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October 30, 2002

Mr. Jon Wegge
Cognizant Technical Officer
United States Agency for International Development
c/o American Embassy
Jl. Medan Merdeka Selatan 3-5
Jakarta 10110, Indonesia

RE: Contract No. LAG-I-00-99-00036-00, Task Order No. 806
UI Project 06967-008, Development of the Foundation for Local Government Innovation
Quarterly Task Order Progress and Cost Report, July to September 2002

Dear Mr. Wegge:

Please find enclosed the *Quarterly Task Order Progress and Cost Report, July to September 2002,* Development of the Foundation for Local Government Innovation as required under Section F.12 of the above referenced contract.

Please direct any technical questions to Mr. John Tabor, UI/Indonesia at 62-21-390-2422 or E-mail at tabor@cbn.net.id. Questions of a contractual nature should be addressed to me at (202) 261-5396.

Sincerely,

Maria C. Andrade-Stern

Enclosures

cc: Dale Gredler (CTO, USAID Washington)
John Tabor (Resident Advisor, IPA)
Leroy Hollenbeck (CoP, Chemonics International)
USAID Development Clearinghouse
IAC Deliverables File (06967-008)
IAC Chron File

QUARTERLY TASK ORDER PROGRESS AND COST REPORT

JULY TO SEPTEMBER 2002

DEVELOPMENT OF THE FOUNDATION FOR LOCAL GOVERNMENT INNOVATION (Indonesia)

Prepared for

Development of the Foundation for Local Government Innovation
U.S. Agency for International Development
Contract No. LAG-I-00-99-00036-00, DO No. 806

Prepared by

LeRoy Hollenbeck
Chemonics International
(Subcontractor to the Urban Institute)

and

The Center for Local Government Innovation (CLGI) Professional Staff

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October 2002
UI Project 06967-008

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ATTACHMENTS

- Cost Report
- Reports, Papers, Publications
- CLGI Inventory List
- CLGI Structure/Organization Chart

QUARTERLY TASK ORDER PROGRESS AND COST REPORT

JULY TO SEPTEMBER 2002

DEVELOPMENT OF THE FOUNDATION FOR LOCAL GOVERNMENT INNOVATION (INDONESIA)

Task Order No.: LAG-I-00-99-00036-00, DO No. 806

Date of Issuance: October 10, 2001

Amount Obligated Under Task Order: $ 2,600,000

Total Potential Task Order Amount: $ 5,546,216

Dollars Expended To-date: $ 1,066,909

Key Personnel: Mr. LeRoy Hollenbeck, Chief of Party
62-21-390-2422; 391-8704; leroy@clgi.or.id

Task Order Description

Under this three-year Task Order, an independent, non-profit Indonesian foundation (*yayasan*) will be established to support Indonesian Local Government Associations, and Indonesian local governments themselves, to gain access to expert advice, analysis, and services that assist them to improve their performance. The objective is to develop the foundation as a technical service organization that is a sustainable resource of ideas, concepts, and innovations on a broad range of local government issues and sectors. The foundation is to be "owned"[1] by local governments and their Associations for the purpose of contributing to Indonesia's decentralization by enabling local governments to manage and provide services and resources effectively. It is expected that the foundation will offer expert advice and policy analysis for use by Associations in programs of advocacy on behalf of local governments. It is also expected that the foundation will seek to become a respected and authoritative clearinghouse for information on local governments with extensive domestic and international links to other institutions that possess resources useful to local governments.

I. HIGHLIGHTS

This is the fourth and final quarter of the first year of Project implementation. Therefore, this 4th Quarterly Task Order Progress and Cost Report[2] not only highlights major activities of the quarter just completed but

[1] "Owned" is more specifically defined to mean that local governments, through their local government associations, will participate as ex-officio members of the Foundation's Board of Directors.
[2] Although this report covers the 3rd Quarter of 2002, it represents the DFLGI Project's 4th Quarterly Task Order Progress Report.

begins to describe how the Center for Local Government Innovation (referred to hereafter either as the Center or CLGI) will become a sustainable organization in support of Indonesian decentralization. Only two years remain to ensure that financial and technical sustainability, and the Center's independence post-USAID support, can be achieved.

During the Project's 4th Quarter, CLGI continued its efforts to transition from a USAID-financed project to an institutional program run through a soon-to-be legally recognized Indonesian *yayasan*, a process expected to be completed prior to the end of the second year of the project (i.e., September 2003).

The three major highlights of the Quarter just ended are:

1. CLGI successfully completed recruitment of its entire administrative staff and, except for the national Executive Director, all of the Center's professional staff[3], including making preparations to receive two additional staff: an Education Specialist for two years financed under the new USAID/DLG Building Local Government Capacity to Manage Basic Education Activity; and (b) a Local Government Evaluation Specialist, a new two-year position, financed from funds originally budgeted for the Center's Decentralization Policy Analyst. The Policy Analyst will now be funded for two years under the new USAID/DLG Decentralization Policy Activity.

2. The Center made significant strides in implementing a number of regional pilot projects in both performance and property asset management and in conducting its first policy analysis activities. The Center provided training and produced performance indicators, focus group discussions, household surveys, and service improvement action plans for performance measurement teams in the City of Pontianak, West Kalimantan; and the Kabupaten of Sleman, Central Java. Asset management training was provided for five local governments (the cities of Yogyakarta, Manado, Pontianak, Surabaya, and the Kabupaten of Sleman), and innovation projects were initiated in the City of Manado, North Sulawesi; and Kabupaten Sleman in partnership with the Universitas Sam Ratulangi and Universitas Atma Jaya, respectively. This pilot activity will equip participating local government staff with a working knowledge of property asset management by developing models for property asset inventory, property classification, property financial information and analysis, developing a property rental portfolio, and property market valuation. The policy analysis activities were a regional review of the major decentralization legislation, Law 22/1999, undertaken in partnership with the USAID/ECG legislative drafting project being implemented by the University of San Francisco; and a regional review of the central government Block Grant Funding (DAU) mechanism implemented in partnership with academics from the Universitas Hasanuddin, Makassar, South Sulawesi.

3. The Center made initial, yet critical, steps in securing outside (non-USAID) sources of funding through its ability to successfully market sustainability. By the end of this Quarter there have been either commitments or expressions of interest from BP, Exxon Mobil, ADB, World Bank and CIDA to fund selected Center activities. The July '02 USINDO Open Forum in Washington, D.C., was a

[3] A suitable candidate for the Center's long-term Clearinghouse Information Specialist/Librarian position was identified. All her relevant documentation was submitted to USAID at the end of the Quarter with approval received on 8 October 2002.

major contributing factor in raising the level of donor/sponsor interest in the Center, its activities and its sustainable role in the Indonesian decentralization process.

