

**INDONESIA CIVIL SOCIETY SUPPORT AND STRENGTHENING
PROGRAM**

Third Annual Report
October 1, 2001 – September 30, 2002

Submitted by:
Chemonics International Inc.

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CIVIL SOCIETY SUPPORT AND STRENGTHENING PROGRAM (CSSP), INDONESIA

Third Annual Report, for the period October 1, 2001 to September 30,
2002

Performance Objectives: All Performance Objectives

Activities: Grant-making activities; activities relating to support for Indonesian civil society organizations (CSOs) in the fields of advocacy, good management and financial self-reliance; other forms of technical and training support to CSOs; monitoring and evaluation activities; other civil society-related activities, as agreed with USAID; CSSP's mid-term evaluation; and related administrative matters.

Responsible Persons: Field and home office technical and administrative staff of the CSSP Chemonics Group (Chemonics International, CARE International, IFES, IDP, CIPE).

Start Date: October 1, 2001	Completion date: September 30, 2002
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Summary

This Annual Report summarizes the key features of CSSP's work during the third year of its operations. It describes:

- Core activities designed to meet CSSP's Performance Objectives, namely support for good grant-making to CSOs (civil society organizations), and for effective CSO advocacy and analysis, improved CSO management, and CSO financial sustainability
- CSSP special activities and use of the Special Activities Fund
- CSSP Monitoring and Evaluation activities
- CSSP's mid-term external evaluation
- The make-up of the Chemonics CSSP group and the CSSP team
- Other administrative matters
- Prospects for the next 2 years

The Report summarizes and reviews information earlier provided in CSSP's Quarterly Reports nos. 9 to 12, covering the period October 1, 2001 to September 30, 2002.

Items relating to the Year 3 Work Plan are shown in square brackets and italics in each of the 4 Quarterly Reports, and are not repeated here. Instead a brief summary of the goals of the Work Plan is given at the beginning of each of the sections on the 4 Performance Objectives.

The Report contains 2 Appendices: a financial statement for Year 3, and a bibliography of major documents produced under CSSP auspices since its inception.

This report is presented using the standard format developed by Chemonics for CSSP, and approved by USAID.

1. Introduction

Some 4 years after the end of the New Order, Indonesia needs a strong civil society as much as ever, if not more so. The events of the last 12 months, and especially the Bali bomb atrocity of October 12, have strengthened the hand of those calling for heightened security readiness, a sturdier state and a more assertive military. Such people sometimes argue that a strong civil society matters less now than before. But it is equally possible to argue just the opposite. A resilient civil society is a vital element of a strong democratic state, and a strong democratic state is an essential counterweight to other, less democratically-inclined trends. This is particularly true at this juncture in Indonesia's development, when it faces grave challenges to its security and integrity just as it prepares for the testing general election of 2004.

At CSSP we take civil society to mean democratically-minded civil society, and not those intolerant forms of civil society that lead anew to authoritarianism and the suppression of dissent in some other guise. How strong and steady of purpose Indonesian civil society is in this respect is not entirely clear. If, as CSSP has consistently argued, civil society is taken to be 'the networks, structures and organizations that stand between the modern state on the one side and the family and the individual on the other, *and that contribute directly or indirectly to the enhancement of democracy and good governance*', (with the emphasis on the second part of the definition), there can be little doubt of the density and richness of such networks, structures and organizations in Indonesia today. But there is some uncertainty about the extent to which taken as a whole they seek to contribute to democracy and good governance, rather than detracting from it.

When looked at more closely, the picture is mixed. From the smallest community to the national polity, habits acquired from 30 years or more of semi-corporatist authoritarianism coexist with new, more democratic norms and practices. These in turn jostle for space with *santri* and more intolerant Islamic influences as well as *adat* and other conservative approaches to state and society. From out of this has emerged a patchwork quilt whose overall texture and design it is not yet easy to see.

But as CSSP's work with Nahdlatul Ulama and other moderate but highly influential Islamic groups shows, it is highly premature to portray Indonesia as succumbing to radical Islam, even if Indonesian civil society – which many call *masyarakat madani*, with its intellectual roots in Islamic history, rather than the more anglicized *masyarakat sipil* – may be actualized in new, more Islamic ways, different to the forms of civil society we are used to elsewhere. There may be more to the argument, sometimes heard in Jakarta nowadays, that the biggest obstacle to further reform in Indonesia today is the weakness of a government that has yet to make a full, clean break with the New Order. Yet this is the voice of pessimism. It neglects the widespread and probably irreversible changes that have occurred since May 1998. It also overlooks the on-again, off-again quality of restructuring and democratization among many of Indonesia's east Asian neighbours during the last two decades. These experiences suggest that such reforms cannot happen overnight, and often move forward in a less than linear fashion.

In these conditions the Civil Society Support and Strengthening Program (CSSP) has achieved a great deal in the short space of 3 years. Before going on to explain why and how, however, a quick caveat is in order: it is hard to judge the effectiveness of civil society programs, even at the best of times. As is sometimes acknowledged, there is always a

mismatch between the ultimate aim of civil society initiatives – to nurture the networks, structures and organizations between state and the individual so that democracy and good governance are made secure by them – and the goals of even the largest civil society support program, which can at best be measured in terms of much more modest achievements. Moreover even at a more modest level, contributions to democracy and good governance are difficult to appraise with accuracy, especially within short time frames.

Given all that, CSSP is a USAID-funded program, set up with benchmarks and targets against which to be judged, and by those benchmarks and targets, as well as by broader, well-defined criteria, it was recently judged to be working very well. A mid-term evaluation done for USAID by MSI described CSSP as having achieved a very great deal in a short time, despite facing the ‘daunting’ task of working with untried groups in a political space previously almost entirely occupied by the Suharto government.

The evaluation noted that in spite of many obstacles in the way of sustaining Indonesian CSOs, CSSP ‘had done very well indeed in three particular areas, displaying ‘a high degree of professionalism and commitment’ and proving itself ‘highly effective’. These were ‘nurturing embryonic NGOs to become grantworthy; helping them build strong financial management systems; and assisting them to develop advocacy skills’. The evaluation, the tone of which was persistently upbeat, also referred in laudatory terms to CSSP’s work on promoting financial self-reliance, and in assisting CSOs in developing modern management systems. And it concluded that CSSP had ‘met and in some cases exceeded the results targets set for Year 3 of the contract’.

The findings of the evaluation were complemented by CSSP’s own internal review of its impacts mid-term. This impact assessment, done in June this year, was undertaken partly because without a full set of benchmark data (CSSP refrained from undertaking an initial benchmark survey in 2000 at USAID’s behest) CSSP lacks the means to assess fully its achievements at program end in 2004. Based on primary as well as secondary data, the 92-page impact assessment report described a wide range of impacts, many of them quantifiable, even after two-and-a-half years of programming. These included a number of very practical impacts, principally through advocacy on law drafting, policy making and policy implementation. Many of these were at the macro-political level – local laws and regulations passed and applied, local public policies and practices improved, specific rights violations and corrupt practices documented and remedied, and so on – but there were larger achievements to record, too. Some of these are described in the pages that follow. Impacts documented also included clear improvements in the management, administration and long-term planning of CSSP’s civil society grantees. Again, the report that follows describes some of these in more detail.

CSSP’s task now, with reduced funding and 2 more program years ahead, is to consolidate its achievements and leave behind sustainable groups of CSOs working to address salient issues in their localities. During the last 2 years CSSP has been concentrating on USAID’s 6 priority regions – Aceh, East Kalimantan, North Sulawesi, West Java, East Java and Papua – and on key issues that local groups regard as most important, particularly issues that have national significance such as conflict prevention, participatory governance, the rights of the disadvantaged, and fair laws governing civil society itself. Guided by a revised contract between Chemonics International and USAID, CSSP will now work to strengthen key CSO partners in ways that are crucial to their sustainability. It will focus on improving their ability

to sustain themselves long-term, drawing on strengthened Service Providers, and working with identified constituencies in the interests of a more democratic and open society.

There may be a certain disjuncture between the ultimate intention – an open democracy – and the means available to CSSP to help achieve it, but CSSP can still use the next 2 years to make strong, identifiable contributions – and be counted a success in doing so.

2. Program activities, including technical assistance, training, grant-making, special activities and Monitoring & Evaluation

CSSP program activities during the year are described below in the manner standard to these reports, that is, first in terms of CSSP's four Performance Objectives (POs), and later in terms of its special activities, including activities paid for from CSSP's SAF (Special Activities Fund, to be renamed Strategic Activities Fund in Year 4). As mentioned earlier, many of the activities correspond with items in CSSP's Year 3 Work Plan, but since these Work Plan items are identified and enumerated in each of the last 4 Quarterly Reports they are not cited again here.

2.1. Performance Objective 1: CSO analysis, articulation and effective advocacy for policy reform and implementation

In its Year 3 Work Plan (Sections 1.1. to 1.7.), CSSP was to

- identify advocacy issues by theme in its 6 geographical focus areas
- build CSO advocacy capacity for policy reform and implementation, and encourage the development of more democratic CSOs
- support positive engagement between CSOs and government
- support advocacy CSOs in the work on the foundation (*yayasan*) law and other important national laws
- document and share success stories and failures in CSO advocacy work

Thematic priorities in the 6 geographical areas as developed during the year are described in Section 4 below. Otherwise CSSP's advocacy specialists carried out these plans, with the emphasis of work during the year being on:

- working with CSO partners to help build their capacity in advocacy skills, and in the skills needed to identify issues and undertake participatory, bottom-up research and planning for effective advocacy. This involved helping them develop strong, informed constituencies.
- providing technical and other support to partner CSOs working on key national and regional legislation. At the national level this consisted of the new foundation law, the new legislative process bill and national legislation on farming and farmers' rights. It also included work regionally and locally on a range of laws and regulations relating to rights, governance and public policy issues.
- working with CSO partners in different parts of the country on documenting and sharing advocacy experiences, with special reference to engaging local governments.

2.1.1. Capacity building, constituency-building and issue analysis

During the 1st quarter of Year 3 CSSP advocacy specialists introduced CSSP's advocacy self-assessment tool, the Participatory Advocacy Capacity Self-Assessment tool or PACSA, to 31 of CSSP's CSO partners at a workshop in Yogyakarta. The workshop was run by the CSO INSIST (Institute for Social Transformation), which CSSP hopes to help further strengthen during the next 2 years as a Service Provider in advocacy training and research, as well as in other fields. The aim of the workshop was to help a large group of CSSP's CSO partners explore in more detail their advocacy needs. It built on a series of studies of advocacy in

action undertaken by INSIST with CSSP support in Years 1 and 2 (see Quarterly Report no. 7, Section 2.1.). The studies had enabled 11 key CSOs to research, analyse and discuss their advocacy experiences in such fields as domestic violence, child rights, migrant labor, land rights and disability. More generally it had enabled them to think through the key elements of a successful advocacy program. The results of their work had been distributed to a range of CSOs as teaching and study material, and published in book form (see CSSP 2nd Annual Report, p. 12, and below, Appendix 2, Bibliography, INSIST (2001)).

The INSIST PACSA workshop enabled CSOs to understand the PACSA process and how to use it for themselves. (The process involves developing advocacy plans and assessing advocacy capacity-building needs in a participatory way, with the involvement of CSO constituents as well as board and staff. As a side product it thus helps CSOs strengthen and develop their constituencies as well as their advocacy skills.) Following the workshop a number of the CSO participants went on to organize their own, more specific PACSAs. During the 10th and 11th quarters CSSP team members facilitated or served as technical advisers in 11 of these CSO-specific workshops, some organized by CSOs participating in the INSIST workshop, others by CSOs that learned about the PACSA in other ways.

These 11 workshops involved the following CSOs, 10 of them CSSP grantees or grantees-to-be:

- Yayasan Dian Sulawesi (YDS, later renamed as Yayasan Dian Rakyat Indonesia or YDRI) in Manado, North Sulawesi
- Konsortium Pemberdayaan Masyarakat Sipil (KPMS) in Makassar, South Sulawesi
- Kelompok Kerja 30 (POKJA30) and Bina Kelola Lingkungan (BIKAL) in Samarinda, East Kalimantan
- Yayasan Bina Manusia dan Lingkungan (YBML) in Balikpapan, East Kalimantan
- Yayasan Bumi Darun Najah (BDN) in Pasuruan, East Java
- Kelompok Pemberdayaan Perempuan untuk Demokrasi (KPPD) in Surabaya, East Java
- Yayasan Pemberdayaan Masyarakat Indonesia (YPMI) in Manado, North Sulawesi
- Aliansi Masyarakat Adat dan Nelayan (AMAN) in Balikpapan, East Kalimantan
- Yayasan Dalas Hangit (YADAH) in Banjarmasin, South Kalimantan
- West Java Corruption Watch in Bandung, West Java

An important outcome of these workshops was that CSO participants had a much better understanding of the importance of involving their constituencies, and of identifying and addressing weak points in their advocacy plans, if need be with technical assistance from CSSP. Participants also learned about undertaking a full analysis of problems and engaging stakeholders when developing strategic and responsive advocacy plans. Nine success stories as well as an account of the impact of the workshops are given in CSSP Quarterly Report no. 9, pp. 10-11, and Quarterly Report no. 10, pp. 4-5.

