Equip.

31.0 Purchase of Vehicles

31.0 Purchase of Printing/Graphics Equipment

31.0 ADP Hardware purchases

31.0 ADP Software purchases

Subtotal OC 31.0

32.0 Lands and structures

32.0 Purchase of Land & Buildings (& construction of bldgs.)

32.0 Purchase of fixed equipment for buildings

32.0 Building Renovations/Alterations - Office

32.0 Building Renovations/Alterations - Residential

Subtotal OC 32.0

42.0 Claims and indemnities

Subtotal OC 42.0

TOTAL BUDGET

Less FAAS

Net Mission Budget

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total									
25.8 Subsistence and support of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0 Supplies and materials	10.5		10.5	10.5		10.5	10.5		10.5	10.5		10.5
Subtotal OC 26.0	10.5	0.0	10.5	10.5	0.0	10.5	10.5	0.0	10.5	10.5	0.0	10.5
31.0 Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0 Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0
31.0 Purchase of Office Furniture/Equip.	4.8		4.8	4.8		4.8	4.8		4.8	4.8		4.8
31.0 Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0 Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0 ADP Hardware purchases			0.0			0.0			0.0			0.0
31.0 ADP Software purchases	19.6		19.6	19.0		19.0	19.0		19.0	19.0		19.0
Subtotal OC 31.0	24.4	0.0	24.4	23.8	0.0	23.8	23.8	0.0	23.8	23.8	0.0	23.8
32.0 Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0 Purchase of Land & Buildings (& construction of bldgs.)			0.0			0.0			0.0			0.0
32.0 Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0 Claims and indemnities			0.0			0.0			0.0			0.0
Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET	528.5	140.5	669.0	420.0	117.0	537.0	387.5	135.5	523.0	387.5	135.5	523.0
Less FAAS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Net Mission Budget	528.5	140.5	669.0	420.0	117.0	537.0	387.5	135.5	523.0	387.5	135.5	523.0

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TRUST FUNDS & FSN SEPARATION FUND

FN-2XXXX.WK4

Orgno.: 23497
 Org. Title: USAID/Indonesia

Foreign National Voluntary Separation Account

Action	FY 97			FY 98			FY 99		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Withdrawals	76.2	0.0	76.2	0.0	0.0	0.0	0.0	0.0	0.0

Note: No additional deposits reported on above fiscal years due to over funding made in FY'95.

Local Currency Trust Funds - Regular (\$000s)

	FY 97	FY 98	FY 99
Balance Start of Year	1,014.5	1,010.3	1,079.5
Obligations	1,600.0	1,600.0	1,600.0
Deposits	1,595.8	1,669.2	1,769.4
Balance End of Year	1,010.3	1,079.5	1,248.9

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

Local Currency Trust Funds - Real Property (\$000s)

	FY 97	FY 98	FY 99
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

1/29/99

OVERSEAS MISSION BUDGET REQUEST

OE-2XXXX wk4

Org. Title: USAID/Indonesia
 Org. No: 23497
 OC

Org. Title: USAID/Indonesia
 Org. No: 23497
 OC

FY 97			FY 98			Requested FY 99			Targeted FY 99		
Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
FY 97			FY 98			Requested FY 99			Targeted FY 99		
Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

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OVERSEAS MISSION BUDGET REQUEST

