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July 30, 2003

Mr. Jon Wegge
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c/o American Embassy
Jl. Medan Merdeka Selatan 3-5
Jakarta 10110, Indonesia

RE: Contract No. LAG-I-00-99-00036-00, Task Order No. 806
UI Project 06967-008, Development of the Foundation for Local Government Innovation
Quarterly Task Order Progress and Cost Report, April to June 2003

Dear Mr. Wegge:

Please find enclosed the *Quarterly Task Order Progress and Cost Report, April to June 2003*, Development of the Foundation for Local Government Innovation as required under Section F.12 of the above referenced contract.

Please direct any technical questions to Mr. Leroy Hollenbeck, Chief of Party at 62-21-390-2422 or leroy@clgi.or.id. Questions of a contractual nature should be addressed to me at (202) 261-5396.

Sincerely,

Maria C. Andrade-Stern

Enclosures

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

**QUARTERLY TASK ORDER
PROGRESS AND COST
REPORT**

**APRIL TO JUNE
2003**

**DEVELOPMENT OF THE
FOUNDATION FOR LOCAL
GOVERNMENT INNOVATION
(Indonesia)**

Prepared for



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



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(YIPD/CLGI)

July 2003
UI Project 06967-008

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ATTACHMENTS

- Reports, Papers, Publications
- YIPD/CLGI Inventory List
- Cost Report



QUARTERLY TASK ORDER PROGRESS AND COST REPORT

April to June 2003

Development of the Foundation for Local Government Innovation (Indonesia)

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

Date of Issuance: October 10, 2001

Amount Obligated Under Task Order: \$ 3,400,000

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

Dollars Expended To-date: \$ 2,134,482

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

Task Order Description

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

I. HIGHLIGHTS

This 7th Quarterly Task Order Progress and Cost Report² highlights major activities of the Quarter just completed (April – June '03). All activities are now focused on transforming the Center for Local

¹ "Owned" is defined to mean that nominated local government officials and the Executive Directors of the Local Government Associations will participate as members on one of the three Foundation Boards in equal standing to other Board members.

² The 7th Quarter of the Project is also the 2nd Quarter of 2003.



Government Innovation (referred to hereafter either as the Center or YIPD/CLGI³) into a sustainable organization in support of Indonesian decentralization. Approximately 14 months remain to ensure that financial and technical sustainability, and the Center's independence and self-sufficiency post-USAID support, can be achieved.

YIPD/CLGI continued to transition from a USAID-financed project to an institutional program run through a legally established Indonesian *Yayasan*. What remains is to completely transfer program and administrative responsibility from the USAID contractors to the *Yayasan* prior to the end of the Project in August 2004. As with previous Quarters, YIPD/CLGI national and expatriate personnel made significant progress on a number of critical program activities. Major highlights of the Quarter just ended include:

1. Lifting of the Ordered Departure/Evacuation of Non-emergency Personnel

The ordered departure of "non-essential/non-emergency" personnel was lifted 25 April 2003. When appropriate, YIPD/CLGI will again be able to utilize short-term expatriate technical assistance. Consequently, efforts will be made to program specific, strategic U.S.-based technical expertise during the remaining 14 months of the Project.

2. Institutionalizing Local Government Commitment

YIPD/CLGI is developing an innovative (at least in Indonesia), effective and potentially sustainable approach in providing technical assistance to local governments. Each local government requesting YIPD/CLGI assistance⁴ is required to demonstrate its commitment to the intervention by confirming in writing local support from three of the region's senior decision makers: either the Bupati or Mayor (*Walikota*), the Chairperson of the local parliament (*DPRD*) and Head of the local planning board (*Bappeda*). In addition the local government must also allocate a counterpart budget from local revenue sources. Such an approach ensures local commitment and, therefore, a successful transfer of knowledge. Utilizing this innovative approach ensures local government officials more actively participate, developing the required "sense of belonging" necessary for sustainability to be achieved.

3. Progress with Pilot Initiatives in Performance Management, Asset Management, Change Management

Performance management assistance continued for select sectors in the City of Pontianak. The Solid Waste Management Service implemented a pilot project in measuring and improving garbage collection and cleanliness of temporary dumpsites in one zone of the City. Digital photographs were taken daily at each dumpsite and transferred to the database previously installed by YIPD/CLGI. The staff created a four-point scale to measure cleanliness and scored each photograph on the scale. The photos were compiled into reports that included performance charts for April and May. The charts were generated using supplemental software installed by the YIPD/CLGI information technology consultant. The YIPD/CLGI Local Government Management Specialist conducted a Performance Improvement Workshop. Participants identified methods for improving cleanliness and prepared a work plan to implement them. The

³The Center for Local Government Innovation became a legally recognized Indonesian foundation December 2002. It is now frequently referred to by its Indonesian name *Yayasan Inovasi Pemerintahan Daerah*, or YIPD.

⁴ This local government demand-driven approach is another innovation introduced by YIPD/CLGI.

Performance Measurement Team regularly measures performance to determine whether cleanliness has improved. The YIPD/CLGI Training and Management Specialists and the Director of Technical Services are working with a publications specialist to produce a participant handbook and other materials for performance management training.

The YIPD/CLGI Local Government Financial Management Specialist and Executive Director reached agreement in principle with the Bupati of Sleman to conduct Phase II of the Asset Management Pilot Project. Formation of a new team in Sleman is being encouraged. The Team will receive training and coaching from YIPD/CLGI as they implement each step of the asset management process.

The City of Pontianak received change management training for some of its senior personnel. The YIPD/CLGI Training Specialist prepared the training program in cooperation with the firm Integre Quadro. YIPD/CLGI's Local Government Management Specialist and Training Specialists served as co-trainers during the workshop.

4. YIPD/CLGI Clearinghouse

The YIPD/CLGI Web Site continued to grow in content and usage during this Quarter. Registered users numbered 151 while visitor numbers increased to over 4,500. There are currently 125 documents available on the Web Site. The third edition of the YIPD/CLGI Newsletter was published, and the fourth edition is being prepared.

Of special importance was the formation of the Network of Decentralization Document Specialists coordinated by the YIPD/CLGI Information Specialist/Librarian. The objective is to compile a comprehensive WIN-ISIS catalogue of documents of importance to local governments and their advisors for strengthening management capacity. Organizations participating in this effort include URDI (Urban and Regional Development Institute), KPPOD (Regional Autonomy Watch) and CSIS (Center for Strategic and International Studies). A variety of documents are being recorded in the catalogue including innovations, best practices, strategies, guides, models, tool kits, evaluations, cases, and training materials. When complete, the Directory will be copied and made available to all contributing organizations, plus central and local governments, NGOs, universities, and research and training institutions.

5. Best Practices Standards

YIPD/CLGI hosted three Best Practices Standards Working Group meetings during the Quarter. A list of local government best practices (65 candidates) has been compiled from the following group members: The Asia Foundation (TAF), Jawa Pos (a national newspaper based in Surabaya), KPPOD (Regional Autonomy Watch), ILGR (Initiatives for Local Governance Reform/World Bank), PERFORM (Performance-oriented Regional Management, and YIPD/CLGI. Thirty-four out of 65 best practices candidates can be found at YIPD/CLGI's website www.clgi.or.id.

6. Mapping Study

YIPD/CLGI's Local Government Evaluation Specialist continued with the Center's mapping study using Microsoft Access. Program data is organized into several categories, which include donor, location, year, project status, and implementation agency. There are presently 800 entries describing local government



strengthening programs related to decentralization. YIPD/CLGI plans to publish this data in book form and will include entries from Building Institutions for Good Governance (BIGG); Breakthrough Urban Initiatives for Local Development (BUILD); Civil Society Support and Strengthening Program (CSSP); GTZ Indonesia; Initiative for Local Governance Reform (ILGR)/World Bank; Local Government Water Services (LGWS); Management and Leadership Program/MSH; Partnership for Economic Growth (PEG); Partnership for Governance Reform in Indonesia (PGRI); Performance-oriented Regional Management (PERFORM); Cities Development Strategy (CDS); Ministry of Home Affairs; Kecamatan Development Project/World Bank; and YIPD/CLGI.

7. Delphi Forecasting Study

The forecast of future conditions and events that will impact local governments in Indonesia continues. A panel of 25 experts made the first round identification of issues, opportunities, and threats. Their responses generated 52 pages of predicted conditions, events, and factors representing opportunities, problems, and risks for local governance during the period 2004-2008. The material is too voluminous to be used in a second round questionnaire, so responses are being condensed. Responses that actually exist now will be included in a separate report to respondents, but will not be used in the second questionnaire. The second round survey of importance and probability of each condition and event is being prepared.

8. Sourcing/Securing Non-USAID Funds – Pursuing Financial Sustainability

YIPD/CLGI's four-pronged approach at sourcing and securing long-term, non-USAID sources of funding in pursuit of financial sustainability accelerated during the Quarter. Increased emphasis was placed on securing both private sector and local government counterpart financial commitment for activities implemented in the regions. This innovative approach has shown initial signs of success with YIPD/CLGI obtaining commitments for over US\$ 375,000 from the private sector and generating nearly US\$ 60,000 from local government counterparts during the period November 2002 through June 2003.

