

**“Building Institutions  
for Good Governance”**

**Local Government Support  
and Partnership Program**

**Quarterly Report  
July 1, 2004 – September 30, 2004**

Prepared for:  
USAID/Jakarta – Office of Democracy and Local Governance

September 30, 2004

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Under USAID Cooperative Agreement No.:  
497-A-00-00-00044-00

**“Building Institutions for Good Governance”  
Local Government Support and  
Partnership Program  
in Indonesia**

*USAID Quarterly Report –3<sup>rd</sup> Quarter 2004*

*July 1, 2004 – September 30, 2004*

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## **I. INTRODUCTION**

ICMA's Building Institutions for Good Governance (BIGG) Program operates under USAID Strategic Objective 10: Decentralized, Participatory Local Government. To this end, it is designed to help USAID meet its four intermediate results (IRs):

IR 1: Appropriate Environment Established to Enable Effective Local Government

IR 2: Local Government Capacity Strengthened to Deliver Effective Services

IR 3: Participation Increased in Local Government Decision-Making

IR 4: Associations of Local Governments and Officials Established as Advocates

The following report presents the activities, results, and next steps in the BIGG/LGSPP program. Annex 1 presents the Results Framework under which the program operates and progress toward those results to date.

## **II. MAJOR ACCOMPLISHMENTS THIS QUARTER**

### **A. Project Administration**

#### **A.1 Project Workplan**

The 6-month work plan for April 2004 – September 2004 was approved by USAID/DLG.

#### **A.2 Management**

The employment contract of Mr. Kemal Taruc, Senior Partnership Manager, was not extended upon its expiration on September 30, 2004.

## B. Program Activities and Management – Progress and Highlights

### B.1 Exchange Schedule for Resource Cities Program – Indonesia

Indonesian Local Government (s)	U.S. Partner	1 <sup>st</sup> Exchange	2 <sup>nd</sup> Exchange	3 <sup>rd</sup> Exchange	4 <sup>th</sup> Exchange	5 <sup>th</sup> Exchange	6 <sup>th</sup> Exchange	7 <sup>th</sup> Exchange
<b>Kota Balikpapan, Kota Samarinda, East Kalimantan</b>	<b>Tigard, Oregon</b>	1-5 March 2004	14-18 June 2004	Rescheduled for 11-14 Jan. 2005				<b>National Conference</b>
<b>Kabupaten Berau, East Kalimantan</b>	<b>Port Angeles, Washington</b>	19-23 April 2004	<b>4-8 Oct. 2004</b>	Scheduled for 6-10 Dec. 2004				<b>National Conference</b>
<b>Kota Bitung, Kabupaten Sangihe, North Sulawesi</b>	<b>Coos Bay, Oregon</b>	29 March - 2 April 2004	21-25 June 2004	<b>11-15 Oct. 2004</b>				<b>National Conference</b>
<b>Kota Solok, West Sumatra</b>	<b>Gresham, Oregon</b>	24-28 May 2004	<b>30 August - 3 September 2004</b>	Scheduled for 6-10 Dec. 2004				<b>National Conference</b>
<b>DKI Yogyakarta, Central Java, Kota Bukittinggi, West Sumatra</b>	<b>Savannah, Georgia</b>	23-27 February 2004	21-25 June 2004	<b>20-24 Sept. 2004</b>				<b>National Conference</b>

Updates on the Resource Cities Program partnerships are presented below.

### ***Balikpapan - Samarinda - Tigard***

**Activities:** As a result of the bombing of the Australian Embassy in Jakarta on September 9, 2004, the Tigard delegation requested that Exchange 3, previously scheduled for 20-24 September 2004, be postponed. The exchange has been rescheduled for 10-14 January 2005.

### ***Berau - Port Angeles***

**Activities:** The second exchange took place in Port Angeles, Washington. The Regency of Berau was represented by Mr. Radjuddin Abduracman, Second Assistant to the Regent, Mr. Muhammad Bayu, Head of Planning Sub-Department at the Secretariat, Mr. Yudi Artangali, Director of Public Works, and Mr. Amir Asran, Director of City Affairs. In keeping with the activities prioritized in the Memorandum of Understanding that was signed during the first exchange, the work continued with the identification of the issues involved with drainage and solid waste removal, identification of a section of town where improvements can be implemented and tested, listing of all potential solutions and identification of those solutions which are most feasible given budget and human resource constraints. The Berau delegates also made several site visits, including:

- a tour of Port Angeles' land fill, recycling and compost operations
- a demonstration of a rear-loader packer truck
- a visit Port Angeles' water source (Ranney Collector)
- a trip to the Lower Elwha Klallam Tribe center and salmon hatchery
- a tour of the Port Angeles fire department

**Results:** The work plan and activities to be undertaken for the drainage and solid waste project were agreed upon and signed by both parties. The activity items and deadlines were determined as follows:

#### Drainage Project

1. Determine construction and valve cost for north side.
2. Determine construction and valve cost for south side.
3. Reconstruction of south canal: culvert to river edge.
4. Initial cleaning of main canal (soil & vegetation removal) from river edge to Haji Isa Street.
5. Initial cleaning (as above) for side canals.
6. Detailed map of project area including elevation and invert elevation.
7. Measurement of the dimensions of the bridge for valve size.

#### Drainage Project Time Line

November 2004: budget submitted to Bupati

December 2004: presentation to Council

April/May 2005: construction begins

September 2005: work is completed

### Solid Waste Project

1. Delineate project area
2. Purchase carts (5-6 designated for project area)
3. Education for school children on littering and fire prevention
4. Organize neighborhood for garbage pick-up
5. Adjust collection time to fit citizens' needs
6. Purchase rear-loader packer truck
7. Increase neighborhood garbage container capacity
8. PR campaign to inform citizens about keeping streets clean
9. Purchase of large shovels

### Solid Waste Project Time Line

By November 2004:

1. Truck/distributor identified for rear-loader collection truck and budget submitted to Bupati.

By December 2004:

1. Develop plan for organizing neighborhood for garbage pick-up
2. Design developed to increase capacity for collection site container using inexpensive construction materials (Mr. Artangali). Construction of one unit in project area to begin during December 2004 exchange.
3. Research potential of shovels to increase amount of solid waste collected.