II. PROGRESS OF MAJOR ACTIVITIES

The CLGI Team made significant progress during the Project's 4th Quarter. A detailed description of the Project's major activities according to their respective tasks as expressed in the approved CLGI Year 1 Work Plan is provided below:

Task 1. General Program Support Activities

- Purchasing miscellaneous furniture and equipment for CLGI wound down during this quarter. For current details, please see attached CLGI inventory list as at 26 September 2002.

Task 2. Foundation Development

Staffing/Recruitment (see attached CLGI Structure/Organization)

- All but one of CLGI's professional staff (the national Executive Director), and all administrative staff, were either on-board or in the pipeline at the end of the Project's 4th Quarter. The Center's Local Government Information Specialist/Librarian, Ms. Eko Susi Rosdiana Sari, was recruited at the end of the Quarter but was not approved by USAID until 8 October. Beginning work during the next Quarter, she will have operational responsibilities for the Center's Innovations and Best Practices Clearinghouse.

- CLGI's Decentralization Policy Analyst position (two years) will be filled through the USAID/DLG Decentralization Policy Activity. A qualified professional has been identified and it is expected to take up residence at CLGI early November 2002.

- There will also be an Education Specialist (two years) assigned to CLGI funded through the new USAID/DLG Building Local Government Capacity to Manage Basic Education Activity. A quaified professional has been identified and it is expected to take up residence at CLGI early November 2002.

- CLGI initiated recruitment of a Local Government Evaluation Specialist (two years). This new Center position was created and approved since the originally budgeted Decentralization Policy Analyst will now be funded under USAID's new decentralization activity referenced above.

- CLGI successfully recruited its Senior Secretary, Ms. Artini Trisnawati, who commenced work on 16 September 2002. This completes recruitment of the Center's entire administrative staff.

- Under a seven-month purchase order through USAID/DLG, CLGI is providing office space and logistical support to Mr. Prima Setiawan, a short-term Local Government Financial Policy Specialist. Mr. Setiawan will be considered as a CLGI staff member in the Center's Local Government Finance Division. He will be supervised by CLGI's Director of Technical Services, John Tabor.

- Through an informal agreement between CLGI and the University of Northern Illinois, CLGI funded the international and domestic travel of Mr. Anies Baswedan, an Indonesian Ph.D. graduate student studying in the U.S. Mr. Baswedan, brought on as a "visiting researcher", conducted and completed his dissertation research on "Decentralization and Democratization" during July and August 2002. He gave an informal presentation to CLGI staff at the end of his assignment.

- CLGI successfully recruited its short-term Local Government Management Specialist – Foundation Organization, Mr. Jogjo Endi Rukmo, for an initial 30-day assignment beginning 2 September 2002. Mr. Rukmo, with support from his CLGI team, made significant progress in collecting relevant documentation on existing Indonesian *yayasans*, preparing several drafts of the *Yayasan Inovasi Pemerintahan Daerah* (YIPD) bylaws, and determining the requirements needed to formally register the *Yayasan* as a legal Indonesian institution. All drafts of the Foundation's constitution and bylaws (*Anggaran Dasar; Anggaran Rumah Tangga*) were sent to various stakeholders for review and comment. In addition, long lists of potential candidates for the *Yayasan's* Board of Founders and Board of Directors were finalized. The *Yayasan's* Board of Supervisors (*Badan Pembina*) will be composed of representative, from a reputable local accounting firm. It is expected that before the end of October 2002, the *Yayasan* will be registered with the Indonesian Ministry of Justice.

Networking/Institutional Strengthening

- CLGI participated in a USINDO Open Forum in Washington, D.C., on 10 July entitled "Decentralization Revisited: Indonesia's Experiment with Regional Autonomy." Over 100 senior executives from the private sector, USAID and other government offices, international NGOs, and the Indonesian Embassy participated in a presentation from a panel of Indonesian experts – Terry Myers, USAID Mission Director for Indonesia; Chris Milligan, Director of the Decentralized Local Government Unit at the USAID Indonesia Mission; Dr. Michael Malley, Assistant Professor, Ohio University; and LeRoy Hollenbeck, CLGI's Executive Director/Chief of Party. Discussed were four perspectives of the progress of Indonesian's decentralization and the role of the Center for Local Government Innovation in the decentralization process.

- While in D.C., the Project's Executive Director/Chief of Party made a presentation to senior officials at the US-ASEAN Business Council as part of the effort to sell the Center's concept to prospective sponsors, future "champions for the Center". CLGI is now on the US-ASEAN Business Council mailing list and is invited to their sponsored functions in Indonesia.

- CLGI's Chief of Party/Executive Director met in Washington, D.C. with lawyers from the D.C.-based law firm Vorys, Sater, Seymor and Pease LLP and explored the legal issues involved in registering a CLGI sister organization in the U.S. later in the year.

- CLGI participated in a USINDO-sponsored activity in Indonesia - the decentralization roundtable at CSIS for the visiting U.S. Congressional Staff Delegation. This session exposed CLGI to CSIS management and strengthened CLGI's position in the eyes of USINDO as a key player in Indonesia's decentralization process.

- CLGI staff met with senior staff from the USAID PERFORM Project to discuss collaboration in disseminating their participatory strategic planning (PDPP) throughout selected regions in the country. This initiative is being taken in advance of the PERFORM Project winding down, part of the Center's long-term role in sustaining successes generated by other projects. In addition, as part of the process in keeping the Local Government Associations engaged, the Center hosted a meeting with senior staff of APEKSI (Association of Indonesian Cities/Municipalities) and APKASI and discussed the strategy for dissemination of PDPP-PERFORM activities.

- CLGI staff initiated discussions with USAID's BIGG/ICMA Project to explore future collaboration and sustainability issues. Met with BIGG-Associations new Chief of Party, Mr. Edward Anderson, to discuss BIGG and CLGI activities, plans and relationships. It is important CLGI and BIGG maintain frequent communications to fully understand BIGG's institutional development plans for the Local Government Associations.

- CLGI staff attended the BIGG-Associations session on "Funding Formulas" with a guest speaker from the Virginia State Governor's Office, Ms. Suzette Denslow. During the session CLGI staff met with key staff of the various Local Government Associations and discussed the DAU, obviously an issue high on the Associations' priority list. CLGI will examine how it can be most useful in addressing DAU issues. CLGI also expects to seek Association input into the CLGI Year 2 Work Plan presently being prepared.

- CLGI staff participated in a Partnership for Governance Reform meeting to discuss Papua issues and a role for the Center in assisting the Partnership as they develop a new project for the province.

- CLGI staff participated in the LIPI Seminar "Regional Autonomy and Public Accountability - A Regional Perspective." As a result, CLGI will explore mechanisms for entering into productive working relationship with both LIPI and SMERU.

- CLGI was involved in strengthening synergies among the various USAID/Indonesia units. The Energy Group and members of their consultant Team visited the CLGI Office to discuss, among a range of issues, a possible role for CLGI in fostering greater energy awareness in the regions.

- CLGI staff met with UNDP/BUILD advisors on establishing procedures enabling the CLGI Clearinghouse, pending approval of BUILD's Director, to acquire their best practices documentation.

