



INDONESIA CIVIL SOCIETY SUPPORT AND STRENGTHENING PROGRAM

First Annual Report

Submitted by:
Chemonics International Inc.

USAID Contract No. 497-C-00-99-00053-00

October 2000

INDONESIA CIVIL SOCIETY STRENGTHENING & SUPPORT PROGRAM

Annual Report: Summary Page

Performance Objectives: All Performance Objectives

Activities: Setting up and consolidation of the CSSP office; activities relating to grant making and other forms of support to Indonesian Civil Society Organizations (CSOs), including technical assistance and training; other civil society-related activities, as agreed with USAID.

Responsible Person(s): Chemonics Group home office and field office technical and support staff.

Start Date: November 16, 1999	Completion date: September 30, 2000
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Description:

This report describes the activities of the Civil Society Support and Strengthening Program (CSSP) from its start-up on November 16, 1999 to the end of its first contract year of operations on September 30, 2000.

The report includes a brief review of the steps taken to set up the CSSP office, establish clear and reliable administrative procedures, develop a Work Plan for the first contract year of operations, and undertake activities in line with CSSP's Performance Objectives and USAID's own needs. It encapsulates the information already provided to USAID in CSSP's first four Quarterly Reports, submitted during the same period. These Quarterly Reports covered quarterly periods, two of them truncated, as follows: first quarter - November 16, 1999 to January 31, 2000; second quarter - February 1, 2000 to March 31, 2000; third quarter - April 1, 2000 to June 30, 2000; fourth quarter - July 1, 2000 to September 30, 2000.

Items in the report that describe the fulfillment of a section of the CSSP year one Work Plan are identified as such in a bracketed italic note after the appropriate section or paragraph.

This Annual Report is written by the Chemonics Group responsible for CSSP, and includes inputs from all the senior technical staff at CSSP. It is presented using much the same format as the one developed by Chemonics and approved by USAID for CSSP's Quarterly Reports.

Indonesia CSSP Annual Report for the Period November 16, 1999 to September 30, 2000

1. Administrative Arrangements and Activities, including Office Arrangements

1.1. Chemonics Group Subcontractors

The lead organization for CSSP, Chemonics International, Inc., works on CSSP with four sub-contractors. These are the International Foundation for Election Systems (IFES), CARE International, the Center for International Private Enterprise (CIPE) and International Development Professionals (IDP). Together with Chemonics two of these sub-contractors, IFES and CARE, provide staff to the CSSP office in Jakarta. Three members of the CSSP staff are currently provided by IFES, and four of them by CARE (see Section 1.2. for details). The remaining members of the CSSP staff are all employed by Chemonics.

During the first year of CSSP's activities, relations between Chemonics and the sub-contractors were sound and constructive, though the degree of sub-contractors' active involvement in the program varied considerably. In the first quarter subcontracts between Chemonics and the four sub-contractors were agreed on and signed after being approved by the USAID Contracting Officer. Locally-based representatives of the two sub-contractors with Jakarta-based offices, IFES and CARE, kept in regular touch with CSSP, and often visited the CSSP office, among other things to attend CSSP technical meetings. IFES worked closely with CSSP on one particular project, the public broadcasting initiative (see below, Section 2.5.). Otherwise there was only limited cooperation on projects other than those managed by the CSSP staff as part of their mainstream activities. CSSP staff believe, however, that the potential for active cooperation among CSSP's sub-contractors may increase as the program develops and diversifies. (*CSSP Year One Work Plan, 0.1.*)

1.2. CSSP Team Members

With few exceptions, CSSP employees, both professional and support staff, started work in the CSSP office in Menara Kebon Sirih, near the US embassy in Jakarta, on or before December 1, 1999. After visiting the office for three days in early December, the Chief of Party began working full-time on December 28, 1999. During the calendar year 2000 positions in the CSSP office were assigned continuously as follows, except where noted in brackets.

a. Expatriate professional staff

Peter Harris	Chief of Party (Chemonics) (concurrently) Grant Coordinator [from August 1, 2000]
Jonathan Simon	Deputy Chief of Party (Chemonics)
Roshana Cohen	Operations Manager (Chemonics)[from June 28, 2000]
Richard Holloway	Grants Coordinator (CARE)[till August 1, 2000]
Glenn Gibney	Training Specialist (Chemonics)

Linda Rosalik	M&E Specialist (IFES)
b. Local professional staff	
Emma Kolopita	Grant Manager (CARE)
Ponny Anggoro	Grant Manager (CARE)[from April 17, 2000]
Yoke Octarina	Grant Manager (IFES)[from April 17, 2000, replacing Jopie Sinanu]
Yoenarsih Nazar	CSO Development Specialist (IFES)
Bernadet Gayatri	CSO Development Specialist (CARE)[from April 24, 2000]
Safriza Sofyan	Financial Management Specialist (Chemonics)[from February 14, 2000]
t.b.a.	Financial Management Specialist (Chemonics) [appointment spending, following failure to appoint in first round of interviews]
Ayu Permatasari	Project Assistant (Chemonics)
Erika Rotani	IT Specialist (Chemonics)
Vita Siregar	Accountant (Chemonics)
c. Local support staff	
Ratih Hasanudin	Office Manager (Chemonics)
Mieke Juniarti	Secretary (Chemonics)
Nurleni Nurtam (Leni)	Bookkeeper (Chemonics)
Riestanti Siregar (Riri)	Receptionist (Chemonics)
Ucu Juhana	Driver (Chemonics)
Hariyadi (Harry)	Driver (Chemonics)
Aris	Driver (Chemonics)[from March 14, 2000]
R. Rio Harrie (Rio)	Office Assistant (Chemonics)

1.3. CSSP Office Procedures and Liaison with USAID-CPT

1.3.1. General

CSSP office procedures and responsibilities were basically established during the first 2 months of CSSP's operations. Arrangements were made for weekly technical meetings attended by CARE and IFES staff as necessary, and for biweekly general staff meetings. Procedures were also agreed on for regular joint discussions with USAID-CPT on grants and project-related matters (see below, Section 2.4.) With the appointment of an Operations Manager in the third quarter general staff meetings were also supplemented weekly by support staff meetings.

Staff responsibilities were defined as precisely as possible within the setting of a collegial, flexible team working closely with its USAID-CPT colleagues. Basic staff responsibilities were mapped out in the first 3 months; some modifications were made subsequently to improve accountability and a more coherent division of tasks. Office staff were divided into two parts, support staff and technical staff. The support staff were under the overall management of the

Operations Manager, working closely with the Office Manager, who was responsible for day-to-day matters of administration. The technical team was further divided into those responsible for grant-making, under the terms of CSSP's Performance Objective 4 (PO4); those dealing with CSO advocacy and financial self-reliance, under the terms of POs 1 and 3; those responsible for CSO management under the terms of PO2, and for special projects; and those responsible for monitoring and evaluation (M&E) and IT activities.