**Next Steps:** Exchange 3 will be held during the week of 6-10 December 2004.

## ***Bitung - Sangihe - Coos Bay***

**Activities:** The third exchange took place in the Regency of Sangihe (2 days) and the City of Bitung (3 days). Coos Bay was represented by Ms. Brenda Brecke, Dean, Southwest Oregon Community College, Mr. Jon Richards, Director of Business Development, Southwest Oregon Community College and Ms. Patricia Mace, Director, Oregon Coastal Environmental Awareness Network. In Sangihe, Bitung was represented by Mr. Alfred Mandak, Sub-department Head, Education Department and Mr. Afred Nainggolan, Tourism Department. In Bitung, Sangihe was represented by Mr. Ferdinand Wenas, Head, Regional Planning Agency, Mr. Herry Lano, Staff, Regional Planning Agency, Mr. Hendri Lumiu, Staff, Public & News Department, Mr. Robert Kahiki, Head, Training Curriculum & Technical Assistance Department and Mr. Martin Sasuan, Staff, Public Relations Department. The work focused on a needs assessment and site visits for the education and tourism components. Site visits in Sangihe included:

- Sangihe Nursing Academy (public)
- Sangihe Banking & Finance Academy (private)
- SMK 3 Tahuna (Vocational / Technical High School)
- Department of Fishery and Maritime

Site visits in Bitung included:

- Fishery Academy of Bitung

- Lembah Strait
- LIPI Bitung (Indonesian Science Institute)

**Results:** As a result of the Resource Cities meetings, the Fishery Academy of Bitung pledged that it would accept 3 students from Sangihe and give them full scholarships for their studies at the school.

The three parties agreed upon the work plan and activities to be carried out for the education and environmental tourism components as follows:

#### Education Component:

An English as a Second Language course will be developed and implemented. The following steps will be taken:

1. Coos Bay provides English curriculum to Bitung / Sangihe.
2. Bitung / Sangihe sends their current English curriculum to Coos Bay.
3. Coos Bay reviews Bitung / Sangihe's curriculum and provides suggestions for improvement.
4. Coos Bay will train current English teachers on content and methodology.

#### Environmental Tourism

The Coos Bay delegates met with Ms. Stacy Tighe, Deputy Chief of Party, Coastal Resource Management Program (CRMP), an assistance program funded by USAID. It was decided that CRMP and Resource Cities would work together and coordinate activities in assisting Bitung to realize its goal of establishing a Marine Protected Area. Bitung initiated a working group to establish a Marine Protected Area (MPA) and is looking for additional guidance and discussions. Coos Bay and the Oregon Coastal Environmental Awareness Network will cooperate with Bitung to work on such issues as:

1. Study an established Marine Protected Area under Coos Bay management.
2. How to develop an oil spill contingency plan.
3. Methods of mitigating hazards (e.g. ship wreck) in protected areas.

**Next Steps:** The fourth exchange will be held in Coos Bay in February 2005.

### ***Solok - Gresham***

**Activities:** The second exchange took place in Gresham during the week of 30 August – 3 September 2004. Solok was represented by Mrs. Helmiyati Eris Achyar, Head, Regional Planning Agency, Mr. Haydar, Director of Public Works, and Mr. Aswan Hajar, Head, Health Department. The focus of this trip was on water services.

Site visits included:

- a tour of Gresham's Operations Center
- a tour of Gresham's wastewater treatment plan

- a tour of Troutdale's solid waste transfer center
- a tour to Gresham's water source (Bull Run)
- a visit to two health clinics – urban (Portland) and suburban (Gresham) – and a meeting with the Director of Portland's Health Department.

**Results:** The delegates of Solok participated in three training sessions given by Terry McCall, Finance Director, Gresham, Ms. Deborah Bond, Accounting Manager, Gresham, and Ms. Dale Jutila, Water Division Manager, Gresham

The training topics covered were as followed:

*Rate Modeling Principles:*

1. Presentation on ratemakng principles
2. Rate Design Process
3. Rate Evaluation Criteria
4. Rate Structures
5. Rate Model Inputs & Format
6. Rate Setting Process

*Retail Cost-of-Service:*

1. Presentation of cost-of-service principles
2. Review of costing concepts
3. Review steps for cost of service analysis
4. Practical applications
5. Discussion

**Next Steps :** The third exchange is scheduled for the week of 6-10 December 2004 in Solok.

### ***Yogyakarta - Bukittinggi - Savannah***

**Activities:** The third exchange of the tri-partnership took place in Bukittinggi, West Sumatra during the week of 20-24 September 2004. Savannah was represented by Ms. Carol Paulk, Department Head for Computer Information Systems, Savannah Technical College, Ms. Cindy Hogue, Assistant Director of Finance, City of Savannah and Ms. Eileen Baker, Director of Cultural Affairs, City of Savannah. Yogyakarta, as an in-kind contribution, funded the trip for an additional 10 persons to travel to Bukittinggi so that they could attend the Resource Cities programs meetings. The delegates continued work on developing a community college and on tourism: cultural events / historical preservation. The Savannah and Yogyakarta delegates were given a tour of the cultural sites of Bukittinggi as well as city school facilities.

**Results:** The week started with an update on the status of both programs since last exchange and what had been accomplished to-date.

Community College:

The three technical schools (SMK) in Yogyakarta have set the program, curriculum, and dates for the start of the first community college courses:  
SMK 4 – November 2004



SMK 5 – July 2005  
SMK 6 – January 2005

It was determined that students will be able to earn a community college degree upon completing a 1 year, 6 months curriculum. The three schools indicated that at this point, the most crucial thing is for teachers to receive advanced training due to the sophistication of some of the new subjects. Advanced training in the animation curriculum will begin for 20 teachers in October 2004, in Jakarta, funded by the Province. The school principals and the Savannah Technical College delegate agreed upon the goals and defined the specific topics of the train the trainers program which will take place during the next exchange to take place in Yogyakarta.

Yogyakarta presented and shared their curriculum for the community college with staff from the Education Department, Bukittinggi.

### Tourism

#### *Hotel involvement in promoting tourism:*

Yogyakarta presented a progress report on hotel involvement. A calendar of events was established and placement of Yogyakarta's tourism booklet in area hotels was confirmed. It was identified that Yogyakarta still has to work on the issue of the cost of printing tourism event booklets, as it is currently quite expensive. Bukittinggi stated that to-date no formal relationship has been established with hotels. The hotels are providing their own information and offering tours that they produce themselves.

#### *Creating an outline of festival planning:*

Savannah led an exercise in how to create an outline of festival planning. Savannah emphasized that this is a way to institutionalize planning for festivals at the city. The exercise included using an actual festival that took place in the past and would occur again in the future, however the framework was such that it could be applied to all festivals or events. The delegates went through the steps of an annual festival held in Yogyakarta (Festival of Nusantera) and the group discussed areas where improvements could be made, such as the benefit of a target marketing strategy and development of economic impact indicators.

#### *Outside Funding for Historical Preservation:*

Ms. Titi Ilandayana, Executive Director, Jogja Heritage Society gave a presentation for Bukittinggi on the process of securing outside funding for cultural preservation. She also encouraged cooperation with NGO's as a means of improving tourism.