- CLGI staff participated in the KPEL Workshop. This UNDP-financed Project (which ends early 2003) is focusing on local economic development in a number of selected kabupaten throughout the country. Local economic development is becoming increasingly more important in the decentralization process. CLGI will continuously assess how it can institutionally play a role.

- CLGI staff attended the Asia Foundation IRDA Phase II presentation. CLGI staff will follow-up with IRDA researchers from selected kabupaten and kota to identify possible CLGI interventions in areas of regional interest, not necessarily limited to performance and asset management.

- CLGI sponsored its first Local Government Innovation Roundtable, in what is expected to be the first of a series of roundtables related to local government innovation. CLGI brought together a small group of development professionals from a number of donor agencies and projects involved in decentralization to discuss ideas for and experiences with regional innovations, "best practices", and ideas CLGI will want to consider as it begins to carve out its niche in the decentralization process. The Canadian Embassy representative and the representative from AusAID suggested CLGI offer baseline and longitudinal surveys of local government service performance to new public officials who desire to measure improvements made during their terms of office. CLGI will explore this possibility.

- CLGI's Local Government Management Specialist, Alit Merthayasa, met with the Director of the Urban Sector of MOHA (Ir. Haryo Sasongko) to discuss their current World Bank-funded project related to development of public service indicators, currently in the bidding process. Because of CLGI's experience with performance management, Mr. Sasongko agreed to involve the Center in the process of developing the indicators as part of the project.

- CLGI staff participated in the World Bank's small discussion group looking into establishing a "best practices" program. Several organizations and development projects have formed a coordinating group to exchange information, share documents, and benefit from Local Governance Best Practices that are documented by each organization. The organizations participating thus far include the World Bank Indonesian Local Government Reform (ILGR) Project, UNDP Build Project, USAID PERFORM Project, GTZ (German Technical Assistance), The Asia Foundation, and CLGI, which has been designated as the Secretariat. Additional members are expected to be APKASI, which is now surveying its members for Best Practices, other local government associations, and other USAID and UNDP projects. Two meetings have been held thus far, the first at ILGR and the second at CLGI.

- CLGI met with Paul Smoke, Public Finance advisor to the USAID/PERFORM Project and the World Bank regarding local taxes and fees. Explored possible linkages between this work and that of CLGI.

- CLGI staff hosted the World Bank expert team that was designing the ILGR Project. The Team was led by Ms. Asmeen Khan. CLGI described the Center's services and capabilities, which could be made available to the ILGR Project.

- A representative from ADB/Manila, Ms. Lisa Kulp, visited the CLGI Office to explore possible collaboration between the Center and a new project being formulated by the Bank - Partnership for Innovations in Poverty Reduction. The ADB representative read about the Center in GTZ's Newsletter (the issue which had an article about CLGI's first Local Government Innovation Roundtable) and, subsequently, contacted CLGI to discuss the new ADB decentralization initiative. After this initial meeting, the ADB representative agreed to consult CLGI during the TA document preparation stage. There is a strong possibility of a role for CLGI in this new ADB project.

- CLGI was invited to Makassar, South Sulawesi, to participate in both the Annual Meeting of the Sulawesi Selatan Chamber of Commerce (KADINDA-SulSel) and the follow-on "*Pertemuan Dialogis Pemerintah, Perbankan dan Pelaku Usaha Kawasan Timur Indonesia* (KTI)." During the KADINDA meeting, the Center's Executive Director presented a paper entitled "Sustaining a Competitive Advantage in a Decentralized and Global Environment: Partnerships and Innovation". Nearly 500 business men and business women, including six Ministers and dozens of Bupatis and Mayors from the fourteen eastern Indonesian provinces attended. The meetings provided CLGI an opportunity to promote the Center and its activities, to meet with local government officials and solicit their interest in participating in CLGI-sponsored activities, and to lobby for getting the Center more involved in the eastern region of the country. It is expected the Governor of South Sulawesi and the Mayor of Makassar will send letters to CLGI requesting the Center's assistance in property asset management.

- The Center's Executive Director met with Ms. Cynthia Fox, Program Manager for the U.S.-based Kenan Institute, and Ms. Sita Supomo, their new Indonesian counterpart. The Kenan Institute, under a cooperative agreement from USAID, will develop a business leadership/training program in Indonesia. Prior to initiating their activities, it was suggested they meet with CLGI and discuss possible synergies among the two programs. In a follow-up meeting between The Kenan Team, CLGI and DLG-USAID, more detailed discussions were held on future collaboration.

- CLGI staff met with Ibu Titi Sumbung, Director of the Indonesian Center for Women in Politics (ICWIP). CLGI staff will continue dialogue with ICWIP, maintain contact with Ibu Titi's Center and explore ways CLGI and ICWIP could work together. As a first step, the Center sent its Training Specialist, Ms. Asti Larasati, as part of the Indonesian Country Training Team (CTT) to a UNDP/CAPWIP[4]-organized training of trainers course in

[4] Center for Asia Pacific Women in Politics based in Manila, Philippines.

Bangkok, Thailand, on "Making Governance Gender-Responsive: A Basic Course" from 23–28 September 2002. Other members of the team included two representatives from the Partnership for Governance Reform in Indonesia and one representative from the Indonesian Center for Women in Politics. CTT will continue working together with CLGI to implement the lessons learned from the Bangkok training.

- CLGI was invited to participate in the Decentralization Donor Working Group Meeting and the Joint Working Group Meeting at the Ministry of Home Affairs. During the meeting attendees were made aware of the recently completed CLGI-sponsored regional review of Law 22/1999. Copies of the final draft report were sent to both the large Donor Working Group and the smaller working group looking at the revision of Law 22/1999. Mr. Maurice Gervais, CIDA advisor to APKASI, offered to translate the report into English.

- CLGI staff attended the URDI-sponsored Forum on Contextualizing Planning. Although the session was of little direct use to CLGI, attendance provided an opportunity for CLGI and URDI staff to discuss continued cooperation.

- Center staff met with Indonesian National Administration Institute LAN (*Lembaga Administrasi Negara*) and the Director of Urban Development at the Ministry of Home Affairs (MOHA) to develop performance indicators for local government services.

- The CLGI Team completed the first CLGI brochure on 20 September 2002. An Indonesian version has been printed and will be distributed at the Otonomi Indonesia Expo 2002 in Bali from 3–6 October 2002.

Local Government Association Collaboration

- CLGI staff participated in the APKASI (Association of Indonesian Districts) annual meeting held in Jakarta and used the visit to promote the Center's innovation projects and strengthen relationships between the Center and the country's Bupatis.

- CLGI worked with APKASI staff and BIGG Project personnel in preparing for the upcoming APKASI-sponsored "Kabupaten Best Practices Workshop", which was held on 29 August. Staff discussed possible roles and contributions toward disseminating "best practices" through APKASI and formulating a joint strategy that will include a role for the CLGI Clearinghouse.