International Donors

> CIDA

With a CAN\$ 50,000 (US\$ 35,000) grant from CIDA (and a significant counterpart budget from the Center), YIPD/CLGI staff initiated local government capacity building activities this Quarter on the island of Sulawesi. The five local governments selected are: the City of Gorontalo, and the four Kabupaten of Bantaeng, Sinjai, Sidenreng Rappang and Morowali.⁵

⁵ Although the local government of Kabupaten Boalemo, Gorontalo, submitted a proposal, the Kabupaten was deselected from the CIDA initiative. YIPD/CLGI will not be providing technical assistance to this local government for the time being.

Private Sector

➤ **KPC**

YIPD/CLGI completed its diagnostic review/human resources assessment of Kabupaten Kutai Timur, East Kalimantan, during the Quarter. A decision was made to engage the local government following the process developed under the CIDA initiative, i.e., use of a Request for Proposal (RFP). This approach was taken because the local kabupaten government recently changed its Bupati, who mentioned he needed time to re-organize his government structure. The RFP will be submitted in early July with YIPD/CLGI activities expected to commence in August or September. Although a cost proposal has yet to be submitted, it is expected interventions for the first year could have a budget approaching Rp 1.0 billion (US\$ 122,000) with KPC contributing most, if not all, of the funds.

➤ **British Petroleum (BP)**

YIPD/CLGI submitted its final proposal to BP for the Bird's Head, Papua, project, specifically for interventions in the Kabupaten of Teluk Bintuni and Manokwari. The proposal will be presented to BP's finance division in July with approval expected before August. The total budget for this initiative is US\$ 383,100 with BP contributing 32.6%, or just under US\$ 125,000. The remainder comes from YIPD/CLGI. Activities will focus on performance management, local government financial management and organizational development.

➤ **Freeport**

YIPD/CLGI submitted its final draft proposal to PT. Freeport Indonesia (PTFI) for a project to assist the Kabupaten Mimika, Papua. A decision on this initiative is expected by the second week of July with implementation beginning in August or September. The total budget proposed for this initiative is US\$ 407,000 with PTFI contributing 34.6%, or US\$ 141,000. The remainder comes from YIPD/CLGI. Activities will focus primarily on local government financial management.

In addition, YIPD/CLGI, in collaboration with Citizens International based in Washington, D.C., received a US\$ 20,000 grant from Freeport McMoRan, New Orleans, for initiating activities in the highlands of Papua, specifically the Kabupaten of Paniai, Puncak Jaya and Jayawijaya. Citizens and YIPD/CLGI personnel will implement a desk review and interviews seeking additional donors for the development of a Highlands Foundation to assist the local governments in the three target Kabupaten to manage basic education, health and economic development initiatives.



Local Governments

➤ **Partnerships with Local Governments**

YIPD/CLGI staff are either working in, or have provided assistance to, 18 local governments⁶ with programs covering a range of activities including performance management, financial management, organizational development, and change management. As mentioned above, the process for local governments obtaining technical assistance from the Center is demand-driven. In addition, local governments must prepare counterpart budgets to cover all local costs. This innovative approach will continue to be implemented by YIPD/CLGI with local governments expected to pick up a greater share of total project costs, including those of YIPD/CLGI, beginning in 2004.

Educational Institutions

➤ **Partnership with the University of Southern California (USC)**

As knowledge about the Center's professional qualifications, innovative approach and unique role in the Indonesian decentralization process spreads, international institutions are requesting partnerships with YIPD/CLGI. Recently, the University of Southern California (USC), and its Center for International Policy, Planning and Development (CIPPAD), was short-listed on two separate bids, one from the U.S. State Department (conflict resolution) and a second from the Asian Development Bank (developing a monitoring system for sustainable capacity building). In both cases USC requested YIPD/CLGI to be its local partner. Decisions on these two proposals are expected in August.

II. PROGRESS OF MAJOR ACTIVITIES

The YIPD/CLGI Team made significant progress during the Project's 7th Quarter. A detailed description of major activities according to their respective tasks as articulated in the approved YIPD/CLGI Year 2 Work Plan is provided below.

Task 1. General Program Support Activities

YIPD/CLGI staff participated in a USAID-DLG "Seeking Sustainability Meeting", beginning what is expected to be a sustained dialogue about critical aspects of the various programs under DLG. The meeting was called to identify ways to increase the sustainability of services and capacities developed by contractor staff and consultants during the course of their projects.

⁶ These are: City of Pontianak (East Kalimantan); Kabupaten Kutai Timur (East Kalimantan); Kabupaten Sleman (Central Java); Kabupaten Bojonegoro (East Java); Kabupaten Bangli (Bali); Kabupaten Lombok Timur (NTB); City of Gorontalo (Gorontalo); City of Manado (North Sulawesi); Kabupaten Morowali (Central Sulawesi); Kabupaten Sinjai, Kabupaten Bantaeng, Kabupaten Sidenreng Rappang (South Sulawesi); Kabupaten Maluku Utara (Maluku Utara); Kabupaten Teluk Bintuni, Kabupaten Manokwari, Kabupaten Mimika, Kabupaten Paniai, Kabupaten Puncak Jaya (Papua).

One of the objectives was to discuss the issue of “sustainability” in light of the extremely tight USAID FY 2003 budget. The option of reinstating the monthly Chief of Party meetings was also raised and whether it is better for these to be facilitated by USAID with pre-identified topics for discussion, or whether the Chiefs of Party should organize these meetings on their own and not have USAID present. In addition YIPD/CLGI was selected by DLG to institutionalize the capacities and services of other contractors and projects as they are completed. The Director of Technical Services ordered reference materials regarding the models, methods, and experience of other organizations in sustaining their services and capacities.

- YIPD/CLGI staff attended a roundtable discussion on synthesized monitoring and evaluation of the implementation of decentralization activities. Seven different results of surveys were presented under the initiatives of the World Bank Treasury Fund.
- YIPD/CLGI hosted a visit by Ms. Cheryl Anderson from AID/W’s ANE Bureau. USAID/DLG invited representatives from their projects to discuss progress and issues in decentralization and the development of effective local government. After the meeting with Ms. Anderson, YIPD/CLGI, BIGG and PERFORM continued discussions on strengthening collaboration among the three USAID decentralization initiatives.
- An updated inventory of YIPD/CLGI equipment and supplies can be found in an attachment at the end of this report.

Task 2. Foundation Development

A. Staffing/Recruitment

- A preliminary list of potential candidates for the YIPD/CLGI national Executive Director was drawn up. The Board of Trustees requested that an ad be placed in the local newspapers, which will be done in July. It is expected the national Executive Director will be chosen and in place by September/October 2003.
- Under the USAID-financed “Technical Support for Decentralization Reform in Indonesia” initiative, the YIPD/CLGI’s Decentralization Policy Analyst intensified his activities in preparation for the first visit of the Georgia State University team.
- Increased collaboration took place with the Indonesia Education Specialist working with YIPD/CLGI under the USAID-financed “Managing Basic Education” initiative. The long-term national expert has yet to take up working residence at the Center.
- YIPD/CLGI’s short-term IT specialist working on the Performance Management component continued his assignment working on performance management activities in Pontianak.



B. Organizational Development

The relationship between members of the YIPD/CLGI Board of Directors and the Implementation Unit strengthened during this Quarter. A number of roundtables designed by Board members were financed and implemented. These included:

- **Financial Policy & Institutional Relationships Roundtable Discussions**

In preparation for a national seminar in October 2003, YIPD/CLGI sponsored five “Roundtable Discussions” on current local government regional financial management and institutional relationship issues. Three separate roundtables, organized by the Board of Director’s Institutional Subcommittee, covered the topics of “Relationships Between Executive and Legislative Branches of Government in a Decentralized Environment”, “The Process for Selecting Regional Executives”, and “The Imbalance of Power Among Legislative and Executive Branches of Government.” The two roundtables organized by the Board’s Regional Finance Subcommittee covered the topics of “Regional Finance Policy in Support of Decentralization” and “Regional Budget Deficit Financing.” The third Board Subcommittee, Partnerships, will hold its roundtable on “Issues Surrounding Ports, Airports, Land and the Oil and Gas Sector – the Balikpapan Declaration” in July.

- **Roundtable Discussion *Kaji Kritis* (Critical Review) PP No. 8/2003**

YIPD/CLGI successfully conducted a roundtable discussion on a critical analysis of Government Regulation No. 8/2003. YIPD/CLGI invited speakers from the Ministry of Home Affairs, State Minister for Empowerment of Civil Servants; University of Indonesia; School of Home Affairs Studies (STPDN); and the Kabupaten Lombok Timur local government. About 30 participants attended the roundtable representing the Local Government Associations, the donor community and local NGOs. The objectives of the roundtable were to obtain a more comprehensive understanding of the new Central Government regulation regarding structure and organization of local governments and to assess the challenges and opportunities facing the re-organization of local governments in Indonesia. Inviting resource persons from both the Central and local governments at the same roundtable proved not only innovative but an effective way to stimulate active and lively public debate and discussion. Proceedings of the roundtable are available in hard copy in the YIPD/CLGI Clearinghouse.