OB-2XXXX wk4

Org. Title: USAID/Indonesia
 Org. No: 23497
 OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1 Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1 Base Pay & pymt. for annual leave balances - FNDH	774.5		774.5	608.6		608.6	664.0		664.0	664.0		664.0
Subtotal OC 11.1	774.5	0.0	774.5	608.6	0.0	608.6	664.0	0.0	664.0	664.0	0.0	664.0
11.3 Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3 Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5 Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5 USDH			0.0			0.0			0.0			0.0
11.5 FNDH	10.5		10.5	10.8		10.8	11.2		11.2	11.2		11.2
Subtotal OC 11.5	10.5	0.0	10.5	10.8	0.0	10.8	11.2	0.0	11.2	11.2	0.0	11.2
11.8 Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8 USPSC Salaries	46.5		46.5	30.0		30.0	30.0		30.0	30.0		30.0
11.8 FN PSC Salaries	110.0	965.3	1,075.3	97.0	821.0	918.0	0.0	951.7	951.7	0.0	951.7	951.7
11.8 IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
Subtotal OC 11.8	156.5	965.3	1,121.8	127.0	821.0	948.0	30.0	951.7	981.7	30.0	951.7	981.7
12.1 Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Educational Allowances	235.2	0.0	235.2	278.6	0.0	278.6	304.9	0.0	304.9	304.9	0.0	304.9
12.1 Cost of Living Allowances	27.3	0.0	27.3	21.3	0.0	21.3	20.7	0.0	20.7	20.7	0.0	20.7
12.1 Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1 Quarters Allowances			0.0			0.0			0.0			0.0
12.1 Other Misc. USDH Benefits	1.4	0.0	1.4	2.1	0.0	2.1	2.8	0.0	2.8	2.8	0.0	2.8
12.1 FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Payments to the FSN Separation Fund - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1 Other FNDH Benefits	54.1		54.1	37.0		37.0	40.5		40.5	40.5		40.5
12.1 US PSC Benefits			0.0			0.0			0.0			0.0
12.1 FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Payments to the FSN Separation Fund - FN PSC	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1 Other FN PSC Benefits	0.0	106.8	106.8	0.0	95.7	95.7	0.0	103.5	103.5	0.0	103.5	103.5
12.1 IPA/Detail-In/PASA/RSSA Benefits						0.0			0.0			0.0
Subtotal OC 12.1	318.0	106.8	424.8	339.0	95.7	434.7	368.9	103.5	472.4	368.9	103.5	472.4
13.0 Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 Severance Payments for FNDH	99.1		99.1			0.0			0.0			0.0
13.0 Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0
13.0 FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 Severance Payments for FN PSCs		79.9	79.9		0.0	0.0		0.0	0.0		0.0	0.0
13.0 Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
Subtotal OC 13.0	99.1	79.9	179.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Org. Title: USAID/Indonesia
 Org. No: 23497
 OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total									
21.0 Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0 Training Travel	100.3	0.0	100.3	86.5	0.0	86.5	77.9	0.0	77.9	77.9	0.0	77.9
21.0 Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0 Post Assignment Travel - to field	14.4	0.0	14.4	23.0	0.0	23.0	34.6	0.0	34.6	34.6	0.0	34.6
21.0 Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0 Home Leave Travel	73.8	0.0	73.8	39.1	0.0	39.1	67.0	0.0	67.0	67.0	0.0	67.0
21.0 R & R Travel	26.2	0.0	26.2	44.1	0.0	44.1	37.4	0.0	37.4	37.4	0.0	37.4
21.0 Education Travel	9.0	0.0	9.0	3.1	0.0	3.1	0.0	0.0	0.0	0.0	0.0	0.0
21.0 Evacuation Travel			0.0			0.0			0.0			0.0
21.0 Retirement Travel			0.0			0.0			0.0			0.0
21.0 Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0 Other Mandatory/Statutory Travel	62.1	0.0	62.1	60.9	0.0	60.9	57.4	0.0	57.4	57.4	0.0	57.4
21.0 Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0 Site Visits - Headquarters Personnel	53.2	0.0	53.2	19.1	0.0	19.1	17.2	0.0	17.2	17.2	0.0	17.2
21.0 Site Visits - Mission Personnel	31.7	61.3	93.0	44.2	70.0	114.2	37.8	65.0	102.8	37.8	65.0	102.8
21.0 Conferences/Seminars/Meetings/Retreats	74.4	0.0	74.4	38.3	0.0	38.3	34.5	0.0	34.5	34.5	0.0	34.5
21.0 Assessment Travel			0.0			0.0			0.0			0.0
21.0 Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0 Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0 Recruitment Travel			0.0			0.0			0.0			0.0
21.0 Other Operational Travel	45.2	0.0	45.2	14.4	0.0	14.4	13.0	0.0	13.0	13.0	0.0	13.0
Subtotal OC 21.0	490.3	61.3	551.6	372.7	70.0	442.7	376.8	65.0	441.8	376.8	65.0	441.8
22.0 Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0 Post assignment freight	28.6	0.0	28.6	45.8	0.0	45.8	68.6	0.0	68.6	68.6	0.0	68.6
22.0 Home Leave Freight	97.6	0.0	97.6	79.5	0.0	79.5	106.6	0.0	106.6	106.6	0.0	106.6
22.0 Retirement Freight			0.0			0.0			0.0			0.0
22.0 Transportation/Freight for Office Furniture/Equip.	5.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	5.0
22.0 Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0
Subtotal OC 22.0	131.2	0.0	131.2	130.3	0.0	130.3	180.2	0.0	180.2	180.2	0.0	180.2
23.2 Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2 Rental Payments to Others - Office Space	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2 Rental Payments to Others - Warehouse Space	0.0	66.1	66.1	0.0	72.0	72.0	0.0	72.0	72.0	0.0	72.0	72.0
23.2 Rental Payments to Others - Residences	181.5	250.5	432.0	94.0	374.0	468.0	186.4	260.0	446.4	186.4	260.0	446.4
Subtotal OC 23.2	181.5	316.6	498.1	94.0	446.0	540.0	186.4	332.0	518.4	186.4	332.0	518.4
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities	47.9	0.0	47.9	51.7	29.1	80.8	53.5	27.3	80.8	53.5	27.3	80.8
23.3 Residential Utilities	170.6	27.0	197.6	74.1	79.4	153.5	75.0	52.0	127.0	75.0	52.0	127.0
23.3 Telephone Costs	14.6	18.0	32.6	48.5	16.0	64.5	48.5	16.0	64.5	48.5	16.0	64.5
23.3 ADP Software Leases			0.0			0.0			0.0			0.0
23.3 ADP Hardware Lease			0.0			0.0			0.0			0.0
23.3 Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3 Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3 Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3 Courier Services			0.0			0.0			0.0			0.0
Subtotal OC 23.3	233.1	45.0	278.1	174.3	124.5	298.8	177.0	95.3	272.3	177.0	95.3	272.3

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OVERSEAS MISSION BUDGET REQUEST

OE-2XXXX wk4

Org. Title: USAID/Indonesia
 Org. No: 23497
 OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total									
24.0 Printing and Reproduction			0.0			0.0			0.0			0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1 Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Residential Security Guard Services	0.0	4.6	4.6	0.0	9.5	9.5	0.0	9.5	9.5	0.0	9.5	9.5
25.2 Official Residential Expenses			0.0			0.0			0.0			0.0
25.2 Representation Allowances	1.4	0.0	1.4	1.4	0.0	1.4	1.4	0.0	1.4	1.4	0.0	1.4
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2 Vehicle Rental			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2 Recruiting activities			0.0			0.0			0.0			0.0
25.2 Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2 Other Miscellaneous Services	249.8	0.0	249.8	97.1	0.0	97.1	96.5	0.0	96.5	96.5	0.0	96.5
25.2 Staff training contracts			0.0			0.0			0.0			0.0
25.2 ADP related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2	251.2	4.6	255.8	98.5	9.5	108.0	97.9	9.5	107.4	97.9	9.5	107.4
25.3 Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3 ICASS			0.0	501.5		501.5	551.7		551.7	551.7		551.7
25.3 All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
Subtotal OC 25.3	0.0	0.0	0.0	501.5	0.0	501.5	551.7	0.0	551.7	551.7	0.0	551.7
25.4 Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4 Office building Maintenance	131.2	0.0	131.2	155.3	0.0	155.3	221.9	0.0	221.9	221.9	0.0	221.9
25.4 Residential Building Maintenance	25.2	20.5	45.7	46.3	33.3	79.6	0.0	43.0	43.0	0.0	43.0	43.0
Subtotal OC 25.4	156.4	20.5	176.9	201.6	33.3	234.9	221.9	43.0	264.9	221.9	43.0	264.9
25.6 Medical Care			0.0			0.0			0.0			0.0
Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7 Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7 ADP and telephone operation and maintenance costs	6.8	0.0	6.8	6.0	0.0	6.0	4.8	0.0	4.8	4.8	0.0	4.8
25.7 Storage Services			0.0			0.0			0.0			0.0
25.7 Office Furniture/Equip. Repair and Maintenance	63.5	0.0	63.5	41.8	0.0	41.8	40.9	0.0	40.9	40.9	0.0	40.9
25.7 Vehicle Repair and Maintenance	22.5	0.0	22.5	22.5	0.0	22.5	22.5	0.0	22.5	22.5	0.0	22.5
25.7 Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
Subtotal OC 25.7	92.8	0.0	92.8	70.3	0.0	70.3	68.2	0.0	68.2	68.2	0.0	68.2