- CLGI staff attended the ADEKSI National Working Meeting in Semarang from 30 September.- 1 October. The theme of the meeting was "How ADEKSI should improve its contribution in making better decentralization policy."

- CLGI staff met with APEKSI senior staff to exchange information and ideas about possible joint initiatives during Year 2 of the Project. There was mutual agreement that APEKSI and CLGI will develop joint action plans in performance and asset management. Another

idea was to design basic training in managing own-source revenues (PAD) for better yields, with concurrent collection of "best practices" from participants that could be placed in a reference manual for local officials. CLGI will prepare a proposal on this to be presented to APEKSI's Executive Director.

- CLGI staff met with APPSI staff regarding specific partnering initiatives during Year 2 of the Project. APPSI expressed interest in CLGI's Asset Management for provinces, a joint survey of "best practices" for provincial governments, and a new initiative, perhaps taking a provincial view of minimum service standards. A second meeting, hosted by CLGI's Technical Services Director and Local Government Finance Specialist, explained the Center's approach to Asset Management.

Marketing Sustainability

- CLGI was invited by the Papua Provincial government and BP to participate in the "Workshop on Diversified Growth Strategy in the Kepala Burung and Raja Ampat Region of Papua Province" held in Jayapura from 23-24 September. The principle objective of this Workshop was to bring together BP project-impacted kabupaten (Sorong, Manokwari, Fak Fak) and Kota Sorong government representatives, NGOs, and local adat groups to meet with the BP Team as the company prepares for undertaking its major LNG project. The major outcome was preliminary agreement on an MOU among the key stakeholders demonstrating stakeholder commitment to implement development in the Bird's Head region via the BP-designed Diversified Growth Strategy. CLGI, as a recipient of funding through the Bird's Head Alliance (GDA), will initiate planning for activities in Papua as funding flow mechanisms and other details are worked out.

- CLGI is exploring a collaborative relationship with Exxon Mobil. The company requested CLGI to present a summary of its pilot performance and asset management activities (the date has yet to be set). Sufficient interest was generated on the part of Exxon Mobil during the initial meeting that they have requested a follow-up meeting in October. In principle the company has agreed to fund a preliminary, exploratory CLGI activity in Exxon's Cepu (Central/East Java) area of operations.

- CIDA requested a meeting with CLGI staff to explore possible collaboration. CIDA's representative, Mr. Jeffrey Ong, and CLGI staff discussed a possible project focusing on CLGI as a recipient of CIDA funding (possibly as much as C$ 50,000). Funds would be used by the Center for project activities generated by requests/demand from selected local governments identified by CIDA (more than likely in Sulawesi, a traditional CIDA stronghold). It was agreed that CLGI will submit a proposal to CIDA by 11 October detailing a plan of action.

- CLGI's subcontract/grant division was registered with *Yayasan Tifa*, a foundation supported by the Soros Foundation. By so doing, when CLGI is a legally registered *Yayasan*, it can participate as a partner in all *Tifa* fundraising activities during 2002 and 2003 at no cost to CLGI.

Task 3. Products and Services

Performance Measurement

- During this quarter the approach to performance measurement was extended to include steps for improving public services performance through development of Service Improvement Action Plans (SIAP). The name of the corresponding CLGI service was modified to become "Performance Management." The staff of CLGI introduced SIAP to the performance measurement teams in the City of Pontianak and the Kabupaten of Sleman, and materials in Indonesian were distributed to them. The Center's Local Government Management Specialist assisted several teams from each local government to prepare SIAPs for improving performance, based on measurement of outcomes. SIAP techniques were developed by Mr. Harry Hatry and colleagues from the Urban Institute.

(a) City of Pontianak, West Kalimantan

- CLGI continued its assistance to the four working groups in the City of Pontianak, focusing on health, solid waste management, identification cards, and business permits. Significant progress was achieved. Each group has developed outcome indicators for its service and has identified the sources of data for each indicator.

- The Madanika Foundation in Pontianak conducted Focus Group Discussions (FGD) at eight different locations to obtain citizen feedback on the four public services mentioned above. The FGD result was used to sharpen the performance indicators in the Multi-service Household Survey that was conducted in August. Madanika also conducted the Household Survey with 1,000 total respondents throughout the city. Breakout groups of data were established for each of the Kecamatans of the city, as well as a special breakout group of 100 poor families living in slums. Results of the survey were presented by Madanika staff to the working groups at a workshop organized by CLGI.

- CLGI conducted a two-day workshop with Performance Management Working Groups on 11-12 September. The goal was to assess progress, revise work plans, and begin the process of developing training materials for the Performance Management Training Program that will take place 23-30 October in Pontianak for new public services in Pontianak and other local governments.

- The Center's Local Government Management Specialist met with the Assistant Secretary of the City and its budgeting team to help them prepare for FY 2003, which will use performance budgeting, performance measures, and Minimum Service Standards (SPM). He was also a panelist for a discussion on local TVRI on "Performance Measurement of Public Services of the City of Pontianak," where he introduced the approach and methodology being applied by the City and the benefits to be attained.

(b) Kabupaten of Sleman, Central Java

- With CLGI assistance, the Performance Management Working Groups in Sleman continued their work. The performance teams consist of four public services: health, solid waste, building permits, and water supply. The team has achieved significant progress based on Harry Hatry's methodology. Each group has developed outcome indicators and identified the source of data to be maintained in the future.

- Satunama Foundation in Sleman, under CLGI subcontract, helped the teams in identifying the outcome indicators and data sources. Satunama also conducted customer focus group discussions (FGD) and a Multi-service Household Survey. An FGD was conducted for each of the four public services. The FGD results gave citizen feedback on service outcomes and were used to sharpen performance indicators used in the household survey. The household survey was completed at the end of September and will be used as another measure of public service performance outcomes. A service improvement action plan (SIAP) was also developed by each team with assistance from Satunama.

(c) Kabupaten of Bangli, Bali

- CLGI staff initiated dialogue with officials from Kabupaten Bangli, Bali - the Bupati, the kabupaten's planning director, and assistant to the Regional Secretary. Possible technical assistance in Performance Management was discussed. CLGI will prepare a Statement of Cooperation detailing mutual contributions. Bangli will be the second kabupaten and will add a fourth regional government (Bali) for CLGI innovation projects and other collaboration.

(d) Decentralization Seminar

- CLGI's Local Government Management Specialist participated on a panel at the seminar "Formulation of Indicators on Health Sector in the Era of Decentralization" hosted/sponsored by the Community Health Faculty, Gadjah Mada University, Yogyakarta. CLGI is beginning to develop an association with USAID's Health Unit through collaboration on performance indicators with one of their health projects.