Specifically, grant-making (PO4) was managed by a Grant Coordinator (Richard Holloway, later Peter Harris) working closely with three Grant Managers, Emma Kolopita, Yoke Octarina and Ponny Anggoro. Advocacy and self-reliance matters were managed by a CSO Development Specialist (Richard Holloway), working closely with advocacy specialist Yoenarsih Nazar (PO1) and financial self-reliance specialist Bernadet Gayatri (PO3). CSO management concerns, as prescribed by CSSP PO2, were managed by Glenn Gibney; and special projects, including special projects paid for from the CSSP Special Activities Fund, were managed by Jonathan Simon. CSSP's M&E specialist, Linda Rosalik, agreed in the second quarter to enlarge her scope of work so as formally to encompass responsibility for CPT as well as CSSP needs. CSSP's IT specialist, Erika Rotani, also undertook various activities connected to USAID-CPT needs as well as the needs of CSSP.

CSSP technical staff focused when they could on their specific areas of interest and expertise, both geographically and thematically. Jonathan Simon managed special projects on conflict resolution and truth & reconciliation. Emma Kolopita and Jonathan Simon helped USAID-CPT develop its program in West Papua/Irian Jaya. Yoke Octarina, Yoenarsih Nazar and Richard Holloway did the same for East Java, where the main thematic focus was local governance. Yoenarsih Nazar drew on her media skills and experience, and Peter Harris assisted USAID in its work on human rights and justice sector reform. But at the end of the fourth quarter a full allocation of team responsibilities with regard to geographical and thematic emphases was still awaiting the outcome of discussions within USAID about how to implement USAID's new strategic plan.

During the first quarter information systems were basically put in place. Computer hardware and a local area network were established in the CSSP office. A small reference section of important works on civil society, with papers and booklets relevant to CSSP's work, was also set up, though it was still at an early stage of development at the end of year one. CSSP files and documentation were systematized, both electronically and in hard copy (*Work Plan, Section 7.4.*)

CSSP contacted 500 Indonesian CSOs to tell them about CSSP, and in turn acquired basic information about most of them for its database. The database was later simplified at USAID-CPT's request, but the data acquired and the contacts made with the CSO community remained valuable for CSSP as its work developed. During the first quarter and subsequently, CSSP staff also met more than 60 civil society organizations (CSOs), private voluntary organizations (PVOs) and bilateral and multilateral donors, including a number of CSOs and PVOs funded by USAID, to learn about their programs and needs.

Among the donors, CSOs and PVOs in Jakarta that CSSP staff consulted were The Asia Foundation, the Ford Foundation, the Friedrich Naumann Foundation, AusAID, DFID, the

World Bank, UNDP, PACT, NDI, IRI, Internews, PEG (Partnership for Economic Growth), ACILS, LP3ES, INFID, PBHI, The Urban Community Mission - Jakarta, CETRO (The Center for Electoral Reform), Komnas Perlindungan Anak (The Commission on Child Rights), CPSM (Community for Participatory Social Management), ICW (Indonesia Corruption Watch), The Center for Regional Development Studies, WWF Indonesia, YLKI, ISAI, AJI (The Alliance of Independent Journalists), Komnas Perempuan (The Commission on Violence Against Women), groups within Nahdlatul Ulama, Yapemas Garut, ICRP, Yasspik, YLBHI, KIPP (The Independent Commission for Election Monitoring), Yayasan SET and Yayasan API.

To meet pending and potential grantees, CSSP technical staff also travelled to locations, and met a range of CSOs, in the provinces of Aceh, North Sumatra, Bengkulu, Lampung, South Sumatra, Yogyakarta and West, Central and East Java, East and South Kalimantan, North and South Sulawesi and West Papua/Irian Jaya.

In December and January CSSP staff engaged in in-house strategic planning sessions, in which they identified CSSP's priorities and drafted CSSP's Work Plan for year one. These planning sessions were circumscribed by the fact that because of USAID time constraints, it was not until 19 and 25 January that preliminary consultations were held with USAID-CPT. Thereafter a joint CSSP-CPT meeting was held on February 18 to discuss how the two teams would work together. The February 18 meeting was intended to discuss the draft Work Plan, but did not, again because of time constraints. Instead the Work Plan was finalized in an exchange of notes, and finally approved on April 19, some four months after CSSP became operational. (*Work Plan Section 0.2, 0.3, 0.4.*)

1.3.2. Performance monitoring

During the first two quarters CSSP devised a preliminary performance monitoring plan, with a tabulation of performance indicators to be used until the completion of USAID's new strategic plan. A first rendering of both was submitted to USAID in February, along with CSSP's draft Work Plan. In that month the CSSP M&E specialist also collected information from CPT Grant Managers for relevant parts of the annual USAID Results Review and Resource Request. In March CSSP M&E specialist Linda Rosalik formally assumed responsibility for USAID-CPT as well as CSSP M&E needs. She assisted CPT Grant Managers in collecting reports due from CPT grantees, trying to ensure timely delivery and encouraging organizations to assess their activities in terms of their given objectives.

At that time CSSP responded to a request from USAID by revising and further clarifying plans for indicator reporting and performance monitoring, including a proposed timetable for CSO reports and grant manager visits to CSOs. It was accepted then and later by both sides that a revised reporting system for CSSP's grant-making and other PO-related activities would have to come on line on completion of a new USAID Results Framework, to be drawn up in the light of the new USAID strategic plan. CSSP's performance monitoring plan indicators could then be adjusted to reflect whatever Results Framework USAID-CPT decided on.

Meanwhile during the fourth quarter, CSSP technical staff helped new and pending CSSP grantees draw up performance monitoring plans that included putting into place workable,

relevant results for existing performance indicators. Among the grantees assisted in this way were Koalisi NGO HAM Aceh, WALHI Aceh, WALHI Sumut, LBH APIK Aceh, Yayasan Dian Sulawesi, LAAI (Medan), Dalas Hangit (Banjarmasin), PUSSEBIK (Lampung), Faker Irja (West Papua), LKIS, CD Bethesda and the National Learning Group (all Yogyakarta), SPEKHAM (Solo), and AJI, CETRO, YASSPUK, ICRP, ICEL, YBLHI/Kontras, ISAI and Yayasan SET (all Jakarta). (*Work Plan Sections 4.2, 7.1, 7.2.*)

1.3.3. Reporting and Consultation

CSSP submitted full reports on all its activities to USAID, all of which were approved or accepted, as appropriate. The Work Plan for year one was submitted in mid-February, postponed until that time at the request of USAID-CPT; the Work Plan for year two was submitted in mid-October, on the date agreed with the Cognizant Technical Officer. Quarterly Reports were submitted as required each quarter, and CSSP technical staff's trip reports and other reports and papers were made available to CPT, by agreement on a reciprocal basis. Like the Annual Report, the Quarterly Reports and Work Plans were drawn up after consultation with all technical staff concerned (*Work Plan 7.3, 7.5*).

Weekly meetings with USAID-CPT took place under the aegis of the Project Review Committee (see below, Section 2.4.). Regular consultations also took place between the Chief of Party, Deputy Chief of Party and Operations Manager on the CSSP side, and the USAID-CPT Team Leader and the CTO on the USAID side, ensuring a clear understanding of each other's management methods, program activities and needs. There were also frequent consultations, more or less on a daily basis, between CSSP technical and support staff and technical and support staff in USAID-CPT, so that from the second quarter onwards almost no substantial action was undertaken by CSSP without close consultation with its USAID-CPT colleagues.