During the year CSSP team members also sought to improve CSO partners' advocacy skills in other ways. One approach developed during the year was to encourage them to work more effectively with the media. USAID's current strategy for Indonesia emphasizes the importance of strengthening the media as a means of consolidating democracy. The media are also an important tool for advocacy CSOs, and for CSO constituency-building.

During the last quarter of the year an opportunity arose when a newly established television station, Trans TV, asked CSSP to help it link up with local CSOs. Trans TV wanted to feature civil society issues in its news and public affairs programs, and needed reliable sources of information in the civil society field. For their part CSSP/CPT team members saw this as a good chance to help CSO partners use the media more effectively.

CSSP developed the Trans TV idea into regional workshops on ‘effective CSO advocacy through media’ that covered radio and newspapers as well as TV, and after preparatory meetings 3 such workshops were held, in Bandung, West Java; Trawas, East Java; and Yogyakarta. The participants represented CSSP/CPT grantees and partners of other USAID SOs (for example, CSOs connected with USAID/DLG-PERFORM), as well as members of local consultative forums developed in the areas concerned by CSSP/IFES. In addition to Trans TV, media resource groups attending included Radio Mara, Pikiran Rakyat, Radio Suara Surabaya and the *Jawa Pos* group. The workshops provided CSOs with basic media skills, enhanced media groups’ interest in covering civil society issues, and generated better working relations between CSOs and media representatives.

Another approach to improving CSOs’ advocacy skills that CSSP staff took during the year was to attend important strategy planning sessions as advisers or facilitators, and encourage participating CSOs to take a more thoughtful, less confrontational attitude towards advocacy (on this see also below, Section 2.1.3.) One successful example of this approach was CSSP advocacy specialists’ participation in the work of the National Coalition on Village Reform (Koalisi Nasional Pembaruan Desa, or KNPD). The coalition was formed as a result of a national workshop in Yogyakarta in May 2002, organized by the CSO LAPPERA (Lembaga Advokasi dan Pendidikan Rakyat, or Center for Popular Advocacy and Education). At a meeting of the coalition in Salatiga in July, members discussed a national campaign to promote village governance reform, and focused on the need to lobby the August 2002 session of the national MPR (People’s Consultative Assembly). But CSSP staff emphasized the need for carefully thought-out advocacy processes, and in the end coalition members shelved their lobbying plans in favour of moving ahead more carefully and strategically.

2.1.2. Support to CSOs working on key law and public policy issues nationally and locally

During the year CSSP advocacy specialists and other team members worked to provide CSO partners with advice, training and other support on key legislative and public policy issues. At the regional level, this ranged from support for training in human rights in Aceh and Papua to capacity-building assistance for newly-emergent City Forums and Village Representative Councils (Badan Perwakilan Desa, or BPDs) in East Java. During the year at least 10 CSOs in the regions being supported by CSSP grants were involved in legislative drafting or in putting policy proposals to local governments and DPRDS (legislatures), and one need identified for Year 4 was a more systematic program of training in legislative drafting for these regionally-based CSOs.

At the national level, CSSP in consultation with USAID/CPT continued to focus on a small number of national issues relating to new laws and policies. As already noted, these were:

- The new national *yayasan* or foundation law
- The legislative process bill
- Legislation on agrarian reform

- Other issues identified by USAID, including fuel subsidies and the broadcasting bill

2.1.2.1. The foundation law

Work on the new foundation law began slowly but picked up as the year went on. During Year 2 (see CSSP 2nd Annual Report, p.13) CSSP had joined other donors in supporting the work of the NGO coalition trying to influence the drafting of the new law, originally provided for in a Letter of Intent from the Indonesian government to the IMF as a way of preventing the egregious misuse of foundations that had occurred during the Suharto era. The NGO coalition was concerned that the new law would be used to suppress rather than enable civil society initiative, and offered various critiques of the bill, but with little effect. Once the bill became law in August 2001 NGO interest in it dwindled, focusing instead on the other legal forms foundations might in future take. As a result the NGO coalition made little effort to mitigate the prospective impact of the law, for example by trying to influence the drafting of its implementing regulations.

Later in Year 3, however, the situation changed, as the Ministry of Justice responded to criticisms of the law by announcing plans to revise it before it was put into effect. With encouragement from CSSP the NGO coalition started to focus on the potential of this announcement. A series of meetings was held in July, meetings that CSSP specialists attended. Initially coalition members argued that publicly protesting against the law was the only viable option available. But CSSP specialists encouraged coalition members to consider the merits of taking a less confrontational approach, pointing out that specific changes to the law had not yet announced, so that the coalition still had a chance to suggest amendments. In due course this approach was agreed to and accepted.

At CSSP's suggestion, the coalition then coordinated its activities with Nahdlatul Ulama (NU), whose hundreds of *yayasan* members were seriously concerned about the impact the law. A meeting duly took place in August at which NU and the NGO coalition agreed to work together. At a second meeting a week later NU invited Muhammadiyah and church-based organizations to join the discussion. Both groups agreed to join NU and the NGO coalition in proposing amendments to the law. In early September, the joint group met with the Director General of Laws and Regulations, the government official responsible for amending the law, to present its ideas. By quarter's end this emergent alliance among the NGO coalition, NU, Muhammadiyah and Christian groups was reasonably secure, and much better placed to improve the Foundation Law than the NGO coalition alone had been.

2.1.2.2. The legislative process bill

With respect to the legislative process bill, CSSP provided advice and assistance to a Jakarta-based NGO coalition concerned about the bill because of its potential in setting the terms for Indonesian citizens' participation in law-making. The bill, known officially as the Bill of Procedures in Formulating Laws and Regulations, remained in draft form throughout the year, enabling the coalition to hold a series of discussions and other activities with support from CSSP and other donors, for whom CSSP served as the informal secretariat. In March the coalition and the donors group held a half-day workshop to develop a more strategic approach to advocacy on the bill. Then in July the coalition held a strategic planning workshop, following completion of a survey of attitudes to the bill within the DPR (House of Representatives). Attended by around 100 participants from CSOs in Jakarta and the regions, the workshop agreed on the need for concerted action to get greater public participation in the

debate on the bill, and for a broader coalition to include CSOs from the provinces and other sectors. The participants also developed a framework for civic participation and formulated a joint plan on this. The following month CSSP and other donors including the Ford Foundation and the National Democratic Institute (NDI) met the coalition and offered it various kinds of technical and other support. For details of the steering group in charge of the NGO coalition, and of the donors participating in the donor group, see CSSP Quarterly Report no. 9, p. 10.

2.1.2.3. Agrarian reform

During the year CSSP continued to provide modest support and advice to farmers' groups, notably the Agrarian Reform Consortium (Konsorsium Pembaruan Agraria, or KPA), that were concerned about legislation on farmers, farmers' rights and agricultural policy. In the 3rd quarter of the year CSSP specialists attended a national gathering of KPA members in Garut, West Java. An important agenda item was a proposed action plan on the decree on agrarian reform issued by the August 2001 session of the MPR. The decree had been based on a draft drawn up by KPA with support from CSSP (see Quarterly Report no. 8, Section 2.1.1.). The point of the proposed action plan was to decide on advocacy approaches to the implementing regulations for the decree. CSSP specialists offered technical advice on the action plan, encouraging KPA to build in provisions for direct communication between the government and key KPA constituents, including farmers and *adat* communities. Discussions continued during the last quarter of the year, although in discussions between CSSP and USAID/CPT at year end it was agreed that work on this issue would not be among the high priorities for Year 4.

2.1.2.4. Other issues identified by USAID, including fuel subsidies and broadcasting

During the year USAID/CPT and other SOs identified issues of potential shared interest. Among these were civil society's response to, and involvement in, the government's decision to remove fuel subsidies, a move taken in response to international donors' concerns about the subsidies' negative impact on economic growth. In cooperation with the USAID Energy Sector Office, CSSP staff in East Java supported 4 round-table discussions on energy pricing policies, organized with SAF (Special Activities Fund) support by WALHI East Java (see below, Section 2.5.4). The CSSP Advocacy Specialist also held meetings with the CSO network JARI (Jaringan Independen Masyarakat Sipil untuk Transparansi dan Akuntabilitas Pembangunan) to hammer out a project with SAF funding on the implications of the removal of fuel subsidies. The project was to be based broadly on a proposal put by JARI to the USAID/CPT-CSSP Project Review Committee in February, and would complement at least one other SAF-funded action on the same issue (see CSSP 2nd Annual Report, p. 21). Details of the JARI project, still pending at year end, are given on p.6 of Quarterly Report no.12.

During the last quarter of the year CSSP also enabled a leading media CSO, ISAI, to advocate for changes in the upcoming broadcasting bill. CSSP did so by agreeing to a change of use in the residue of ISAI's CSSP grant for journalist training. This was consistent with earlier support CSSP had given to CSOs active in the public broadcasting field, specifically activities in support of an accountable model of public broadcasting to replace existing state-owned institutions, notably TVRI.

2.1.3. Documenting and sharing advocacy experiences

At the beginning of the year, CSSP advocacy specialists worked with the Ford Foundation and PACT to ensure widespread distribution of the book of 11 advocacy case studies produced in Years 1 and 2 and edited and published by INSIST with CSSP's help. As noted above, the case studies were used for advocacy training and as reference and teaching materials, among others by current and future CSSP grantees.

That done, CSSP team members began working on the next stage of its plan to share advocacy experiences among CSOs, with an initiative to document and discuss best advocacy practices in engaging local government. The initiative was undertaken partly in response to enquiries from partner CSOs about what best practices there are, and how they can be replicated.

The initiative had 3 parts. These were:

- canvassing CSO partners for instances of successful engagement between civil society groups and local governments – that is, engagement yielding concrete results such as the enactment of favorable legislation or policy, greater accountability, or a bigger role for civil society groups in the proceedings and processes of local executives and legislatures (DPRD)
- selecting the most promising cases from those offered
- fully documenting, sharing and discussing the cases selected

Following the initial canvassing, 12 cases representing a variety of experiences and locations were selected. 8 of them (marked *) involved CSO partners of CSSP. They were:

CSO	Advocacy issue
KBHB (Kantor Bantuan Hukum Bengkulu), Bengkulu*	Land and farmers' rights
YAPEMAS, Garut, West Java*	Land and farmers' rights
Mitra Dieng, Wonosobo, Central Java*	Forestry management
KOBOY, Boyolali, Central Java	Village planning and budgeting
Probolinggo City Forum, East Java*	City development planning
Sidoarjo City Forum, East Java*	Public service
Alfa Omega Foundation, Kupang, West Timor	Resettlement of fishing communities
LBBT, Pontianak, West Kalimantan	<i>Adat</i> or traditional village governance rights
YBML, Balikpapan, East Kalimantan*	Education and the environment
The KITA group, Blitar Selatan, East Java	Land certification
ELPERA, Fakfak, Papua*	Village development planning

Yasanto, Merauke, Papua*	Resettlement of <i>adat</i> communities
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The 12 CSOs researched and wrote their reports with the help of the Yogyakarta-based CSO LAPPERA. At a meeting with LAPPERA in July participating CSOs reviewed aspects of the documentation process, including the workflow, budget and implementation plan, as well as the overall objectives of the project. Then in August and September they undertook fieldwork, wrote initial drafts of their case studies, all rich in information, and submitted them to CSSP and LAPPERA just before year's end. During the first 2 quarters of Year 4 the cases are to be shared with CSO partners at workshops in selected regions, in the hope they will be accepted as models of civic participation in local governance.

2.2. Performance Objective 2: effective CSO administrative management and planning

2.2.1. General

Before describing work done in Year 3 specifically to achieve this Objective, it is worth noting that all the basic support CSSP provided its grantee partners during the year contributed towards achieving this Objective. This is because training in management and administration, including financial management, as well as in reporting and monitoring, were built-in elements of CSSP's interactions with its CSO partners, and essential components of its grant-making process. Without this induction into basic aspects of administrative and management competency received from CSSP specialists, most prospective grantees would not have been able to achieve the condition of 'grant-worthiness' necessary to get a USAID grant. To put it another way, an essential element of receiving a grant from USAID-CSSP was the capacity-building training and technical assistance that went with it – and that contributed to the Objective of PO2, 'effective CSO...management and planning'.

Within this overall context, the CSO Training Specialist and others continued to supplement basic capacity-building assistance with other more specialized training and TA interventions. These were both inclusive – that is, offered to groups of CSOs with generic training requirements – and exclusive – that is, offered to just one CSO for its own particular needs.