(e) Information Technology for Performance Measurement

- CLGI's Director of Technical Services and the short-term IT Specialist, Norman Lim, inspected computing and communications capabilities and conducted interviews with staff of the Kabupaten of Sleman and the City of Pontianak to determine their capabilities for preparing, consolidating and transmitting performance reports electronically. This capability is considered important for successful ongoing performance management of public services. In each case, the organizational units that were visited had most of the hardware and software needed for performance reporting. A limited amount of programming and addition of a few modems would enable the teams to use their

computers for performance management. CLGI is investigating the best way to provide these teams with programming assistance.

Asset Management

- Asset Management assistance to local governments was introduced in July 2002. It began with field work by Urban Institute asset management expert Dr. Olga Kaganova, with the newly formed CLGI Team consisting of the Center's Local Government Finance Specialist, Mr. Arintoko Utomo; the Training Specialist; and local experts in real estate law, appraisal, economics, and accounting.

- Through a consultant agreement, a local consultant, Dr. Indra Bastian, was recruited as an asset management consultant to assist Dr. Olga Kaganova during her assignment in Indonesia in July 2002. Dr. Bastian provided technical assistance and training to two local governments in the appraisal and management of real estate, facilities, equipment and other assets owned by local governments.

- CLGI staff designed and conducted a Leadership Workshop on Asset Management for Local Government in Yogyakarta. In preparation for the workshop the Asset Management Team visited the City of Yogyakarta and the Kabupaten of Sleman, to ascertain current practices for property asset management. This information was used to design the workshop and training materials. Forty participants attended the workshop representing the Kabupaten of Sleman, City of Yogyakarta, City of Surabaya, City of Manado and City of Pontianak, local government associations, and other NGOs. The program was well received by participants. Their evaluations indicated that more time is needed to ask questions and to fully understand the material. All of the local government teams requested CLGI assistance in asset management.

- CLGI chose the Kabupaten of Sleman and City of Manado as Asset Management innovation project sites due to the high commitment and quick response from their chief officials and staff. The Mayor of Manado and the Bupati of Sleman have signed Statements of Cooperation with CLGI, which will govern the contributions of each party to the Asset Management innovation projects. Asset Management teams were subsequently formed in Sleman and Manado. The Head of the Logistics Subdivision (BPKKD) was selected as Team Leader for Sleman. The Head of the Planning Agency (BAPPEDA) is the Team Leader for Manado.

- Thus far, the Sleman and Manado Teams have completed three sessions of a bi-weekly asset management exercise: developing a model inventory book, property classification, and developing a rental portfolio. The CLGI Team for Sleman consists of: CLGI's Local Government Finance Specialist; Mr. Eko Setyanto (civil engineer/property appraisal specialist) and Mr. Damianus Krismantoro (lawyer/property law specialist); the latter two from Atma Jaya University, Yogyakarta. The CLGI team for Manado consists of: the Center's Local Government Finance Specialist; Mr. Paulus Kindangen (economist/ generalist, Universitas Sam Ratulangi); Mr. Eko Setyanto and Mr. Damianus Krismantoro.

- The Kabupaten of Bangli, Province of Bali, has requested technical assistance in Asset Management. CLGI's Local Government Finance Specialist made a presentation to its senior officials to explain Asset Management and how the Center's innovation projects are conducted. It is expect Asset Management assistance for Bangli will begin in January 2003.

- CLGI's Local Government Finance Specialist presented a paper entitled "Alternative Tax Strategies to Improve Local Government Tax Revenue" at a USAID-PEG and KPPOD seminar in Bekasi focusing on UU 34/2000 and its impact on the country's investment climate. Ms. Sugiarti (MOHA Director of Local Government Finance) was present and expressed a keen interest in CLGI advocacy programs/initiatives in support of the local government associations.

- CLGI's Local Government Finance Specialist prepared an article entitled "Initiatives to Improve Municipal Property Asset Management" to the Forum Inovasi Manajemen & Ketatapemerintahan yang Baik. As a result, CLGI has been invited to give a presentation at a seminar on good local governance in Yogyakarta from 11-14 October 2002.

Policy Analysis

- As part of a USAID inter-unit collaborative effort, the University of San Francisco, under a subcontract through CLGI, successfully completed a regional review of Law 22/1999, the basic Indonesian decentralization law. The University of San Francisco was contracted because of their current work on the USAID-financed Indonesian Legislative Drafting Project, an Economic Growth Team initiative. The contract entailed entering agreement with five legislative drafting centers located at five Indonesian universities (Universitas Padjajaran, Bandung, West Java; Universitas Udayana, Denpasar, Bali; Universitas Hasanuddin, Makassar, South Sulawesi; Universitas Nusa Cendana, Kupang, East Nusa Tenggara; and Universitas Cenderawasih, Jayapura, Papua). The field research involved 10 local governments covering the five provinces mentioned above and five of their kabupaten: Bandung, Bangli, Maros, Timor Tengah Selatan, and Jayapura, respectively. The research/regional review focused on three key aspects of Law 22/1999: (1) conflicting authorities; revenue sources; and the role of local parliaments. The Center's short-term policy analyst led this activity and ensured a close working relationship with the Local Government Associations. The subcontract with USF was closed on 16 September 2002 after all deliverables were received by the Center.

- CLGI, at the request of the Association of Kabupaten Governments (APKASI), selected an academic team from Univeritas Hasanuddin, Makassar, to conduct a study of the Intergovernmental Block Grant (DAU) formula and process for 2003. The Team consisted of Mr. Achmad Ruslan, Law Professor; Mr. Hamid Paddu, Economist; and Mr. Sanusi Fattah, Economist. They presented their findings at a forum for APKASI members in Jakarta. Topics addressed included: strengths and weaknesses of the current DAU 2002 formula, how the formula for 2003 could be improved, and what procedures should be

used if there are any over/underpayment of the DAU. CLGI moderated the discussion at this DAU Forum.

Training Services

- CLGI's Training Specialist participated in the design, development, and presentation of the Leadership Workshop on Asset Management in Yogyakarta discussed above. Expert input was provided in arranging, design and conducting the training that was experiential in nature.

- The Center's Training Specialist participated in preparations for the Asset Management Innovation Project in Sleman that followed the Workshop, in the meetings of Performance Management Teams in Pontianak (including design, implementation and evaluation) and Sleman, and meetings of the Madanika Foundation and Satunama Foundation as they prepared and implemented household surveys.

Task 4. Communications

Clearinghouse

- The Center's Innovation and Best Practices Clearinghouse was developed through the following activities:

  - CLGI recruited and selected its Local Government Information Specialist/Librarian with operational responsibility for the Clearinghouse. USAID approved her compensation rate and she will join the staff in November.

  - All materials received for use in the Clearinghouse have been catalogued using WINISIS library management software. All materials have been labeled and shelved for use by staff and visitors.

  - During August and September, CLGI developed the specifications for its Innovations and Best Practices Website and Database. It then conducted a tender to select the website developer. Five proposals were submitted, and the Knowledge Management Resource Group of the Institute of Technology, Bandung, was selected to perform the work. The website will be designed, developed, and tested during October and November, and become operational on a pilot basis in early December 2202.