- **Internal Staff Training**

YIPD/CLGI professional staff attended an in-house training on “Report Writing in Power Point and Analytical Framework” provided by the Center’s Local Government Financial Management Specialist. The objective was to enhance report-writing skills, standardize the Center’s report format and introduce analytical project management tools.

YIPD/CLGI staff attended CSSP's Training of Trainers (ToT) in Social Enterprise Planning, part of CSSP's continuing effort to organize and implement a series of trainings designated to create qualified Indonesian trainers in the field of fundraising and financial self-reliance.

Coordination with the Local Government Associations

YIPD/CLGI staff attended ADKASI's *Rakernas II* in Bali. This national working meeting focused on issues of judicial review, in particular PP 110/2000 and *Rancangan Undang Undang Susunan dan Kedudukan* (law regarding positioning of the various legislative bodies), and provided an opportunity for ADKASI members to develop their 2003-2004 program / work plan.

YIPD/CLGI staff attended APPSI's *Rakernas* in Bandung, West Java. The Center participated with PERFORM in an Expo where YIPD/CLGI's Information Specialist/Librarian manned a booth and distributed information about the Center and its activities.

YIPD/CLGI staff attended ADEKSI's *Munas Luar Biasa* in Balikpapan, East Kalimantan. During the opening ceremony, the Center's Executive Director was able to meet two senior UNOCAL executives. Possible collaboration was explored and it was agreed the two groups would maintain contact.

C. Networking/Internal Institutional Strengthening

Asian Development Bank / Institute of Public Administration

YIPD/CLGI met with consultants from the Institute of Public Administration, New York, a member of the DFLGI contractor consortium. The consultants, led by Richard Monteverde, were here to advise the Government of Indonesia on options for resolving delinquent loans among local governments, especially the water utilities (PDAMs). They will also provide related training. YIPD/CLGI will host a meeting early July, arranged by the Center's Director of Technical Services, to introduce them to USAID contractors who have worked on the same issues.

Chemonics International

- The DFLGI Project Chief of Party was invited to attend the one-week Chemonics Senior Managers Conference in Washington, D.C. All Chemonics Chiefs of Party (COPs) were brought together with senior home office management staff to explore ways to make projects more successful in achieving their objectives. The conference emphasized more effective management practices through sharing knowledge and lessons learned; explored how to better communicate project accomplishments; identified leadership qualities and criteria; discussed development trends; discussed ways to link similar projects together on-line for ongoing consultative purposes, and provided presentations on subjects such as monitoring and evaluation, work plan development, progress reporting, and making use of new technologies. This year's objective was to improve service to clients and beneficiaries by promoting knowledge sharing and communications tools, standards, and competencies and to

build awareness and expectations in the areas of ethical standards and individual performance.

Extractive Industries Review (EIR)

- YIPD/CLGI's Executive Director was invited to attend the Extractive Industries Review Workshop for the Asia and Pacific Region in Bali, Indonesia. This Asia Pacific Multi Stakeholder Consultation, with Dr. Emil Salim as the Eminent Person, brought together stakeholders from civil society, governments, the mining industry, and The World Bank Group to discuss oil, gas and mining issues. The framework for this discussion was the globally agreed consensus that the way forward for development in the 21st century is through sustainable development. Underpinning the three pillars of development - economic, social, environment - is the pre-requisite of good governance. The basic question for the consultation was, "Can oil, gas and mining industries promote sustainable development, and thus be compatible with the World Bank Groups' mission of sustainable development and poverty eradication?" Attendance at the EIR provided the Executive Director an opportunity to meet with and discuss YIPD/CLGI with a number of senior personnel from the large mining companies with operations in Indonesia.

GTZ

- YIPD/CLGI staff participated in GTZ's and the Ministry of Home Affairs "Finalization of the National Framework for Capacity Building to Support Decentralization" Seminar.

Ikatan Wanita Pengusaha Indonesia (IWAPI) / Indonesian Association of Businesswomen

- YIPD/CLGI continued exploring ways of partnering with IWAPI, specifically in increasing women's productivity in the regions that will contribute to the local economy. YIPD/CLGI, together with IWAPI, will identify the most probable area/location and best approach to address this issue with local governments.

Indonesian Center for Women in Politics (ICWIP)

- YIPD/CLGI's Training Specialist attended a workshop on "Strategic Planning in Increasing Women's Participation and Representation in Politics" organized by ICWIP and the Network of Women and Politics. The Center, in collaboration with ICWIP, is still pushing the Ministry of Women Empowerment for a proposal to disseminate the "Making Governance Gender Responsive" concept to decision makers in local governments with funding from the Partnership for Governance Reform in Indonesia (see MWE below).

Institute for Research, Training and Development (IRTD)

- YIPD/CLGI in collaboration with IRTD, conducted a quantitative survey in the City of Pontianak to obtain a picture of current leadership practices, organizational values, as well as employees' perception of organization's strengths. The survey involved 250 participants, and was done as

part of the Change Management program, with all related-cost covered by city of Pontianak. Results of the survey will be presented during the first Monitoring occasion in June. The questionnaire will be evaluated and improved, and most likely (depending on the funding) will be used in kabupaten Bantaeng as part of the Change Management program.

Local Government and Public Service Reform Initiative (LGI)

- YIPD/CLGI hosted Mr. Kristof Varga, Program Manager of LGI and the LOGIN (Local Government Information Network) program. LOGIN was founded by The Council of Europe, Soros' Open Society Institute, USAID, UNDP and the World Bank. YIPD/CLGI expressed its interest in becoming LOGIN's national partner since there was a natural fit given the Center's best practices collection and dissemination initiative, which is an integral part of LOGIN implementation. LOGIN will implement a selection process in which they will choose one organization in Indonesia as their partner. The LOGIN Steering Committee will meet in July and make a decision to invite selected organizations to submit an expression of interest and a full proposal. The proposal will contain a work plan and budget for 12 months. The organization selected as LOGIN's national partner will then receive LOGIN funding to implement the work plan. Although work plans are always for one year, the partnership is renewable given satisfactory performance of the national partner.

MaX – Management of Excellence

- YIPD/CLGI engaged Ms. Maggy Horhoruw to co-facilitate the IULA Toolkit Workshop with YIPD/CLGI's Training Specialist as an initial step towards possible collaboration between the two institutes in building local government capacity and more specifically in improving local government's Human Resource Management function.

Microsoft

- YIPD/CLGI staff met with a team from the Microsoft Corporation to explore mutual interests and ways to collaborate. One common theme emerged: both organizations serve the "knowledge worker." Microsoft designs and adapts systems and software to promote integration and improved access to information while YIPD/CLGI improves their ability to use information for management of local government and its innovations. As soon as Microsoft's new country representative is on board, continuation of this discussion will take place.

Ministry of Women Empowerment (MWE)

- YIPD/CLGI, in collaboration with ICWIP and the Partnership, formed the Country Training Team (CTT) for Gender Responsive Governance and is pushing a proposal to disseminate the "Making Governance Gender Responsive" concept to decision makers in the local governments with funding from the Partnership. The proposal is directed to Mr. Yusuf, Deputy on Gender Mainstreaming in MWE. As per Work Plan Year 2, YIPD/CLGI may be a co-funder with a maximum contribution of 10%. The proposal is being re-written by YIPD/CLGI and ICWIP to fine-tune it to the latest development of gender issues in Indonesia.



National Democratic Institute (NDI)

- YIPD/CLGI, in collaboration with NDI, BIGG, and IULA, funded the IULA Toolkit Roll Out “Brainstorming” Workshop. The objective was to identify the strengths and weaknesses of Local Government Associations and to identify topics from the IULA Toolkit that will help the Local Government Associations strengthen their organizational capacity. The brainstorming session was a precursor to a national seminar in November, which will be sponsored by the same four organizations/projects.

The Asia Foundation

- YIPD/CLGI participated in the presentation of the third Indonesia Rapid Decentralization Appraisal (IRDA) survey findings. IRDA now incorporates 40 communities in its rapid assessments.

University of Southern California

- YIPD/CLGI accepted the invitation of the University of Southern California’s Center for International Policy, Planning and Development to be their local partner on two separate bids, one from the U.S. State Department (conflict resolution) and a second from the Asian Development Bank (developing a monitoring system for sustainable capacity building).

US-INDO Inter-Faith Conflict Resolution Exchange Program

The U.S. Department of State invited USC’s Center for International Policy, Planning, and Development (CIPPAD) to submit a proposal for the Inter-Faith Conflict Resolution Exchange Program. YIPD/CLGI was asked to be their local partner. The Department of State is interested in conducting 3 programs under this proposal: (1) an exchange program for 10 senior Indonesian Islamic leaders; (2) a two-way exchange program on inter-religious dialogue; and (3) an exchange program for 12 to 14 political and civil society leaders from Maluku and Sulawesi. While the first program will be conducted in U.S., the other two programs will be conducted both in U.S. and in Indonesia.