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Org. Title: USAID/Indonesia
 Org. No: 23497
 OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total									
25.8 Substance and support of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0 Supplies and materials	59.4	0.0	59.4	64.2	0.0	64.2	67.7	0.0	67.7	67.7	0.0	67.7
Subtotal OC 26.0	59.4	0.0	59.4	64.2	0.0	64.2	67.7	0.0	67.7	67.7	0.0	67.7
31.0 Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0 Purchase of Residential Furniture/Equip.	26.2	0.0	26.2	31.8	0.0	31.8	36.8	0.0	36.8	36.8	0.0	36.8
31.0 Purchase of Office Furniture/Equip.	51.1	0.0	51.1	180.5	0.0	180.5	27.5	0.0	27.5	27.5	0.0	27.5
31.0 Purchase of Vehicles	0.0	0.0	0.0	0.0	0.0	0.0	24.0	0.0	24.0	24.0	0.0	24.0
31.0 Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0 ADP Hardware purchases	65.3	0.0	65.3	171.4	0.0	171.4	73.2	0.0	73.2	73.2	0.0	73.2
31.0 ADP Software purchases	7.9	0.0	7.9	28.5	0.0	28.5	17.6	0.0	17.6	17.6	0.0	17.6
Subtotal OC 31.0	150.5	0.0	150.5	412.2	0.0	412.2	179.1	0.0	179.1	179.1	0.0	179.1
32.0 Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0 Purchase of Land & Buildings (& construction of bldgs.)			0.0			0.0			0.0			0.0
32.0 Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0 Claims and indemnities			0.0			0.0			0.0			0.0
Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET	3,105.0	1,600.0	4,705.0	3,205.0	1,600.0	4,805.0	3,181.0	1,600.0	4,781.0	3,181.0	1,600.0	4,781.0

The following line is to be used to show your estimate of FY 98 and FY 99 Program Funded ICASS costs.

Enter dollars in thousands - same format as above.

	FY 98 Est.	FY 99 Est.
ICASS - Program Funded	5.2	5.7

Notes:

1) FY 1997 RevisedOE Budget level :

Approved OE Allowance to date	4,545,300
Anticipated OE Allowance for 2 IDIs	50,000
Additional Allowance required to pay severance of the new batch of employees to be RIFed on 09/30/97 to meet M Bureau's staffing target.	109,700

Total Budget 4,705,000

2) On OE funded ICASS Costs:

ICASS for FY'98 is based on current estimates. The projection for FY'99 is based on FY'98 plus 10% increase for inflation.

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ENVIRONMENTAL COMPLIANCE

IEE MATRIX

PROJECT NUMBER & TITLE	DATE OF AUTHORIZATION	PROJECT ASSISTANCE COMPL. DATE	LIFE OF PROJECT FUNDS \$000	ENVIRONMENTAL ACTIONS	STATUS
SO1					
357 - Agriculture & rural Sector Support Project (ARSSP)	08/28/87	08/26/97	100,000	Categorical exclusion	No further action
368 - Agribusiness	09/27/91	09/30/97	20,000	1) Categorical exclusion 2) Negative exclusion	No further action No further action
372 - Economic Law & Improved Procurement Systems (ELIPS)	08/21/91	08/31/97	18,000	Categorical exclusion	No further action
SO2					
354 - Health Sector Financing (HSF)	02/08/88	03/31/98	15,000	Categorical exclusion	No further action
380 - HIV/AIDS Prevention Project (HAPP)	05/16/94	04/30/00	20,000	1) Categorical exclusion 2) Env'tl assessment	No further action EA completed and approved 5/16/94 Recommendations are being executed on schedule, and are expected to be completed by PACD
SO3					
362 - Natural Resource Management (NRM)	07/27/90	07/31/97	20,500	1) Categorical exclusion 2) Negative determination 3) Env'tl assessment	No further action No further action Approximately 80% of EA recommendations have been implemented, and the remainder are expected to be finished by PACD
384 - Indonesian Biodiversity Foundation	03/23/95	03/29/05	19,000	Categorical exclusion	No further action
SO4					
365 - Municipal Finance	08/30/88	09/30/98	15,000	Negative determination	No further action
Coordinated Local Environmental Networks (CLEAN)	08/30/96	09/30/03	35,000	Categorical exclusion	No further action
373 - Private Sector Participation in Urban Services (PURSE)	09/30/91	09/30/98	15,000	1) Categorical exclusion 2) Deferral of environmental review for pilot/demonstration projects	No further action Environmental reviews being carried out as appropriate
SO5					
364 - Strengthening Institutional Development (SID)	03/12/91	09/30/97	31,000	1) Categorical exclusion 2) Env'tl review to be carried out for appropriate grants	No further action Reviews have been carried out as appropriate
385 - Strengthening Democratic Initiatives (SDI)	06/01/95	09/30/00	30,000	Categorical exclusion	No further action

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APPR: MC ()

DRAFT: KJF ()

CLEAR: JG (3/1/96)

CLEAR: DD (3/5/96)

CLEAR: MR (E-MAIL)

CLEAR: GT (E-MAIL)

CLEAR: TM (E-MAIL)

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AID/ANE/EA: KFREEMAN: KJF
02/29/96 7-4521
AID/ANE/AA: MCARPENTER

ANE/EA: JGILMORE
PPC/PC: MRUGH
G/PDSP: TMAHONEY
G/EG: RMAESTRI

ANE/SEA: DDIJKERMAN
G/ENV: GTAYLOR
USAEP: LREADE
ANE/ORO: FYOUNG

PRIORITY JAKARTA

ADM AID

E.O. 12356: N/A

TAGS:

SUBJECT: R4 REVIEW AGREEMENTS: INDONESIA-- FEBRUARY 20-23, 1996

1. OVERVIEW: REVIEW OF THE INDONESIA FY96 R4 TOOK PLACE IN AID/W THE WEEK OF FEBRUARY 20-23, 1996. A SENIOR REVIEW WAS CHAIRED BY CHARLES WEDEN, THE DEPUTY ASSISTANT ADMINISTRATOR FOR ASIA. THE MISSION WAS REPRESENTED BY VIVIKKA MOLLDREM, USAID/JAKARTA MISSION DIRECTOR. THE PURPOSE OF THE REVIEW WEEK WAS TO DETERMINE THE MISSION'S PROGRESS IN ACHIEVING THE STRATEGY APPROVED IN 1995 AND TO DISCUSS THE MISSION'S PLAN OF ACTION AND RESOURCE ISSUES FOR FY97 AND FY98. THE REVIEW OF THE R4 REAFFIRMED THE MISSION'S STRATEGY AND PRIORITIES.