**Next Steps:** The next exchange will be held in Savannah at the end of January 2005.

## **B.2 Association Development**

During this quarter, BIGG/LGSPP continued assistance to the associations in two key areas: organizational management and communications.

## ***Organizational Management***

**APEKSI Leadership Transition and Planning Retreat:** On August 1-3, ICMA participated in the APEKSI Munas in Surabaya. Highlights of the national meeting included:

- Presentation of the association's work program accomplishments during its first four years (2000-2004);
- Presentation of its proposed 2004-2008 work program;
- Presentation of APEKSI's position statements on regional autonomy for general local administration; transportation; land use authorities; finance; laws/regulations; staffing; manpower; central/provincial monitoring and guidance; and socio-cultural issues and
- Selection and inauguration of a new Board of Directors and President.

In September, a little over a month after the new leadership was inaugurated, BIGG conducted a 3-day strategic planning retreat for the newly-elected Board of Directors, newly-appointed Executive Director, and key secretariate staff to capitalize on the momentum of the Munas and the mood of change among the new leadership. Dick Townsend, ICMA Range Rider (Oregon) and former executive director of the League of Oregon Cities served as both retreat facilitator and external resource person.

The planning retreat was designed to reach multiple objectives in organizational capacity building:

- to help orient the new board on their leadership roles and responsibilities;
- to increase board engagement in policy setting for the organization;
- to enumerate priority activities critical for strengthening the internal management of the organization; and
- to initiate a strategic planning process for determining member-driven programs and priorities based on a shared mission.

The retreat resulted in a short term action plan for strengthening the organization and its financial management within a 100 day timeframe. Additionally, the board agreed to increase their engagement in the policy setting process by increasing their board meetings from 2 times a year to 4 times at a minimum. The planning session used data from a member needs assessment survey administered at the annual membership conference and designed with assistance by BIGG.

Some highlights from the retreat include:

- The Board agreed to have three meetings in the next 100 days to ensure improvements in internal management of the organization;
- The Board charged staff to work immediately on the organization's finance mechanisms, structure, and administrative procedures such as development of Standard Operating Procedures, job descriptions, and a quarterly financial and cash flow report for the Board's review.
- The Board charged staff with immediate registration with a notary to legalize the organization.
- The Board requested the auditor's recommendations for review.

- The Board identified the development of a Code of Ethic as an organizational priority.
- The Board identified that the roles and function of the komwils and the regions as another priority issue to be addressed in subsequent meetings.

Mr. Townsend provided a summary report including consultant's recommendations, which was distributed in September to all participants. The summary report contains a model agenda for future Board of Directors' meetings and suggestions for initial meeting topics to be addressed. Among other things, consultant recommendations also strongly suggest that Board of Directors' meetings should be conducted approximately 4-5 times a year, and should be in a ½ day or full day format (as opposed to the previous meetings that were only 15 minutes in length and served to simply rubber-stamp the Executive Director's recommendations). BIGG will continue to follow up with the association secretariat and its leadership to ensure that the momentum gained with a more pro-active and engaged leadership will continue on to become part of the operating norm of the association. Future work in this regard may be needed to give a more tailored orientation session for the newly appointed executive director who assumes his position in November, and continued work with staff on improving the financial management system of the association.

**Office Management Training:** Based on a long-standing request for assistance from APKASI's executive director, BIGG provided organizational and funding support for secretariat staff of the four local government associations (APKASI, APEKSI, ADKASI, ADEKSI) to attend Office Management Training on August 24-26. The training, conducted by the InterStudi Institute, focused on three areas: record management, business communication, and office management. Eleven administrative staff from the four associations participated (6 from APKASI; 3 from APEKSI; 1 from ADKASI; and 1 from ADEKSI). InterStudi's evaluation indicated that APKASI staff has the strongest office management skills in comparison with the other associations. Participants were satisfied with the content but requested additional assistance in public relations and organization communication for non-profits. ICMA Communications Advisor, Ann Bueche will follow up on these areas in subsequent technical assistance.

**APKASI Constitution/By-laws Revision:** During the quarter, BIGG Association Advisor provided direct technical assistance to APKASI staff and membership in understanding and identifying key issues in the revision their constitution and by-laws. An initial discussion was conducted with the Executive Director on recommended changes based on observations of the first four years of the association's management and services. Following that meeting, on September 27 BIGG's Association Advisor served as a resource person for a group of 30 kabupaten officials and staff during the Working Meeting for Materials Development for APKASI Munas II (to be held on December 8-9 in Jakarta). The working meeting served as an initial review for: revision of the association's constitution and by-laws; identification of the elements of the 2004-2009 work program; and identification of a process for electing the Board of Directors.

After the working meeting, APKASI staff took initial steps in constitutional revision which then underwent a careful review by BIGG. BIGG's recommendations included such items as:

- Registration of APKASI as an “independent organization that is registered as an association of persons according to Chapter Nine, Section 1652 on Corporate Bodies as defined by the Indonesian Civil Code. This language and the act of registering the association will ensure that the association will exist as an entity regardless of previous references to it as members on the Presidential Advisory Board (DPOD).
- Clarifying that membership is acquired by annual payment of dues. This language change hopes to ensure that non-paying members are not entitled to membership nor its associated services.
- Elimination of a “Membership Obligation” section that attempted to enforce increased participation in the organization. Staff was reminded that as a voluntary membership association, it was incumbent upon the association to provide meaningful and valued programs and services to attract participation. Rather than inserting a section on membership obligations, the association was encouraged to define the duties and obligations of the board and committee members, and to present in another section what core services would be provided to members for the base membership dues.
- Increase the specificity of the election process for board members, which explain how it will be democratic.
- Include a provision for amendments to the constitution that may be extraordinary or outside of the 4-year cycle associated with the Munas. This would allow more flexibility in the development of the association.

In the months leading up to the APKASI Munas, BIGG will continue to work with the association membership and staff to make recommendations for improving the quality of the 2004-2008 work program, constitution and by-laws, and on democratic processes for selecting the new leadership.

**Financial Management and Budget Software Training:** As part of BIGG’s continued efforts to build APEKSI’s capacity to develop an accurate budget and financial reporting system, additional training was provided for secretariat staff. Specifically, BIGG organized and financed intermediate-level MYOB software training (instructor from Intracom Mitra Solusi Company) for Dian Anggraeni, APEKSI’s Deputy Office Manager.