Less frequent consultations took place between CSSP staff, especially the CSSP Grant Coordinator, and the USAID Contracting Officer, principally to secure approval for suitably managed and presented grants.

1.4. Fielding of Chemonics Home Office Consultants

Marialyce Mutchler, Chemonics' assistant project administrator for CSSP in Washington, coordinated mobilization activities for CSSP from November 15 to December 12, 1999. John Strattner, Chemonics Vice President and program supervisor for CSSP, visited Jakarta from December 1 to December 16. His aims were to oversee mobilization efforts, to act temporarily as CSSP Chief of Party, and to develop CSSP's early plans with Chief of Party Peter Harris, who paid a first visit to Jakarta from November 30 to December 4 in a break between other assignments before taking up his position permanently on December 28, 1999.

Margaret Luttmann, field accountant for the Chemonics head office, visited Jakarta to work with Chemonics Group staff on office accounting and financial procedures from January 19 to 13 February, 2000. Chemonics Vice President Bruce Brower came to Jakarta as a short-term consultant working with Chemonics Group staff on monitoring and evaluation systems from

January 21 to February 2. Jennifer Brinkerhoff-Zengué came to the CSSP office from Washington, where she is a member of the Chemonics back-up team for CSSP, from August 31 to September 19, to serve temporarily as Operations Manager during Roshana Cohen's absence.

1.5. Other Administrative Issues

During the second quarter a draft brochure explaining CSSP to CSO constituents was prepared by the CSSP office, with support from the Chemonics Head Office. Following amendments made at CPT's request, CPT approval remained pending during the third and fourth quarters, but was given shortly thereafter. A CSSP web site was not constructed, since USAID indicated its approval should await the completion of a local consultant's assessment of CSO internet needs (an assessment still pending at year-end: see below, Section 1.6.). A handbook for the use of CSOs was drafted by CSSP's CSO Development Specialist Richard Holloway; USAID approval of its use was still pending at year-end.

In September CSSP welcomed the fact that after long delays, the Government of Indonesia approved *dinas* visa status for expatriate staff working for CSSP, under the terms of the old Strategic Objectives Agreement, or SOAg, between USAID and the national planning agency Bappenas. The provision of these visas, and the accompanying correspondence between USAID and Bappenas, seemed to suggest that CSSP would henceforth be in a position to claim and secure tax exempt status. However, CSSP staff continued to have difficulties understanding how to meet Government regulations so as to secure the benefits of this status, and these difficulties continued to hamper CSSP's ability to avoid making unnecessary tax payments, and to secure repayment of taxes already paid.

1.6. USAID Approvals Requested and Given

Chemonics received 62 approvals from USAID during the period November 15, 1999 to September 30, 2000, out of 75 sought. The discrepancy between the number sought and the number given was accounted for by requests for approval for:

- A SOW for an internet and website assessment, to be undertaken by the Director of CSSP sub-contractor International Development Professionals (IDP), which USAID declined in favor of an initial assessment to be carried out locally;
- A SOW for the initial, local assessment of internet and website needs, referred back for revision and not yet resubmitted at the end of CSSP year one;
- Four grant agreements, referred back for revision or modification and later approved;
- A CSSP self-evaluation, to be undertaken in the fourth quarter of year one and thereafter at yearly intervals, referred back for revision and not yet resubmitted at the end of year one;

- (Retroactively) 6 Special Activity Fund actions undertaken at USAID-CPT request early in the CSSP project, without written USAID-CPT approval being given at the time.

Activities and arrangements for which approvals were requested and given were as follows (* indicates an activity involving use of the CSSP Special Activities Fund, selected details of which are given below in Section 2.5.)

- To-post travel for Peter Harris and his family, Richard Holloway, Linda Rosalik and Jonathan Simon; and provision of a separate maintenance allowance for Jonathan Simon;
- Visits by Washington-based Chemonics consultants John Strattnner, Margaret Luttmann, Bruce Brower and Jennifer Brinkerhoff-Zengué;
- Trips to Singapore by Jonathan Simon, Glenn Gibney, Peter Harris and family, and Linda Rosalik to renew business visas pending the provision of *dinas* visas;
- (In the fourth quarter), a general agreement enabling CSSP expatriate personnel and dependents to visit Singapore to renew their visas as necessary;
- A visit by the CSSP Chief of Party to Washington in May to attend a Chemonics group subcontractors' meeting, and a visit to Singapore by the Chief of Party in September for medical treatment;
- The appointment as Operations Manager of Roshana Cohen, and related costs; and the local appointment of a second Financial Management Specialist (not yet appointed by the end of year one).
- A request from IDP, one of the Chemonics Group's project partners, to incur costs prior to the approval of its subcontract;
- Subcontracts for the Chemonics Group's project partners, CARE and IFES;
- A consultancy by Dr Gregory Fealy, from the Australian National University, Canberra, on interfaith activities;
- A preliminary visit by Jonathan Simon and others, including CSO representatives, to South Africa to assess the relevance of the work of South Africa's Truth and Reconciliation Commission, and prepare for a larger fact-finding visit*;
- A follow-up fact-finding visit to South Africa by a group of 34 Indonesian activists, CSO representatives, government officials and military officials, undertaken with CSSP and Ford Foundation support, to learn about the work of the South African Truth and Reconciliation Commission*;
- Attendance by 8 CSO representatives, 2 CSSP technical team members and Shally Prasad from USAID-CPT at an international workshop on fundraising organized in Manila, the Philippines, by the London-based Resource Alliance*;

- A consultancy report for CSSP and USAID-CPT by visiting legal affairs specialist Patricia Kendall, on the immediate prospects for USAID-supported justice sector reform activities in Indonesia;
- A consulting assignment in Jakarta by Leon Irish, a Washington-based international consultant on NGO law;
- Consultancy and other support for a workshop on witness protection issues, organized by Komnas Perempuan (the National Commission on Women)*;
- A Jakarta workshop to synthesize regional dialogues on scenario building, organized by the group Indonesia Masa Depan, and related activities*;
- A visit to New York by 5 Indonesian women activists to attend a follow-up conference to the 1994 UN Women's Conference in Beijing*;
- Attendance by two international consultants, Peter Woodrow and Richard Kraince, at a workshop and assist with an analysis of conflict resolution issues, both organized by Rektor Forum, the Indonesian universities' association of rectors;
- An assessment and public discussion organized by a group of senior lawyers, CINLES, of the performance of Indonesia's new commercial courts*;
- A national poll by the CSO LP3ES on public attitudes to the DPR, partly for the use of DPR members*;
- Revised CSSP Grant Agreements with four CSOs, Koalisi NGO HAM Aceh, WALHI Aceh, WALHI Sumut and AJI;
- The launch of, and a talk show on, a plan to transform TVRI (Televisi Republik Indonesia) into a public broadcasting corporation or entity, to the Jakarta-based CSO Yayasan SET (the Foundation of Science, Art and Technology)*;
- A trip to New Orleans by 4 Indonesian law drafting and law reform specialists to take a short training course in legislative drafting, as recommended by USAID-CPT*;
- A program of training and advice undertaken by the Human Rights Study Center at the University of Indonesia with law drafters in the DPR, to assist their efforts to assess and improve a bill on setting up a national human rights court*;
- 4 national workshops on law reform, organized by the National Law Commission of Indonesia*;
- Fact-finding study tours of the United States and South Korea by specialists examining how to enhance the public broadcasting role of TVRI, including members of Yayasan SET*;