In Year 3 both budget constraints and technical considerations led the Training Specialist and other CSSP staff to move away from the inclusive approach, which in Year 2 had primarily taken the form of courses in different aspects of management put on by the Service Provider Yayasan Satunama, and towards more exclusive, specific forms of intervention. Generic training had been costly, and had not always met the specific needs of CSO partners, who for their part had not always ensured that the right people were attending the training courses. On the other hand specific, one-on-one training and TA was bound to be limited in its reach. Just how to meet the PO2-related needs of a sizeable group of CSO partners in an efficient and effective way remained an issue throughout Year 3; but towards year-end new approaches based on more clearly defined needs and more closely managed training programs were being identified, and were likely to be put into effect in Year 4.

In its Year 3 Work Plan for PO2 (Section 2.1. to 2.14.), CSSP was to:

- Facilitate CSO partners' strategic planning and organizational self-assessments

- (OSA), and then provide suitable capacity-building help
- Provide training and technical assistance in priority topics or themes, and work with PO1 as needed on constituency-building
- Provide PO2-related technical assistance to CSOs in East Kalimantan and Papua, and in East Java with special reference to the City Forum program
- Develop a self-sustaining capacity-building website
- Train the CSSP grant group in PO2-related skills, develop an OSA tool, and develop an organizational 'health card' or check list for CSSP use

CSSP training and development specialists as well as grant group members carried out these plans, though there was only limited training and TA on particular topics or themes. Overall, the focus of the year's work was on 3 overarching elements of the PO2 Work Plan:

- Providing training and capacity-building for individual CSOs
- Providing training and assistance to groups of CSOs in East Java, East Kalimantan, North Sulawesi and Papua, and to CSSP/CARE City Forums in East Java
- Developing a website with the CSO PAKTA
- Creating a new management tool, MIRPP, and a new health card, and providing ongoing support to the CSSP grant group

2.2.2. Training and capacity-building for CSOs

Among individual CSOs provided with formal training and capacity-building support during the year were the following (those marked * being CSSP grantees):

- Koalisi NGO HAM Aceh* in Banda Aceh, Aceh, with a strategic planning workshop facilitated by 2 consultants from Yayasan Satunama
- Yasanto (St Antony Foundation) in Merauke, Papua, with assistance with a week-long management training workshop for its network members
- Perhimpunan Bantuan Hukum Indonesia (PBHI, Legal Aid Association of Indonesia), with a facilitator and assistant for a workshop on strategic planning
- WALHI (Wahana Lingkungan Hidup Indonesia, Friends of the Earth Indonesia), with assistance with 2 workshops on internal auditing for the national WALHI network, which includes 3 CSSP grantees, WALHI Aceh*, WALHI North Sumatra* and WALHI Central Sulawesi*
- WALHI, with a no-cost assessment by the CSO PAKTA of the national WALHI network's MIS (management information system) needs
- SEAPA* (South East Asia Press Alliance, Jakarta Office), with a strategic planning workshop facilitated by a CSSP team member
- LP3ES (Lembaga Penelitian, Pendidikan dan Penerangan Ekonomi dan Sosial, Institute for Social and Economic Research, Education and Information), with trainers for 2 workshops, one on monitoring and evaluation, the other on reporting and financial management

Those listed above were chosen as a result either of a submission to the PRC, or of a direct approach to CSSP, or of a request for assistance to CSSP from USAID/CPT.

In addition, CSSP team members as well as CSSP/CARE City Forum training specialists organized a number of training workshops for groups of CSOs in East Java, East Kalimantan

and North Sulawesi.

In East Java a year-long series of training sessions on management and administration was organized for the 19 City Forums participating in the CSSP-funded CSSP/CARE City Forum program. In February in the same province CSSP specialist staff organized a training workshop in Batu for 8 CSOs, including 5 CSSP grantees, that were planning to carry out village-level training for BPDs. This was followed in April and May by further meetings of the 5 grantees – Perintis Industri Mandiri (PRIMA) in Ngawi, Lembaga Pengkajian Kemasyarakatan dan Pembangunan (LPKP) in Malang, Yayasan Prakarsa Swadaya Masyarakat (YPSM) in Jember, Bina Swagiri in Tuban, and PPOTODA from Brawijaya University in Malang – to discuss and use CSSP’s new management tool, MIRPP (see below, Section 2.2.3.)

In East Kalimantan CSSP staff organized a training workshop in Bontang in March for a large group of CSOs, including potential grantees and other partners. The themes of the workshop, decided on after consultation with participants, were civil society, CSOs and CSO planning and management. It was followed up afterwards by one-on-one contacts between participating NGOs and CSSP/CPT Grant Managers.

In North Sulawesi USAID/CPT encouraged CSSP to get to know likely CSO partners and strengthen the capacity of local civil society by organizing 2 very effective workshops on ‘Technologies of Participation’ (ToP). ToP is a set of techniques enabling better citizen participation in such fields as local governance, and has been used to good effect by USAID in the Philippines. During the 1st quarter of the year the CSSP Operations Manager and other staff, working with the Manado office of USAID/NRM-EPIQ, identified likely workshop participants and arranged the first of the 2 workshops. This first workshop was divided into 2 parts: a basic training session on the core elements of ToP, and a multi-stakeholder session on participatory policy planning, with special reference to local governance problems facing people in and around Manado. The workshop was led and facilitated by two consultants from the Philippines-based Gerry Roxas Foundation, Annie Villarruz and Rocky Olandia. Participants were mostly from local CSOs, but included others, among them staff from USAID/CPT and CSSP.

A 2nd workshop, or set of workshops, was held in the 3th quarter and led by the same trainers. As before, most of those trained were from CSOs in North Sulawesi. Others included 3 people from East Java, identified by CSSP as the next priority province for the dissemination of ToP. This time there were 3 short courses: for basic training, on designing a participatory event, and for training to be a ToP trainer. 21 people took part in the ToP course, including CPT and CSSP staff, thus creating a small but effective cadre of ToP trainers for future use, as well as a cluster of North Sulawesi CSOs well disposed towards further cooperation with CSSP.

2.2.3. Developing a capacity-building website

Before his departure from CSSP in August (see CSSP Quarterly Report no. 12, p.7), the CSO Training Specialist assisted Yayasan PAKTA, an NGO with expertise in the IT sector and good links with CSOs, in developing an interactive, capacity-building website. The website was intended to provide Indonesian NGOs with basic data on relevant fields of interest, and to help build CSO capacity. Building on foundations laid at a PAKTA workshop at the end of Year 2 (see CSSP Quarterly Report no. 8, Section 2.2.), PAKTA developed and circulated

a concept paper concerning the website that elicited interest from NGOs as well as donors. At the same time it helped some 300 NGOs develop their own websites, and provided IT training to them free of charge. In February it organized a stakeholders' meeting, and in April a meeting on fundraising, which it followed by preparing proposals to a variety of donors. Discussions with donors were continuing at year's end.

2.2.4. The CSO 'health card' and MIRPP

As well as regularly providing specialist advice to CSSP technical team members, the CSSP Training Specialist worked with Grant Managers and others to produce 2 new tools for the use of those seeking to strengthen CSO capacity. The first, primarily for the use of CSSP technical team members, was a 'health card' or short check list of the qualities of a given CSO, including its governance structure and human resource policies, its vision and mission, its constituencies, its transparency and its financial sustainability. This health card provides Grant Managers and others with a short, portable, easy-to-use way of judging how likely a CSO is to shape up into a sturdy, well-rounded organization with the features needed to sustain it over time. It also provides useful baseline information for monitoring purposes. A copy of the health card is reproduced on p.12 of Quarterly Report no. 9.

The second tool, primarily for CSO networks seeking to save costs and mobilize resources, was devised in the field with Grant Managers and other technical staff. Aimed at helping CSOs identify priorities and then find local human resources to deal with them, the tool was appropriately named MIRPP, 'Matching Issues Resources People and Priorities'. Its development and use – for example in East Java (see above, Section 2.2.1.) – was consistent with CSSP's growing emphasis on strengthening sustainable local service provision, and institutionalizing capacity within local CSOs themselves. The main features of MIRPP, given in Quarterly Report no.10 p.15, are described on the next page.

MIRPP is a systematic approach to matching and prioritizing issues or needs with resources or cash and people or technical skills. It assumes that

every organization has untapped human resources and skills useful to itself and other organizations, which need to be explored;

local knowledge is valuable, so that a technically astute outsider may not be as valuable a technical resource as a local person, even someone with fewer technical skills;

members of a CSO network value the abilities of other members of the network;

CSOs want to reduce their dependency on external service providers

MIRPP has been devised to strengthen and maximize the use of local capacity-building resources so that

capacity-building can continue without external funding;

dependence on outside assistance is reduced whenever possible through coaching, apprenticeship and training of trainers;

local service providers are empowered, strengthened, encouraged and funded

MIRPP is implemented by

identifying CSO networks with common interests in the same geographical area;

facilitating team building among them;

helping CSO leaders identify their own organizations' strengths and resources, and pool them;

organizing a workshop run by CSOs themselves which develops a plan of action

To be accomplished using local resources;

developing an evaluation scheme designed to ensure the action plan is followed through

In sum, MIRPP ensures that

CSO partners become fully committed through participating directly in the entire process of building their own capacity as well as the capacities of other organizations in their network

2.3. Performance Objective 3: increased CSO capacity to obtain funding

In the Year 3 Work Plan for PO3, CSSP was to:

- Work with the CSSP grant group and others to promote financial self-reliance (FSR) and build FSR capacity in CSO partners
- Identify or create Service Providers in FSR

- Promote donor interest in FSR, corporate philanthropy and other local sources of funding

CSSP FSR specialists carried out these plans, the emphasis during the year being on:

- building CSO partners' FSR capacity and supporting their fundraising efforts
- promoting corporate social responsibility (CSR), and donor interest in FSR
- developing local FSR Service Providers

2.3.1. Building CSO partners' FSR awareness and capacity

In the 1st quarter of Year 3 CSSP built on earlier efforts to enhance its CSO partners' awareness of FSR issues by organizing a training program on 'Public Fundraising and Organizational Sustainability' in collaboration with Yayasan Satunama. 22 CSSP grantees participated in the program, which took place in Yogyakarta, and were trained by resource persons from various parts of Indonesia, among them Methodius Kusumahadi of Satunama, Darwina from the TIFA Foundation, Sofina Pradiono, an experienced fundraiser, and Zaim Saidi, who has carried out research on successful cases of Indonesian philanthropy. At the end of the program the participants created a 'public fund-raising' mailing list on fundraising plans, the ethics of philanthropy and related topics.

Later in the year, CSSP took advantage of 2 CSSP Monitoring and Evaluation (M&E) workshops to draw other CSO partners' attention to the importance of FSR, and also to the various practical and workable approaches to FSR available to them. At the first workshop, in Makassar, South Sulawesi, CSSP FSR specialists made a presentation on FSR to participants from CSO grantees in Papua, North Sulawesi and East Kalimantan. They all apparently found the session useful, with 3 of them – Yayasan Dian Rakyat Indonesia (YDRI), Yayasan PEKA and Yayasan Bina Manusia dan Lingkungan (YBML) – immediately expressing an interest in getting more technical assistance (TA). At the second workshop, in Yogyakarta, CSSP FSR specialists organized field visits to 4 CSOs in the Yogyakarta area. The CSOs visited were Satunama, LKIS (Lembaga Kajian Islam dan Sosial), LSPPA (Lembaga Studi dan Pengembangan Perempuan dan Anak) and INSIST. The workshop participants, from CSO grantees in East Java, Central Java, West Java and Jakarta, all took part in the visits, with some expressing real interest in applying the practical lessons learned.

Among the individual CSOs that CSSP FSR specialists assisted during the year were:

- YAPPIKA, Jakarta, with developing an annual FSR planner
- WALHI Nasional, Jakarta, and WALHI Central Sulawesi, with FSR briefings
- SEAPA, Jakarta, with help in developing a fund-raising plan
- Duta Thani, Karawang, West Java, with developing a business plan, and marketing a training course on media advocacy
- PRIMA, Ngawi, East Java, with a fisheries consultant to help it devise a fishmarketing plan
- SPEKHAM, Solo and Enlightenment (sic), Malang, East Java, with training on proposal writing
- PAKTA, Jakarta, with help approaching donors for its website
- Yayasan Pengembangan Sumber Daya Indonesia (YPSDI), Surabaya; LAKPESDAM

- NU, Surabaya; LKM Media Watch, Surabaya; and Yayasan Madani (Yamajo), Jombang, East Java, with a training workshop on fundraising
- Koalisi NGO HAM Aceh; WALHI Aceh; and Yayasan Rumpun Bambu, Aceh, with fundraising workshops
- Yayasan Lembaga Bantuan Hukum Indonesia (YLBHI), Jakarta, with a training workshop on donor priorities and proposal writing
- Konsorsium Pemberdayaan Masyarakat Sipil (KPMS), with an FSR planning workshop
- Yayasan Kesejahteraan Fathayat (YKF, a branch of NU), Yogyakarta; Yayasan Pendidikan Rakyat Indonesia (YPRI), Yogyakarta; and LSPPA, Yogyakarta, with a workshop on financial strategic planning and proposal writing
- Lembaga Pemberdayaan dan Aksi Demokrasi (LPAD), Riau, with assistance with a workshop on financial strategic planning and proposal writing

During the year CSSP staff also distributed a range of FSR-related materials to CSO partners and other interested CSOs. The materials included Indonesian versions of Michael Norton's *Worldwide Fundraisers' Handbook* and Richard Holloway's *Towards Financial Self-reliance*, as well as Darwina Wijaya's *Proposal Writing Guide*, LP3ES' *Directory of Donor Agencies*, and Zaim Zaidi and others' *Giving and Fund Raising in Indonesia*.