The training was conducted at APEKSI offices and gave valuable support in understanding technical details of MYOB’s application in financial management reports. Now staff has more knowledge on the substance and can better assist APEKSI data entry staff in support of better internal data management. Following the training, APEKSI’s staff requested additional materials and support on financial analyses. BIGG is investigating the feasibility of future technical assistance and training between the League of Oregon City’s finance staff and Ms. Anggreini to ensure that APEKSI has the human resource capacity for full and transparent reporting.

**Newly-Elected Officials Training:** During the quarter, BIGG met with representatives of the National Democratic Institute (NDI) to coordinate on the development of their newly-elected officials training for the legislative association members. In addition, from August 30 – September 3, BIGG Association Partnership Manager participated in one of NDI’s Training Workshops for the DRPD in the Bird’s Head Region. This coordination and observation is intended to give BIGG insight on the feasibility of integrating existing materials and approaches in advance of their assistance to the executive associations in the development of newly-elected officials training which kicks-off in October.

Additionally, BIGG met with the Association of Netherlands Municipalities’ Advisor, Chris Terstegen, to coordinate program efforts and support to APEKSI and ADEKSI in the areas of strategic planning and newly-elected officials materials and training. BIGG and VNG advisors tentatively agreed to work together in the future on areas such as development of a code of ethics and in the development of a handbook for newly-elected officials.

### ***Communications:***

**2nd round of Best Practice Data Collection Documentation:** During the quarter, BIGG worked with APEKSI and APKASI staff on preliminary identification of candidate best practice sites for another round of Best Practice Documentations for each of the respective associations. Financial support was also provided to each association to finance 2-day site visits to 4 localities in order to interview local government staff and appropriately document the case studies. Throughout the next two quarters, BIGG will provide additional financial and technical support on the dissemination publications which are tentatively due for publication in early 2005.

### **B.3 Information Dissemination/Innovative Practices**

LGSP received approval from USAID to hire a production firm to develop a video to highlight the results of the Resource Cities Program and to draw out the public diplomacy benefits generated by this type of program. The video has been completed and copies given to USAID and our Resource Cities partners. The video can be shown in total or in smaller edited segments on local TV stations.

### **B.4 Local Government Training**

No activities this quarter.

### **B.5 Joint Activities with Task Order**

Cooperative Agreement - Task Order Coordination: Coordination during the quarter has been maintained. While there were no joint activities conducted during the quarter, Task Order staff and LGSP staff contribute to joint BIGG publications and provide advice on a broad range of topics surrounding local government administration and finance.

## **B.6 Coordination with Other Local Government Programs**

*Center for Local Government Innovation:* Several meetings were held with staff of YIPD/CLGI during the quarter. Collaboration has been enhanced to include more frequent sharing of information on BIGG/CA activities, website updates and joint meetings, when warranted, with the CLGI, the CA and the associations. BIGG participated in CLGI-sponsored donor coordination meetings during the quarter.

*National Democratic Institute:* Increasingly, ICMA association strengthening programs are relevant to the legislative associations and they are being picked up under our existing program.

*The Nature Conservancy:* ICMA maintains contact with The Nature Conservancy with regard to exchanges held between Berau and Port Angeles, Washington.

*CRMP:* ICMA is coordinating work and meetings with CRMP with regard to the Marine Protected Area in Bitung.

*World Bank:* ICMA and Gresham are working with the World Bank with regard to the activities in Solok.

*GTZ:* The two GTZ-funded association advisors work closely with the ICMA association advisor to plan future activities and create economies of scale. Both GTZ advisors provided facilitation to the recent APEKSI meeting for board members and staff in Bali. That meeting is referenced elsewhere in this report.

## **C. Challenges/Issues of Concern Affecting Implementation and Actions Taken**

Obtaining visas for Indonesians traveling under the Resource Cities program remains difficult. We continue to work with our Indonesian partners to insure that they understand the procedures for obtaining a visa, although there are still instances where our partners fail to properly complete the necessary paperwork. USAID has been extremely helpful in moving the visa process along, as has the Embassy.

For the first time this quarter, ICMA experienced an additional problem upon entering the United States in Seattle, with the delegation from Berau. Despite having already gone through an additional background check during the normal visa application process in Indonesia, one delegate was required to write and sign an affidavit upon entering the United States. This delegate was also obligated to report to the immigration office before being allowed to depart from the country. In addition to the ill will this may cause, ICMA also had to change the return travel plans for the entire delegation because of the requirement to report back into the immigration office prior to departure.

APEKSI has recruited a new Executive Director, Mr Sarimun Hadisaputra, formerly the mayor of West Jakarta.

## **Annex 1: Results Matrix**

## *Resource Cities Program - Partnership Activities Results Matrix I*

Goal: Develop the capacity of decentralized and participatory local governments and the organizations that represent them

Objective: To build local government management capacity for improved service delivery

Entries in **BOLD** = new this quarter

### *Subobjective 1a: Provide practical tools and experiences - part 1*

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>TARGET:</b>	<i>Conduct in 2 LGUs</i>	<i>Conduct in 6 LGUs</i>	<i>Conduct in 0 LGUs</i>	<i>Applied in 6 LGUs</i>
<b>STATUS:</b>	Target met	Target met	Not applicable in Phase 2	
<b>Balikpapan</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>The delegates received training on interactive teaching methods in the area of science and environment</li> </ul>	Not applicable in Phase 2	
<b>Berau</b>	Conducted and completed by Mr. Richard Townsend in January/February 2004.		Not applicable in Phase 2	
<b>Bitung</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>Bitung/Sangihe delegation received technical training in municipal watershed and marine environment protection and preservation; implementation of new learning resources in public schools; and public/private tourism sector marketing and promotion.</li> </ul>	Not applicable in Phase 2	



***Subobjective 1a: Provide practical tools and experiences - part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Bukittinggi</b>	Not applicable. City chosen as partner for Yogyakarta & Savannah based on their predetermined interest in Tourism.	<ul style="list-style-type: none"> <li>• Tourism technical training included:               <ul style="list-style-type: none"> <li>- how to promote tourism</li> <li>- how to enter into partnerships with local businesses to promote tourism</li> <li>- festival management</li> </ul> </li> <li>• Community College technical training included:               <ul style="list-style-type: none"> <li>- curriculum development</li> <li>- how to establish and manage a community college</li> </ul> </li> </ul>	Not applicable in Phase 2	
<b>Samarinda</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>• The delegates received training on interactive teaching methods in the area of science and environment</li> </ul>	Not applicable in Phase 2	
<b>Sangihe</b>	Not applicable. City was nominated by Bitung to join partnership extension with Coos Bay.	<ul style="list-style-type: none"> <li>• Bitung/Sangihe delegation received technical training in municipal watershed and marine environment protection and preservation; implementation of new learning resources in public schools; and public/private tourism sector marketing and promotion.</li> </ul>	Not applicable in Phase 2	
<b>Solok</b>	Conducted and completed by Mr. Richard Townsend in January/February 2004.	<ul style="list-style-type: none"> <li>• <b>Solok received training in rate modeling principles and retail cost-of-service.</b></li> </ul>	Not applicable in Phase 2	
<b>Yogyakarta</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>• Tourism technical training included:               <ul style="list-style-type: none"> <li>- how to promote tourism</li> <li>- how to enter into partnerships with local businesses to promote tourism</li> <li>- festival management</li> </ul> </li> <li>• Community College technical training included:               <ul style="list-style-type: none"> <li>- curriculum development</li> <li>- how to establish and manage a community college</li> </ul> </li> </ul>	Not applicable in Phase 2	