- Agreements that (a) the English-language proficiency test required for those undertaking the study tour be waived; (b) IFES consultant Hank Valentino accompany the tour group to the U.S.; and (c) an interpreter accompany the tour group to South Korea;
- A training workshop on fundraising and financial self-reliance, organized by the Jakarta-based media CSO ISAI*;
- A national conference summing up the experiences and capacity-building needs of NGOs associated with the PVO PACT's INPI program*;
- Publications on religion and conflict resolution by Temple University, Philadelphia, in association with the World Council (Conference) on Religion and Peace, as arranged by USAID*;
- A national workshop in Jakarta for CSOs, organized by CSSP with the assistance of a local consultant, on financial management, project reporting and gender issues*;
- Agreement to employ local consultant Irfami Darma to assist with the evaluation of USAID Jayapura-based grantee YPMD;
- Agreement to employ local consultant Maggie Horhoruw as guide-interpreter for a delegation from the US CSO Street Law on a study tour of civic education groups in Indonesia;
- (In the fourth quarter) a general agreement enabling CSSP to contract local short-term technical assistance consultants below a given cost ceiling.

2. Program Activities, Including Technical Assistance and Training

CSSP program activities are described below first in terms of CSSP's four POs, and later in terms of special activities – usually activities paid from CSSP's Special Activities Fund. Some but not all special activities relate to CSSP's four POs. Those that do are glossed with a PO number in brackets. The extent to which CSSP met the semi-annual benchmarks laid down in Contract no. 497-C-00-99-00053-00 between USAID and Chemonics International, Inc. is noted in italics at the end of each PO section.

2.1. Performance Objective 1: CSO Analysis, Articulation and Effective Advocacy for Policy Reform and Implementation

To identify suitable service providers in advocacy, and to identify CSO advocacy needs, CSSP's advocacy specialists Yoenarsih Nazar and Richard Holloway undertook outreach activities and held discussion meetings with a number of PVOs and CSOs, including WALHI, the Indonesian Peasant Union, Katarsis, Yakoma, AJI, Yappemas, PSPK, INSIST, Sawarung and CSSP's subcontractor CIPE. CSSP team members attended advocacy training workshops, a including

workshop organized by PACT in Jakarta, and another in Yogyakarta organized by INSIST, to identify suitable Service Providers, discuss with participating CSOs how to identify and deal with their advocacy-related needs, and offer advice when appropriate. In the case of the Sarawung group in Bandung, CSSP staff agreed to hold a training course in advocacy for seven of its 37 member organizations, which they did in October, just after the end of CSSP year one (*CSSP Work Plan 1.1.*).

In addition Yoenarsih Nazar attended workshops on capacity-building for journalists, including one on investigative journalism organized by INPI PACT in co-operation with the TV Journalists Forum, another on freedom of information organized by the South East Asian Press Association (SEAPA). Again, the intention was to offer advice and identify relevant training resources and needs as seen from an CSO advocacy perspective, this time in the media field.

During the year manuals on advocacy written by Richard Holloway were translated into Indonesian for use by interested service providers and CSOs. Other materials on advocacy were also provided to CSOs.

During the third and fourth quarters CSSP advocacy specialists worked with selected CSOs to improve their advocacy skills. They included AJI, ISAI, and the National Learning Group on farmer rights and agricultural reform. Discussions also took place between CSSP staff and CSOs receiving or likely to receive CSSP grants, with a view to offering advocacy-related advice and encourage CSO grantees to make use of CSSP's advocacy resources. (*CSSP Work Plan 1.1.*)

Yoenarsih Nazar and other CSSP staff including Bernadet Gayatri also helped where appropriate in the preparation of PRC grant synopses and other PRC activities, especially in cases involving advocacy. In addition CSSP staff provided technical advice and logistical support to CSSP special projects as well as to CPT staff. For example, Yoenarsih Nazar and Yoke Octarina took part in the TVRI/Yayasan SET public broadcasting initiative (see above, Section 1.4.) and helped with logistics, orientations and briefings, including the debriefing of Washington-based international consultant Charles Krause, who played an important role in the initiative. Yoenarsih Nazar also accompanied CPT Team Leader Michael Calavan on an exploratory visit to East Kalimantan, and played a strong ancillary role in developing the CSSP-CPT initiative in East Java (see below, Section 2.4.)(*CSSP Work Plan 1.2.*).

CSSP staff were involved in initiatives relating to CSO law and the CSO legal environment. As mentioned in Section 1.6, CSSP hosted visiting Washington-based consultant Leon Irish, a CSO law specialist, in April. He met USAID-CPT staff and CSO partners to discuss prospects for civil society organization law in Indonesia. Later CSSP staff participated in a forum of CSOs, mostly Jakarta-based, that convened irregularly to discuss the implications of a draft law or bill on *yayasan*, or foundations, put before the DPR in the summer. The bill, a measure included in a letter of intent provided by the Indonesian government to the IMF earlier in the year, presaged significant changes in the way Indonesian foundations operated, breaking with the sullied record of the Soeharto era. CSSP staff provided the CSO forum with relevant papers and studies of foundation law (*CSSP Work Plan 1.2.*)

During the second and third quarters, CSSP staff explored the prospect of setting up an Advocacy Center, but decided that at this juncture the idea was probably premature. Instead it was agreed in discussions with INSIST, the Ford Foundation and others that there was a need for a body of information about CSO advocacy campaigns in Indonesia, and about how Indonesian CSOs have used democratic processes to advocate for policy change. Given the absence of good case materials, the development of this body of information was seen as an essential first step towards arranging more systematic training in advocacy among Indonesian CSOs. In the last quarter, therefore, it was agreed that INSIST would organize research into, and publication of, a set of case studies on advocacy, to be funded by CSSP and PACT with Ford Foundation support. In September INSIST held a workshop in Yogyakarta to get the case study initiative under way, with plans for a series of workshops involving a number of advocacy specialists and CSO partners in CSSP year two, and for the publication and distribution of completed case studies by mid-2001 (*CSSP Work Plan 1.3.*)

Contractual benchmarks for work on PO1 were (1) sources of credible research on civil society issues identified and disseminated; and (2) Indonesian NGOs using such research for internal discussions and debate. As noted above, and below under Section 2.3. and 2.5., CSSP staff supported the writing and distribution of numerous works and studies on civil society issues, including an Indonesian-language manual on advocacy for CSO use, a book in Indonesian on financial self-reliance, materials on foundation law, studies on justice sector reform and commercial courts, assessments of interfaith dialogue and human rights issues, including human rights court law, scenarios for scenario-building discussions on Indonesia's future, and a survey of public attitudes to parliament and governance. In workshops, meetings and seminars supported by CSSP, and in other venues, Indonesian CSOs used materials provided for discussions about advocacy and advocacy capacity-building, financial sustainability, human rights and justice sector issues and scenario-building.