2. SO 1: "SUSTAINED ECONOMIC GROWTH IN THE TRANSITION FROM ECONOMIC DEVELOPMENT ASSISTANCE TO DEVELOPMENT COOPERATION"

A. SUMMARY OF PERFORMANCE: PERFORMANCE ON ONGOING OR CLOSING ACTIVITIES IS CONSIDERED VERY GOOD.

B. AGREEMENTS: THE BUREAU HAS AGREED THAT THE TAGS DESIGN, WHICH EMBODIES THE ECONOMIC GROWTH OBJECTIVE, WILL

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CONTINUE. THE BUREAU WILL HOLD A SIDE MEETING, TO INCLUDE THE G BUREAU, TO DISCUSS THE TAGS PROPOSAL UNDER DEVELOPMENT AND TO PROVIDE FEEDBACK ON THE MISSION'S CONCEPT PAPER BY 3/22. THE BUREAU WILL ALSO REEXAMINE THE RESULTS FRAMEWORK FOR TAGS ONCE IT IS COMPLETED.

3. SO 2: "IMPROVED HEALTH AND REDUCED FERTILITY"

A. SUMMARY OF PERFORMANCE: USAID/W BELIEVES PERFORMANCE OF THE PHN SO HAS BEEN SIGNIFICANT. HOWEVER, THE DATA TABLES AS SUBMITTED DO NOT ADEQUATELY REFLECT SUCH PROGRESS. USAID/W WILL HOLD IN ABEYANCE FURTHER JUDGMENT OF THE PHN SO UNTIL DATA FROM LATEST DHS AND ANNUALLY COLLECTED GOI DATA ARE AVAILABLE.

B. AGREEMENTS: NO MAJOR ISSUES WERE RAISED REGARDING THIS SO. SIDE MEETINGS CLARIFIED THE RATIONALE BEHIND BUDGET REQUESTS FOR FY97 TO G'S SATISFACTION. IN PARTICULAR, THE MISSION AND USAID/W JOINTLY NOTED THAT HEALTH CARE FINANCING IS THE HIGHEST PRIORITY WITHIN THE PORTFOLIO.

THERE WAS A CONCERN THAT THE NUMBER AND TYPES OF INDICATORS DO NOT SUFFICIENTLY REFLECT THE IMPORTANCE OF PROGRAM SUSTAINABILITY, POLICY FOCUS, AND INCREASING PRIVATE SECTOR PARTICIPATION. IN ADDITION, THERE WAS ALSO A QUESTION REGARDING THE PERIODICITY OF DATA COLLECTION AND THE RELEVANCE OF THE DATA TO OUTCOME MEASUREMENT. IT WAS AGREED THAT THE MISSION WILL CONTINUE TO REFINE ITS INDICATORS FOR PHN AS PART OF THE TRANSITION STRATEGY WHICH IS CURRENTLY UNDER DEVELOPMENT. IN PARTICULAR, THE MISSION AND USAID/W AGREED THAT AN INDICATOR ON SUSTAINABILITY WOULD BE INCLUDED AT THE SO LEVEL. THE TRANSITION STRATEGY IS EXPECTED TO BE SUBMITTED IN JUNE/JULY.

4. SO 3: "DECENTRALIZED AND STRENGTHENED NATURAL RESOURCE MANAGEMENT" AND SO 4: "STRENGTHENED URBAN ENVIRONMENTAL MANAGEMENT"

A. SUMMARY OF PERFORMANCE: PERFORMANCE REGARDING SO3 IS DIFFICULT TO JUDGE AT THIS TIME BECAUSE OF THE ISSUES REGARDING INDICATORS OUTLINED BELOW. HOWEVER, USAID/W BELIEVES THAT PERFORMANCE ON SO4 HAS BEEN ENCOURAGING.

B. AGREEMENTS:

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ENVIRONMENTAL PRIORITIES: THERE MAY BE AN ISSUE REGARDING THE CONSISTENCY OF THE MISSION'S PRIORITIES VIS A VIS BUREAU AND AGENCY PRIORITIES, SHOULD BUDGET REDUCTIONS FORCE A TRIAGE WITHIN THE TWO ENVIRONMENTAL SO'S. SHOULD THERE BE SEVERE BUDGET CUTS, THE MISSION WOULD PROPOSE TO DROP THE NEW INDUSTRIAL POLLUTION AND ENERGY ACTIVITIES IN FAVOR OF MAINTAINING ITS ACTIVITIES IN URBAN INFRASTRUCTURE USING DA AND HG FUNDING. THE RATIONALE FOR FOCUSING ON URBAN INFRASTRUCTURE IS THAT A) EXISTING ACTIVITIES IN URBAN INFRASTRUCTURE HAVE BEEN GOOD PERFORMERS AND B) THERE IS A BIAS TOWARD FOCUSING SCARCE RESOURCES IN AREAS USAID HAS WORKED FOR SOME TIME AS OPPOSED TO BEGINNING NEW ACTIVITIES IN GLOBAL CLIMATE CHANGE, ENERGY AND INDUSTRIAL POLLUTION.

AFTER CONSIDERABLE DISCUSSION, IT WAS AGREED THAT RESOLUTION IS NOT POSSIBLE UNTIL THE BUREAU RECEIVES FY97 CONTROL NUMBERS IN THE NEXT 3 TO 4 MONTHS. ONCE THE BUDGET CONTROL NUMBERS ARE AVAILABLE, THE MISSION WILL PROVIDE AN ANALYSIS OF THE TRADE-OFFS ACROSS THE FULL ENVIRONMENT PORTFOLIO (SOS 3 AND 4) AS A PART OF THE BPD SUBMISSION.

ENVIRONMENTAL INDICATORS: IT WAS NOTED THAT INDICATORS FOR SO 3 AND SO 4 TEND TO MEASURE OUTPUTS AND PROCESS RATHER THAN IMPACT. IN PART, THIS IS DUE TO THE FACT THAT MORE WORK NEEDS TO BE DONE IN THE AREA OF ENVIRONMENTAL INDICATORS IN USAID/W. IT WAS AGREED THAT ANE/SEA AND G/ENV WILL WORK WITH THE MISSION TO IMPROVE THESE INDICATORS. A SIDE MEETING WILL BE HELD TO PROVIDE THE MISSION WITH MORE DETAILED COMMENTS BY 3/22. INDICATOR ISSUES WILL BE RESOLVED BETWEEN AID/W AND THE MISSION BY 4/17/96.

5. SO 5: "INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY"

A. SUMMARY OF PERFORMANCE: OVERALL, THE MISSION'S PERFORMANCE IN THE DEMOCRACY SECTOR IS ENCOURAGING. IN ADDITION, THE MISSION'S PROGRESS IN DEVELOPING NEW PARTNERSHIPS AND COMPLETING ITS PERFORMANCE MONITORING PLAN IS IMPRESSIVE.