***Subobjective 1a: Provide practical tools and experiences – part 2***

	<b>Budget and finance tools and/or techniques are applied in the local government</b>	<b>Improvements recognized in local government management and administration</b>	<b>Improvements recognized in local service delivery</b>	<b>Service delivery improvements presented as lessons learned/innovative practices</b>
<b>TARGET:</b>	<i>Applied in 0 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Lessons Learned presented on 5 LGUs</i>
<b>STATUS:</b>	Not applicable in Phase 2			
<b>Balikpapan</b>	Not applicable to Phase 2			
<b>Berau</b>	Not applicable to Phase 2			
<b>Bitung</b>	Not applicable in Phase 2			
<b>Bukittinggi</b>	Not applicable in Phase 2			
<b>Samarinda</b>	Not applicable in Phase 2			
<b>Sangihe</b>	Not applicable in Phase 2			
<b>Solok</b>	Not applicable in Phase 2			
<b>Yogyakarta</b>	Not applicable in Phase 2			

***Subobjective 1b: Promote information sharing and public diplomacy***

	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>TARGET:</b>	<i>1 press release on 8 LGUs</i>	<i>Media coverage of 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>
<b>STATUS:</b>			
<b>Balikpapan</b>	<ul style="list-style-type: none"> <li>Journalist Christiana Dwi attended two days of sessions held in Balikpapan during Exchange 1. Several articles about the program were published in the Tribun Balikpapan newspaper.</li> <li>TV interview was and news at Portland Channel 8 TV interviewed Tigard’s Mayor and the delegates.</li> <li>An article about exchange 2 was included in the Oregonian, a state wide newspaper.</li> </ul>	<ul style="list-style-type: none"> <li>Journalist Christiana Dwi attended two days of sessions held in Balikpapan during Exchange 1. Several articles about the program were published in the Tribun Balikpapan newspaper.</li> <li>TV interview was and news at Portland Channel 8 TV interviewed Tigard’s Mayor and the delegates.</li> <li>An article about the exchange 2 was included in the Oregonian, a state wide newspaper, the Portland Tribune and Tigard Times.</li> <li></li> </ul>	
<b>Berau</b>	<ul style="list-style-type: none"> <li><b>Coverage of Exchange 2 was included in articles in the Peninsula Daily News and Peninsula Northwest</b></li> </ul>	<ul style="list-style-type: none"> <li>Coverage of Exchange 1 was included in articles published in the Kaltim Post.</li> <li><b>Coverage of Exchange 2 was included in articles in the Peninsula Daily News and Peninsula Northwest</b></li> </ul>	
<b>Bitung</b>	<ul style="list-style-type: none"> <li>Mr. Mr. Leopold Dalupe, Bitung’s Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>Coos Bay team provided a news release to all local/regional media – newspapers, radio and television – prior to exchange visit.</li> </ul>	<ul style="list-style-type: none"> <li>Mr. Mr. Leopold Dalupe, Bitung’s Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>Two TV news broadcasts by local/regional station (CBS affiliate), and a live interview by the staff at a local radio station. Other stations in the market ran news release provided by the Coos Bay team.</li> </ul>	<ul style="list-style-type: none"> <li>Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club.</li> <li><b>The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program.</b></li> </ul>
<b>Bukittinggi</b>	<ul style="list-style-type: none"> <li>Article in local newspaper, the Savannah Morning News</li> <li>Interview on Savannah Public TV station</li> <li><b>Three articles about exchange 3 were included in local area newspapers</b></li> </ul>	<ul style="list-style-type: none"> <li>Coverage of the exchange was published in the newspaper Singgalang.</li> <li>Article in local newspaper, the Savannah Morning News</li> <li><b>Three articles about exchange 3 were included in local area newspapers</b></li> </ul>	

***Subobjective 1b: Promote information sharing and public diplomacy***

	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>TARGET:</b>	<i>1 press release on 8 LGUs</i>	<i>Media coverage of 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>
<b>STATUS:</b>			
<b>Samarinda</b>	<ul style="list-style-type: none"> <li>• Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos.</li> <li>• TV interview was and news at Portland Channel 8 TV interviewed Tigard’s Mayor and the delegates.</li> <li>• An article about the exchange was included in the Oregonian, a state wide newspaper.</li> </ul>	<ul style="list-style-type: none"> <li>• Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos.</li> <li>• TV interview was and news at Portland Channel 8 TV interviewed Tigard’s Mayor and the delegates.</li> <li>• An article about the exchange was included in the Oregonian, a state wide newspaper, the Portland Tribune and Tigard Times.</li> </ul>	
<b>Sangihe</b>	<ul style="list-style-type: none"> <li>• Mr. Mr. Leopold Dalupe, Bitung’s Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>• Coos Bay team provided news release to all local/regional media – newspapers, radio and television – prior to exchange visit.</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Mr. Leopold Dalupe, Bitung’s Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>• Two TV news broadcasts by local/regional station (CBS affiliate), and a live interview by the staff at a local radio station. Other stations in the market ran news release provided by the Coos Bay team.</li> </ul>	
<b>Solok</b>		<ul style="list-style-type: none"> <li>• Coverage fo the exchange awas included in articles in the Mimbar Minang daily newspaper and the Singgalang daily newspaper</li> </ul>	<ul style="list-style-type: none"> <li>• <b>The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program.</b></li> </ul>
<b>Yogyakarta</b>	<ul style="list-style-type: none"> <li>• Article in local newspaper, the Savannah Morning News</li> <li>• Interview on Savannah Public TV station</li> <li>• Delegation featured on local TV channel.</li> <li>• Delegation introduced in brochure for Asian Festival (circulation 200,000 over a 250 mile radius)</li> </ul>	<ul style="list-style-type: none"> <li>• The exchange and MOU signing ceremony were covered in articles in the local newspapers Kedaulatan Rakyat, Kompas and Bernas</li> <li>• Article in local newspaper, the Savannah Morning News.</li> <li>• Delegation featured on local TV channel.</li> <li>• Delegation introduced in brochure for Asian Festival (circulation 200,000 over a 250 mile radius)</li> </ul>	<ul style="list-style-type: none"> <li>• Jogyakarta Heritage Society (NGO) participated in the Exchange 1 sessions and was given a role in the partnership.</li> <li>• Delegation met with representatives of the local Chamber of Commerce and the Film Board.</li> </ul>