2.2. Performance Objective 2: Effective CSO Administrative Management and Planning

During the first and second quarters Glenn Gibney and other CSSP staff compiled data on, and met with, potential service providers and consultants in the field of management and planning - 15 in all, including Business Dynamix, Gemilang, Remdec, Satunama and INSIST - and discussed options for future use with CSO partners and CPT team members. After consultation with CSSP staff it was agreed that at this stage, anyway, service providers would be used sparingly, rather than playing the central role envisaged in the CSSP Work Plan, since the CPT team wanted CSSP to confine its initial inputs largely to USAID's existing CSO partners.

Discussions also took place between CSSP staff and a number of experienced users, including PCI, HAPP, BSP-Kemala and EPIQ/USAID-NRM, about organizational assessment techniques. In March agreement was reached between CSSP and CPT team members on the type of formal organizational assessment to be used with USAID's CSO partners. This was a modified form of the Institutional Development Framework (IDF) often used by USAID, with elements of the Organizational Capacity Assessment (OCA) tool built in. Agreement was also reached that other types of needs assessment would be used with CSO partners as appropriate.

Following on from these discussions CSSP specialist staff made preliminary assessments of the general training needs of new USAID-CPT and CSSP CSO partners, and undertook a participatory assessment of the management needs of two leading CSOs, ISAI and YLKI. Glenn Gibney subsequently identified and contracted the Service Provider Remdec to undertake a strategic planning exercise with YLKI.

During the third and fourth quarters CSSP staff worked with CPT and other USAID specialist staff to prepare and organize a Financial Management, Reporting and Gender Workshop, which took place in August. The workshop, for newer grantees of USAID-CPT and CSSP, trained 23 USAID CSO partners in financial compliance and reporting requirements, as well as in gender issues. The workshop also served to identify future training needs of the 23 participating CSOs (*CSSP Work Plan 21., 2.2, modified in the light of the limited number of CSOs with which CSSP and USAID-CPT are currently working so as to reduce the role of intermediate SPs and increase the involvement of CSSP technical staff themselves.*)

Glenn Gibney and other specialist staff focusing on PO2 also provided support to specific special activities, some only loosely PO2-related. During the last two quarters Glenn Gibney and CSSP M&E Specialist Linda Rosalik cooperated with CPT technical staff to arrange evaluations of two USAID-funded CSOs, Yayasan Pembangunan Masyarakat Desa (Village Society Development Foundation, or YPMD) in Jayapura, West Papua/Irian Jaya, and the national organization Lembaga Penelitian, Pendidikan dan Penerangan Ekonomi dan Sosial (Institute for Economic and Social Research, Education and Information, or LP3ES). CSSP staff designed the scopes of work and hired consultants for these evaluations. Glenn Gibney himself participated in the YPMD evaluation, took part in writing the final report, and gave a briefing to USAID on the evaluation and on conditions in West Papua. Since the evaluations were fully participatory they offered CSSP staff the opportunity to explore ways of helping the CSOs being evaluated to improve their administration and planning. CSSP agreed to conduct such evaluations for USAID as needed in the future (*CSSP Work Plan 2.1, 2.2.*)

Throughout the year, CSSP financial management specialists gave one-on-one advice and training on financial management, strategic planning and compliance with USAID regulations to CSOs receiving or likely to receive CSSP grant support, in line with PO2 objectives. (For more on those CSOs, see below, Section 2.4.)(*CSSP Work Plan 2.2., 4.2.*)

Steps outlined in the CSSP Work Plan year one to prepare a constituency-building plan for CSOs were shelved after consultation among interested groups, in favor of working on constituency-building needs with individual CSO partners on a one-to-one basis, as part of more general packages of advice on management, administration and planning matters (*CSSP Work Plan 2.3.*)

Contractual benchmarks for work on PO2 were (1) selected Indonesian NGO grantees and potential grantees for FY2001 have program strategies and financial management plans; (2) extensive on the job training and other training provided for NGO grantees on financial management, administrative policy setting, audit management, and strategic planning and given to Indonesian grantees and/or potential grantees. As noted above and in Sections 1.3.2., 2.4. and 2.5., CSSP organized a national workshop on financial management and program and financial reporting for USAID partner CSOs; assisted 21 leading CSOs to draw up results-based

performance monitoring plans; enabled detailed management assessments of the needs of 2 CSOs, YLKI and ISAI, and an evaluatory assessment of the needs of a third, YPMD; provided more than 8 potential and actual CSSP CSO grantees with advice and training in organizational strategic planning and financial management; and had initial discussions with some of the 20-30 prospective CSSP CSO grantees identified by the CPT-CSSP Project Review Committee, but not yet ready to receive grants. In addition CSSP staff provided regular advice, networking contacts and other information to a range of CSOs seeking advice and assistance on financial and program management and strategic planning.

2.3. Performance Objective 3: Increased CSO Capacity to Obtain Funding

To help Indonesian CSOs focus on matters relating to financial sustainability, and start a process of training and research in this field, CSSP specialist staff encouraged CSO partners of USAID to attend a regional workshop on fundraising from March 21 to 24, 2000. The workshop is an annual event, located in a different Asian-Pacific city each year, and is organized by Resource Alliance, previously known as the International Fund Raising Group (IFRG). In the end 8 representatives of 5 leading Indonesian CSOs (ISAI, YLKI, LP3ES, PAKTA and LP3ES NTB) used CSSP support to attend the workshop, which this year was held in Manila. 10 other Indonesian CSO members attended the Manila workshop with support from other donors. Glenn Gibney and Richard Holloway from CSSP and Shally Prasad from USAID-CPT also attended the workshop, Richard Holloway as a resource person.

One of CSSP's specific aims in undertaking this activity was to encourage participating Indonesian CSOs to form a working group on financial sustainability that would offer relevant resources to other interested CSOs. A working group was duly formed, and met regularly for some time after the workshop, but it did not make much headway. More positively, the Jakarta-based foundation Bina Swadaya, one of the Indonesian CSO participants in the workshop, agreed to co-host the next annual workshop in Bali, possibly with CSSP support. To help prepare the ground for this workshop, and more generally to promote interest in financial self-reliance issues among Indonesian CSOs, CSSP staff provided interested CSOs with copies in Indonesian of the book *Menuju Kemandirian Keuangan*, originally a publication by the international civil society development group Civicus. Richard Holloway helped put the book into its present, Indonesian form, and the Indonesian-language version of it was finalized by Bernadet Gayatri and others (CSSP Work Plan 3.2.)

In the fourth quarter CSSP staff became involved in the work of the national organizing committee of the Bali workshop, scheduled for April 2001. CSSP staff helped draft the terms of reference of the committee, which was coordinated by Bina Swadaya. They also had preliminary discussions about commissioning case studies on financial self-reliance among Indonesian CSOs, drawing on resources available from LP3ES. (CSSP Work Plan 3.1, 3.2.)