B. AGREEMENTS:

BUDGET DECREASES: THE MISSION HAS INDICATED A PREFERENCE

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TO CUT D/G FUNDING ACROSS THE BOARD RATHER THAN FOCUSING LIMITED FUNDING ON SPECIFIC NGOS. THE MISSION STATED THAT ITS PROGRAM FOCUSES ON ONLY 10 ADVOCACY GROUPS TO ACHIEVE ITS D/G OBJECTIVES AND POINTED OUT THAT LIMITING FUNDING TO AN EXTREMELY SMALL GROUP OF NGOS COULD INCREASE POLITICAL EXPOSURE. THE CONCLUSION WAS THAT THE MISSION SHOULD MAINTAIN ITS CURRENT APPROACH TO ITS D/G ACTIVITIES. HOWEVER, AS PART OF A ROUTINE REVIEW SCHEDULE, THE MISSION IS PLANNING TO REEXAMINE ITS D/G STRATEGY NEXT SUMMER, INCLUDING THOSE ACTIVITIES SUPPORTED THROUGH OTHER SOS, SUCH AS THE MUNICIPAL DEVELOPMENT PROGRAM, THAT CONTRIBUTE TO IMPROVED GOVERNANCE. USAID/INDONESIA MAY REQUEST G/DG ASSISTANCE AT THAT TIME.

IT WAS ALSO AGREED THAT IT MAY BE POSSIBLE FOR THE MISSION TO FUND SOME D/G ACTIVITIES FROM OTHER FUNDING SOURCES (SUCH AS ENVIRONMENT OR ECONOMIC GROWTH FUNDS). HOWEVER, THIS IS ALSO A BROADER AGENCY ISSUE WHICH SHOULD BE RAISED AT THE AGENCY'S SECTOR REVIEWS, IN TERMS OF HOW TO HANDLE THOSE SECTORS WITH MORE SEVERELY LIMITED FUNDING.

6. CROSSCUTTING CONCERN-- GENDER

A. SUGGESTION: USAID/W SUGGESTS THAT, IN THE FUTURE, PROGRESS ON GENDER AND WOMEN'S EMPOWERMENT TARGETS BE INTEGRATED IN THE TEXT FOR EACH STRATEGIC AREA AND IN THE TABLES, RATHER THAN A USING A SEPARATE GENDER UPDATE. WE UNDERSTAND THAT THE MISSION'S WID COMMITTEE WILL MEET IN MARCH TO REFINE ITS WID ACTION PLAN BASED ON THIS REVIEW AND TO EXAMINE HOW THE FINDINGS OF CURRENT STUDIES CAN BE INCORPORATED INTO THE SELECTION OF GENDER TARGETS.

7. BUDGET

A. AGREEMENT: AN ISSUE WAS RAISED REGARDING THE FUNDING LEVELS AT WHICH IT WOULD NO LONGER MAKE SENSE TO FUND VARIOUS SO'S OR PORTIONS OF SO'S. THE MISSION MET WITH ANE/ORA AND ANE/SEA TO CLARIFY ITS PRIORITIES.

8. OE AND STAFFING

A. AGREEMENT: THE MISSION CLARIFIED THAT THEY ARE NOT EXPECTING AN INCREASE IN OE FUNDING FOR FY 96. THE MISSION HAS COMMITTED TO REDUCING USDH STAFF BY FOUR BY SEPTEMBER 1996. THIS REDUCES THE MISSION STAFFING LEVEL

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FROM 26 TO 22 USDH POSITIONS.

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clearances:

ane/ora:fyoung (3/4/96)
usaep:lreade (3/4/96, e-mail)
g/eg:rmaestri (3/5/96, e-mail)
g/eg/afs:galex (3/1/96, e-mail)
ppc/cdie:sgale (3/5/96, e-mail)
g/phn:kyamashita (3/4/96, e-mail)
m/b/pa:ldominessy (3/4/96, e-mail)
lpa/cl:ckiranbay (3/4/96, e-mail)
state/eap/pimbs:labbott (3/4/96, phone)

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U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

Date: March 11, 1997

MEMORANDUM

TO : See Distribution

FROM : ANE/ESA, Paula J. Bryan

SUBJECT : Agency Review of the USAID/Indonesia R4 Document

The USAID/INDONESIA Results and Resource Request (R4) document is attached, along with the cable reporting on the 1996 R4 conclusions. Please review the document, and coordinate the submission of your comments with the following ANE staff who will assemble the draft reporting cable, including any issues. As last year, ANE technical staff will schedule times for counterparts in other offices and bureaus to meet and discuss the technical aspects of the R4s, obtain clarifications from the field, and prepare draft performance summary statements.

Carol Becker, ANE/SEA/SPA for PHN, Democracy/Governance, Environment, Human Capacity, and Humanitarian Assistance Strategic Objectives (SOs) and Special Objectives (SPOs)

Gregg Baker, ANE/SEA/EA for Economic Growth SOs and SPOs

Paula Bryan, ANE/ESA for program issues that cross cut SOs, such as resource and policy implications, WID, trade-offs, and cross-SO synergies

FRAMEWORK FOR R4 REVIEW AND ISSUES

As presented in ANE's R4 guidance, we are attempting to tighten and focus the program review around the following question: "***Does the current performance trend, as reflected by the progress toward Strategic Objective and key intermediate results, give reasonable assurance that (a) the strategic objective and/or (b) the overall program results will be achieved as planned?***" Thus, relevant R4 issues will be those where the best judgment of the reviewers is that the program and/or SO (or SpO) performance is not on-track and not likely to achieve agreed upon results. Instances where progress meets or exceeds expectations should be identified for

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incorporation in SO (or SpO) performance summaries, and overall program assessment.

Other valid concerns and questions that do not affect the ability of an operating unit and its Washington partners to achieve the SO are not R4 issues. These issues are to be addressed in other fora.

In last year's review, many of comments, concerns, and requests for clarification pertained to the approach operating units were following. The appropriateness of a strategic approach is not an issue unless performance problems are of such severity that they challenge the major underlying strategic assumptions, and will not permit the objective to be achieved.

MEETING SCHEDULES

	Date	Place	Time
Technical Review Sessions			
PHN	April 4	1104 SA-18	1:00 PM
ENV	April 4	522 SA-18	10:00 AM
EG	April 3	500 SA-2	1:00 PM
DG	April 3	3318 NS	9:00 AM
Program Review Meeting	April 18	3524 NS	2:00 PM

Technical review groups (teams) will convene by sector, roughly two weeks prior to the Country Review Meeting. Teams are charged with: (1) assessing SO performance and preparing SO performance summaries; (2) obtaining additional information/(clarifications from operating units, if needed to complete assessment of an SO and overall program performance; (3) narrowing issues to those that challenge the continued viability of an SO and/or the overall program; and (4) providing suggested resolution(s) for problems. A separate session will be held to identify any cross-cutting issues.