2.3.2. Promoting CSR and donor interest in FSR

During the year CSSP's CSO Development Specialist and his colleagues took a number of steps to promote interest in corporate social responsibility (CSR). Interest in CSR had initially been stimulated at the end of Year 2 when The Asia Foundation and Yayasan Rio Tinto had invited CEOs to a presentation by Aurora Tolentino on the CSR experiences of two Philippine institutions, Philippine Business for Social Progress and the League of Corporate Foundations of the Philippines. In the wake of the security crisis in September and October 2001, however, active interest in CSR issues waned.

In February 2002 the CSO Development Specialist helped revive interest in CSR by encouraging the formation of a donor support group. The group consisted of the Ford Foundation, The Asia Foundation, Rio Tinto Foundation, Koalisi Untuk Indonesia Sehat, Indonesia Business Links, Johns Hopkins University Center for Communication Programs, Partnership for Governance Reform in Indonesia and CSSP. Thereafter the donor support group met frequently. Encouraged by the support group, CEOs from leading Indonesian and multinational companies began discussing the value of CSR to their corporate citizenship, image and profitability, to share experiences, and to consider concrete ways of increasing corporate commitment to CSR.

In due course members of the support group agreed to arrange another full meeting, following up the one in September 2001, for CEOs in Indonesia committed to CSR. CEOs from companies such as Citibank, Shell, PT Avon, PT Bogosari, Unilever, Rio Tinto and BP Indonesia were among those interested and involved. In July a day-long 'CEO to CEO Dialogue on Corporate Social Responsibility' took place in the Jakarta offices of BP. The meeting focused on shared experiences and involved companies setting up of CSR display booths in the meeting area. Representatives from CSSP and USAID attended the reception and public briefing that followed.

To sustain the momentum generated by the meeting, the chief executives agreed to establish a website on CSR in Indonesia, with a website bulletin board to promote CSR networking. They also agreed to meet every quarter to discuss CSR activities, and to hold another, larger one-day CSR meeting for as many as 300 CEOs in a year's time.

The donor support group later met to consider how to give further assistance to this CEO forum, and to encourage partnerships between the corporate sector and civil society. The group agreed to offer a number of possible forms of technical assistance to Carol Seymour of Shell, ad hoc chairperson of the forum steering committee.

2.3.3. Developing local Service Providers in FSR

In early 2002, CSSP FSR specialists resumed discussions with the Manila-based Venture for Fund Raising (VFFR) on running an FSR training course in Indonesia for interested Indonesian CSOs. Discussions with VFFR had taken place earlier, in Year 2, but had later been stalled by post-9/11 security problems. In the interests of building up a small but well-qualified team of Indonesian Service Providers, accessible and affordable to Indonesian CSOs, it was agreed that VFFR would develop a training of trainers (ToT) course in addition to the basic fundraising course earlier planned. At the same time CSSP staff held discussions with Yayasan TIFA, recently established with Open Society Institute support and seeking to develop its own program on FSR, and agreed with TIFA that TIFA and CSSP would co-fund the ToT. CSSP staff also worked with TIFA to identify potential Service Providers, and to develop jointly a long-term commitment to upgrading the capacity of trainers in fundraising, particularly trainers based in the provinces.

The ToT course was duly held in Jakarta in the 12th and last quarter of Year 3, with training provided by three resource persons sent by VFFR, Marianne Quebralle, Marvee Celi and Rica Louise Alejandrino. The course itself was divided into two parts. The first part, over 3 days, introduced participants to the basic concepts of fundraising, and to ideas about how to raise funds. The second part, on day 4, was for participants to discuss how to tailor course materials and styles of delivery for Indonesian conditions and Indonesian CSOs.

Of 21 invitees, all carefully chosen on the basis of previous fundraising and training experience, 19 attended. The participants and the organizations they represented were:

No.	Name of Participants	CSO
1.	AHMAD	LP3ES
2.	Amna S. Kusumo	Yayasan Kelola
3.	Dian Kustiani	Lembaga Advokasi, Penelitian dan Pemberdayaan Masyarakat
4.	Hamid Abidin	PIRAC
5.	Hendriati Trianita	INSIST
6.	Danarti Wulandari	Yayasan Pendidikan Rakyat Indonesia
7.	Ima Susilowati	USC-Satunama
8.	Ikhsanuddin	Yayasan Kesejahteraan Fathayat
9.	Kurniawati	PIRAC
10.	Linda Oemar Abidin	Yayasan Kelola
11.	Rivan Praharsya	Yayasan Bina Manusia dan Lingkungan
12.	Risman	Walhi-Aceh/Koalisi HAM Aceh
13.	Rieneke Rolos	CARE Indonesia

14.	Sutrinowati	LSPPA
15.	Subagio Budi Prajitno	SAWARUNG
16.	Titik Hartini	ASPUK
17.	Tabrani Yunis	Center for Community Development and Education
18.	Usin Abdisah Putra	KBHB
19.	Wilson Sitorus	Save the Children Indonesia

The course had a number of impacts. To cite just one, the course inspired Save the Children Indonesia – a participant recommended by USAID Indonesia’s Office of Health, Population and Nutrition – to run a successful FSR training course for its own NGO partners.

At year’s end CSSP and TIFA staff met to plan a series of co-sponsored training events aimed at further developing a core of qualified local FSR trainers, starting with a ToT in integrated financial planning.

In a related development, in September 2002 CSSP met members of the Jakarta-based CSSP grantee ISAI (Institut Studi Arus Informasi) to help it prepare a training module on fundraising to offer other CSOs. CSSP FSR specialists believe that like some of the CSOs participating in the TIFA-CSSP ToT, ISAI has the skills, means and experience to be a credible FSR Service Provider, and will continue to help ISAI strengthen itself in this respect.

2.4. Performance Objective 4: Grants to CSOs awarded and managed effectively

In the Year 3 Work Plan for PO4, CSSP was to:

- manage and operate the grant-making process efficiently
- concentrate the grant-making on the 6 geographical focus regions
- implement grant programs in those 6 regions with defined thematic focuses

The CSSP grant group carried out these plans, achieving CSSP’s targets for grant-making and shaping up thematically-defined programs in each of the 6 geographical focus regions, while maintaining support for certain nationally-focused grantees in Jakarta.

2.4.1. Grant management and administration

Grants were selected and managed effectively throughout the year. Despite growing uncertainty in the last quarter of the year stemming from prospective budget cuts and changing USAID priorities, by the end of Year 3 CSSP had made a total of 55 new grants, 42 of them still active. It had thus amply achieved its contract target of 10-15 grants a year, exceeding not only the maximum target for grants over 3 years (45 grants), but also the minimum target for grants over the full 5 years of the program (50 grants). To put it another way, this total of 55 grants represented an average of some 18 grants per year, 8 more than the minimum and 3 more than the maximum stipulated in the contract – and this after a slow start in which, for a number of reasons, only one CSSP grant was made during the first 3 quarters of Work Year 1.

For much of the year the CSSP grant group was fully staffed for the first time, with one Grant Manager for each of the 6 priority regions. This arrangement gave each of the Grant

Managers the chance to deepen regional knowledge and shape regional strategy in consultation with counterpart Grant Managers in USAID/CPT. However in the last quarter the composition of the grant group changed, with 2 of the 6 Grant Managers moving on from CSSP to do other things. The Acting Grant Manager for Papua, Deputy Chief of Party Jonathan Simon, left to return to a full-time position with Chemonics International in Washington. And the Grant Manager for Aceh, Nori Andriyani, left to take up a more senior position with Yayasan TIFA. With the prospect of reduced spending on grants in Years 4 and 5, it was decided to restructure the work of the remaining 4 Grant Managers so that 4 rather than 6 Grant Managers would be responsible for grant-making in all 6 regions, as well as in Jakarta. New responsibilities are shown in the box below.

Aceh and East Kalimantan	Zaniar Sahyan
North Sulawesi and most Jakarta-based projects	Mursyidah Machmud
West Java and nearby	Bob Prasetyo
East Java and Papua	Sheila Town

During the year new grantees continued to be trained to the point where they found their reporting requirements to be quite manageable. The use by grantees of Quickbooks financial software ensured financial reporting was efficient and effective.

2.4.2. Grant finances

For much of the year the Grant Coordinator and other members of CSSP's grant group worked on the assumption that CSSP's grant budget over 5 years would be \$10 million, or perhaps slightly less. That was the amount provided for in the original CSSP contract. During the last quarter it became clear, however, that the overall grant budget would be substantially reduced, with considerable effects on grant-making in Years 4 and 5. By the end of the year it became clear that the total grant budget would probably be cut back to around \$7.6 million, rather than the original \$10 million. This would put it in line with a sizeable overall reduction in the CSSP budget, predicted for several months and finally confirmed by the Contracting Officer at the end of the year.

Given grant spending to year end, this cutback would leave little money for new grants – less than \$2 million, some of which would have to go to grants still 'in the pipeline' pending final CO approval. It would also help shift the emphasis of CSSP's work from support for a second generation of new grantees, which is what it had been working towards during the first part of Year 3, to follow-on grants and capacity-building support to existing grantees. To acknowledge this changed reality, and also to alleviate fiscal squeeze, CSSP carried out a review with USAID/CPT of the 20 or so grant applications still 'in the pipeline' so as to reduce them to no more than a handful. This review was under way at year end, with the prospect of no more than 4 or 5 of the earlier 20 pipeline grant applications being finally turned into grants.

2.4.3. Grant proposals reviewed, accepted and approved

During Year 3, USAID/CPT and CSSP held 18 meetings of the Project Review Committee (PRC). 14 of them were held in the first 2 quarters of the year, with the PRC meeting less and less often as CSSP's grant portfolio expanded, and as it became clear that budget cuts would limit the number of new grants. During the year CSSP received and reviewed 304 project proposals, 219 of which were rejected after an initial screening because they were outside CSSP's and USAID's geographical focus areas, outside CSSP and USAID/CPT's fields of interest, or poorly presented or articulated. That left 85 proposals to be considered by the PRC. Of these, 12 were accepted for grants; 9 were accepted as SAF actions; and 43 were rejected. A further 21 were still pending consideration at year end.

During Year 3 the following grants were given final approval by the Contracting Officer, or submitted to him for final approval. They are listed in chronological order of submission.

1. YPRI (Yayasan Pendidikan Rakyat Indonesia) (Yogyakarta)

Advocacy on farmers' rights	Date sent for approval	September 20, 2001
Rp 2,439,430,000	Approval received	October 23, 2001

2. Enlightenment (Yayasan Pencerahan dan Pendidikan Rakyat) (East Java)

Clarifying the actual procedures and costs of services to the public required to implement clean governance	Date sent for approval	September 26, 2001
Rp 2,116,040,000	Approval received	March 29, 2002

3. YPRK (Yayasan Pondok Rakyat Kreatif) (North Sumatra)

Strengthening and empowering women workers through labor unions	Date sent for approval	August 30, 2001
Rp 245,884,500	Approval received	October 23, 2001

4. LKM Media Watch (Lembaga Konsumen Media) (East Java)

Civic education and the improvement of the press	Date sent for approval	August 30, 2001
Rp 529,604,600	Approval received	October 16, 2001

5. LAKPESDAM NU (Institute for Human Resource Development Studies, Nadhlatul Ulama) (East Java)

Empowering local organizations in the context of decentralization	Date sent for approval	November 6, 2001
Rp 446,994,000	Approval received	January 2, 2002

6. YPSDI (Yayasan Pengembangan Sumber Daya Indonesia) (East Java)

Strengthening and monitoring parliament in Surabaya, Malang and Bojonegoro, East Java	Date sent for approval	November 6, 2001
Rp 699,955,000	Approval received	January 2, 2002

7. AIDP (Aliansi Demokrasi untuk Papua) (Jayapura, Papua)

Popular advocacy to reduce human rights violations in Papua	Date sent for approval	December 10, 2001
Rp 1,193,493,500	Approval received	January 2, 2002