During the quarter CSSP staff were also engaged in various other PO3-related activities. They were involved in preparing for and participating in a conference for USAID-supported NGOs organized by PACT/INPI in Bogor in August, which included discussion of financial sustainability issues. They were also involved in bilateral consultations with several

organizations and companies interested in private sector support for civil society activities, and in developing work in the field of financial self-reliance among Indonesian CSOs. These included the British Council, PT Freeport Indonesia and BP Indonesia (*CSSP Work Plan 3.1., 3.3.*).

Developing and circulating a database of funding sources for CSOs as provided for in the CSSP Work Plan turned out to be unnecessary, since a suitable database was identified on the website of the PAKTA Foundation. During the year CSSP specialist staff did however engage in discussions with donors interested in issues relating to financial sustainability, among them Bina Swadaya and the Ford Foundation (*CSSP Work Plan 3.1.*)

Contractual benchmarks for work on PO3 were: (1) selected Indonesian NGOs understand requirements for application to USAID for funding; (2) selected Indonesian NGOs apply to USAID for funding. As noted above and in Sections 2.4. and 2.5., more than 190 applications for grants from CSOs all over Indonesia were selected from a much larger number of grant applications to CSSP and CPT (most of them to CSSP) for discussion at the CPT-CSSP Project Review Committee or allocated Special Activities Funds. CSSP staff made USAID funding application requirements clear to CSOs that approached CSSP for information, or whose grant applications were given P1 or P2 status by the Project Review Committee, and given to CSSP Grant Managers to lead on. CSSP staff also prepared an easy-to-use handbook for Indonesian CSOs, explaining USAID regulations. In addition, CSO participants in the Manila Resource Alliance workshop and other CSO partners understood better USAID funding requirements in the broader context of donor funding to CSOs and CSO financial sustainability.

2.4. Performance Objective 4: Grants to CSOs Awarded and Managed Effectively

2.4.1. Procedures and Priorities

In January and February 2000, procedures were put in place for a joint grant selection committee involving USAID-CPT and CSSP-CPT. The Project Review Committee, or PRC, met weekly from February 8 onwards, and with few exceptions continued to do so through September 2000. It was so called to emphasise the fact that it would periodically review projects and engage in strategy discussions as well as assess grants. A flow chart was devised outlining the work of the PRC, data collected on CPT and CSSP grants, and a chart made showing the geographical location of all CPT and CSSP CSO partners to date (*CSSP Work Plan 4.1.*)

During the same period PRC-related grant management processes were quickly established and quite soon thereafter put into practice. By common agreement the PRC's weekly meetings took place in the CPT office and the CSSP office on alternate months. The meetings considered selected grant proposals submitted to both CPT and CSSP, with the bulk of proposals soon coming to CSSP. Proposals were presented in the form of synopses written by CSSP technical staff. The secretariat of the PRC, located in the CSSP office and administered on a day-to-day basis by the CSSP Project Assistant, maintained essential grant data. Synopses of proposals and most correspondence to CSOs were dealt with by CSSP staff, proposals themselves being presented at the meetings by the most suitable CSSP or CPT team member.

In response to a large number of requests from CSOs for information about CSSP and USAID grant-making criteria and procedures, CSSP staff made USAID funding application requirements clear to CSOs that approached CSSP for information. They also did the same to CSOs whose grant applications were provisionally approved by the PRC, and given to CSSP Grant Managers to take a lead on.

At PRC meetings each grant proposal was either approved (pending 1 or P1 status), referred back for further work (P2 or P3 status), or rejected. Each P1, P2 and P3 proposal was allocated to 2 Grant Managers, a lead Grant Manager and a support Grant Manager, one each from CPT and CSSP. The responsibility of the Grant Managers, especially the lead Grant Manager, was to recommend upgrading or rejection for all P1, P2 and P3 proposals. P3 proposals were either upgraded or rejected. P2 proposals were expected to be upgraded to P1. P1 proposals had to be put into good shape for final approval by the CO.

For P2 and P1 proposals, the lead Grant Manager assumed primary responsibility for working with the CSO concerned to ensure that its grant proposal met USAID grant-worthiness criteria. This included working with the CSO on its strategic planning, usually with log frames, as well as on its financial management. The grant proposal could then be submitted for final CO approval, while further training needs could be specified for follow-up work by CSSP specialist staff under PO2.

Criteria for selecting grant applications were gradually clarified, but at the end of year one were still in some need of further elucidation. To some extent definition of criteria depended on definitions of geographical and thematic priorities. In March there was a first discussion among CSSP and CPT team members about the need for geographical and thematic priorities to be identified, but they were, in the end, left undecided, partly because of the need to await the findings of the pending USAID strategic review. Geographical priorities were again discussed in August, following completion of the strategic review. It was then agreed that most of CSSP's and CPT's grants should go to CSOs in Jakarta - if they were national in import - and to the six priority provinces identified in the review. These were Aceh, West and East Java, East Kalimantan, North Sulawesi and West Papua/Irian Jaya.

Thereafter CSSP staff paid particular attention to East Java and West Papua, both of which were regarded as CSSP priority areas, and to a lesser extent to East Kalimantan. CSSP staff paid field visits to all three locations, in the case of East Java on a regular basis. (For more on field visits, see above, Section 1.3.1.) CSSP Deputy Chief of Party Jonathan Simon drafted a working plan for West Papua on the basis of visits with CPT staff to CSOs and others there. Richard Holloway did the same for East Java on the basis of several visits to different parts of East Java with CSSP and CPT staff and team leaders. A number of approaches from East Java CSOs arose from these visits. The research group CPPS in Surabaya, for example, made plans to use CSSP/USAID support to research case studies of decentralization from a civil society perspective. And the CSO SPEKTRA, also in Surabaya, made plans to convene a regional conference of CSOs, which was held shortly after the end of CSSP year one, in October

To improve CSSP's capacity to deal with USAID's six geographical focus regions, the CSSP Chief of Party agreed in principle with the CPT Team Leader and CTO at the end of year one that CSSP should seek approval for an enlargement of its grant-making team, so as to have 6 Grant Managers, one for each focus region. (Approved was sought shortly afterwards, in October.)

During CSSP year one CSSP's thematic priorities remained somewhat less well defined, and continued to reflect the spectrum of thematic responsibilities of each of the CPT Grant Managers. That said, there was agreement that the CSSP's growing focus on East Java would work on a program of accountable, transparent, participatory local governance.

2.4.2. Grant Proposals and Approvals

During year one 188 grant proposals were brought in synopsis form to PRC meetings, selected from a much larger number of grant applications from CSOs. Of these 188, 15 were approved outright (P1), 9 of them with CSSP staff as lead Grant Managers. A further 70 were referred back to Grant Managers for additional work, 56 of them to be followed up primarily by CSSP staff. At the end of year one, CSSP Grant Managers were each responsible for an average of 15 P1, P2 and P3 proposals.