YIPD/CLGI would assist in conducting the two programs in Indonesia. This would include (a) selecting participants (mainly religious leaders) who would travel to the U.S. for the exchange program, and (b) conducting one 3-day conference on religious freedom in Jakarta. YIPD/CLGI’s Local Government Evaluation Specialist working with CIPPAD prepared and submitted the proposal to the Department of State the end of April.

Monitoring System for Capacity Building Proposal for ADB

ADB is providing grant support for an Advisory Technical Assistance (ADTA) entitled “Monitoring System for Capacity Building (MSCB). The purpose of the ADTA is to separate the functions of project management from project oversight. The main goal of ADTA is to support

the National Capacity Building Review Board (NCBRB) and to assist the GOI in establishing systems for monitoring implementation of the large loan project, ensuring the proper use of project resources, and evaluating the impact of capacity building activities on the performance of participating local governments.

USC's Center for International Policy, Planning, and Development (CIPPAD), Evan Consulting, and YIPD/CLGI jointly submitted a proposal for this Project. YIPD/CLGI's role is to provide field support for national Regional Capacity Building Expert. The technical proposal can be downloaded by accessing the link: http://cippad.usc.edu/ai/adb/4023/technical_proposal.pdf

Urban and Regional Development Institute (URDI)

- YIPD/CLGI staff attended a number of Local Government Forum (LGF) meetings to discuss the preparatory work for two national workshops, one during August in Batam and a second during October in Makassar, South Sulawesi. The Batam event will be conducted in collaboration with APEKSI's annual meeting and the Makassar event will coincide with International Habitat Day. YIPD/CLGI is represented on both the Steering Committee and Organizing Committee.

USAID

- YIPD/CLGI hosted ASEMHAKE Director, Mr. Anwar Gozali, and Vice Director, Mr. Yudhi. Both gentlemen expressed their interest in networking with the Center. ASEMHAKE is a USAID grantee receiving assistance for small and medium enterprise activities.
- YIPD/CLGI staff attended the Building Institutions for Good Governance (BIGG) Third National Conference entitled Preparing Performance Budgets (*Penyusunan Anggaran Kinerja*).
- YIPD/CLGI's Local Government Financial Management Specialist and Evaluation Specialist attended BIGG's Best Practices Meeting. Content covered the processes of collection, verification, format and dissemination strategy of the best practices collected both at local and national levels.
- YIPD/CLGI's Training Specialist attended BIGG's "Training Materials Workshop" and discussed the possibilities of the Center using BIGG's training materials in locations not presently covered by BIGG initiative.
- YIPD/CLGI's Executive Director was invited by USAID to join their team on a two-day visit to Mimika, Papua, at the invite of PT. Freeport. The Team visited PT. Freeport's operations and met with local government officials. As a result of the visit, the Kabupaten Mimika government requested technical assistance from YIPD/CLGI. A proposal was prepared and submitted to PT. Freeport for funding (see H. Private Sector Partnerships below).



Miscellaneous

- Ms. Karrie McLaughlin, an MPA candidate at Harvard's John F. Kennedy School of Government, arrived in Indonesia. Initially interested in doing her Master's research at YIPD/CLGI, she instead took up a summer assignment with the SMERU research institute. She will look at dispute resolution regarding land conflicts, specifically at cases settled by a dispute resolution team created by Lampung Province, and will assess which best practices might be drawn from their work. Because her research deals with best practices across levels of government, YIPD/CLGI staff will coordinate with Ms. McLaughlin during her three-month stay in the country.

Task 3. Products and Services

Marketing Sustainability – Strengthening Local Government / Governance Capacity

A. Performance Measurement / Management

Performance management activities continued their focus on improving public services performance through development of Service Improvement Action Plans (SIAP) in selected pilot locations. Training and technical assistance in Performance Management have begun to have observable results.

City of Pontianak, West Kalimantan

- The Pilot Project in Solid Waste Management made substantial progress during this quarter. The City named a special team to record and monitor performance in terms of cleanliness in the vicinity of temporary dumpsites in the special zone. It used the digital camera and laptop computer to photograph each dumpsite daily, and to enter the photographs in the database provided by YIPD/CLGI. The team also adopted a four-point scale to measure cleanliness as shown in the photos. The YIPD/CLGI information systems consultant added a graphic feature to the database that charts performance and establishes trend lines. The performance monitoring team prepared monthly reports that displayed performance in photos and charts. An expanded team participated in a workshop in June, facilitated by the YIPD/CLGI Local Government Management Specialist. The team examined the performance reports and analyzed causes of current performance levels and options for improvement. It adopted some of the options and has prepared an action plan. Upon initial implementation of the plan, the team will meet again with YIPD/CLGI staff in late July to compare performance results and consider future improvements. The work of this team will be incorporated in the training materials for performance management that will be used by the City of Pontianak and YIPD/CLGI to improve performance in other units and local governments of Indonesia.

The Center's Local Government Management Specialist accompanied the head of Pontianak's solid waste agency on a field visit to the final disposal site at Yogyakarta as a comparative study in managing a waste site.

- The Director of Technical Services (DTS) briefed Urban Institute performance management expert Harry Hatry on the results of the pilot project during his visit to UI in June. Mr. Hatry endorsed the work done and invited the DTS to participate in a conference on performance management that took place June 20 in Washington, DC. Useful reference materials were obtained at this conference for YIPD/CLGI.
- Translation to Indonesian of the book Performance Measurement by Harry Hatry is nearly complete. YIPD/CLGI will sell this book to local governments and others interested in implementing performance management.

Kabupaten Sleman, Central Java

- YIPD/CLGI's Local Government Management Specialist met with the performance management working group to discuss progress on the SIAP (Service Improvement Action Plan) of each unit. Significant progress was made by the water supply enterprises working group and health sector working group, while the others two working groups (business permits; solid waste management) are lagging behind.
- YIPD/CLGI's Local Government Management Specialist met with the performance management working group coordinator of Bappeda, Sleman, to discuss implementation of follow-on activities. Bappeda held a workshop with new members of the solid waste and business permits working groups to explain the concept and detailed activities to the new members.
- Met with the head of technical division of Water Supply Enterprises (PDAM) of Sleman discussed the progress on SIAP development. Attended the discussion on developing PDAM strategic plan, which is based on the results of performance management activities.

Kabupaten Bangli, Bali

- According to information received from the local Bangli parliament (*DPRD*), Kabupaten Bangli, there is an available budget approved by the legislators to implement performance management activities in the kabupaten in the sectors of education and health. YIPD/CLGI staff will follow-up on this initiative.

City of Gorontalo, Gorontalo, Sulawesi

- Under the CIDA-financed initiative, YIPD/CLGI staff undertook a field visit to verify data in the proposal submitted by the local government of the City of Gorontalo requesting technical assistance from the Center in performance management. The local government has allocated Rp. 30.0 million for this program.



B. Asset Management

Kabupaten Sleman, Central Java

- YIPD/CLGI's Local Government Financial Management Specialist secured an agreement with Kabupaten Sleman on implementation of the property asset management methodology that was conducted during the first phase from July '02 through March '03. It is expected that a new counterpart team from Sleman will be established. YIPD/CLGI will retain the services provided by the short-term consultant, Mr. Eko Setyanto (Universitas Atma Jaya Yogya), to advise on property market valuation. Implementation for the second phase is scheduled to take place during July through December 2003.
- YIPD/CLGI's Contract/Grant Manager and Senior Accountant met with Kabupaten Sleman local government finance and budgeting staff. The objective of the meeting was to obtain first-hand information on managing performance budgeting and financial administrative systems in Sleman. As stated by the Bupati in a meeting at YIPD/CLGI, and confirmed by the finance and budgeting staff, Sleman had implemented performance budgeting from mid-fiscal year 2001 and financial report using accrual basis from mid-fiscal year 2002. Data collection and gathering were made during a meeting with Sleman financial/budgeting staff. Local government budget and financial reports (balance sheet, income statement and cash flow) of Sleman for fiscal years 2001, 2002, and the first quarter of 2003 became base materials during the meeting. Meeting notes and material collected from Sleman will be reconciled and used in training materials development for Kabupaten Morowali, Central Sulawesi (CIDA-funded initiative), prior to implementation of performance budgeting and financial administrative system training.

C. Change Management

City of Pontianak, West Kalimantan

- YIPD/CLGI, in collaboration with Integre Quadro, successfully implemented a two-day "Change Management" training in Pontianak. In attendance were 117 staff from echelon II, III, and IV. Based on the Mayor's request, the training emphasized on the importance of (a) working towards one common vision; (b) working as a team, which means sharing information and data, being more open to other's suggestions/ideas; (c) looking objectively at current work performance and finding ways to improve it; and (d) initiating change within oneself and then building it up to changing one's surrounding (family, work performance, work unit). The training proved successful (written and verbal comments from participants and observers were recorded). Participants' commitment to change will be monitored on a monthly basis for 3 months, and assistance will be given to overcome difficulties during implementation.

Kabupaten Bantaeng, South Sulawesi

- YIPD/CLGI's Training Specialist and Decentralization Policy Analyst visited Kabupaten Bantaeng, South Sulawesi, to verify their proposal for CIDA-YIPD/CLGI technical assistance. Based on the visit, YIPD/CLGI accepted their proposal. Bantaeng is requesting assistance for Change Management and has allocated Rp. 50 million for the program.