- 8. LBBPJ (Lembaga Bina Benua Puti Jaji) (Samarinda, East Kalimantan)**
 Local institutions empowerment program
 Rp 1,175,638,250
 Date sent for approval: February 2, 2002
 Approval received: February 27, 2002
- 9. PRIMA (Perintis Industri Mandiri) (Ngawi, East Java)**
 Building the pillar of village-level democracy
 Rp 633,172,000
 Date sent for approval: January 23, 2002
 Approval received: March 29, 2002
- 10. SPEKTRA (Surabaya, East Java)**
 Strengthening farmers' groups to improve their access to politics and development
 Rp 825,965,000
 Date sent for approval: January 31, 2002
 Approval received: February 26, 2002
- 11. PSBK (Pusat Studi Pengembangan Kawasan, Center for the Study of Regional Development) (Jakarta)**
 Strengthening a local CSO advocacy movement on local government budgeting
 Rp 1,070,714,000
 Date sent for approval: March 8, 2002
 Approval received: March 29, 2002
- 12. LPKP (Lembaga Pengkajian Kemasyarakatan dan Pembangunan) (Malang, East Java)**
 Towards local autonomy through strengthening BPDs and LSMs
 Rp 519,120,000
 Date sent for approval: March 7, 2002
 Approval received: May 1, 2002
- 13. YBML (Yayasan Bina Manusai dan Lingkungan) (Balikpapan, East Kalimantan)**
 Building commitment to the management of the Wain River Protected Forest through the participation of all partners
 Rp 362,076,440
 Date sent for approval: March 25, 2002
 Approval received: May 1, 2002
- 14. POKJA 30 (Yayasan Pokja 30) (Samarinda, East Kalimantan)**
 Building better relations between DPRD, government and CSOs on the issue of domestic water supply
 Rp 576,315,000
 Date sent for approval: May 17, 2002
 Approval received: June 18, 2002
- 15. INCIS (Indonesian Institute for Civil Society) (Jakarta)**
 Empowering and strengthening civil society
 Rp 1, 579,119,500
 Date sent for approval: May 17, 2002
 Approval received: June 18, 2002
- 16. SAWARUNG (Sarasehan Warga Bandung) (Bandung, West Java)**
 Advocacy to eliminate corruption in public service in Bandung
 Rp 1,428,648,000
 Date sent for approval: April 2, 2002
 Approval received: May 3, 2002
- 17. BIGS (Bandung Institute of Government Studies) (Bandung, West Java)**
 Study and advocacy to improve transparency in Bandung budget planning process
 Rp 964,735,000
 Date sent for approval: April 5, 2002
 Approval received: May 3, 2003
- 18. JMD (Jaringan Mitra Dieng) (Semarang, Central Java)**
 Civil Society empowerment in the context of
 Date sent for approval: May 14, 2002
 Approval received: June 25, 2002

sustainable development
Rp 605,520,700

- 19. PEKA (Yayasan Pelita Kasih Abdi) (Manado, North Sulawesi)**
Peace and justice advocacy in North Sulawesi
Rp 659,112,500
Date sent for approval: June 6, 2002
Approval received: June 18, 2002
- 20. Bina Swagiri (Tuban, East Java)**
Participatory planning, development and budgeting training for BPD representatives
Rp 574,490,000
Date sent for approval: May 28, 2002
Approval received: July 23, 2002
- 21. YPSM (Yayasan Prakarsa Swadaya Masyarakat) (Jember, East Java)**
Encouraging civil society self-reliance and participation in decentralization
Rp 576,315,000
Date sent for approval: May 14, 2002
Approval received: August 15, 2002
- 22. SEAPA (South East Asian Press Alliance, Jakarta Office) (Jakarta)**
Monitoring and protecting press freedom in Indonesia
Rp 1,497,949,750
Date sent for approval: July 4, 2002
Approval received: August 8, 2002
- 23. SERAT (Yayasan Serat Manado) (Manado, North Sulawesi)**
Strengthen'g community participation and urban pluralism in the context of decentralization
Rp 1,158,949,750
Date sent for approval: July 15, 2002
Approval received: August 12, 2002
- 24. YPMI (Yayasan Pemerdayaan Masyarakat Indonesia) (Manado, North Sulawesi)**
Advocacy program on public services mechanisms and procedures
Rp1,077,218,250
Date sent for approval: July 15, 2002
Approval received: August 12, 2002
- 25. BIKAL (Yayasan Bina Kelola Lingkungan) (Samarinda, East Kalimantan)**
Strengthening public participation in drafting environmentally-based local ordinances and regulations
Rp 539,873,000
Date sent for approval: July 29, 2002
Approval received: August 14, 2002
- 26. SETAM (Serikat Tani Merdeka) (Yogyakarta, Central Java)**
Political education and strategic action for farmers
Rp 572,190,000
Date sent for approval: June 7, 2002
Approval received: August 21, 2002

The thematic focuses of these 26 grants can be broken down into 4 clusters, namely:

- transparent, participatory local governance, including village governance (17 grants)
- protecting human rights and the rights of disadvantaged groups (5 grants)
- preventing conflict and social unrest (2 grants)
- strengthening the independence and integrity of the media (2 grants)

In more detail they are as follows.

- 17 grants on transparent, accountable local governance. Of these, 3 –

to YBML, POKJA 30 and BIKAL, all in East Kalimantan – are on public policy and natural resource management. Another 5 – to PRIMA, LPKP, Bina Swagiri and YPSM, all in East Java, and JMD in Central Java – are on village governance.

- 5 grants on human rights and the rights of certain disadvantaged groups. Of these, 3 – to SPEKTRA in East Java, and YPRI and SETAM in Yogyakarta – are on farmers’ rights. One – to YPRK in North Sumatra – is on women’s labor rights. One – to AIDP in Papua – is on the protection of rights in a conflict-prone setting.
- 2 grants on issues related to conflict prevention. One – to PEKA in North Sulawesi – is on conflict prevention. The other – to INCIS, Jakarta – is on the related topic of understanding the preconditions for civil society to stabilize communities.
- 2 grants – to SEAPA Jakarta Office, and LKM Media Watch in East Java – focus on strengthening the independence, integrity and safety of the media.

They thus conform broadly to the thematic pattern of grant-making in Years 1 and 2, when 29 grants made over 2 years could be broken down into similar broad categories, with 26 of those 29 grants on:

- promoting transparent, participatory local governance (13 grants)
- protecting human rights, including the rights of disadvantaged groups (10 grants)
- strengthening the media (3 grants)

with the remaining 3 grants on natural resource protection and social security issues (see CSSP 2nd Annual Report, pp. 20-21).

2.4.4. Grant-making by region

According to CSSP’s Work Plan, grant-making in each of the 6 regions was to concentrate on certain defined themes, reflecting overriding concerns as defined by CSOs in the regions concerned, as well as USAID/CPT’s own needs and priorities. These themes, in most cases developed in position papers, were sketched out as follows:

- Aceh: human rights protection, conflict resolution and peace education, and the protection of women and children
- East Kalimantan: the promotion of transparent, participatory local governance, including observation of labor rights and indigenous people’s needs
- North Sulawesi: the promotion of transparent, participatory local governance, and of equitable participation in development and resource management
- West Java: the promotion of transparent, participatory local governance and development
- East Java: the promotion of transparent, participatory local governance, including governance at the village level, and of the civic participation of women
- Papua: human rights protection, conflict prevention, and the support of indigenous communities and institutions

At the end of Year 3 these themes were adjusted in scope in the proposed contract modification put to Chemonics International by the CO. (This proposed contract

modification also emphasized the importance of all-round capacity-building in the 6 regions by calling for CSSP Grant Managers to be renamed Regional Specialists – a step that was duly taken.)

Details of specific CSSP activities in each of the 6 regions are given in Quarterly Reports 9, 10, 11 and 12. However notable achievements of the year's work in each region, and in areas nearby, are given below. In every case Grant Managers and other CSSP team members worked closely with their USAID/CPT counterparts, without whose support many of these achievements would not have been possible.

2.4.4.1. Aceh and nearby

During the year the CSSP Grant Manager for Aceh and officers of CSSP grantee Koalisi NGO HAM Aceh (Aceh Human Rights NGO Coalition) had a number of exchanges on the possibility of a second grant for the Coalition. This pathbreaking grantee, CSSP's first, had marked up significant achievements during its grant project, which ended in the 3rd quarter of Year 3, but encountered problems that needed to be overcome. A CSSP-funded evaluation found the Coalition's work to have been important in filling a gap in human rights work in the troubled province, but identified various weaknesses, mainly in its human rights database and in its management, the latter causing disputes that were taking time and energy to resolve.

Meanwhile the Coalition and its members continued to provide important services to human rights victims through its 6 local offices, or 'posts' (known as Pos Bantuan Hak Asasi Manusia, or Human Rights Aid Posts). During the year the East Aceh post, in particular, developed into a trusted human rights protection unit from which victims and members of victims' family frequently sought help.

CSSP grantee Yayasan Rumbun Bambu Indonesia (YBRI) worked on reviving traditional fishermen's *panglima laot* organizations, and in the 1st quarter convened a 'tribal revitalization workshop' attended by local *panglima laot* leaders in Aceh Besar district, YBRI's focus area. Later in the year the organization undertook a participatory mapping of *panglima laot* areas in 2 villages in the district of Aceh Besar. A map developed by fishermen in the villages enabled the two communities to resolve territorial conflicts that had previously unsettled the area.

Another CSSP grantee, APIK (Asosiasi Perempuan Indonesia untuk Keadilan), the Lhokseumawe-based Aceh chapter of LBH (Lembaga Bantuan Hukum, Legal Aid Institute), received its first grant funds at the beginning of the year and set about developing its project on opposing violence against women. The organization documented cases of violence against women, some of which it investigated, and offered assistance to women victims of violence.

In December CSSP team members responded to signs of difficulty within CSSP grantee LPAD (Lembaga Pemberdayaan dan Aksi Demokrasi) in Riau, by undertaking a review of its activities, partly by using newly-developed CSSP assessment tools (see above, Section 1.3.3.). CSSP also arranged for LPAD to be audited by auditors Johann Malonda and Rekan. The review and audit highlighted management and financial shortcomings that were subsequently dealt with. Despite these difficulties LPAD continued to do creative work monitoring the Riau provincial DPRD (parliament) – the only CSO in Riau to do so. Having

gathered data since June 2001, LPAD published some of its findings in March 2002. The DPRD threatened to sue it, but in the end did not do so, apparently because public support for the CSO was so strong.

In Lampung the grantee Komite Anti Korupsi or KoAK (Anti-Corruption Committee) undertook sustained efforts to increase local awareness of corruption in public life. During the first 10 months of its CSSP grant the Committee conducted 10 training programs for volunteers investigating corrupt actions, with 260 volunteers out of a target figure of 360 successfully trained. In late 2001 the Committee also led a coalition of 30 Lampung NGOs in advocating revisions to the local government budget. While the advocacy coalition did not achieve all its goals, it was the first broad anti-corruption coalition among CSOs to be formed in Lampung, and by the end of Year 3 had established itself as a kind of NGO model for bottom-up anti-corruption work.

2.4.4.2. East Kalimantan

The year's work in East Kalimantan got off to a slow start because of security concerns. But in the 2nd quarter of the year the Grant Manager for East Kalimantan, the Financial Management Specialist for the region and other CSSP and CPT specialist staff worked on developing grant agreements with several potential grantees, among them the 3 CSOs mentioned above (Section 2.4.3.) as focusing on natural resource issues: POKJA 30, a Samarinda-based CSO seeking better service provision from PDAM, the state drinking water company; Yayasan Bina Manusia dan Lingkungan (YBML), a Balikpapan-based CSO pressing local government to improve management of the Wain River protected forest; and Yayasan Bina Kelola Lingkungan or BIKAL, a CSO advocating effective *perda* (local government regulations) for the national parkland in Kutai. Grants for all 3 were approved well before year end.

As part of these discussions the CSO Advocacy Specialist helped facilitate PACSAs for POKJA30, YBML and BIKAL (see above, Section 2.1.1.)

As also noted above (Section 2.2.2.), during the 2nd quarter of the year CSSP specialist staff organized a workshop on civil society issues for potential CSO grantees and others in East Kalimantan. Held in Bontang in March, the workshop was attended by participants from 10 CSOs based in East and West Kutai, Kutai Kertanegara, Nunukan, Berau and Bontang itself. The intention was to give young CSOs in East Kalimantan background information about the nature of civil society and civil society organizations, including insights into institution-building, constituency-building, identifying program targets, developing activities in the field, and approaching potential donors.

During the year the Grant Manager for East Kalimantan and the Financial Management Specialist for the province also dealt with issues relating to CSO partners elsewhere in Kalimantan. Among other things they assessed the financial condition and program impacts of Yayasan Dalas Hangit in Banjarmasin city, South Kalimantan, which they found to be making headway in its efforts to press for better treatment of and regulations for local street vendors. Dalas Hangit concluded work on its grant-supported project in July and August by getting the local authorities to take action on the issue of land certification for poor people in slums and run-down riverside areas; submitting a draft regulation on the management of street vendors to the local DPRD; and arranging for the city mayor and the head of the DPRD to launch two books, *Regional Autonomy* and *Developing a Democratic Tradition*, with a

promise from the mayor of funding support for a third, *The Past, Present and Future of Democratic Awareness in Banjarmasin*.