To avoid deluging field units with numerous information requests, technical review teams are to speak with one voice and thus only send messages coordinated as a group through the group leader. The sector team leaders will forward team findings to the Indonesia Desk, ANE/EA (ESA) Paula Bryan. This feedback -- together with non-sector-specific, cross-cutting issues -- forms the basis for the draft reporting cable to be drafted by the Desk.

The draft reporting cable will be sent to operating units and Washington reviewers at least seven working days prior to the Program Review Meeting. Operating units

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will have four working days to respond. The operating unit response will be distributed to Washington reviewers upon receipt. The draft cable and the operating unit's response will be considered during the Program Review Meeting.

During this meeting, participants will try to reach agreement on the continued validity of the management contract, and what recommendations to include in the final reporting cable. Therefore, we ask that reviewing office representatives at the Program Review Meeting be: (1) prepared to discuss and resolve issues during the course of the Program Review Meeting; and (2) empowered to agree on positions for the reporting cable. The Desk officer will prepare the final reporting cable.

A more detailed discussion on ANE's R4 Submission and Review Procedures is available upon request. Contact ANE/SEA/RPM, Charlotte Suggs or Deborah Johnson to obtain a copy. ANE/SEA/RPM Richard Whitaker is the contact person for the review schedule for all the reviews.

Attachments: a/s

PD-ABW-743



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

MEMORANDUM

Date: March 20, 1997
From: ANE/ESA, Indonesia Desk, Paula J. Bryan
To: See Distribution
Subject: **Addendum to Indonesia R4 Document: Workforce Resources**

The attached Workforce Resource tables should have been included in the **Indonesia Results Review and Resource Request (R4)** package which was recently sent to you. Please be sure that all staff in your office who are reviewing the Indonesia R4 document also receive the tables, which should be inserted in Part IV of the R4 document.

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USAID/Indonesia R4 Distribution:

<u>Office</u>	<u>Name</u>	<u>No. of Copies</u>	<u>Room</u>	<u>Phone</u>
<u>New State</u>				
AA/ANE	Margaret Carpenter	1	6212	647-8298
DAA/ANE	Fritz Weden	1	6212	647-8584
DAA/ANE	Terrence Brown	1	6212	647-8584
ANE/ORA	Mary Lewellen	5	3313A	647-5624
ANE/ESA	Sidney Chernenkoff	5	3208	647-6967
ANE/AMS	Roberta Gray	1	3208	647-7474
ANE/AMS	Sharon Nichols	1	3208	647-7474
ANE/SEA	Dirk Dijkerman	1	3318	647-1151
ANE/SEA/RPM	Deborah Johnson	10	3318	647-5863
ANE/SEA/SPA	Carol Becker	10	3310	663-2615
ANE/SEA/EA	Gregg Baker	3	3310	663-2637
ANE/SEA/EA	Casey Delhotal	3	3318	647-5142
ANE/US-AEP	Richard Sheppard	2	3319	647-5861
PPC/PC	Terry Barker	2	3673E	736-4860
PPC/DEM	Larry Garber	1	3889	647-7071
PPC/ECON	Michael Crosswell	1	3889	647-7073
PPC/SP	Don Sillers	1	3889	647-7073
PPC/ENV	Jim Hester	1	3947	647-9012
PPC/CCI	Frances Carr	1	3889	647-7059
PPC/PHD	Wm. Jansen	1	3881	647-6653
LPA	Carol Kiranbay	1	2895	647-8190
LPA	John Norris	1	4889	647-3660
M/B	Larry Dominessy	2	3841	647-6609
GC/ANE	Ida Smyer	1	3328	647-7134
AA/G	Sally Shelton	1	4942NS	647-1827
G/DG	Charles Costello	1	5258	
DAA/G	Ann VanDusen	2	4942NS	647-4322
STATE/EAP/PIMBS	Frank Buchholtz	1	2260 NS	647-1222
STATE/EAP/PIMBS	Lucy Abbott	1	2260 NS	647-1222
BHR/OFDA	Raymond Dionne	1	1262A	647-7335
<u>SA-2</u>				
G/EG/EM	Rebecca Maestri	1	522	663-2174
G/EG/MD	Heather Clark	1	300	663-2332
G/DG	Michael Miklaucic	1	301	
<u>SA-18</u>				
G/ENV/EET	John Mitchell	4	406	875-4016
G/PDSP	Tim Mahoney	2	309	875-4216

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G/PDSP	Lynn Shanklin	5	315	875-4660
G/PHN/PFS	Keys MacManus	7	706	875-4665
G/PHN/POP	John Crowley	1	803	
G/PHN/PFS	Ken Yamashita	1	809	
G/PHN/HN	Frances Davidson	1	1256	
G/ENV	Devin Reese	2	503H	875-4411
PPC/CDIE/FO	Suzette Rosier	4	311B	875-4817
PPC/CDIE/DI	Margaret Pope	1	209E	875-4817

SA-36

M/HR/OD	Linda Lion	1	640	302-4049
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G/WID	Muneera Salem- Murdock	1	927	816-0288
G/WID	Christina Rawley	1	915	816-0248

Total = 97

**Workforce Resources
FY 1997 Position Allocation of Staff Ceilings**

Organization: USAID/INDONESIA

Staff	Strategic Objective 1: (ECG)	Strategic Objective 2: (PHN)	Strategic Objective 3: (REM)	Special Objective 4: (UEM)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con-troller	EXO	Con-tracts	Legal	Program	Other		
USDH	2	2	2	0			6	2	1	1	1	1	2		8	14
USPSC (OE/TF) Internationally Recruited							0								0	0
USPSC (OE/TF) Locally Recruited							0								0	0
USPSC (Program Funded)	1		1	2			4				1		2		3	7
FSN/TCN Direct Hire (OE/TF) Internationally Recruited							0									
FSN/TCN Direct Hire (OE/TF) Locally Recruited	1	2	7	3			13	1	7	14	1		9		32	45
FSN/TCN Non-Direct Hire (OE/TF) Internationally Recruited							0		1						1	1
FSN/TCN Non-Direct Hire (OE/TF) Locally Recruited	7	5	5	1			18		12	27	4	1	8		52	70
FSN/TCN Non-Direct Hire (Program Funded)			2				2								0	2
Other (RSSA, PASA, IPA) (OE/TF Funded)		1					1								0	1
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
Total Staff by Objective	11	10	17	6	0	0	44	3	21	42	7	2	21	0	96	140
TAACs*							0								0	
Fellows*		2	1				3								0	
IDI				1			1						1		1	