Among grant proposals approved (P1) or accepted for further consideration (P2 and P3) were ones from CSOs active in the fields of village-level and local governance, including 'government watch' activities; capacity-building and legal education among traditional or *adat* communities; parliamentary capacity-building and monitoring; anti-corruption activities; conflict resolution and inter-faith dialogue; environmental protection; media-related activities, and the protection of workers', farmers' and other disadvantaged groups' rights. Fewer Grant Agreements were given final approval during year one than anticipated early on, largely because of delays in the early stages of the PRC and grant-making processes. By year end, however, a steady flow of grants for approval was moving through, with the prospect of a much enhanced number of grants approved during year two.

During year one, 8 CSSP Grant Agreements were submitted to the Contracting Officer for final approval, 2 actions approved at the PRC became Special Activities Fund projects, and a further 8 CSSP grant actions were in the final stages of preparation at the end of the fourth quarter.

Of the 8 Grant Agreements submitted to the CO in year one, 4 were given final approval, with first advances on the grants concerned being paid to the grantees. The 4 grantees concerned were Koalisi NGO HAM Aceh (a coalition of human rights NGOs in Aceh), WALHI Aceh and WALHI Sumut (the Aceh and North Sumatra members of the environmental protection coalition Wahana Lingkungan Hidup Indonesia, or WALHI) and AJI (the national alliance of independent journalists based in Jakarta). All 4 grants were substantial actions, financially and thematically. 3 of them were to NGO coalition groups, and all of them to NGOs with extensive reach and influence in their technical field and geographical target areas.

The grant to Koalisi NGO HAM Aceh provided support for 25 months, to a coalition of human rights NGOs operating from branches coordinated by a center in the provincial capital Banda

Aceh. Among its activities was monitoring the ‘humanitarian pause’ among the conflicting parties in Aceh put in place in Geneva in May. The importance of the grant was underlined by a press release from the U.S. Embassy in Jakarta on June 26 citing the grant as an example of U.S. Government support for steps to resolve Indonesia’s humanitarian crises.

The grant to WALHI Sumut was in support of a 16-month program in North Sumatra to promote reconciliation among conflicting groups over land use and land rights. The grant to WALHI Aceh was for a 24-month program on equitable natural resource management in Aceh. And the grant to AJI was for a 3-month program of training for journalists investigating corrupt practices.

In every case the grantees went through a lengthy process of discussion and negotiation to ensure their grant-worthiness, the soundness of their budgets and financial management, and their overall ability to administer their projects to standards acceptable to CSSP acting on behalf of USAID.

2 other grants, to Yayasan Dian Sulawesi (the Torch Foundation of Sulawesi) for a 16-month program on community-based conflict avoidance in North Sulawesi, and to Yayasan Dalas Hangit for a 2-year program on participatory local governance in South Kalimantan, were pending the CO’s final approval after revision at the end of the fourth quarter. A further 6 draft Grant Agreements, all financially and technically substantial actions, were in final stages of preparation. They included prospective grants to two Jakarta-based organizations, the Indonesian consumers’ association Yayasan Lembaga Konsumen Indonesia (YLKI), and Yayasan API (the Foundation for Political Research, Information and Publication), both submitted to the CO for approval in the fourth quarter but referred back to CSSP for technical amendment at year end.

Because of special circumstances, 2 further grant proposals from CSOs were approved by the PRC during year one but paid out not as grants but as CSSP Special Activity Fund projects. The 2 projects, both subsequently completed, consisted of the production by Yayasan SET of public service announcements for national broadcasting, and support by Yayasan Trimulya for a consultation on the role of *adat* beliefs and practices in conflict resolution (*CSSP Work Plan 4.2.*)

Contractual benchmarks for work on PO4 were: (1) contractor issues RFA; (2) contractor and USAID review properly submitted applications; (3) contractor awards grants [approximately 10 to 15 annually] after securing a written USAID approval and an efficient negotiating process based on sufficient information and rapid, appropriate response from applicants. In the first months CSSP did not issue an RFA on the instructions of the USAID CPT Team Leader, who advised CSSP to follow the practice established by USAID-CPT of dealing with largely unsolicited grant applications. This practice is expected to be discussed again with CPT in the coming months. The establishment of the PRC, as described in Section 2.4. above, constituted a proper joint review process for grant applications. Following the establishment of the PRC in February, and approval of CSSP’s Work Plan in April, CSSP grant-making got under way in earnest, and well-documented CSSP grants were awarded after due grant-making process to 4 CSOs, with a further 4 pending final approval by the CO at year-end, and a further 2 actions approved by the PRC supported by CSSP Special Activities Funds. In addition, a further 57

grant applications considered by the PRC and allocated to CSSP Grant Managers had been provisionally approved or referred back for further investigation by year-end.

2.5. Activities Supported by the Special Activities Fund, and Related Activities

During CSSP year one the CSSP Special Activities Fund was used to support 26 activities, several of them very substantial, as detailed below. Where appropriate, the relevant CSSP Performance Objective is given in brackets at the end of the activity described. All the activities describe conform to CSSP's Work Plan on the Special Activities Fund (*CSSP Work Plan, 5.2*).

- A visit to Amman, Jordan, by 25 Indonesian religious leaders in November 1999. Their purpose was to attend an interfaith conference organized by the World Council on Religion and Peace, part of a broader set of ongoing activities relating to inter-faith dialogue supported by USAID. On their return to Jakarta the Indonesian participants in the Amman conference attended a debriefing workshop at the Hotel Acacia, facilitated by CSSP. In January 2000 the same religious leaders and 14 others attended a seminar on inter-faith issues in Puncak, again with CSSP's full logistical and financial support (PO1).
- Two short-term consultancies in January-February 2000 by Dr Greg Fealy from the Australian National University, Canberra, and Farha Ciciek, an Indonesian NGO activist specializing in religious issues,. Their assignment was to assess the prospects for USAID-supported inter-faith activities and programs in the light of current trends among existing inter-faith groups. The 2-week assessment involved travel to Yogyakarta and Medan, in addition to participation in the Puncak interfaith retreat (see above, item 1). CSSP provided full financial and logistical support. The consultancy resulted in a report on the condition of inter-faith processes in Indonesia, submitted to CSSP for USAID-CPT on February 11. CSSP staff edited the report for wider distribution later that month (PO1, PO2).
- Support for a workshop, a seminar and lobbying meetings organized in Jakarta by the Yayasan Trimulya as part of its ongoing promotion of inter-faith dialogues and conflict prevention activities. CSSP support for these activities was in line with earlier USAID support provided to Yayasan Trimulya for similar activities (PO1).
- Support for the publication of books and materials on interfaith issues by Temple University, Philadelphia.
- A May 2000 visit to South Africa by a fact-finding mission of 34 Indonesian civil society and government leaders. The preparations for the visit, undertaken comprehensively by CSSP, included a preparatory visit to South Africa in February by Jonathan Simon of CSSP and Mimy Santika of USAID-CPT together with a representative of the Indonesian CSO Yappika. They met members of the South African Truth & Reconciliation Commission and discussed the arrangements for and contents of the May visit.