D. Strategic Management

Kabupaten Sidenreng Rappang, South Sulawesi

YIPD/CLGI staff met with the local government team in Kabupaten Sidenreng Rappang (Sidrap), South Sulawesi, responsible for coordinating the technical assistance activities to be provided by CIDA-YIPD/CLGI. The objective of the meeting was to achieve a common understanding regarding content and schedule of the 5 - 6 month technical assistance, which will focus on strategic management, a key component in effectively putting together strategic plans for the Kabupaten by focusing first on two sub-districts (*kecamatan*). It was agreed the first training would take place mid-July in Sidrap. The local government has allocated Rp. 20.0 million for this program.

E. Structural, Institutional and Organizational Development

Kabupaten Lombok Timur, NTB

- YIPD/CLGI, working closely with its local partner *Yayasan Dinamika Pembangunan Masyarakat* (YDPM), presented the approach and methodology for facilitating the re-organization of the Kabupaten government of Lombok Timur in NTB.

Participatory Evaluation of Local Government Organization and Structure, Kabupaten Lombok Timur, NTB

YIPD/CLGI signed a Memorandum of Understanding (MoU) with the Lombok Timur Kabupaten Government on 16 April 2003 for a project called "*Kajian Kelambagaan Perangkat Pemkab Lombok Timur*". The objective of this project is to evaluate Lombok Timur Kabupaten local government organization and structure. The project's specific objectives are to (1) assess existing conditions of Lombok Timur Kabupaten organization and structure; (2) identify critical local government institutional issues; (3) assess expected conditions of Lombok Timur Kabupaten organization and structure; (4) quantify and rank local government existing conditions based on Government Regulation No. 8/2003; (5) develop appropriate nomenclature and structure of local government for Lombok Timur (6) assess main tasks and functions of each local government unit; and (7) develop specific job description for each local government unit.

The project is divided into two stages: Stage I will be implemented during April-July 2003; Stage II during August-December 2003. The first stage will cover objectives numbered (1) to



(5) above, and second stage will focus on objectives numbered (6) and (7) above. The local government of Lombok Timur has allocated Rp. 70 million (approx. US\$ 8,326) and recently established their technical and advisory teams for this initiative. The technical team will carry out the project with full assistance from YIPD/CLGI professional staff.

Seminar and Workshop on Local Government Organization and Structure; May 23, 2003,
Selong, Lombok Timur, NTB

The main objective of the Seminar and Workshop (*Semiloka*) was to provide a comprehensive understanding of Government Regulation (PP) No. 8/2003 regarding local government organization and structure to local Lombok Timur decision makers. The specific objective was to obtain and identify critical issues on organizational development of the local government through a participatory forum. The agenda for the *Semiloka* was divided into two sessions, a morning seminar followed by Focused Group Discussions (FGDs) to identify critical issues of the Kabupaten. The *Semiloka* was very successful with over 100 participants including decision-makers from level I (Head of Technical Office/Kepala Dinas), Level II (Head of Unit/Kepala Bidang), lower level government officials (*Camat*, or sub-district head), representatives from the local university and local NGOs.

Kabupaten Sinjai, South Sulawesi

- YIPD/CLGI's Training Specialist and Decentralization Policy Analyst visited Kabupaten Sinjai, South Sulawesi, to verify their request for CIDA-YIPD/CLGI assistance to restructure their organization in accordance with Government Regulation No. 8/2003. Kabupaten Sinjai allocated Rp. 19.0 million for this program and is prepared to allocate more funding if needed.

F. Performance-based Budgeting

Kabupaten Morowali, Central Sulawesi

- After reviewing Kabupaten Morowali's proposal, YIPD/CLGI decided to include Morowali, a newly formed kabupaten in Central Sulawesi, as one of the 5 recipients of CIDA-YIPD/CLGI technical assistance. Morowali demonstrated its serious commitment through substantial co-funding (*dana pendamping*) of Rp. 150.0 million for this program. The YIPD/CLGI team made a baseline visit to Morowali to identify local government needs. In discussions with local government officials (finance/budget team; parliament budget commission members), the issues of most importance were financial statement development and performance budgeting. Based on KepMen (Minister Decision) 29/2002, local governments have to develop an accrual-based financial statement. Morowali local government needs assistance to transform their cash basis of accounting to an accrual basis system. YIPD/CLGI will develop training materials and provide technical assistance in performance budgeting and financial administrative system. The training, scheduled for September 2003 in Morowali, will involve a training team composed of YIPD/CLGI, BIGG staff and personnel from Kabupaten Sleman finance division.

G. Evaluation and Mapping Studies

The Local Government Evaluation Specialist continued to work on several mapping and evaluation studies and related activities.

- YIPD/CLGI's Local Government Evaluation Specialist continued the mapping study with data installed into an ACCESS program. Program data categories include donor, location (kabupaten, city, province), year, project status, and implementation agency. The database contains about 800 entries of local government strengthening programs from various sources. These include Building Institutions for Good Governance (BIGG); Breakthrough Urban Initiatives for Local Development (BUILD); Civil Society Support and Strengthening Program (CSSP); GTZ Indonesia; Initiatives for Local Governance Reform (ILGR)/World Bank; Local Government Water Services (LGWS); Management and Leadership Program/MSH; Partnership for Economic Growth (PEG); Partnership for Governance Reform in Indonesia (PGRI); Performance-oriented Regional Management (PERFORM); Cities Development Strategy (CDS); Ministry of Home Affairs; Kecamatan Development Project/World Bank; and YIPD/CLGI. Mapping study results will be published in book form.

H. Private Sector Partnerships

Kabupaten Kutai Timur, East Kalimantan – Kaltim Prima Coal (KPC)

- In accordance with the YIPD/CLGI-Kaltim Prima Coal (KPC) agreement approved in May 2003, the YIPD/CLGI Team conducted a diagnostic review/local needs assessment in Kabupaten Kutai Timur, East Kalimantan with the objective of defining a comprehensive program for building local government capacity and strengthening public-private sector relationships. The YIPD/CLGI Team interviewed selected Division Heads (*Kepala Dinas*), Head of *Bappeda*, Assistant *Sekda*, and DPRD representatives. The Team also conducted focused group discussions (FGDs) with community and private sector representatives, as well as FGDs with Heads of selected sub-divisions. Based on issues review, the team identified eight training programs needed by the local government: (1) organization restructuring, (2) human resources system development, (3) participatory planning, (4) change management, (5) performance management, (6) financial statement development, (7) strategic management, and (8) training needs assessment. A final report was presented to KPC officials on 6 June. It was agreed that YIPD/CLGI-KPC would use the "RFP" approach, developed under the CIDA initiative, to assist Kabupaten Kutai Timur. The RFP would be sent to the *Bupati*, *Sekda*, *Asisten Sekda*, and *Bappeda* of Kutai Timur. Proposal from the local government will be reviewed after which YIPD/CLGI will develop an appropriate assistance program to fulfill local government needs. It is expected that KPC will fund the entire program with a counterpart budget from the local government.

Kabupaten Teluk Bintuni & Kabupaten Manokwari, Papua – British Petroleum (BP)

- YIPD/CLGI submitted its final draft proposal to BP for the Bird's Head, Papua, project, specifically for interventions in the Kabupaten of Teluk Bintuni and Manokwari. The proposal was to be presented to BP's finance division in July with approval expected



before August. The total budget for this initiative is US\$ 383,100 with BP contributing 32.6%, or just under US\$ 125,000. Activities will focus on performance management, local government financial management and organizational development.

Kabupaten Paniai, Puncak Jaya and Jayawijaya, Papua – Freeport McMoRan

- Although the proposal submitted by Citizens and YIPD/CLGI to the USAID/GDA was not accepted, and therefore did not advance to the next phase, Citizens received an initial US\$ 20,000 grant from Freeport McMoRan to undertake a desk study, review and interviews with prospective donors as a first step in this activity. YIPD/CLGI will supply two staff for the Indonesian portion of the study, which is to take place from July through September 2003.
- In addition, YIPD/CLGI, in collaboration with Citizens International based in Washington, D.C., recently received a US\$ 20,000 grant from Freeport McMoRan for initiating activities in the highlands of Papua. Citizens and YIPD/CLGI personnel will implement a desk review and interviews seeking additional donors for the development of a Highlands Foundation to assist the local governments there to manage basic education, health and economic development initiatives.

Kabupaten Mimika, Papua – PT. Freeport Indonesia (PTFI)

- YIPD/CLGI submitted its final draft proposal to PT. Freeport Indonesia (PTFI) for an initiative in Kabupaten Mimika, Papua. A decision on this initiative is expected by the second week of July with implementation beginning in August or September. The total budget for this initiative is US\$ 407,000 with PTFI contributing 34.6%, or US\$ 141,000. Activities will focus primarily on local government financial management.