  - The Center issued a subcontract for website design for the Clearinghouse to *Yayasan Pengembangan Sumber Daya Pengetahuan*-Knowledge Management Resource Group (KMRG) based in Bogor, West Java.

III. DELIVERABLES AND REPORTS

- Center for Local Government Innovation, Kajian Hukum Terhadap Pelaksanaan Otonomi Daerah Menurut Undang-Undang 22/1999, September 2002. Contact Person: LeRoy Hollenbeck.

- Center for Local Government Innovation & APKASI, Presentasi Hasil Kajian Dana Alokasi Umum (DAU), 8 August 2002. Contact Person: Arintoko Utomo.

- Hollenbeck, LeRoy, "Sustaining a Competitive Advantage in a Decentralized & Global Environment: Sel 2002 dan Diskusi Panel Sulawesi Selatan "Hari Ini dan Esok", Makassar, 7 September 2002. Contact Partnerships and Innovation", paper presented at the Rapat Pimpinan Daerah, Rapat Kerja Kadin Sul- Person: LeRoy Hollenbeck.

- Madanika Foundation, "Report of Focus Group Discussions in the City of Pontianak", August 2002. Contact Person: Alit Merthayasa.

- Madanika Foundation, "Report of Multiservice Household Survey in the City of Pontianak", September 2002. Contact Person: Alit Merthayasa.

- Utomo, Arintoko, "Alternative Tax Strategies for Local Government", a presentation for *'Seminar on Law 34/99 (Local Tax and User Charge)'* held by Regional Autonomy Watch on 22 August 2002 in Horizon Hotel, Bekasi.

- Utomo, Arintoko, "Initiatives to Improve Local Government Revenue Through Better Property Asset Management", an article for September edition of magazine *'Forum Inovasi dan Ketatapemerintahan yang Baik'* (MPP program - Univ. of Indonesia).

IV. PROBLEMS OR DELAYS AFFECTING THE TASK ORDER PERFORMANCE

Processing time required for recruitment, selection, and approvals for long-term staff, short-term consultants, and subcontractors continues to constrain progress. The procedures and schedules are being studied to identify possible ways to accelerate processing.

Local Government innovation projects have proven popular, and requests for additional projects are being made. The static staffing pattern of CLGI/YIPD will limit the amount of innovation assistance that can be given. Efficiencies are being sought in the amount and type of assistance given directly by staff, and the methods of delivery. Greater use of short-term national consultants should be made as soon as appropriate training and field experience for them has taken place.

Part-time national field staff would greatly increase the innovation and dissemination that can be provided by CLGI/YIPD.

Cost-sharing formulas with partners and clients are being developed. It is expected that the legal constitution of YIPD will enable the organization to charge and collect fees for services, and to implement contractual projects sponsored by clients and donors.

Ways to Improve the Center's Ability to Provide Services
The Center should continue to promote the concept of "selling sustainability". The goal should be the establishment of a Center that, through both its reputation as a "Center of Excellence" and its clearinghouse function, will be able to provide professional services and collect, house, re-formulate and disseminate innovations/best practices throughout Indonesia on a sustainable basis.

The Center needs to develop a strategy for encouraging the private sector to contribute to the Center's activities. This could include promoting the Center as an institute that can assist in improving the business climate in the regions through a policy of using its endowment to encourage innovations/best practices in good governance. For example, the Center could institute an awards program, perhaps called the "CLGI Awards for Innovations in Local Governance", as an incentive for other regional/local governments to improve their service delivery and performance.

V. WORK PLANNED FOR NEXT REPORTING PERIOD

The Fourth Quarter of the DFLGI Project, just ended, concludes the period covered by the Year 1 Work Plan. The Work Plan for Year 2 is now being prepared and will be presented to USAID for discussion in October, with approval expected in November. The work described below is based on continuation of activities and services that began during Year 1.

The following activities are planned for implementation during the next Quarter.

Task 1. General Program Support Activities

- There are no activities to report under this task.

Task 2. Foundation Development

- Efforts will be made to complete the recruitment of the Center's Local Government Evaluation Specialist.
- Recruitment will begin for the national Executive Director of the new Foundation for Local Government Innovation (YIPD).
- There will be a focus on fully incorporating the three additional professional staff from other USAID-funded projects that will reside in the CLGI Office and become part of the CLGI organization. These include the Local Government Financial Policy Specialist (through February 2003), the Education Specialist, and the Decentralization Policy Analyst.

- CLGI will complete the legal constitution of the Foundation for Local Government Innovation, the recruitment of its Founding Board members and Board of Directors and initiate the establishment of the 501(c)(3) charitable organization in the U.S.

- The Best Practices Coordinating Group will intensify its activities during the next Quarter. CLGI as the Secretariat will host regular meetings, the next planned for 12 November to brief members on the new CLGI Clearinghouse website.

- The Local Government Association Coordinating Group will also intensify its activities during the next Quarter. CLGI as the Secretariat will host regular meetings, the next planned for 17 October to discuss (a) the status of Association-related activities being undertaken by the members; (b) the IULA Tool Kit roll out; (c) plans for a meeting/ workshop of Association Executive Directors; (d) the matrix of donors/projects targeted for the Associations that was to be completed and submitted to NDI; (e) the ICMA/BIGG "Milestone Index".

Task 3. Products and Services

- The Performance Management projects in Pontianak and Sleman will be completed and new projects will begin in he City of Manado and the Kabupaten of Bangli.

- Performance Measurement Training for certification of local government personnel and consultants will be delivered in Pontianak in October 2002 and in Yogyakarta in December. Harry Hatry will return to lead the training in Pontianak, with cases and materials prepared by the Center's Local Government Management Specialist and Training Specialist.

- Current Asset Management projects in Sleman and Manado will be completed.

- Certification training in Asset Management will be delivered in December 2002. Dr. Olga Kaganova will return to lead this effort.

- The Policy Analysis study focused on Decentralization Legislation will published and presented in meetings and a workshop during October and November 2002.

Task 4. Communications

- CLGI staff will complete the retention of the Knowledge Management Specialist/Librarian and provide orientation. Materials for the CLGI Clearinghouse library and website database will be collected. This material includes: (a) a directory of expert consultants and organizations in the field of decentralized local government; (b) materials describing innovations and best practices for local governments; and (c) electronic files for the Clearinghouse database and website.

- The Local Government Information Specialist/Librarian will administer the CLGI library and website including the following activities: (a) acquire, label and stock Clearinghouse shelves with innovation and best practice documents and administer their use; (b) copy and mail documents to customers; (c) edit and upload materials to the website; and (d) publish the first CLGI Newsletter.

VI. SPECIFIC ACTION REQUESTED

No specific action is requested at this time.