2.4.4.3. North Sulawesi

CSSP's work on North Sulawesi proceeded intermittently, largely because of the departure in March 2002 of the long-standing Grant Manager for the region, Emma Kolopita, and her replacement nearly 3 months later by Mursyidah Machmud. In the time available to them both, these 2 Grant Managers, their CPT counterpart and the Financial Management Specialist for North Sulawesi devoted time to helping Manado-based CSOs develop new grants. Those finally brought to a state of grant-worthiness were: PEKA, whose project advocating peace, justice and conflict prevention began in July; Yayasan SERAT, whose project on equitable access to development for members of the informal sector began in September; and Yayasan Pemberdayaan Masyarakat Indonesia (YPMI), whose project to advocate for improved public services also started in September.

Preparatory work was also done with upcoming grantee Yayasan Kelola, a CSO working with fishing communities to improve their knowledge of human rights and enable them to advocate for improved local policies for their communities. Several discussions also took place with the Manado-based CSO Yayasan Dian Rakyat Indonesia (the name taken by the group previously working as Yayasan Dian Sulawesi), one of CSSP's first grantees, with a view to assessing whether it should be given a follow-on grant. In September M&E specialists Retno Renggana and Bambang Buana did an evaluation of the organization, the results of which were to be assessed in the following quarter.

More generally, the ToP training workshops in November 2001 and June 2002 (see above, Section 2.1.3.) were an effective means of linking CSSP to a range of CSOs in North Sulawesi. The workshops also provided a group of North Sulawesi CSOs with serviceable facilitating skills in ToP. These came in useful in a number of settings during the year, among them a local government Community Recovery Program (PKM) workshop, a coordination meeting of the local environmental planning agency Bapedalda, and a program for the TVRI talk show, 'Forum Basudara'. In all these settings North Sulawesi civil society activists were asked to deploy their ToP skills.

2.4.4.4. West Java and nearby

During the year the Grant Manager for West Java and the Financial Management Specialist for the region developed new grant agreements with 4 CSOs in West as well as Central Java. These consisted of 2 CSOs working on issues of local government corruption and public accountability, and 2 working on farmers' rights in the context of local government reform.

The 2 grantees working on corruption and public accountability were the Bandung Institute of Government Study or BIGS, which is focusing on local government budgeting, and Sarasehan Warga Bandung or SAWARUNG, which seeks to ensure public policy is properly carried out. Grants for both organizations were approved in May. A third potential grantee working in this field, West Java Corruption Watch, had not yet had its grant finalized by year end.

The 2 grantees working on farmers' rights were Jaringan Mitra Dieng, working to strengthen the capacity of 6 BPDs (*Badan Perwakilan Desa*, or Village Representative Councils) in the

Pekalongan area of the Dieng Plateau in Central Java; and Serikat Tani, a Yogyakarta-based group working to assist farmers in improving the capacity and advocacy skills of grassroots farmers' organization in 13 districts around Yogyakarta. Their grants were approved in June and August respectively. The grant to Serikat Tani complemented the support CSSP earlier gave to another CSO in the same geographical area, the Yogyakarta-based Yayasan Pendidikan untuk Rakyat Indonesia (YPRI). During the year YPRI continued its work on creating a network of community organizers in farming communities under the terms of a grant made in October 2001.

In addition the Grant Manager continued to work with 5 grantees in West and Central Java and in Jakarta. Among them were 2 CSOs working on village rights and governance issues - Forum Salatiga or FORSA, working to improve village councils, and the Duta Thani Foundation, focusing on policy issues relating to rice farmers around Karawang. The grantees also include SPEKHAM, a longstanding CSSP partner working on the protection of women and women's rights in the city of Solo, and a coalition of three CSOs - the Institute of Development and Economic Analysis or IDEA, working with Yogyakarta Corruption Watch and Akarrumpit – devoted to countering official corruption in Yogyakarta and parts of Central Java. The Jakarta-based CSO, Pusat Studi Pengembangan Kawasan or PSPK (Center for Regional Development Studies), was active in a related field, helping regional NGOs press for transparent local government budgets. The grants to FORSA, SPEKHAM and IDEA all reached their closing stages in the last quarter of the year.

2.4.4.5. East Java

By the end of the year, the East Java Grant Manager and other CSSP team members were working with 9 grantees, 6 in mid-stream, 2 of them just begun, and one (to LAKPESDAM NU – see below) about to end. A 10th grant, on gender and policy-making, was ready to be submitted for final approval at year end.

The grants in mid-flow were to LKM (Lembaga Konsumen Media) Media Watch in Surabaya; SPEKTRA Surabaya, on strengthening the capacity of farmers' groups to advocate for farmers' rights; Enlightenment (sic) in Malang, working on public service provisions and procedures; Yayasan Pengembangan Sumber Daya Indonesia (YPSDI), a network of parliament watch groups; Lembaga Pengkajian Kemasyarakatan dan Pembangunan (LPKP), working to strengthen Badan Perwakilan Desa (BPDs, Village Representative Councils); and PRIMA (Perintis Industri Mandiri) in Ngawi, also working on village governance.

The grants just begun were to Bina Swagiri in Tuban and YPSM in Jember, both working on village governance issues, particularly strengthening BPDs. As earlier noted, these brought to 4 the number of East Java CSOs working on village governance issues: PRIMA, LPKP, YPSM and Bina Swagiri. To assist them and others in their work, CSSP staff commissioned the East Java CSO PPOTODA to create training materials on drafting village regulations. These were circulated widely and used to supplement district government modules. CSSP also joined the Ford Foundation in commissioning two consultants to do a field survey of village networks, to be shared among CSO partners at a seminar in Yogyakarta in October with a view to giving better support to such networks in the future.

Other effective grant programs in East Java included those to:

- SPEKTRA, which worked with farmers' irrigation groups in Nganjuk. These groups successfully advocated for allocations of Rp.10 million per irrigation network in the local budget, to be used for vital irrigation channel maintenance. Irrigation groups in Madiun brought together villagers and local government representatives to find ways to bring water to 3 villages, and made a commitment to repair blocked channels together.
- YPSDI, which helped set up groups in Surabaya, Bojonegoro and Malang to take on the task of monitoring their DPRDs. In Malang the group, named AWAS, exposed questionable payments to DPRD members totaling Rp. 2.1 billion, resulting in 3 DPRD members returning these payments to the government.
- LAKPESDAM NU, a large group of CSOs linked to NU, which supported a number of groups in Lamongan, Lumajang and Madiun to the point where they could identify and raise issues with their local governments. As LAKPESDAM NU's grant project drew to a close towards the end of the year these groups were still meeting regularly, holding public hearings and (in Lumajang) taking a class action in court, the first of its kind. The class action challenged the local government's BPD regulations, which the group claimed set BPDs against village governments rather than fostering partnerships.

During the year the CSSP sub-office in Surabaya used its links with LAKPESDAM to promote closer working relations between CSSP and other USAID SOs, specifically USAID/DLG and its partner project PERFORM. PERFORM and LAKPESDAM NU identified shared resources, and in Lumajang moved to strengthen ties between the local groups they were each supporting.

There were also exploratory talks during the year between PERFORM staff and staff from the CSSP/CARE City Forum program. Meanwhile the City Forum program continued to work effectively from the CARE office in Sidoarjo, near Surabaya, providing intensive, hands-on capacity-building support and training to 19 City Forums in East and Central Java, and engaging in various discussions with local government officials, up to and including the Governor of East Java, about ways in which the City Forum experience could be expanded. Twelve of the Forums were inherited from the USAID/DLG-Clean Urban project, while 7 of them were more recent initiatives.

The City Forum program maintained good momentum during the year, but by year-end the more operational aspects of the program faced the prospect of being wound down, with salient elements of it being integrated into CSSP's mainstream activities in East Java, given prospective budget cuts for CSSP in Years 4 and 5. For further details of the City Forum program during the 12th quarter and the year as a whole, see Appendix 2 of Quarterly Report no. 12.

2.4.4.6. Papua

During the year CSSP's work in Papua deepened support for a range of local CSOs working on conflict prevention, the protection of human rights and community institution-building, with an emphasis on *adat* institutions and practices. To assess the scope and condition of *adat* more clearly the Deputy Chief of Party went to Papua in the 1st quarter of the year to carry out an *adat* assessment with CPT staff member Rodd McGibbon and consultant

anthropologist Richard Howard. The assessment entailed a full consideration through study of relevant literature and selected field visits of traditional cultural practices and institutions in the region, as a basis for future *adat*-related grant-making and technical assistance there. The team gathered information from Jayapura, Jayawijaya, Merauke, Mimika, Nabire, Paniai and Sorong districts. The information included details of the structures, systems, beliefs and representative organizations of *adat* communities in these areas. A full report entitled *Resistance, Recovery, Re-empowerment: Adat Institutions in Contemporary Papua* was issued in the following quarter.

During the course of the *adat* assessment, and at various times later in the year, the Deputy Chief of Party met a number of CSOs receiving CSSP grant and technical support to help them plan the next stages of their activities.

Among these were the Jayapura-based AIDP (Aliansi Untuk Demokrasi Papua), whose grant for human rights monitoring was approved in January 2002. Once it had received its grant, AIDP carried out a full mapping of human rights violations and associated conflict in five districts of Papua from 1995 to 2001. The mapping gave information on 74 cases, including locations, victims, perpetrators, motives and methods. In June 2002 AIDP held a 1-day seminar to present its findings, and begin a process of awareness-building and advocacy about the cases researched. Seminar participants included leaders from affected communities, human rights CSOs, and people from government, the police, the military and local media organizations. The seminar and mapping exercise were widely reported, and the Deputy Governor of Papua, Constan Karma, cited AIDP's findings as being a driving force behind the setting up of a human rights court and human rights commission in Papua – as called for by the recently enacted Special Autonomy Law for the province.

Other outstanding grantee activities during the year included the public awareness peace-building campaign of Foker LSM Papua (Forum Kerjasama LSM Papua, or Papua NGO Cooperation Forum), which came to an end with the conclusion of Foker's grant in the 3rd quarter. Afterwards Foker LSM carried out its own assessment of the program to judge how effective it was. An external audit of Foker's sizeable grant was also carried out, with positive findings. By year end Foker was hoping for a follow-on grant, while CSSP staff, including the newly-appointed Papua Grant Manager Sheila Town, were exploring the possibility of Foker acting in the longer term as a regional Service Provider.

Three other Papuan grantees ended their CSSP grant projects during the last part of the year. They were: Lembaga Pengkajian dan Pemberdayaan Masyarakat Adat (LPPMA), whose project focused on strengthening '*adat* social partnership councils' in Jayapura district; Yayasan Sosial Bina Mandiri Utama (YABIMU), whose grant supported an *adat* human rights and legal education project in Nabire, Paniai and Puncak Jaya districts; and Lembaga Pengembangan Ekonomi Rakyat (ELPERA), whose project promoted participatory local governance in Fakfak.

The many other CSSP initiatives undertaken in Papua during the year included several on conflict prevention and the protection of rights. In the 2nd quarter of the year, for example, the Papua Archdiocese Office of Justice and Peace (SKP) organized training courses on conflict, human rights and gender issues in Ilaga and Bidogai, using CSSP SAF funding (see below, Section 2.5.5). And in the 3rd quarter of the year CSSP specialists arranged a ToT course on conflict resolution as the next step in CSSP's ongoing technical support to 8

Papuan human rights organizations. The course, held in Jayapura, used a curriculum developed in 2001 by the USAID-funded BSP-Kemala program.

One other Papua-related activity that came to fruition during the year was agreement with USAID/CPT that CSSP would deploy USAID GDA (Global Development Alliance) funds in Papua as part of a broader USAID development effort in the Bird's Head region, complementary to BP's major new gas project in Bintuni Bay. During the last quarter CSSP staff drafted a set of suggestions about how CSSP could expend its share of the GDA funds. These envisaged a mixture of small grants and technical assistance to community and village groups in the 3 districts of the Bird's Head area. The funds would be segregated for accounting purposes but would support projects and grants consistent with CSSP's other activities in Papua. Discussions with USAID/CPT on the specific uses of the fund were continuing at year end.