Totals by Staffing Category - FY 1997 Ceiling

Staff	Strategic Objective 1: (ECG)	Strategic Objective 2: (PHN)	Strategic Objective 3: (REM)	Special Objective 4: (UEM)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con-troller	EXO	Con-tracts	Legal	Program	Other		
USDH	2	2	2	0	0	0	6	2	1	1	1	1	2	0	8	14
USPSC (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
USPSC (Program Funded)	1	0	1	2	0	0	4	0	0	0	1	0	2	0	3	7
Total USPSCs	1	0	1	2	0	0	4	0	0	0	1	0	2	0	3	7
FSN/TCN Direct Hire (OE/TF)	1	2	7	3	0	0	13	1	7	14	1	0	9	0	32	45
FSN/TCN Non Direct Hire (OE/TF)	7	5	5	1	0	0	18	0	13	27	4	1	8	0	53	71
FSN/TCN Non Direct Hire (Program Funded)	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	2
Total FSN/TCN Non Direct Hire	7	5	7	1	0	0	20	0	13	27	4	1	8	0	53	73
Total FSN/TCN (OE/TF)	8	7	12	4	0	0	31	1	20	41	5	1	17	0	85	116
Total FSN/TCN (Program Funded)	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	2
Total FSN/TCN Staff	8	7	14	4	0	0	33	1	20	41	5	1	17	0	85	118
Total Other (RSSA, PASA, IPA) (OE/TF)	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Total Other (RSSA, PASA, IPA) (Program Funded)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FSN/TCN Staff	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Total OE/TF Staff (includes USDH)	10	10	14	4	0	0	38	3	21	42	6	2	19	0	93	131
Total Program Funded Staff	1	0	3	2	0	0	6	0	0	0	1	0	2	0	3	9
Grand Total All Staff	11	10	17	6	0	0	44	3	21	42	7	2	21	0	96	140

Notes:

* TAACs and Fellows count against G ceilings only and thus are "below the line" for field operating units. Service in the capacity of TAACs should be reported as TAACs regardless of the hiring mechanism. They should not be reported under PSCs, PASAs, RSSAs, etc.

The data in the table reflects positions, NOT, on-board strength or FTEs. You can divide the positions of people working on more than one SO, but do not subdivide in units of less than a half (0.5).

Provide separate tables for FY 97, 98, and 99.

**Workforce Resources
FY 1998 Position Allocation of Staff Ceilings**

Organization: USAID/INDONESIA

Staff	Strategic Objective 1: (ECG)	Strategic Objective 2: (PHN)	Strategic Objective 3: (REM)	Special Objective 4: (UEM)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Controller	EXO	Contracts	Legal	Program	Other		
USDH	2	2	1	0			5	2	1	1	1	1	1		7	12
USPSC (OE/TF) Internationally Recruited							0								0	0
USPSC (OE/TF) Locally Recruited							0								0	0
USPSC (Program Funded)	1			1			2								0	2
FSN/TCN Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Direct Hire (OE/TF) Locally Recruited		2	4	2			8	1	5	8	1		4		19	27
FSN/TCN Non-Direct Hire (OE/TF) Internationally Recruited							0		1						1	1
FSN/TCN Non-Direct Hire (OE/TF) Locally Recruited	6	4	2	1			13		10	19	4	0	6		39	52
FSN/TCN Non-Direct Hire (Program Funded)			2				2								0	2
Other (RSSA, PASA, IPA) (OE/TF Funded)		1					1								0	1
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
Total Staff by Objective	9	9	9	4	0	0	31	3	17	28	6	1	11	0	66	97
TAACs*							0								0	
Fellows*		2	1				3								0	
IDI				1			1						1		1	

Totals by Staffing Category - FY 1999 Request

Staff	Strategic Objective 1: (ECG)	Strategic Objective 2: (PHN)	Strategic Objective 3: (REM)	Special Objective 4: (UEM)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Controller	EXO	Contracts	Legal	Program	Other		
USDH	1	2	2	0	0	0	5	2	1	1	1	1	1	0	7	12
USPSC (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
USPSC (Program Funded)	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	2
Total USPSCs	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	2
FSN/TCN Direct Hire (OE/TF)	0	2	4	2	0	0	8	1	5	8	1	0	4	0	19	27
FSN/TCN Non Direct Hire (OE/TF)	6	4	2	1	0	0	13	0	11	19	4	0	6	0	40	53
FSN/TCN Non Direct Hire (Program Funded)	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	2
Total FSN/TCN Non Direct Hire	6	4	4	1	0	0	15	0	11	19	4	0	6	0	40	55
Total FSN/TCN (OE/TF)	6	6	6	3	0	0	21	1	16	27	5	0	10	0	59	80
Total FSN/TCN (Program Funded)	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	2
Total FSN/TCN Staff	6	6	8	3	0	0	23	1	16	27	5	0	10	0	59	82
Total Other (RSSA, PASA, IPA) (OE/TF)	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Total Other (RSSA, PASA, IPA) (Program Funded)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FSN/TCN Staff	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Total OE/TF Staff (includes USDH)	7	9	8	3	0	0	27	3	17	28	6	1	11	0	66	93
Total Program Funded Staff	1	0	2	1	0	0	4	0	0	0	0	0	0	0	0	4
Grand Total All Staff	8	9	10	4	0	0	31	3	17	28	6	1	11	0	66	97

Notes:

- * TAACs and Fellows count against G ceilings only and thus are "below the line" for field operating units. Service in the capacity of TAACs should be reported as TAACs regardless of the hiring mechanism. They should not be reported under PSCs, PASAs, RSSAs, etc.

The data in the table reflects positions, NOT, on-board strength or FTEs. You can divide the positions of people working on more than one SO, but do not subdivide in units of less than a half (0.5).

Provide separate tables for FY 97, 98, and 99.