Kabupaten Mimika, Papua – PT. Freeport Indonesia (PTFI)

- On a separate initiative, YIPD/CLGI was asked by APCO to collaborate with them on a proposal for PT. Freeport to work with the Freeport-funded *Lembaga Pengembangan Masyarakat Amungme Kamoro* in Kabupaten Mimika.

Kabupaten Bojonegoro, East Java – ExxonMobil

- YIPD/CLGI's Assessment Team presented to ExxonMobil officials its final report on the results of the diagnostic review in Kabupaten Bojonegoro, East Java. The report was well received by ExxonMobil but no follow-on activity can be expected until the company obtains either a Technical Assistance Contract (TAC) or Production Sharing Contract (PSC) with the Government of Indonesia. However, an ExxonMobil official did contact YIPD/CLGI inquiring if the Center's conclusions and recommendations were still valid and if Center staff were still willing and able to work in Kabupaten Bojonegoro -- two indications that a deal between the company and the Government was in the works.

Sumatera – Talisman Energy

- YIPD/CLGI's Executive Director met with Talisman senior executives to discuss possible collaboration in their area of operations. Talisman's budget for local government and community development activities is quite small, so it was agreed any assistance would be postponed until there was further communication with their head office in Canada. Stimulated by a request from Citizens in D.C., YIPD/CLGI sent a follow-up letter to the Talisman representative in Jakarta asking for another meeting to explore YIPD/CLGI-Citizens technical assistance for their Indonesian operations.

Central Kalimantan – Kalimantan Gold Corporation

- YIPD/CLGI's Executive Director met with Mr. Murray Clapman, Kalimantan Gold's CEO. Mr. Clapman is very interested in engaging YIPD/CLGI with its local governance activities in their exploration area.

I. Training Services

- YIPD/CLGI's Training Specialist continued discussions with Ms. Titik Sumbung, Director of the Indonesian Center for Women in Politics (ICWIP), Deputy on Gender Mainstreaming from MWE, and Mrs. Rosalina from PGRI, in finalizing the proposal to disseminate the Making Governance Gender Responsive concept to decision makers in the local governments with funding from the Partnership. As per Work Plan Year 2, YIPD/CLGI may be a co-funder with a maximum contribution of 10%. The proposal will be discussed with Deputy of Gender Mainstreaming from MWE in July before submitting it to Partnership (PGRI).
- YIPD/CLGI's Training Specialist continued exploring ways of working in partnership with IWAPI in increasing women's productivity in the regions that will contribute to the local economy. In this regard, YIPD/CLGI met Mrs. Rieny Ariono MSc., IWAPI's Education Director, and will be discussing the possibility in more details the week during July. Very feasible training that may also boost the economic well being of women and their families includes "*Teknologi Pangan dengan Sumber Lokal*" where local fruits / vegetables are used to make jam, candies, supplemental flours etc. and sold in local markets.

J. Delphi Forecast of Conditions and Events of Importance to Local Governments

- During the first quarter of the year, a questionnaire was sent to a cross-section of experts concerned with local government in Indonesia. Their responses were received and compiled during the second quarter. Fifty-two pages of statements were the result. The Director of Technical Services is reducing the material to a smaller set of statements that will be circulated in a survey instrument during the third quarter to the same set of respondents, in order to estimate the importance and probability that each condition and event will occur during the period 2004-2008. The result of the second survey will be a short list of important and probable conditions and events that should be addressed by YIPD/CLGI and/or local governments, experts, and donors.



K. Secretariat Function

- YIPD/CLGI's Local Government Evaluation Specialist chaired a number of meetings of the Best Practices Working Group (POKJA). The meetings produced the following results: (1) a list of best practices criteria for local government, those considered the most applicable within Indonesian; (2) a first candidate list of best practice programs from POKJA members, including The Asia Foundation (TAF), Jawa Pos (local newspaper), KPPOD (Regional Autonomy Watch); ILGR (Initiatives for Local Governance Reform/World Bank; PERFORM (Performance-oriented Regional Management (PERFORM) and YIPD/CLGI - 65 candidates in all. Thirty-four out of 65 best practices candidates can be found at YIPD/CLGI's website www.clgi.or.id. POKJA members are now focusing attention on gathering further data and information all 65 candidates.
- YIPD/CLGI chaired a Local Government Associations Coordinating Group (LGA/CG) meeting. The meeting focused on an exchange of information among members including the YIPD/CLGI roundtables and national seminars, technical assistance to local governments, updates from the Best Practices Coordinating Group/POKJA activities, update on the IULA Tool Kit National Roll Out, discussion on organizing joint meetings for the Executive Directors of five Local Government Associations, and common needs of Local Governments for Technical Assistance.

Task 4. Communications

Clearinghouse

The Center's Innovation and Best Practices Clearinghouse continued to develop through the following activities:

- The Executive Director, Director of Technical Services, and Secretary of the Board of Directors of YIPD/CLGI discussed the strategy for the Center's Clearinghouse with the Co-Founder of Foundation, Ms. Erna Witoelar. YIPD/CLGI informed her of efforts to establish one central clearinghouse for local government innovation and best practice materials. It was suggested that the Center expand the concept of the clearinghouse to include all organizations and libraries that are actively involved in this field of endeavor. Through mutual collaboration catalogues and directories could be exchanged, which would facilitate the identification and accession of specific materials that were needed. It would not be necessary to place all such materials in the YIPD/CLGI library or on the Web site. The Director of Technical Services and the Information Specialist compiled a master list of organizations and libraries having relevant reference materials. A letter from the Executive Director was sent to the listed organizations, inviting them to participate in the compilation of a comprehensive WIN-ISIS catalogue of materials that would be made available to all contributors. A meeting of librarians and information specialists of these organizations was convened at YIPD/CLGI by the Information Specialist, and they agreed to form a network that would not only produce a master catalogue,

but would meet regularly to promote the dissemination and use of their materials. The WIN-ISIS catalog is currently being developed.

- There are now over 550 documents in the Clearinghouse. YIPD/CLGI's Information Specialist/Librarian continued to update, catalogue and organize the records received from various sources. The electronic news clipping service (2,142 entries) also continued during the Quarter. By the end of the year, all of the clippings will be put on CD-ROM for sale. Finally, the Clearinghouse had fourteen visitors, 12 from four different outside organizations and two individuals seeking specific information about local governments.

Newsletter

- The third edition of YIPD/CLGI's newsletter, *Inovasi CLGI*, was published during the Quarter and was distributed to over 700 addresses including local governments, NGOs, donors and the media. The fourth edition (July-September 2003) is in preparation.

Web site

- The following table is a preliminary evaluation of YIPD/CLGI Web site (www.clgi.or.id) usage for the Quarter just ended.

GENERAL STATISTICS		April	May	June
Hits	Entire Site (Successful)	57,163	50,480	43,408
	Average Per Day	1,905	1,628	1,446
	Home Page	751	829	825
Page Views	Page Views (Impressions)	21,499	17,804	17,306
	Average Per Day	716	574	576
	Document Views	4,184	4,369	4,531
Visits	Visits	4,749	3,272	2,733
	Average Per Day	158	105	91
	Average Visit Length	00:14:10	00:11:21	00:13:44
	Median Visit Length	00:05:37	00:03:51	00:05:06
	International Visits	0%	0%	0%
	Visits of Unknown Origin	100%	100%	100%
	Visits from United States	0%	0%	0%
Visitors	Unique Visitors	1,676	1,748	1,364
	Visitors Who Visited Once	1,206	1,276	979
	Visitors Who Visited More Than Once		472	385

- There are now 151 registered members of the YIPD/CLGI Web site, an increase of 100 new members over the previous Quarter. The Web site is being promoted via exhibitions, workshops and seminars.



- Data and information on the Web site includes 34 best practice documents, 90 articles and papers, and 257 links to various local government sites.
- YIPD/CLGI initiated a Local Government Documentation Network (LGdoc_net), a library / documentation network dealing with local government issues. Members of this network are interested library and/or documentation divisions from donor agencies and programs. The objective of this network is to increase public access to information resources regarding current local government issues. Technically, the network will collect document databases from institutions and programs on local government issues through one unified database to be published and accessed on the YIPD/CLGI Web site www.clgi.or.id.
- YIPD/CLGI initiated a database-sharing program with URDI, KPPOD and CSIS.