The May visit included a pre-departure workshop in Jakarta, a consultative workshop in Durban, a further action planning workshop in Durban, and field visits to different South

African locations. Its purpose was to consider as many aspects as possible of the South African Truth and Reconciliation Commission and its applicability to Indonesia.

In March and April consultations took place between CSSP Jakarta and Washington on the one side, and USAID and Indonesian interest groups on the other, about the prospect of a truth and reconciliation conference being held in Indonesia towards the end of calendar year 2000. Chemonics undertook some preliminary planning, but following a briefing for the US ambassador in July, and in the light of changing domestic circumstances, plans for the conference were shelved pending a stronger expression of interest from domestic Indonesian constituents (PO1).

- A visit by an Indonesian minister and a senior official to South Korea, to investigate processes of national reconciliation there (PO1).
- A short-term consultancy on legal reform, in which visiting legal affairs specialist Patricia Kendall drafted and submitted a report on the prospects for justice sector reform, and led a roundtable discussion on the subject. The report was submitted on March 13 and later edited by CSSP for wider distribution.

Before and after the Kendall consultancy, the CSSP Chief of Party attended a number of USAID, US inter-agency and other roundtable discussions on law reform. These discussions included two consultations about USAID plans for legal reform, one by a working group of US embassy law specialists and the other involving USAID and interested NGOs. CSSP also submitted to USAID-CPT the names of a number of leading law reform consultants available for assignments, and contributed in other ways to USAID's activities on justice sector reform (*CSSP Work Plan, 6.2.*).

- 4 national workshops on law reform, organized by the National Law Commission of Indonesia; and briefings to the DPR by the Human Rights Center at the University of Indonesia on human rights legislation and human rights courts law.

When established by President Abdurrahman Wahid in early 2000, the National Law Commission assumed a broad mandate to inform the president about legal matters and to explore prospects for law reform. Its 6 members were all reputable lawyers and law specialists. During the fourth quarter its secretariat, supported by USAID through the Asia Foundation, organized six national workshops on key aspects of law reform. Four of the workshops, all held in September, were given logistical and other support by CSSP through a fixed-price sub-contract to the Commission.

CSSP's support for the Commission came shortly after CSSP had provided support to the Human Rights Center at the University of Indonesia, whose head was a member of the Commission, to provide training and briefings on human rights law and human rights courts to members of the DPR, so as to help them be better informed when considering in committee a bill to establish an Indonesian human rights court (*CSSP Work Plan, 6.2*)(PO1).

- Attendance by five leading law reform specialists, two from CSOs, at a short law drafting training course at Tulane University, New Orleans (*CSSP Work Plan, 6.2.*).
- A study by CINLES, a group of leading lawyers in Jakarta, to assess the effectiveness of Indonesia's new commercial courts (*CSSP Work Plan, 6.2.*)(PO1).
- Two short-term activities by two CSOs, Yayasan SET and Yayasan Trimulya (see Section 2.4. above)(PO4).
- A short advocacy training workshop organized by national WALHI for the Jakarta-based environment group Kelompok RANITA (PO1).
- Assistance to Komnas Perempuan (the National Commission for Women) for a witness protection workshop, including the provision of two specialist consultants (PO1);
- A workshop, discussions and other scenario-building exercises on Indonesia's possible futures by the civil society group Indonesia Masa Depan (PO1).
- Attendance by five women activists at the follow-up forum in New York of the 1994 UN Women's Conference held in Beijing (PO1).
- The attendance by six Indonesian women activists from 3 leading CSOs at a conference in Taipei, Taiwan, on gross violations of women's human rights, including violations perpetrated by the Japanese during the Second World War. The conference was organized in preparation for an International War Crimes Tribunal in Tokyo in December 2000 (PO1).
- Support for, and assistance with, the attendance by two women legal aid activists from Semarang, Central Java, at a conference in Bangkok, Thailand, on trafficking in women (PO2).
- A national poll on attitudes towards the DPR undertaken by the national CSO LP3ES with assistance from IFES (*CSSP Work Plan, 5.1.*)(PO1).
- A fact-finding study visit to the United States and South Korea by a group of specialists in public broadcasting, including staff members of TVRI and Yayasan SET. As noted above in Section 1.6, this support included provision of an interpreter for the visit to Korea, and support for an IFES consultant to accompany the tour in the United States. It also included support for a visit to Jakarta by Charles Krause, a Washington-based consultant on media affairs. The group's aim was to look into different models of public broadcasting so as to advise the senior management of TVRI on the best way to restructure TVRI into a more independent organization. The group's visit to the United States was organized and managed by Chemonics Washington, in collaboration with IFES, Washington; the trip to South Korea was managed by the CSSP office in Jakarta. Among the institutions visited in the US were the American University, the Committee on Public Broadcasting, the Voice of America, APTS, National Public Radio, Freedom Forum, PBS and ABC (*CSSP Work Plan, 6.1*)(PO1).

- A short training workshop by the media resource CSO Institut Studi Arus Informasi (ISAI) for journalists at the journal *Jubi* in West Papua/Irian Jaya (PO2)(*CSSP Work Plan, 6.1.*)(PO2).
- A four-day conference for more than one hundred Indonesian CSOs, most of them partners of the USAID-funded PACT INPI program (the Indonesian NGO Partnership Initiative), or INPI, to discuss their achievements, problems and future roles. The conference served as a summing-up for the last stages of PACT/INPI, as well as providing CSSP and participants with a chance to network and exchange experiences. Group discussions focused on CSO programs relating to workers, farmers, migrant workers and indigenous peoples; good governance; the environment; democracy and the media; and violence and human rights. CSSP provided technical and financial assistance (PO1, PO2, PO3).
- A short training course in fund-raising for CSOs active in the media field, organized in Bogor by ISAI (*CSSP Work Plan, 6.1.*)(PO3).
- A four-day financial management, reporting and gender workshop, organized in Jakarta by CSSP for CSSP and USAID-CPT's partner CSOs, especially ones recently in receipt of CSSP or USAID-CPT grants (for more see above, Section 2.2.)(PO1, PO2, PO3).

3. Closing Observations

The principal elements of CSSP's Work Plan for year one were put into practice, together with a number of other activities, especially those outlined in Section 2.5., which the Work Plan did not foresee. As noted in the relevant sections of this Report, the semi-annual benchmarks for CSSP year one as provided for in Contract no. 497-C-00-99-00053-00 were adhered to, and were enlarged upon in a variety of ways in close consultation with USAID-CPT. Activities for CSSP year two will build on the achievements of year one by deepening and enlarging CSSP's contribution to capacity-building among Indonesian CSOs, and its provision of important technical, training and other support to CSOs and other civil society institutions. The main focus of the work will continue to be on CSOs in USAID's six geographical priority areas; but the impact is expected to be cross-cutting sectorally and geographically. It will be closely assessed and monitored by means of an array of instruments, including CSSP's own annual self-evaluation. Early moves towards extending CSSP's three-contract period by 2 years will facilitate provision of longer-term grants and other assistance to CSOs, with concomitant longer-term impacts.

end]