***Subobjective 1c: Promote sustainable partnerships***

	<b>Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships</b>	<b>Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>	<b>Increase opportunities for regional networking and mutual understanding of common issues</b>
<b>TARGET:</b>	<i>Established in 8 LGUs</i>	<i>Evidenced by 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>	<i>Evidenced by 8 improvement/opportunity</i>
<b>STATUS</b>				
<b>Balikpapan</b>	<ul style="list-style-type: none"> <li>Progress was made during the exchange on the web page and virtual classroom concept.</li> </ul>		<ul style="list-style-type: none"> <li>Portland State University participated in the exchange</li> <li>The Moslem Educational Trust participated in the exchange.</li> </ul>	
<b>Berau</b>				
<b>Bitung</b>	<ul style="list-style-type: none"> <li>At ORCO TECH (North Bend), the delegates were given Internet access and learned to develop their personal email account at Yahoo. Delegates also were instructed in information search techniques by ORCO TECH staff and by the library director at the Oregon Institute of Marine Biology (OIMB).</li> </ul>		<ul style="list-style-type: none"> <li>Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club.</li> <li><b>The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program.</b></li> </ul>	<ul style="list-style-type: none"> <li>Staff at OIMB and South Slough Research Reserve engaged in a question/answer information exchange with delegation about marine environment and environmental protection issues common to the Pacific Ocean and the ocean/land interface.</li> </ul>
<b>Bukittinggi</b>				
<b>Samarinda</b>	<ul style="list-style-type: none"> <li>Progress was made during the exchange on the web page and virtual classroom concept.</li> </ul>		<ul style="list-style-type: none"> <li>Portland State University participated in the exchange</li> <li>The Moslem Educational Trust participated in the exchange.</li> </ul>	

***Subobjective 1c: Promote sustainable partnerships***

	<b>Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships</b>	<b>Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>	<b>Increase opportunities for regional networking and mutual understanding of common issues</b>
<b>TARGET:</b>	<i>Established in 8 LGUs</i>	<i>Evidenced by 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>	<i>Evidenced by 8 improvement/opportunity</i>
<b>STATUS</b>				
<b>Sangihe</b>	<ul style="list-style-type: none"> <li>At ORCO TECH (North Bend), the delegates were given Internet access and learned to develop their personal email account at Yahoo. Delegates also were instructed in information search techniques by ORCO TECH staff and by the library director at the Oregon Institute of Marine Biology (OIMB).</li> </ul>		<ul style="list-style-type: none"> <li><b>The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program.</b></li> </ul>	<ul style="list-style-type: none"> <li>Staff at OIMB and South Slough Research Reserve engaged in a question/answer information exchange with delegation about marine environment and environmental protection issues common to the Pacific Ocean and the ocean/land interface.</li> <li><b>The Director of OCEAN (Oregon Coastal Environmental Awareness Network) participated as a delegate representing Coos Bay.</b></li> </ul>
<b>Solok</b>	<ul style="list-style-type: none"> <li></li> </ul>		<b>Gresham arranged for Solok to meet the Director of Health for Portland plus visit two health clinics</b>	
<b>Yogyakarta</b>			<ul style="list-style-type: none"> <li>Jogyakarta Heritage Society (NGO) participated in the Exchange 1 sessions and was given a role in the partnership.</li> <li>Delegation met with representatives of the local Chamber of Commerce, organizers of the Savannah Film Festival and the Savannah Music Festival.</li> </ul>	

## *Association Capacity-Building Activities Results Matrix II*

Goal: Develop the capacity of decentralized and participatory local governments and the organizations that represent them  
Objective: To establish effective, representative, and independent local government associations

Entries in **BOLD** = new this quarter

### *Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership*

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2004</b>
Train and/or assist association leadership and staff in advocacy concepts and techniques	8 of 4 targets met	<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI)</li> </ul>

***Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2004</b>
Train and/or assist association leadership and staff on formal and informal avenues for advocacy at the national level	5 of 4 targets met	<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Sponsorship of 4 association coalition workshop and consultant to develop policy paper in response to Law 22/99 revision (Dec. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>
Train and/or assist association leadership in establishing a process to develop policy positions and arguments	7 of 4 targets met	<ul style="list-style-type: none"> <li>• Introduced policy committee concepts and techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• Model POKJA: Local government working group on performance based budgeting policy issues. (June. 2003) (APEKSI, APKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI)</li> </ul>



***Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership***

Indicator	Target and Status	Progress through September 30, 2004
Train and/or assist association in understanding various methods of obtaining membership participation and/or input in advocacy positions	7 of 4 targets met	<ul style="list-style-type: none"> <li>• Introduced concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process that includes membership participation during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>
Association advocates at the national level	5 of 3 targets met APEKSI 6 of 3 targets met APKASI	<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002)</li> <li>• APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs before Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send joint letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI conduct joint press conference announcing policy position statement on revision of Law 22/99, and presented policy before Ministry of Home Affairs officials (Dec. 11, 19 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</li> </ul>

***Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2004</b>
Association identifies key coalition partners (single issue or standing coalitions)	7 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI identify and list potential coalition partners during Advocacy &amp; Coalition Building Workshop (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Entire Boards of APEKSI, APKASI, APPSI held first tripartite coalition meeting addressing Law 22 (Jan. 2002)</li> <li>• APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002)</li> <li>• APEKSI Board establishes "formulation team" with APKASI, ADEKSI, ADKASI representation to determine steps necessary to develop position on land use reform based on decentralization principles. (May 2003)</li> <li>• APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI &amp; ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99. (Nov, Dec 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI formalize their advocacy coalition with the formulation of the Association Forum (Jan. 2004)</li> </ul>

***Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2004</b>
Association conducts advocacy activities as part of a coalition	7 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI, ADEKSI, APKASI and ADKASI build advocacy coalition and jointly present positions on revision of Law 22 in 4 separate meetings before the PKB, Reform, PPP, and Golkar Fractions (Feb. 2002)</li> <li>• APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI &amp; ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99. (Nov, Dec 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> </ul>
Association policy developed using membership participation/input	3 of 2 targets met APKASI 2 of 2 targets met APEKSI	<ul style="list-style-type: none"> <li>• Association vets policy position statement on revision of Law 22 before full membership at National Working Meeting and receives input and approval (May 2002) (APKASI)</li> <li>• APKASI and 9 member regencies present position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002)</li> <li>• APEKSI membership participate in policy development and issue identification teams during their annual meeting. (August 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99 with member involvement. (Nov, Dec 2003)</li> </ul>

***Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2004</b>
Association advocates on behalf of its members	8 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002)</li> <li>• APEKSI and APKASI successfully petition to have association representation on the Ministry's "Small Team for Initiating the Revision of Law 22/1999."</li> <li>• APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002)</li> <li>• APEKSI President presents association position on local land use, maritime boundaries and forestry regulations before Ministry Officials (March 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI conduct joint press conference announcing policy position statement on revision of Law 22/99, and presented policy before Ministry of Home Affairs officials. (Dec. 11 &amp; 19, 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</li> </ul>

***Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability***

Indicator	Target and Status	Progress through September 30, 2004
<p>Train and/or assist association in concepts of business plan development, including transparent financial management systems</p>	<p>5 of 3 targets met</p>	<ul style="list-style-type: none"> <li>• Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to workplan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Technical assistance: LOC finance officer conducts training, TA in budget development and accounting/financial systems (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• <b>Training: Staff trained in intermediate MYOB accounting/financial reporting (Aug. 2004) (APEKSI)</b></li> </ul>
<p>Train and/or assist association in developing/diversifying/stabilizing sources of revenue</p>	<p>6 of 3 targets met</p>	<ul style="list-style-type: none"> <li>• Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to workplan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Workshop: Grant and Proposal Writing. (May 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>

***Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability***

Indicator	Target and Status	Progress through September 30, 2004
Train and/or assist association in improving marketing capabilities	3 of 3 targets met	<ul style="list-style-type: none"> <li>• Technical assistance: Preparation of membership services flyer distributed to members at BIGG regional conference (Jan/Feb. 2002) (APEKSI, APKASI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying and marketing new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> </ul>
Train and/or assist association in improving internal management and personnel systems	6 of 3 targets met	<ul style="list-style-type: none"> <li>• Working session: Developing association's strategic plan and organizational priorities using the Milestone Index (April 2001) (APEKSI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for transparent annual budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to workplan development, goal setting, reporting to BOD, reporting relationship between ex. dir. and finance officer. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Technical assistance: LOC finance officer conducts training, TA in budget development and accounting/financial systems (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• <b>Technical assistance: APEKSI leadership retreat (Sept. 2004) (APEKSI)</b></li> </ul>

***Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability***

Indicator	Target and Status	Progress through September 30, 2004
Train and/or assist association in defining the roles, responsibilities and authorities of the board, executive director and staff	7 of 3 targets met	<ul style="list-style-type: none"> <li>• Technical assistance: LOC executive director worked with directors on improvements to roles, responsibilities, authorities during 4<sup>th</sup> LOC exchange (March 2002)</li> <li>• Working session: Board and Executive Roles and Responsibilities during 4<sup>th</sup> LOC exchange (March 2002)</li> <li>• Training: Oregon Association of School Board conducts training on improving board and executive roles and responsibilities, and goal setting during 5<sup>th</sup> LOC exchange (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of Board of Directors meetings and association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to workplan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• <b>Technical assistance: APEKSI leadership retreat (Sept. 2004) (APEKSI)</b></li> </ul>
Association adopts and/or implements one or more transparent financial management systems	1 of 1 target met APKASI 1 target outstanding APEKSI	<ul style="list-style-type: none"> <li>• APKASI adopts MYOB accounting/reporting system to improve financial reporting of association financial management (Nov/Dec. 2003)</li> </ul>
Association improves its development of diverse and stable sources of revenue	3 of 1 targets met APEKSI 2 of 1 targets met APKASI	<ul style="list-style-type: none"> <li>• APEKSI charges registration fee for attendance at annual membership conference (Aug. 2002)</li> <li>• Association obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002) (APKASI, APEKSI)</li> <li>• APEKSI charges registration fee of 2,000,000 for a 3-day Best Practice Training program for members (October 2003)</li> <li>• APKASI prepares RFP for UNDP funds. (Dec. 2003)</li> </ul>
Association improves its marketing capacity	1 of 1 target met	<ul style="list-style-type: none"> <li>• Associations obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002, August 2003) (APKASI, APEKSI)</li> </ul>
Association improves its internal management and personnel systems	2 of 1 target met APEKSI 3 of 1 target met APKASI	<ul style="list-style-type: none"> <li>• Association develops position descriptions and an internal organizational chart for association secretariat office and staff (Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Association executive directors restructure internal management of professional staff; give authorization for staff to develop and manage programs; staffing levels revised and made appropriate. (4<sup>th</sup> quarter 2002) (APEKSI, APKASI)</li> <li>• APKASI adopts MYOB accounting/reporting system to improve financial reporting of association financial management (Nov/Dec. 2003)</li> </ul>

***Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2004</b>
Association improves understanding and functioning of the roles, responsibilities, and authorities of the board, executive director, and staff	1 target met for APEKSI, 1 target outstanding for APKASI	<ul style="list-style-type: none"> <li>• APEKSI Executive Director gets approval from full membership for restructured Board of Directors and increased roles of the regional offices, in order to obtain more involvement from the leadership and representation from the membership (July 2002 Annual Working Meeting)</li> <li>• APKASI drafts comprehensive Standard Operating Procedures outlining duties, responsibilities, obligations of korwil vis-à-vis secretariat. (June, 2003). APKASI implements SOP (Dec. 2003)</li> </ul>



***Subobjective 1c: Improve two-way communication between associations and their members***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2004</b>
Train and/or assist the association in increasing membership involvement/input/participation	9 of 4 targets met	<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial management processes (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> </ul>

***Subobjective 1c: Improve two-way communication between associations and their members***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2004</b>
Train and/or assist the association in increasing/improving its membership communications methods	10 of 4 targets met	<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training: How to Write Press Releases (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Association Newsletter Development (Nov. 2001, Jan. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Web site development (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Staff trained in Access software and membership databases creation/management (Jan-May 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training: Journalistic Writing Skills Development for staff (August 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> <li>• Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> </ul>
Train and/or assist the association in recognizing excellence in local government management and leadership	4 of 4 targets met	<ul style="list-style-type: none"> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial management processes (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>
Association increases/improves membership involvement and participation	1 of 1 target met APEKSI 2 of 1 targets met APKASI	<ul style="list-style-type: none"> <li>• APKASI enhances and deepens membership involvement with outreach and socialization meetings with sekda and bappeda (Jan. 2003)</li> <li>• Training &amp; technical assistance by association staff for member uses of Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> </ul>