VII. UP TO DATE SCHEDULE OF WORK

Task 1. General Program Support Activities

No.	Activities	Deadlines	Responsible Parties	Benchmarks
1.	Mobilization of Project Personnel Project Staff: - Chief of Party - Technical Services Director - Secretary (short-term)	 Oct '01 Dec '01 Feb '02	Hollenbeck, Tabor, USAID, UI, Chemonics PMU	Staff recruited and on board
2.	Initial Work Plan Preparation/Approval	Oct '01-Jan '02	Hollenbeck, Tabor, DLG/USAID, MoF, UI, Chemonics PMU	Initial Work Plan prepared; approved by USAID
3.	Semi-Annual Work Plan Review (Year 1)	Apr '02	Hollenbeck, Association & other stakeholders	Stakeholder participation in Work Plan
4.	First DFLGI Annual Report and Work Plan Update	Oct '02	Hollenbeck, DLG/USAID	Revised Work Plan for 2003
5.	Internal USAID Evaluation	Nov '02	DLG/USAID, Hollenbeck	Revised Work Plan for 2003/2004
6.	Year 2 Work Plan Preparation/Approval	Sep-Oct '02	CLGI Staff, DLG/ USAID	Year 2 Work Plan prepared; approved by USAID
7.	Semi-Annual Work Plan Review (Year 2)	Apr '03	CLGI Staff, LGAs & other stakeholders	Stakeholder participation in Work Plan
8.	Second DFLGI Annual Report and Work Plan Update	Oct '03		Revised Work Plan for 2004

Task 2. Foundation Development

No.	Activities	Deadlines	Responsible Parties	Benchmarks
9.	Legal & Institutional Assessment of Indonesian Organizations	Dec '01-Jan '02	Hollenbeck; two short-term consultants	Paper produced
10.	Working Group (POKJA) Formation & Activation	Jan '02	Hollenbeck; Association reps	Paper produced on Foundation org and structure
11.	Locate/Rent Foundation Office	Jan-Apr '02	Hollenbeck; Chemonics Jkt staff	Office rented
12.	Recruit Foundation Staff - Executive Director - Decentralization Policy Analyst - Local Government Management Specialist - Local Government Finance Specialist - Training Program Manager - Contract/Grant Manager - Information Specialist - Sr. Accountant/Financial Manager - Senior Secretary - Office Manager - Office Assistant - Driver 1 - Driver 2 - Cleaning/Maintenance	 Mar '03 Nov '02 Mar '02 Jul '02 Jul '02 Jun '02 Oct '02 Jun '02 Sep '02 -- N/A -- Jun '02 Oct '02 Feb '02 Jun '02	Hollenbeck; DFLGI Project Team	Staff recruited
13.	Prepare Organization Development Plan	Oct '02	Hollenbeck; DFLGI Project Team	Plan produced
14.	Foundation Staff Training	Mar-Dec '02	Hollenbeck; Foundation Training Mgr.	Participant & Instructor Evals.
15.	Prepare Resource Development Plan (Business Plan) Incl. budget centers	Dec '02	Hollenbeck; DFLGI Project Team	Plan produced
16.	Foundation Establishment Dedication Ceremony	Nov '02	Hollenbeck; DFLGI Project Team	Established Foundation
17.	Establish "Sister" Foundation in U.S.	Jul-Dec '02	Hollenbeck; UI-D.C.; Chemonics PMU;	Decision whether to proceed with 501c3 charitable org.

Task 3. Products and Services

A detailed work plan for products and services is being prepared for Year 2. It will take effect late October 2002, after approval by USAID/DLG. Continuing activities are listed below.

No.	Activities	Deadlines	Responsible Parties	Benchmarks
18.	Policy Analysis Decentralization Legislative Review – Findings & recommendations will be presented to Local Government Associations in Oct & Nov 2002	Nov '02	Hollenbeck, short-term Policy Specialist, short term consulting experts, and representatives from the Local Government Associations	Policies for improvement of local government decentralization legislation and regulations, accepted by the Associations
19.	Innovations Performance Mgmt and Asset Mgmt Innovation Projects concluded in Sleman & Pontianak; new innovation projects begin	Dec '02	Tabor and Management and Finance Specialists, plus selected expert consultants	Documents describing the services and implementation plan for selected local governments
20.	Certification Training Training program in Performance Mgmt for local governments and their associations leading to certification	Oct & Dec '02	Tabor and Training Manager, plus selected expert consultants	Training designs and materials, in Indonesian, with formative evaluation reports

Task 4. Communications

No.	Activities	Deadlines	Responsible Parties	Benchmarks
21.	Infrastructure Establish or contract for communications infrastructure, including computers, software, telecommunications, Internet connections, website development, publishing capability, furnishings, and technical support	Feb-Nov '02	Tabor, Contracts/Grant Manager, Information Specialist	Test results from trial use of communications infrastructure
22.	Acquisition of Information Collect information on local government innovations and best practices, expert consultants and organizations, and donors.	Oct-Dec '02	Tabor; Information consultant; cooperating local government association staff	Appropriate reference materials plus directories and cross indexes for database
23.	Clearinghouse Formation and Trial Launch Establishment and trial launch, Clearinghouse library, database, network, and website, for local governments and associations	Dec '02	Tabor; Information Specialist; Website development contractor; user group	Preliminary Clearinghouse to be tested by a core user group
24.	Clearinghouse Trial Use, Formative Evaluation	Dec '02-Mar '03	Information Specialist; user group	Formative evaluation report
25.	Final Preparation and Formal Inauguration of Clearinghouse	Nov '02	Tabor; Information Specialist; user group	Inauguration Ceremony
26.	Newsletter First issue Foundation Quarterly Newsletter	Nov '02	Tabor; Information Specialist	First edition Newsletter

ATTACHMENT

Reports, Papers, Publications

Reports, Papers Publications

1. Center for Local Government Innovation, Kajian Hukum Terhadap Pelaksanaan Otonomi Daerah Menurut Undang-Undang 22/1999, September 2002.

2. Center for Local Government Innovation & APKASI, Presentasi Hasil Kajian Dana Alokasi Umum (DAU), 8 August 2002.

3. Hasan, Azwar, Review of Legal, Administrative and Tax Aspects in Nonprofit-oriented Organizations in Indonesia (English and Indonesian), January 2002.

4. Hollenbeck, LeRoy, "Sustaining a Competitive Advantage in a Decentralized & Global Environment: Partnerships and Innovation", paper presented at the Rapat Pimpinan Daerah, Rapat Kerja Kadin Sul-Sel 2002 dan Diskusi Panel Sulawesi Selatan "Hari Ini dan Esok", Makassar, 7 September 2002.

5. Juliani, S., Assessment of Legal, Administrative, Financial and Other Relevant Aspects of Indonesian Organizations as Input Toward the Formation of a Center for Local Government Innovations (English and Indonesian), January 2002.

6. Madanika Foundation, "Report of Focus Group Discussions in the City of Pontianak", August 2002.

7. Madanika Foundation, "Report of Multiservice Household Survey in the City of Pontianak", September 2002.

8. Utomo, Arintoko, "Alternative Tax Strategies for Local Government", a presentation for *'Seminar on Law 34/99 (Local Tax and User Charge)'* held by Regional Autonomy Watch on August 22' 2002 in Horizon Hotel, Bekasi.