III. DELIVERABLES AND REPORTS

- Prepared a draft Access database for Performance Management. **Contact Persons: Arif Dwiyanto; Azwar Hasan**
- Publication of the YIPD/CLGI Newsletter, "*Inovasi CLGI*, 3rd Edition, April – June 2003, Indonesian version. **Contact Persons: Eko Susi Rosdiana Sari; Azwar Hasan**
- Parameter Good Practices for Local Government Programs in Indonesia. Published in *Inovasi CLGI* 3rd Edition, April-June 2003. **Contact Person: Azwar Hasan**
- Published Proceedings: Roundtable Discussion *Kaji Kritis* PP No. 8/2003, regarding local government structure and organization. Hardcopy of this proceeding is available in the YIPD/CLGI Clearinghouse. **Contact Person: Azwar Hasan**
- Published Manual Organizational Development Analysis for Local Government Structure and Organization, Kabupaten of Lombok Timur. Hardcopy of this manual is available in the YIPD/CLGI Clearinghouse. **Contact Person: Azwar Hasan**
- Prepared the proposal: Strengthening Local Government Financial Management Systems & Improving Performance and Public Services Delivery, A Local Government Capacity Building for the Kabupaten Government of Mimika, Papua and PT. Freeport Indonesia. **Contact Person: LeRoy Hollenbeck**
- Finalized the Proposal to BP: Capacity Building for Building Local Capacity, Strengthening Local Institutions in Kabupaten Teluk Bintuni and Manokwari, Papua. **Contact Person: LeRoy Hollenbeck**

- Prepared the YIPD/CLGI Quarterly Task Order Progress and Cost Report – April to June 2003 Development of the Foundation for Local Government Innovation. **Contact Person: LeRoy Hollenbeck**

IV. PROBLEMS OR DELAYS AFFECTING THE TASK ORDER PERFORMANCE

The Project has only 14 months to transform YIPD/CLGI into a financially self-sufficient organization with professional staff developing innovations in support of strengthening critical aspects of decentralization and improving performance and service delivery of local governments to local communities.

The primary problem during the past two Quarters was the Ordered Departure issued by the US Embassy as a consequence of the terrorist bombing in Bali on October 12, 2002. The Order was rescinded late April 2003. We expect improved access to expatriate experts for short-term consulting, as well as fewer restrictions on staff travel to client local governments. However, the Embassy continues to urge caution.

V. WORK PLANNED FOR NEXT REPORTING PERIOD

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

Task 1. General Program Support Activities

- There are no activities to report under this task.

Task 2. Foundation Development

- YIPD/CLGI will host a visit by Professor Paul Smoke, Director of the International Public Administration Program at New York University. Possible collaboration between NYU and YIPD/CLGI will be discussed.
- The Director of Technical Services and the Local Government Management Specialist of YIPD/CLGI will participate in the Conference of the Indonesian Regional Science Association in Bandung in July. The Management Specialist will present a paper at the conference.
- YIPD/CLGI staff will focus on fully incorporating two additional professional staff from other USAID-funded projects that will reside in the YIPD/CLGI Office and become part of the Center's organization. These are the Education Specialist and the Decentralization Policy Analyst.
- YIPD/CLGI will finalize the legal establishment of the "sister" 501(c)(3) charitable organization in the U.S.
- YIPD/CLGI's Contract/Grant Manager and Senior Accountant will spend a week with the Urban Institute and Chemonics International in Washington, D.C. participating in on-the job



training/orientation. Their program includes (1) an intensive orientation of the Urban Institute and Chemonics administration systems, in particular how each undertake management of the DFLGI Project; (2) training by the Urban Institute's accounting/admin staff to obtain a thorough understanding of USAID's financial accounting and reporting policies and procedures, accounting procedures utilized by UI and CI, and a more intense knowledge of QuickBooks, with the objective of ensuring that the YIPD/CLGI books will pass a USAID audit; (3) training in USAID subcontract and grant policies and procedures as a precursor for YIPD/CLGI becoming an independent foundation entering into its own sub-contractual relationship with local Indonesian entities; and (4) orientation of the operations of a 501(c)(3), non-profit, charitable organization in the U.S. as a base of knowledge for working with the soon-to-be established "Sister" foundation to YIPD/CLGI.

- The Best Practices Coordinating Group will continue its activities during the next Quarter, especially the compilation of best practices in local governments that are being prepared by BPCG members. YIPD/CLGI as the Secretariat will continue to host meetings.
- Recruitment will continue for the national Executive Director of the new Foundation for Local Government Innovation (YIPD).
- The Local Government Association Coordinating Group will intensify its activities during the next Quarter. YIPD/CLGI, as the Secretariat, will host regular meetings. Preparations will start for a Local Government Associations National Seminar focusing on advocacy and leadership issues. The IULA Local Government Association Tool Kit will be one of a number of documents distributed and used as training materials.
- The Local Government Participatory Planning Coordinating Group will focus its activities on compiling a donor matrix on participatory planning activities being implemented throughout the country. YIPD/CLGI, as the Secretariat, will host meetings of the group.
- YIPD/CLGI will hold a national seminar covering issues raised during the series of Roundtables. These include strengthening the relationship between the executive and legislative branches of government and regional financial management.

Task 3. Products and Services

- Several studies will be completed during the next quarter: the local government mapping study will provide basic information about each of the now over 400 local governments of Indonesia and will be published as a book; a targeted study of best practices is underway; the Delphi survey will be finished with findings circulated to respondents and others interested in local government.
- YIPD/CLGI performance measurement and improvement initiatives for other units of the City Government of Pontianak will be expanded. The experience gained in Pontianak will enable

YIPD/CLGI staff to complete the training designs and training for performance management using examples from Indonesian experience.

- Advanced asset management training in Sleman will be delivered to Kabupaten staff and other local governments.
- YIPD/CLGI will continue implementation of decentralization activities/initiatives in Sulawesi under the CIDA agreement and with the various private sector partners.
- YIPD/CLGI will expand its focus on partnering with the private sector. Implementation of activities is expected to start with BP and Freeport in Papua and KPC in East Kalimantan. YIPD/CLGI will also strengthen its collaborative relationship with Citizens International.
- YIPD/CLGI's Local Government Financial Management Specialist will continue to work more intensively with USAID's BIGG Project staff as they expand their performance budgeting training activities.
- YIPD/CLGI's Local Government Management Specialist will continue to work more intensively with USAID's PERFORM Project staff as they expand their PDPP training activities.
- Gender Responsiveness training will be offered.

Task 4. Communications

- The YIPD/CLGI Web site and Database will be opened to users engaged in assisting local governments and others interested in good governance and local government policy and management. Content of all types will be added to make the Web site a useful source of ideas, models, methods, cases, guidelines, and evaluations of innovations and best practices for local government in Indonesia.
- The Local Government Information Specialist/Librarian will complete WIN-ISIS catalogue of reference materials on local government innovations and best practices. She will continue to administer the YIPD/CLGI library and Web site including the following activities: (a) acquire, label and stock Clearinghouse shelves with innovation and best practice documents and administer their use; (b) copy and mail documents to customers; (c) edit and upload materials to the Web site; and (d) publish the quarterly editions of the YIPD/CLGI Newsletter. She will respond to requests for mailed publications and manuscripts.

VI. SPECIFIC ACTION REQUESTED

There is a need for UI to accelerate the process of entering into a sub-contractual relationship with YIPD/CLGI. It is critical that prior to the end of Year 2 (October 2003) YIPD/CLGI has the ability to independently enter into direct sub-contracts with local NGOs, local universities, international donors, and the private sector for provision of professional services. YIPD/CLGI also needs to be in a position to



generate its own employment agreements with its long-term staff when each of their current Urban Institute or Chemonics agreements expires. The latter is critical since YIPD/CLGI, as a legal Indonesian foundation, is now subject to paying employee withholding tax to the Indonesian Government.

VII. UP TO DATE SCHEDULE OF WORK

Although this is a new section for the SUM IQC Quarterly Report, while waiting for final agreement on a standard format/chart tracking and comparing actual results to the desired outcomes established in the Task Order work plan, the format used in previous quarterly reports is presented below.

Task 1. General Program Support Activities

No.	Activities	Deadlines	Responsible Parties	Benchmarks
1.	<u>DFLGIP Annual Report/ Work Plan Update (Year 2)</u>	Jul-Aug '03	YIPD/CLGI Staff, DLG/USAID	Revised Work Plan for 2002/2003 (Year 2)
2.	<u>DFLGIP Year 3 Work Plan Preparation/Approval</u>	Aug-Nov '03	YIPD/CLGI Staff & Board Members, DLG/ USAID	Year 3 Work Plan prepared; approved by USAID
3.	<u>DFLGIP Semi-Annual Work Plan Review (Year 3)</u>	Apr-May '04	YIPD/CLGI Staff, DLG/USAID, Associations, other stakeholders	Updated Year 3 Work Plan
4.	<u>DFLGIP Annual Report/Work Plan Update (Year 3)</u>	Jul-Aug '04	YIPD/CLGI Staff, DLG/USAID	Project Closeout

Task 2. Foundation Development

No.	Activities	Deadlines	Responsible Parties	Benchmarks
5.	<u>Recruit Foundation Executive Director</u>	Oct '03	YIPD/CLGI Board Members, YIPD/CLGI Staff	National Executive Director recruited
6.	<u>Review Organization Development Plan</u>	Jul-Dec '03	YIPD/CLGI Staff	Plan produced
7.	<u>Foundation Staff Training</u>	Jul '03-Aug '04	Training Specialist	Participant and Instructor Evaluations.
8.	<u>Prepare Resource Development Plan (Business Plan) Incl. budget centers</u>	Jul-Dec '03	YIPD/CLGI Staff	Plan produced
9.	<u>Establish "Sister" Foundation in U.S.</u>	Oct '03	Executive Director; UI-D.C.; Chemonics PMU;	501c3 charitable org. established
10.	<u>Expand Networking Activities</u>	Jul-Dec '03	YIPD/CLGI Staff	Strengthened collaboration leading to concrete partnerships