**Workforce Resources
FY 1999 Position Allocation of Staff Target Levels**

Organization: USAID/INDONESIA

Staff	Strategic Objective 1: (ECG)	Strategic Objective 2: (PHN)	Strategic Objective 3: (REM)	Special Objective 4: (UEM)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con-troller	EXO	Con-tracts	Legal	Program	Other		
USDH	1	2	2	0			5	2	1	1	1	1	1		7	12
USPSC (OE/TF) Internationally Recruited							0								0	0
USPSC (OE/TF) Locally Recruited							0								0	0
USPSC (Program Funded)	1			1			2								0	2
FSN/TCN Direct Hire (OE/TF) Internationally Recruited							0									
FSN/TCN Direct Hire (OE/TF) Locally Recruited		2	4	2			8	1	5	8	1		4		19	27
FSN/TCN Non-Direct Hire (OE/TF) Internationally Recruited							0		1						1	1
FSN/TCN Non-Direct Hire (OE/TF) Locally Recruited	6	4	2	1			13		10	19	4	0	6		39	52
FSN/TCN Non-Direct Hire (Program Funded)			2				2								0	2
Other (RSSA, PASA, IPA) (OE/TF Funded)		1					1								0	1
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
Total Staff by Objective	8	9	10	4	0	0	31	3	17	28	6	1	11	0	66	97
TAACs*							0								0	
Fellows*		2					2								0	
IDI				1			1								0	

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Totals by Staffing Category - FY 1998 Ceiling

Staff	Strategic Objective 1: (ECG)	Strategic Objective 2: (PHN)	Strategic Objective 3: (REM)	Special Objective 4: (UEM)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con-troller	EXO	Con-tracts	Legal	Program	Other		
USDH	2	2	1	0	0	0	5	2	1	1	1	1	1	0	7	12
USPSC (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
USPSC (Program Funded)	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	2
Total USPSCs	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	2
FSN/TCN Direct Hire (OE/TF)	0	2	4	2	0	0	8	1	5	8	1	0	4	0	19	27
FSN/TCN Non Direct Hire (OE/TF)	6	4	2	1	0	0	13	0	11	19	4	0	6	0	40	53
FSN/TCN Non Direct Hire (Program Funded)	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	2
Total FSN/TCN Non Direct Hire	6	4	4	1	0	0	15	0	11	19	4	0	6	0	40	55
Total FSN/TCN (OE/TF)	6	6	6	3	0	0	21	1	16	27	5	0	10	0	59	80
Total FSN/TCN (Program Funded)	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	2
Total FSN/TCN Staff	6	6	8	3	0	0	23	1	16	27	5	0	10	0	59	82
Total Other (RSSA, PASA, IPA) (OE/TF)	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Total Other (RSSA, PASA, IPA) (Program Funded)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FSN/TCN Staff	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Total OE/TF Staff (includes USDH)	8	9	7	3	0	0	27	3	17	28	6	1	11	0	66	93
Total Program Funded Staff	1	0	2	1	0	0	4	0	0	0	0	0	0	0	0	4
Grand Total All Staff	9	9	9	4	0	0	31	3	17	28	6	1	11	0	66	97

Notes:

* TAACs and Fellows count against G ceilings only and thus are "below the line" for field operating units. Service in the capacity of TAACs should be reported as TAACs regardless of the hiring mechanism. They should not be reported under PSCs, PASAs, RSSAs, etc.

The data in the table reflects positions, NOT, on-board strength or FTEs. You can divide the positions of people working on more than one SO, but do not subdivide in units of less than a half (0.5).

Provide separate tables for FY 97, 98, and 99.

Workforce Resources

FY 1999 Position Allocation of Staff Target Levels vs. Request Level

Organization: USAID/INDONESIA

Staff	Strategic Objective 1: (ECG)	Strategic Objective 2: (PHN)	Strategic Objective 3: (REM)	Special Objective 4: (JEM)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Controller	EXO	Contracts	Legal	Program	Other		
USDH	1	2	2	0			5	2	1	1	1	1	1		7	12
USPSC (OE/TF)							0								0	0
Internationally Recruited							0								0	0
USPSC (OE/TF)							0								0	0
Locally Recruited							0								0	0
USPSC (Program Funded)	1			1			2								0	2
FSN/TCN Direct Hire (OE/TF)							0								0	0
Internationally Recruited							0								0	0
FSN/TCN Direct Hire (OE/TF)		2	4	2			8	1	5	8	1		4		19	27
Locally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF)							0		1						1	1
Internationally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF)	6	4	2	1			13		10	19	4	0	6		39	52
Locally Recruited							0								0	0
FSN/TCN Non-Direct Hire (Program Funded)			2				2								0	2
Other (RSSA, PASA, IPA) (OE/TF Funded)		1					1								0	1
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
Total Staff by Objective	8	9	10	4	0	0	31	3	17	28	6	1	11	0	66	97
TAACs*							0								0	0
Fellows*		2					2								2	2
IDI				1			1								1	1

Totals by Staffing Category - FY 1999 Target

Staff	Strategic Objective 1: (ECG)	Strategic Objective 2: (PHN)	Strategic Objective 3: (REM)	Special Objective 4: (UEM)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Controller	EXO	Contracts	Legal	Program	Other		
USDH	1	2	2	0	0	0	5	2	1	1	1	1	1	0	7	12
USPSC (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
USPSC (Program Funded)	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	2
Total USPSCs	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	2
FSN/TCN Direct Hire (OE/TF)	0	2	4	2	0	0	8	1	5	8	1	0	4	0	19	27
FSN/TCN Non Direct Hire (OE/TF)	6	4	2	1	0	0	13	0	11	19	4	0	6	0	40	53
FSN/TCN Non Direct Hire (Program Funded)	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	2
Total FSN/TCN Non Direct Hire	6	4	4	1	0	0	15	0	11	19	4	0	6	0	40	55
Total FSN/TCN (OE/TF)	6	6	6	3	0	0	21	1	16	27	5	0	10	0	59	80
Total FSN/TCN (Program Funded)	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	2
Total FSN/TCN Staff	6	6	8	3	0	0	23	1	16	27	5	0	10	0	59	82
Total Other (RSSA, PASA, IPA) (OE/TF)	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Total Other (RSSA, PASA, IPA) (Program Funded)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FSN/TCN Staff	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Total OE/TF Staff (includes USDH)	7	9	8	3	0	0	27	3	17	28	6	1	11	0	66	93
Total Program Funded Staff	1	0	2	1	0	0	4	0	0	0	0	0	0	0	0	4
Grand Total All Staff	8	9	10	4	0	0	31	3	17	28	6	1	11	0	66	97

Notes:

* TAACs and Fellows count against G ceilings only and thus are "below the line" for field operating units. Service in the capacity of TAACs should be reported as TAACs regardless of the hiring mechanism. They should not be reported under PSCs, PASAs, RSSAs, etc.

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Provide separate tables for FY 97, 98, and 99.