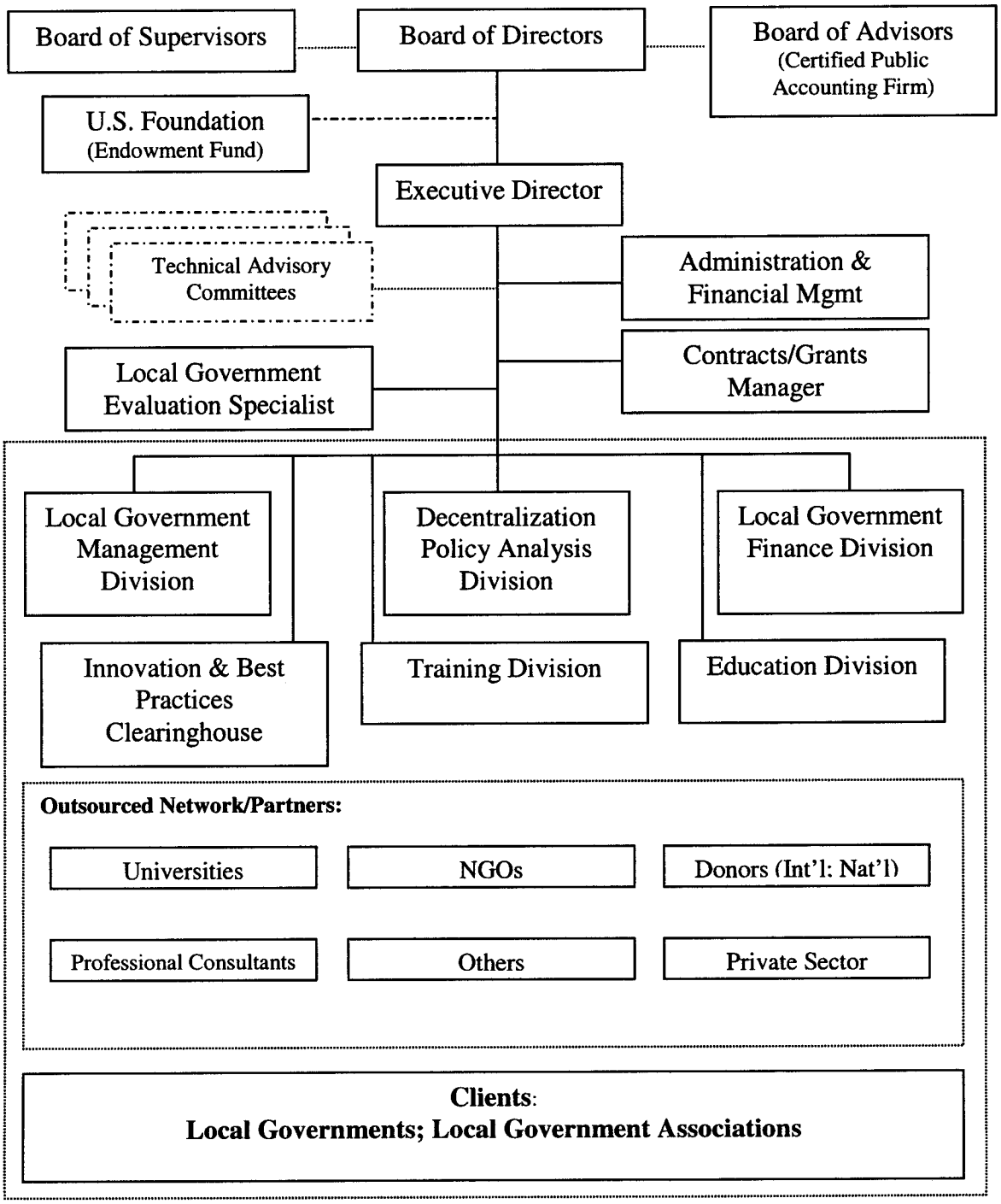
9. Utomo, Arintoko, "Initiatives to Improve LG Revenue Through Better Property Asset Management", an article for September edition of magazine *'Forum Inovasi dan Ketatapemerintahan yang Baik'* (MPP program - Univ. of Indonesia).

ATTACHMENT

Tables

Table 1.
CLGI INVENTORY LIST

No.	Description	Model	Unit
	Computer Equipment		
1	Desktop	Compaq Deskpro	2
2	Desktop	Compaq Presario	8
3	UPS	APC BP 500i	11
4	Printer	Laserjet 1000	3
5	Printer	Laserjet 1200	1
6	Printer	Deskjet 920CXI	1
7	Portable Printer	HP 350 CBI	1
8	Notebook	Compaq Presario	2
9	Notebook	Compaq EVO N110	1
10	Notebook	IBM Thinkpad R31	1
11	Scanner	HP 5400	1
12	Cable Modem	D - Link DCM 200	1
13	Printer Server	D - Link DP101	1
14	Broadband Router	USR 800	1
15	Switch 16 Port	D-Link	1
16	Ethernet Card		1
17	Server	HP TC2110	1
18	Memory Card	512 MB SD	1
	Furniture		
1	Manager's Chair		10
2	Secretary's Chair		2
3	Meeting Chair		28
4	Student's Chair		25
5	Clearinghouse' chair		12
6	Working Desk		14
7	Mobile Drawer		4
8	Meeting Table		2
9	Side Table		7
10	Computer Desk		5
11	Bookshelf		5
12	Filling Cabinet		7
13	Bookrack		3
14	Hanging Bookrack		14
15	Panel/partition		6
	Air Conditioner		
1	Air Conditioner	Eolia 1.5HP	2
2	Air Conditioner	National 1HP	2

No.	Description	Model	Unit
	Phone		
1	PABX	Panasonic TA - 616	1
2	Telephone Display	Panasonic KX – T7330	3
3	Telephone Standard	Panasonic KX – T7350	6
4	Telephone Single Line	KX - TS3MX	6
5	Cellphone	Motorola 7689	1
6	Cellphone	Motorola 189	1
7	Cellphone	Motorola T190	1
8	Cellphone	Nokia 5110	2
	Other		
1	Fax Machine	Panasonic KXF P 302CX	1
2	Infocus	LP-280	1
3	TV	Sony 29"	1
4	Flip Chart		4
5	White Board		5
6	Portable Screen		1
7	Cash box		1
8	Brandkast	Royal	1
9	Refrigerator	LG GR-232DV	1
10	Microwave	Usatech	1
11	Rice Cooker	Miyako	1
12	Blender	Miyako	1
13	Dining Table		1 set
14	Stove		1
15	Gas Tank		2
16	Regulator		1
17	Dishes	2 tea set, 1 dinner set,	

Structure/Organization
The Center for Local Government Innovation
(Pusat Inovasi Pemerintahan Daerah)
(CLGI)