Task 3. Products and Services

No.	Activities	Deadlines	Responsible Parties	Benchmarks
11	<u>Innovations</u> Performance Mgmt and Asset Mgmt Innovation Projects concluded in Sleman & Pontianak; Change Management innovation project continues	Apr-Dec '03	Technical Services Director, Management and Financial Mgmt. Specialist, Training Specialist, plus selected expert consultants	Documents describing the services and implementation plan for selected local governments
12	<u>Certification Training</u> Training program in Performance Mgmt for local governments and their associations leading to certification	Jul '03	Technical Services Director, Training Specialist plus selected expert consultants	Training designs and materials, in Indonesian, with formative evaluation reports
13	<u>Private Sector Initiative/Partnerships</u> ExxonMobil-Bojonegoro BP-Papua KPC-East Kalimantan Freeport-Papua ConocoPhillips-Java Talisman-Sumatera	Mar-Dec '03	Executive Director, Finance, Management, and Training Specialists	Report containing assessment and recommendations for local government capacity building programs
14	<u>Organizational Development-Lombok Timur</u> Organizational needs assessment; nomenclature; tasks and functions analysis	Jul-Dec '03	Evaluation Specialist, Finance, Management and Training Specialists	New kabupaten structure
15	<u>CIDA-Sulawesi</u> Collaborative project to assist 5 local governments in Sulawesi on general and financial management topics	Apr-Dec '03	Executive Director, Finance, Management, and Training Specialists	Documents describing the services and implementation plan for selected local governments
16	<u>Mapping study</u> Mapping of Local Government officials' capability building needs	Jan-Dec '03	Evaluation Specialist	Complete database on local governments

Task 4. Communications

No.	Activities	Deadlines	Responsible Parties	Benchmarks
17.	<u>Acquisition of Information</u> Collect/update information on local government innovations and best practices, expert consultants and organizations, and donors.	Oct '02-Aug '04	Technical Services Director; Information Specialist; cooperating local government association staff	Appropriate reference materials plus directories and cross indexes for database
18.	<u>Clearinghouse Formative Evaluation</u>	May-Dec '03	Information Specialist; user groups	Formative evaluation report
19.	<u>Web Site Maintenance</u> Continue to make the Web site more user friendly; expand documentation network utilizing online catalogue	May-Dec '03	Information Specialist	Increase Web site documentation by 10%
20.	<u>Newsletter</u> Fourth issue Foundation Quarterly Newsletter	Jul '03	Information Specialist; Evaluation Specialist	Fourth edition Newsletter



ATTACHMENT

Reports, Papers, Publications

Reports, Papers Publications

1. Center for Local Government Innovation, Kajian Hukum Terhadap Pelaksanaan Otonomi Daerah Menurut Undang-Undang 22/1999, September 2002.
2. Center for Local Government Innovation & APKASI, Presentasi Hasil Kajian Dana Alokasi Umum (DAU), 8 August 2002.
3. Citizens International and YIPD/CLGI, "GDA Concept Paper: Regional Foundation for Health, Education and Economic Development in Indonesia's Central Highlands of Papua", March 2003.
4. Citizens International and YIPD/CLGI, Proposal to Gulf-ConocoPhillips, March 2003.
5. Citizens International and YIPD/CLGI, Proposal to Talisman Energy Inc., March 2003.
6. Hasan, Azwar, "Bureaucracy Reform Through Local Government's Employee Selection Process", *Bisnis and Birokrasi Journal*, University of Indonesia, Jakarta, February 2003.
7. Hasan, Azwar, *Manual Organizational Development Analysis for Local Government Structure and Organization*, Kabupaten of East Lombok, June 2003.
8. Hasan, Azwar, "Parameter Good Practices for Local Government Programs in Indonesia." Published in *Inovasi CLGI* 3rd Edition, April 2003.
9. Hasan, Azwar, "Proceedings: Roundtable Discussion Kaji Kritis PP No. 8/2003", regarding local government structure and organization, June 2003.
10. Hasan, Azwar, "Review of Legal, Administrative and Tax Aspects in Nonprofit-oriented Organizations in Indonesia" (English and Indonesian), January 2002.
11. Hollenbeck, LeRoy, "Sustaining a Competitive Advantage in a Decentralized & Global Environment: Partnerships and Innovation", paper presented at the Rapat Pimpinan Daerah, Rapat Kerja Kadin Sul-Sel 2002 dan Diskusi Panel Sulawesi Selatan "Hari Ini dan Esok", Makassar, 7 September 2002.
12. Juliani, S., "Assessment of Legal, Administrative, Financial and Other Relevant Aspects of Indonesian Organizations as Input Toward the Formation of a Center for Local Government Innovations" (English and Indonesian), January 2002.
13. Madanika Foundation, "Report of Focus Group Discussions in the City of Pontianak", August 2002.
14. Madanika Foundation, "Report of Multi-service Household Survey in the City of Pontianak", September 2002.



15. Utomo, Arintoko, "Alternative Tax Strategies for Local Government", a presentation for 'Seminar on Law 34/99 (Local Tax and User Charge)' held by Regional Autonomy Watch on August 22' 2002, Horizon Hotel, Bekasi.
16. Utomo, Arintoko, "Initiatives to Improve Local Government Revenue Through Better Property Asset Management", an article for September '02 edition of magazine 'Forum Inovasi dan Ketatapemerintahan yang Baik' (MPP program - Univ. of Indonesia).
17. Utomo, Arintoko, "Initiatives to Improve Local Government Revenue Through Better Property Asset Management", an article for March '03 edition of the magazine *Bujet*, published by the Bandung Institute of Governance Studies.
18. YIPD/CLGI, "Assistance for Decentralization Efforts: A Proposal for a Diagnostic Review of ExxonMobil's Cepu Area of Operations", October 2002.
19. YIPD/CLGI, "Capacity Building for Building Local Capacity -- A Proposal for BP – Tangguh, Papua" (Draft 1), March 2003.
20. YIPD/CLGI, "A Proposal to BP: Capacity Building for Building Local Capacity, Strengthening Local Institutions in Kabupaten Teluk Bintuni and Manokwari, Papua" (Final), May 2003.
21. YIPD/CLGI, Final Report Human Resources Assessment/Diagnostic Review, Kabupaten Bojonegoro, East Java, March 2003.
22. YIPD/CLGI, *Inovasi CLGI* (Newsletter), Edition 1, October–December 2002, English & Indonesian, January 2003.
23. YIPD/CLGI, *Inovasi CLGI* (Newsletter), Edition 2, January–March 2003, Indonesian, February 2003.
24. YIPD/CLGI, *Inovasi CLGI* (Newsletter), Edition 3, April–June 2003, Indonesian, April 2003.
25. YIPD/CLGI, Quarterly Task Order Progress and Cost Report – October to December 2001 Development of the Foundation for Local Government Innovation, December 2001.
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29. YIPD/CLGI, Quarterly Task Order Progress and Cost Report – October to December 2002
Development of the Foundation for Local Government Innovation, January 2003.
 30. YIPD/CLGI, Quarterly Task Order Progress and Cost Report – January to March 2003
Development of the Foundation for Local Government Innovation, April 2003.
 31. YIPD/CLGI, Quarterly Task Order Progress and Cost Report – April to June 2003 Development of
the Foundation for Local Government Innovation, July 2003.
 32. YIPD/CLGI, “Strengthening Local Government Financial Management Systems & Improving
Performance and Public Services Delivery”, A Local Government Capacity Building Proposal for
the Kabupaten Government of Mimika, Papua and PT. Freeport Indonesia, May 2003.



ATTACHMENT

Tables/Charts

Table 1.
YIPD/CLGI INVENTORY LIST

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



Table 1. cont'd.

No.	Description	Model	Unit
<i>Air Conditioner</i>			
1	Air Conditioner	Eolia 1.5HP	2
2	Air Conditioner	Eolia 1HP	1
3	Air Conditioner	National 1HP	2
<i>Phone</i>			
1	PABX	Panasonic TA - 616	1
2	Telephone Display	Panasonic KX - T7330	3
3	Telephone Standard	Panasonic KX - T7350	6
4	Telephone Single Line	KX - TS3MX	6
5	Cell phone	Motorola 7689	1
6	Cell phone	Motorola 189	1
7	Cell phone	Motorola T190	1
8	Cell phone	Nokia 5110	1
9	Cell phone	Nokia 3310	1
<i>Other</i>			
1	Fax Machine	Panasonic KXF P 302CX	1
2	Infocus	LP-280	1
3	Typewriter	Brother	1
4	TV	Sony 29"	1
5	Digital Camera	Nikon Coolpix 5000	1
6	Flip Chart		4
7	White Board		5
8	Portable Screen		1
9	Cash box		1
10	Brandkast (Safe)	Royal	1
11	Refrigerator	LG GR-232DV	1
12	Microwave	Usatech	1
13	Rice Cooker	Miyako	1
14	Blender	Miyako	1
15	Dining Table		1 set
16	Stove		1
17	Gas Tank		2
18	Regulator		1
19	Dishes	2 tea set, 1 dinner set,	