2.4.4.7. Jakarta and national

During the year CSSP grant group members also worked with several Jakarta-based grantees, complementing the support for CSOs with national programs given by USAID/CPT. They included:

- PSPK (Pusat Studi Pengembangan Kawasan), whose network of CSOs advocating transparency in local government budgets now includes budget-watch groups in Manado and Mataram (see also above, Section 2.4.4.4.)
- INCIS (Indonesian Institute for Civil Society), whose recently-begun grant project to analyze civil society covers several parts of Jakarta and nearby Tangerang
- SEAPA (South East Asian Press Alliance) Jakarta Office, whose successful initial program on protecting journalists was followed by a range of CSSP technical interventions and approval of a follow-on grant
- ISAI (Institut Studi Arus Informasi), which at year end used part of the funds remaining from its grant for training young journalists to finance a critique of the new broadcasting bill

2.4.5. Grants ending soon

A major feature of CSSP's program towards the end of the year was the fact that 19 of the 44 CSSP grants active at the beginning of the last quarter came to an end during the quarter, or were due to do so soon afterwards. These were to the following CSOs:

- WALHI Aceh
- Yayasan Rumpun Bambu in Aceh
- Yayasan Pondok Rakyat Kreatif (YPRK) in North Sumatra
- Lembaga Pemberdayaan dan Aksi Demokrasi (LPAD) in Riau
- Kantor Bantuan Hukum (KBH) Bengkulu
- Komite Anti Korupsi (KoAK) Lampung
- Yayasan Bina Manusia dan Lingkungan (YBML) in East Kalimantan
- Lembaga Konsultasi Pemburuan (LEKSIP) in East Kalimantan
- Yayasan Dalas Hangit (YADAH) in South Kalimantan
- WALHI Sulteng (Central Sulawesi)
- ISAI in Jakarta

- IDEA/AKARRUMPUT/Yogyakarta Corruption Watch in Central Java
- SPEKHAM (Solidaritas Perempuan Solo) in Central Java
- FORSA (Forum Salatiga) in Central Java
- LAKPESDAM NU in East Java
- Aliansi Demokrasi untuk Papua (AIDP)
- Yayasan ELPERA in Papua
- Lembaga Pengkajian dan Pemberdayaan Masyarakat Adat (LPPMA) in Papua
- Yayasan Sosial Bina Mandiri Utama (YABIMU) in Papua

This meant that towards year end increasing attention was paid to effective close-out procedures, including FSR advice and consultations when needed as well as evaluations as appropriate (for more on evaluations, see below, Section 2.6.1). During the last quarter the Grant Coordinator in consultation with the grant group outlined a full set of closeout procedures, including audits and evaluations as needed, and final close-out letters to be sent by the Chief of Party, marking an end to the grant and the beginning of a longer, less grant-based relationship with the CSO concerned.

2.5. Special Activities

During the year use of the Special Activities Fund or SAF – to be renamed the Strategic Activities Fund, at USAID’s suggestion, in Year 4 – was less frequent and more focused than in Year 1, in line with the increasing emphasis of CSSP’s work on its 4 POs in 6 focus regions. However the Special Activities Fund continued to be useful in assisting CSOs for short, specific actions, and in certain cases where grant support was not appropriate – for example in support of activities germane to CSSP’s goals by CSOs with which CSSP did not want to have grant-based relations.

SAF-funded activities were coordinated by the Deputy Chief of Party with the Operations Manager, who took full control of SAF work with the Deputy Chief of Party’s departure at the end of the year. They were as follows:

2.5.1. *Jubi* staff trips in Papua to promote *adat* newspapers, November 2001

As a follow-up to the trip by staff members of the Jayapura tabloid newspaper *Jubi* to Riau in August 2001 (see Quarterly Report no. 8, Section 2.5.), CSSP provided support to staff of *Jubi* to travel to five districts in Papua. These trips were carried out in collaboration with LPPMA (Lembaga Pengkajian Dan Pemberdayaan Masyarakat Adat), a CSSP grantee that supports *adat* communities around Papua. Their aim was to see whether, and how, newspapers for local *adat* communities could be promoted in different parts of Papua.

2.5.2. Yasanto NGO management training, Merauke, November 2001

CSSP assisted the Merauke-based foundation Yasanto (St Antony Foundation) in conducting a one-week training workshop in management for local CSOs and NGOs in Merauke district, particularly members of Yasanto’s network there. The goal was to help these groups play a more effective role in representing the interests of their constituent communities. The workshop was facilitated by two trainers from the Solo-based CSO Yayasan Indonesia Sejahtera.

2.5.3. SKP Papua staff placements, October-November 2001

In October and November CSSP provided modest support for placements for two people from the SKP (Archdiocese Office of Justice and Peace) regional offices in Sorong and Agats in the SKP headquarters in Jayapura. The aim of the placements was to promote networking and program development within the SKP network in Papua. They followed earlier CSSP support for training in trauma counseling for SKP staff and constituents in Jayapura and Wamena (see Quarterly Report no. 8, Section 2.5.).

2.5.4. WALHI Surabaya energy roundtable discussions, November 2001

In November CSSP supported 4 roundtable discussions on energy policy in the light of the removal of government subsidies, part of the package of government reforms agreed to with the IMF (see above, Section 2.1.2.4.). The discussions focused on energy conservation and alternative energy sources for the poor. They were organized by WALHI East Java and held in Probolinggo, Ngawi, Tretes and Surabaya itself. This particular SAF action was managed by CSSP staff in the Surabaya sub-office.

2.5.5. Church migrant commission workshops, November-December 2001

In November CSSP offered in-kind support to the recently created KMP (Commission for Migrants and Internally Displaced Persons) within the Indonesian Catholic Conference of Churches for 2 activities, a training workshop on managing displaced persons, and a workshop on network development for the Commission itself. The workshops, which took place successively in Yogyakarta, were also supported by ICMC (International Catholic Migration Commission), which funded the costs of a trainer from Lebanon and an interpreter. The goal of the workshops was to improve the ability of KMP, KWI and local Islamic organizations from around Indonesia to provide services to internally displaced persons, as well as to strengthen KMP's network of church organizations.

2.5.6. Civil society workshop for young CSOs in East Kalimantan, March 2002

This capacity-building workshop (see above, Section 2.4.4.2.) aimed to respond to requests for help from local civil society activists and bring basic organizational and programming skills to nascent CSOs in the Kutai districts of East Kalimantan.

2.5.7. Training dialogues in Puncak Jaya district, Papua, March 2002

Following up recent activities in the towns of Ilaga and Bidogai, the Papua Archdiocese Office of Justice and Peace (SKP) carried out 5-day training and dialogue initiatives in each of the two towns, the first focusing on civil stress and the second on gender issues. (See above, Section 2.4.4.6.)

2.5.8. YAPSEM training on village governance, East Java, May and June 2002

Yayasan Pengembangan Sosial Ekonomi Masyarakat (YAPSEM, or Social, Economic and Community Development Foundation), an NU *pesantren* or Islamic boarding school in Lamongan, used SAF assistance to run two local training courses on the role and functions of BPDs and KSMs (Kelompok Swadaya Masyarakat, or Community Self-Help Groups). The

courses were for YAPSEM's village constituents in the Lamongan area, and were designed to provide them with practical means to participate in village government.

2.5.9. AJI (Indonesian Journalists Alliance) planning workshop, Jayapura, June 2002

SAF support was provided for a planning workshop for AJI (Indonesian Journalists Alliance), Papua. Held in Jayapura, the workshop was facilitated by Budi Setyanto, Executive Secretary of Foker LSM Papua. Participants were mainly media professionals from provincial and district newspaper offices and radio stations, including journalists from *Cenderawasih Pos*, *Jubi* (a former CSSP beneficiary) and *Timika Pos*. They developed a strategic work plan with five components: institutional development, capacity building for staff, public education, advocacy, and community empowerment through dialogue.

2.5.10. Survey of USAID-supported CSOs in Jakarta, Jayapura and Manado, March-July 2002

With SAF funding, provided at USAID/CPT's request, a study was undertaken of USAID's impact on civil society in three locations – Jakarta, Manado and Jayapura – by Shally Prasad, outgoing Democracy Fellow with USAID/CPT, and Frans Tugimin, a consultant from Yayasan Satunama in Yogyakarta. The study, entitled *Civil Society Development in Indonesia: a Study of Three Cities* was presented in summary and bullet-point form to USAID and CSSP colleagues in July, though disappointingly a fuller written version was not provided, then or later.

2.5.11. Planned JARI activities relating to the removal of fuel subsidies, February-September 2002

For details of this planned activity, still pending at year end, see above, Section 2.1.2.4.

2.6. Monitoring and Evaluation (M&E) activities

During the year CSSP's subcontractor IFES provided important financial and technical support for CSSP's M&E activities. This included but was not limited to assistance with evaluations and other M&E technical initiatives, as well as support for the position of M&E Specialist. This position was vacant for some 3 months following the departure of Linda Rosalik, but after her arrival in December 2001 her successor Fatima Shabodien was quickly able to develop the M&E program in new directions. Among other things, she turned her attention to the development of a comprehensive M&E work plan that would make the M&E function of CSSP more realistic, consistent with current USAID needs, and responsive to the internal requirements of the CSSP program. She produced a detailed work plan and accompanying budget, which mapped out the M&E vision for CSSP.

2.6.1. Grantee evaluations

During the year the M&E Specialist took responsibility for project and in particular grantee evaluations, and developed a more integrated approach to them. It was agreed within the CSSP team that a more integrated approach could serve as a basis for both gathering critical information and capacity building interventions. Properly rationalized, evaluations could also go beyond grantee-specific findings, and be used to inform CSSP Grant Managers and others

at a broader program level. To these ends, the M&E Specialist worked with other team members to develop a common evaluations framework, and to design standardized procedures on evaluations.

Nine evaluations were carried out during the year, with the focus on grantees in the closing stages of their grants. They included evaluations of Koalisi NGO HAM Aceh, WALHI Aceh, WALHI Sumut (North Sumatra), KoAK Lampung, Yayasan Dian Rakyat Sulawesi in Manado, Duta Thani in Karawang, West Java, and the Jakarta Office of SEAPA. Both the processes and outcomes of the evaluations were useful, and served a capacity-building function for both the grantees and the CSSP field staff involved. To maximize their capacity-building component and minimize their ‘policing’ aspect the evaluations were participatory. Methodologically they focused on institutional and programmatic analysis, the lessons learnt serving as a useful long-term resource to the CSOs concerned. Undertaken for CSOs whose grants were coming to an end, the evaluations also provided CSSP staff with grant management information useful when considering possible follow-on grants.

2.6.2. Impact assessment

As mentioned in the Introduction (Section 1), in June 2002 CSSP conducted a thoroughgoing assessment of the impact of its work to date, roughly half-way through its 5-year term. Over a period of 3 weeks, a team consisting of the M&E Specialist, two Grant Managers – Nori Andriyani and Sheila Town – and an external consultant, Steve Mintz from IDP (International Development Professionals, one of CSSP’s sub-contractors), led an organization-wide assessment, with the involvement and support of the whole CSSP team.

The impact assessment team started off with a review of secondary data sources such as grant proposals, semi-annual reports, field trip reports, CSO partners’ research studies and special studies, media coverage, financial documentation, and other information in the CSSP office. It supplemented this data with in-depth interviews of all those involved in working on achieving CSSP’s four Performance Objectives and on using the SAF, particularly the PO and SAF coordinators. With the assistance of consultant Maggie Horhoruw and the administrative staff, a systematic though sample telephone survey was also carried out of CSSP’s civil society partners, defined as any of those receiving technical or financial assistance, or participating in CSSP training, workshops, seminars or SAF-funded activities.

The impact assessment team then undertook a grant review process in all 6 focus provinces. In the case of three regions, Papua, East Java and Aceh, this information was further enriched by fieldwork done by the impact assessment team.

A separate analysis was made of the grant financial management procedures used by CSSP, and the extent to which they increased capacity. CSSP partners CARE and IFES were also interviewed directly to learn about their programs, primarily the City Forum program in East Java and IFES activities relating to polling and public broadcasting.

The assessment thus yielded a comprehensive inventory of all CSSP activities, and an analysis of their impact in terms of contributions to Indonesia’s civil society as well as more specific CSSP program and contract objectives. It concluded that CSSP has had a significant and positive impact on civil society development in Indonesia. Specifically, in its first two-and-a-half years, CSSP was found to have strengthened more than 40 viable and influential Indonesia CSOs through intensive training and grant assistance. More broadly, CSSP had

provided capacity building or technical assistance to more than 200 CSOs across the country, with a focus on those in the 6 focus provinces.

In addition to the findings it made, the impact assessment process was useful as a reflective mechanism, allowing the CSSP team to step back and reflect on its work. An important guiding principle was that the impact assessment was an opportunity for the entire team to reflect on accomplishments and record impact, and thus be part of CSSP's larger M&E system.

The fact that the process was an internal one was both a strength and weakness. Its strength lay in the richness of information gleaned. The obverse of this was that complete objectivity could not be claimed. To reduce risk, a range of checks and balances were built into the process to ensure as objective a product as possible.

2.6.3. Changing USAID reporting requirements

Early in the year CSSP specialists consulted USAID/CPT about the new USAID global reporting framework introduced in 2001, and its implications for CSSP. Agreement was reached on how to implement the new framework, and the resulting changes were communicated to CSSP grantees, primarily during 3 M&E training workshops held in the 2nd half of the year (see below, Section 2.6.4.).

The principal change involved grantees' reporting practices. It was agreed that instead of having to meet complex and often confusing indicator-based reporting requirements, grantees would be asked to develop simpler, more realistic reporting systems based on outcomes. This would involve them analyzing the extent to which their grant activities helped realize their projects' strategic objectives.

During the year this analytical component replaced the section on indicator analyses in grantees' semi-annual reports on their activities. Partly so as to ensure the new system worked properly, the M&E Specialist and the CSSP grant group undertook a sustained drive to ensure that grantees did indeed submit their semi-annual reports, regularly and in a timely manner.