***Subobjective 1c: Improve two-way communication between associations and their members***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2004</b>
Association increases/improves its membership communications methods	4 of 3 targets met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI developed and distributed first membership newsletters (Dec./Jan. 2002)</li> <li>• APEKSI, APKASI web site content and layout improved (April/June 2002)</li> <li>• APEKSI, APKASI, APPSI improved and/or initiated membership database for dissemination and advocacy purposes (May-June 2002)</li> <li>• APEKSI, APKASI provide training &amp; technical assistance to regional members on use of Komwil/Korwil Computer Communications Program. (Feb. –March 2003)</li> <li>• APKASI uses korwil computer network to distribute PP 8 &amp; 9/2003 and provide assistance and additional resources on application of new regulations.</li> </ul>
Association increases/improves programs that recognize excellence in local government management and leadership	3 of 1 target met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI initiate best practice documentation programs for their members (March 2003)</li> <li>• APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>• APKASI distributes its 1<sup>st</sup> annual Member Best Practices brochure during their annual meeting and socializes its BP program with the local government community at large (i.e., PERFORM training) (August, October 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> </ul>

***Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2004</b>
Train and/or assist the association in preparing an annual member meeting that includes training opportunities for local government officials	3 of 3 targets met	<ul style="list-style-type: none"> <li>· Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input and needs. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>•Direct technical assistance: improving annual conference content (June 2003) (APEKSI, APKASI, APPSI)</li> <li>•APEKSI and APKASI leadership participate in ICMA annual conference and receive orientation training on role of professional development/training by LGAs (September 2003)</li> </ul>
Train and/or assist the association in preparing orientation programs/materials for newly-appointed or elected government officials	3 targets outstanding	
Train and/or assist the association in the development and dissemination of local government management best practices	4 of 3 targets met	<ul style="list-style-type: none"> <li>•Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>•Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003)</li> <li>•APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>•APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e PERFORM training) (August, October 2003)</li> </ul>
Train and/or assist the association in serving as a liaison for local government technical assistance resources	2 of 3 targets met	<ul style="list-style-type: none"> <li>• Local Government Budget and Finance Internships institutionalize the association's capacity in delivery of technical assistance and in serving as liaison for members (March 2002-Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>•Presentation &amp; Dialogue: Principles of Funding Formulas (August 2002) (APEKSI, APKASI, APPSI)</li> <li>•APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e PERFORM training) (August, October 2003)</li> </ul>
Association conducts training opportunities for local government officials/members	1 target outstanding APKASI 2 targets met APEKSI	<ul style="list-style-type: none"> <li>•APEKSI conducts technical meeting for sekda, bappeda, department heads (Bogor May 2003)</li> <li>•APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> </ul>

***Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2004</b>
Association assists newly-appointed or elected government officials in understanding their roles and responsibilities	1 target outstanding	· <b>Technical assistance: APEKSI leadership retreat (Sept. 2004) (APEKSI)</b>
Association develops and disseminates local government management best practices	2 of 1 target met	<ul style="list-style-type: none"> <li>•Associations publish local government success stories in newsletters (APEKSI, APKASI, APPSI 2002)</li> <li>•APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>•APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (August, October 2003)</li> </ul>
Association serves as a liaison for local government technical assistance resources	1 of 1 target met APEKSI 2 of 1 target met APKASI	<ul style="list-style-type: none"> <li>•APKASI responds to request from members on PP 8 &amp;9/2003 through computer dissemination of regulations including additional resource sites to answer questions on impact on members. (Mar. 2003)</li> <li>•APEKSI conducts a 3-day Best Practice Training and Bogor site visit program for members. (October 2003)</li> <li>•APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (October 2003)</li> </ul>

## **Annex 2: Deliverables and Other Information Submitted**

## Deliverables and Other Information Submitted

Title	Date Submitted to USAID	Format
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 1 January - 9 February 2004.	February 10, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 11 February - 24 March 2004	March, 25, 2004	hard copy
USAID Quarterly Report for the period January 1, 2004 - March 31, 2004	April 30, 2004	email and hard copy
USAID 6-month Workplan for the period April 1, 2004 - September 30, 2004	April 30, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 25 March - 9 May 2004	May 10, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 10 March - June 7, 2004	June 8, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of June 8 - July 7, 2004	July 8, 2004	hard copy
USAID Quarterly Report for the period April 1, 2004 - June 30, 2004	July 31, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of July 1, 2004 – August 31, 2004	Sept. 1, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of September 1, 2004 – October 6, 2004	Oct. 7, 2004	hard copy
USAID Quarterly Report for the period July 1, 2004 - Sept. 30, 2004	Oct. 31, 2004	email and hard copy

## Annex 3: Abbreviations and Terminology

ADEKSI	<i>Asosiasi Dewan Kota Seluruh Indonesia</i> (Association of Indonesian City [Kota] Councils)
AMMAC	Association of Mexican Municipalities
APEKSI	<i>Asosiasi Pemerintah Kota Seluruh Indonesia</i> (Association of Indonesian Municipalities)
APKASI	<i>Asosiasi Pemerintah Kabupaten Seluruh Indonesia</i> (Association of Indonesian Regencies)
APPSI	<i>Asosiasi Pemerintah Propinsi Seluruh Indonesia</i> (Association of Indonesian Provinces)
BAPPEDA	<i>Badan Perencanaan dan Pembangunan Daerah</i> (local department for planning and development)
BIGG	Building Institutions for Good Governance
BUILD	Breakthrough Urban Initiatives for Local Development
CIDA	Canadian International Development Agency
CLGI	Center for Local Government Innovation
DPOD	<i>Dewan Pertimbangan Otonomi Daerah</i> (Regional Autonomy Advisory Board – national level)
DPRD	<i>Dewan Perwakilan Rakyat Daerah</i> (legislative body at the local government level)
DPR-RI	<i>Dewan Perwakilan Rakyat – Republik Indonesia</i> (legislative body at the national level)
GIS	Geographic Information System
GTZ	<i>Gesellschaft für Technische Zusammenarbeit</i> (German Technical Cooperation Agency)
ICMA	International City/County Management Association
IFES	International Foundation for Election Systems
IR	Intermediate Result
IRDA	Indonesia Rapid Decentralization Assessment
Komisi II	Commission Two of the DPR-RI
LGSP	Local Government Support and Partnership Program
LOC	League of Oregon Cities
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NDI	National Democratic Institute
TBD	To be determined
TNC	The Nature Conservancy
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VNG	<i>Vereniging van Nederlandse Gemeenten</i> (Netherlands Association of Municipalities)
Yayasan Otda	Local Government Center implemented by Chemonics/Urban Institute



## **Annex 4: Financial Information**