2.6.4. Grantee training

As noted earlier, CSSP's approach is not only to provide grants, but also to build organizational capacity through the grant relationship. Grantees are thus in a partnership with CSSP in which their training and capacity needs are jointly assessed, and suitable interventions facilitated through CSSP. The same is true for M&E. By and large, the M&E capacities of Indonesian NGOs remain nascent and in urgent need of further development. In this regard, CSSP grantees are no exception.

CSSP therefore continued to invest in developing the M&E capacity of its grantee partners through targeted M&E training workshops. To this end 3 regional training workshops for CSO grantees were held towards the end of year 3, in 3 different locations straddling CSSP's 6 focus regions, with the prospect of further workshops being held in Years 4 and 5. The first workshop, in Makassar in South Sulawesi, was held in July and attended by grantee representatives from Papua, East Kalimantan and South Sulawesi. The second workshop, in Medan in Sumatra, took place in August and was attended by grantees from Aceh, Sumatra

and Jakarta. The third workshop, in Yogyakarta, was also held in August and was attended by grantees from East, West and Central Java. In addition to the grantee participants, selected CSSP staff members also participated.

Before the workshops CSSP staff carried out an M&E needs assessment by means of a simple questionnaire, sample phone interviews, and a review of relevant project documents, namely log frames (logical frameworks) and semi-annual reports. The needs assessment proved to be very important in preparing for the workshops, all of which introduced participants to M&E concepts and log frames, program-related indicators, and grantee reporting requirements, and encouraged them to make follow-up plans.

3. External evaluation

As noted in Quarterly Report no. 12, Section 2.3.1, USAID/CPT's long-awaited mid-term evaluation of CSSP took place in July 2002, when MSI (Management Systems International) fielded an evaluation team of four people. The team consisted of Harry Blair, team leader, Leonardo Dayao, Azwar Hasan and Roy Salomo. Team members devoted much of their attention to CSSP CSO partners and others in Jakarta, Yogyakarta, Papua, East Kalimantan and East Java. CSSP provided them with logistical and technical assistance and support as needed.

While critical and probing, the evaluation was very largely positive and constructive. The evaluators described CSSP as a large program by USAID standards, one facing a 'daunting' task (p. iii) in having to engage with new and untried civil society organizations attempting to fill the political space previously occupied by the Suharto regime. It noted that CSSP had 'met and in some cases exceeded the results targets set for Year 3 of the contract' (p. iii), and that despite a number of obstacles in the way of sustaining Indonesian CSOs 'had done very well indeed in three particular areas, displaying 'a high degree of professionalism and commitment' and proving itself 'highly effective'. These three areas were: 'nurturing embryonic NGOs to become grantworthy; helping them build strong financial management systems; and assisting them to develop advocacy skills' (pp. v and 40-41).

The report also noted that CSSP could claim credit for the good quality of the management and project plans of CSOs partners, most of them inexperienced (p. 26), and discussed positively and at length CSSP's work on FSR and grant-making. It noted that the requirements made of grant applicants, while numerous, 'did pay dividends' in terms of the applicant organizations' increased capabilities, including the ability to make proposals to other donors (p. 27).

The evaluation team recommended that for its remaining 2 years, CSSP forge coherent strategies for 3 selected provinces – Papua, Aceh and East Java – as well as institutionalizing CSO capacity building; and maintaining support for the media. It discussed the idea of creating model programs in Papua and East Java, and recommended that in East Java one particular CSO be identified or created as a coordinator and coalition-builder (p. 51). The report also recommended encouraging more structured coordination among grantees as well as among USAID Teams working on civil society, and a more selective and proactive approach to choosing new grantees (p. vii).

CSSP was asked to respond to the report but decided on reflection that as a helpful and informative document, reflecting a number of the ongoing programmatic questions and concerns being discussed within CSSP, the report needed no further gloss or commentary. In his written response the Chief of Party noted simply that 'we [CSSP] accept most of the main findings and recommendations of the evaluation...and welcome its comments and suggestions' (p. 74).

4. Administrative arrangements and activities

4.1. Chemonics Group Subcontractors

During the year regular working relations were maintained with 2 of the 4 subcontractors on the CSSP project, CARE International and IFES (International Foundation for Election Systems). Both organizations continued to support long-term team members in the CSSP team, to attend CSSP’s technical staff meetings, and to support significant initiatives in the civil society sector that dovetailed with CSSP’s mainstream work. Of the other 2 subcontractors, IDP was involved with CSSP activities to the extent that its Director Steve Mintz participated in the CSSP impact assessment, in which he played a major role. The 4th subcontractor, CIPE, did not have an active part to play.

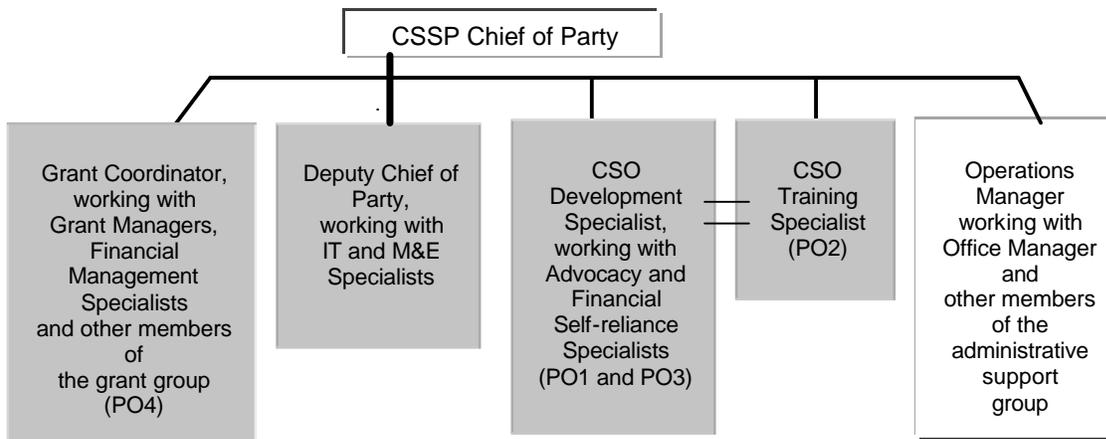
On the technical side CARE and IFES supported CSSP-related civil society activities as follows:

- IFES used the technical component of its CSSP budget to support mainstream CSSP activities, specifically in-country M&E and advocacy initiatives.
- CARE contributed to CSSP’s local governance concerns in East Java by maintaining its program of capacity-building support to City Forums (*Forum Kota*) there as well as in Central Java. The program was under the direction of CARE deputy country director Kusuma Adinugroho, and administered by a CARE team based in a CARE office in Sidoarjo, near Surabaya. As already noted, details of this City Forum program are to be found in Appendix 2 of Quarterly Report no. 12.

Towards year end consultations took place in Jakarta and between home offices about prospective reductions in CARE and IFES’s CSSP budgets for Years 4 and 5, consistent with reductions in CSSP’s mainstream budget.

4.2. The CSSP team and office

For much of the year the CSSP team was structured in a 5-part way, as shown in the diagram below.



However, changes outlined at year end in CSSP's draft modified contract, and reductions in the size of the team, meant that in Years 4 and 5 a smaller, 3-part structure would be in place, with a grant group, a technical support group and an administrative group. Details of staffing are given in the box below. Arrival and departure dates are shown in brackets.

Technical

Chief of Party (Chemonics)	Peter Harris*
Deputy Chief of Party (Chemonics)	Jonathan Simon* [left 9-30-02]
CSO Training Specialist (Chemonics)	Glenn Gibney* [left 8-16-02]
CSO Development Specialist (CARE)	Gerry Porta*
Advocacy Specialist (IFES)	Yoenarsih Nazar
Financial Self-Reliance Specialist (CARE)	Bernadet Gayatri
Monitoring and Evaluation Specialist (IFES)	Linda Rosalik* [left 9-4-01]
	Fatima Shabodien* [joined 12-13-02]
IT Specialist (Chemonics)[10-08]	Norman
Grant Coordinator (Chemonics)	Keith Hargreaves*
Grant Manager (CARE)	Bob W. Prasetyo
Grant Manager (CARE)	Emma Kolopita [left 3-31-02]
	Mursyidah Machmud [joined 6-14-02]
Grant Manager (Chemonics)	Nori Andriani [left 9-27-02]
Grant Manager (Chemonics)	Sheila Town
Grant Manager (Chemonics)	Zaniar Sahyan
Financial Management Specialist (Chem'cs)	Safriza Sofyan
Financial Management Specialist (Chem'cs)	Valia Irawanti
Financial Management Specialist (Chem'cs)	Vita Siregar [from 1-01-02]
Grant Administrator (Chemonics)	Ajeng

Administrative

Operations Manager (Chemonics)	Roshana Cohen* **
Office Manager (Chemonics)	Ratih Hasanudin
Accountant (Chemonics)	Vita Siregar [until 12-31-01]
	Pauline Pramudija [from 1-01-02]
Grant Bookkeeper (Chemonics)	Hera Nuraeni** [from 6-01-02]
Grant Bookkeeper (Chemonics)	Endang Suyatin** [left 9-20-02]
Bookkeeper	Hera Nuraeni [until 5-31-02]
	Ana Kusdiana [joined 6-24-02]
Office Assistant, Surabaya (Chemonics)	Fitrianto**
Secretary (Chemonics)	Mieke Juniarti
Receptionist (Chemonics)	Irma Fauzia [joined 11-29-01]
Workshop Assistant (Chemonics)	Riri Siregar [left 9-30-02]
Driver (Chemonics)	Ucu Juhana
Driver (Chemonics)	Hariyadi (Harry)
Driver (Chemonics)	Aris [left 9-30-02]
Driver, Surabaya sub-office (Chemonics)	Nur Kholis
Office Assistant (Chemonics)	R. Rio Harrie

*international hire ** also has program responsibilities

As shown in the box above, the size of the CSSP team was reduced by 5 people towards the end of the year as a cost-saving measure. In response to this, and as a concomitant cost saving measure, the Operations Manager and Office Manager reduced the physical size of the CSSP office in Menara Kebon Sirih, returning about one-third of the office space to the landlord.

4.3. Relations with USAID: USAID approvals requested and given

Relations with USAID/CPT and other USAID SO (Strategic Objective) Teams were positive and on a sound professional footing throughout the year, though USAID identified closer working relations with other SOs as a priority for Years 4 and 5. The early retirement of USAID/CPT Team Leader Michael Calavan in July was a considerable disappointment, especially since he had built very sound working relations with CSSP and its Chief of Party. That said, his quick replacement in September by Jan Emmert was welcomed.

Drive and determination on the CSSP side were called into question for a while by persistent indications from March onwards that CSSP's budget would be cut, perhaps seriously, especially if the findings of the external evaluation turned out to be in any way negative (which, as noted, they did not). These temporary problems did not however interfere in any way with the constructive approach that characterized CSSP-CPT relations throughout the year, and the professional consideration which both teams showed each other, consideration exemplified by the outgoing CTO, Robert Hansen.

During the year CSSP sought and gained approval from USAID for 50 actions, 22 of them grant actions. Details are provided in the 4 Quarterly Reports.

Figures showing CSSP's expenditure through September 30, 2002 by budget line item, are given in Appendix 1. A bibliography of books, reports and papers issued by Chemonics International for CSSP or with CSSP's support during the first 3 years of CSSP is given in Appendix 2.

**Appendix 1: Financial statement for year ending
September 30, 2002***

Indonesia Civil Society Support and Strengthening Program (CSSP)

Contract no. 497-C-00-99-00053-00

Summary by Line Item

	Contract Budget	Invoiced thru Sept. 2002	Contract Funds Remaining
I. Salaries	\$2,314,064	\$1,397,229	\$916,835
II. Fringe Benefits	\$774,883	\$502,157	\$272,726
III. Overhead	\$1,832,379	\$1,120,430	\$711,949
IV. Travel and Transportation	\$677,383	\$307,749	\$369,634
V. Allowances and per diem	\$2,141,472	\$929,928	\$1,211,544
VI. Other Direct Costs	\$1,361,141	\$697,455	\$663,686
VII. Equipment, Vehicles, and Freight	\$271,902	\$154,614	\$117,288
VIII. Training	\$400,000	\$26,693	\$373,307
IX. Grants Program	\$10,000,000	\$4,060,418	\$5,939,582
X. Special Activities Fund	\$1,600,000	\$1,361,544	\$238,456
XI. Subcontractors	\$3,964,933	\$2,354,520	\$1,610,413
SUBTOTAL	\$25,338,156	\$12,912,737	\$12,425,419
XI. General and Administrative	\$1,140,170	\$522,734	\$617,437
XII. Fee	\$960,664	\$540,440	\$420,224
GRAND TOTAL	\$27,438,990	\$13,975,911	\$13,463,079

**This budget is the last to be presented on the basis of the old budget figure for 5 years of \$27,438,990. The budget for the 13th quarter will be based on the revised and reduced figure provided in the modified contract for CSSP to be signed by Chemonics International Inc. and USAID during the quarter.*