

# **INDONESIA CIVIL SOCIETY SUPPORT AND STRENGTHENING PROGRAM**

## **Second Annual Report**

Submitted by:  
Chemonics International Inc.

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

**October 2001**

## TABLE OF CONTENTS

SUMMARY PAGE	PAGE 2
1. INTRODUCTION	PAGE 4
2. ADMINISTRATIVE ARRANGEMENTS, INCLUDING OFFICE ARRANGEMENTS	PAGE 5
3. PROGRAM ACTIVITIES, INCLUDING T.A., TRAINING AND GRANTMAKING	PAGE 12
4. WORK PLANS AND SELF-EVALUATION	PAGE 22
APPENDIX 1: BUDGET SUMMARY	PAGE 24
APPENDIX 2: GRANT MAP	PAGE 25
APPENDIX 3: BIBLIOGRAPHY	PAGE 26

## CIVIL SOCIETY SUPPORT AND STRENGTHENING PROGRAM (CSSP), INDONESIA

### Second Annual Report, for the Period October 1, 2000 to September 30, 2001: Summary Page

---

**Performance Objectives:** All Performance Objectives

**Activities:** Grant-making activities; activities relating to support for Indonesian civil society organizations (CSOs) in the fields of advocacy, good management and financial self-reliance; other forms of technical and training support to CSOs; other civil society-related activities, as agreed with USAID; and administrative matters relating to the CSSP Jakarta office and the CSSP sub-office in Surabaya, including the establishment of a new office in Surabaya.

---

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

<b>Start Date:</b> October 1, 2000	<b>Completion date:</b> September 30, 2001
------------------------------------	--

### Description

This report describes the activities of the Indonesian Civil Society Support and Strengthening Program (CSSP) during its second contract year, that is from October 1, 2000 to September 30, 2001.

It summarizes key features of CSSP's work during these twelve months, including the following.

- The composition of the Chemonics CSSP Group.
- The make-up and responsibilities of the CSSP team, and the administration of the CSSP office in Jakarta and sub-office in Surabaya.
- The maintenance of appropriate mechanisms for cooperation between CSSP and the CPT (Civic Participation and Transition) Team of USAID Indonesia.
- Core activities designed to meet CSSP's four Performance Objectives, namely support for good grant-making to CSOs (civil society organizations), and for effective CSO advocacy and analysis, improved CSO management, and CSO financial sustainability.
- CSSP special activities and use of the Special Activities Fund.
- CSSP Work Plans for Year Two and Year Three.
- CSSP's first annual self-evaluation.

The Report summarizes and reviews information earlier provided in CSSP's 5<sup>th</sup>, 6<sup>th</sup>, 7<sup>th</sup> and 8<sup>th</sup> Quarterly Reports, covering the periods October 1 to December 31, 2000; January 1 to March 31, 2001; April 1 to June 30, 2001; and July 1 to September 30, 2001, respectively. Items achieving contractual benchmarks laid out in the contract between USAID and Chemonics International are noted in italics in box notes at the end of each section. (Items relating to the year two Work Plan are not shown here, being shown in square brackets and italics in the four Quarterly Reports.) The Report includes a bibliography of all major documents produced under CSSP (Appendix 3).

This report is written by the Chemonics Group responsible for CSSP, and is presented using the standard format developed by Chemonics and approved by USAID. This format is being used for both Quarterly and Annual Reports to USAID during the implementation of CSSP.

## 1. Introduction

CSSP's second year of operations in Indonesia took place in a setting of political disarray and profound economic uncertainty. The reformist energy and optimism brought about in some circles by the collapse of the New Order in May 1998 were at risk of being dissipated. President Abdurrahman Wahid undermined his own democratic credentials during his last days in office in mid-2001, setting a poor precedent for the future, though his underlying assumptions about Indonesian political life were hard to fault, and his perception that entrenched elites were standing in the way of effective reform was not wide of the mark.

Regional decentralization seemed at some risk of unraveling into Balkanization, with persistent tension and strife in Aceh, Maluku, Central Sulawesi, Papua/Irian Jaya and elsewhere. Decentralization to the district level, and the authority newly given to villages through Village Representative Councils (Badan Perwakilan Desa, or BPD), placed responsibility on the shoulders of untried local parliamentarians, government officials and village leaders. The system of indirect elections to parliament seemed to encourage parliamentarians to pay more heed to their party bosses than to the interests of their constituents. The legal system remained hamstrung by corruption, and known human rights violators and criminals were left uncharged. Bank restructuring and the urgently-needed sale of assets to recoup debt remained nothing but a pious hope. Radical Islam, though still marginal in terms of numbers and influence, threatened to be persistently destructive.

On the other hand there were a number of grounds for optimism. The country did not collapse or fall apart, contrary to some of the wilder predictions of local and foreign commentators. A few political and legal initiatives showed creativity and hope. The special autonomy act for Papua set new standards for fiscal decentralization and revenue sharing, though in regional conditions so fragile that its effectiveness was in doubt. The gradual downsizing of military involvement in central political life, if sustained, held out the medium- to long-term possibility of a modern secular state structure in Indonesia similar to others constructed from earlier, authoritarian-military regimes in other parts of east Asia.

Civil society in many of its forms grew and flourished. During its second year CSSP was approached for help through grantmaking alone (not to mention approaches from groups asking for other forms of assistance) by nearly 500 non-governmental organizations (NGOs) working in fields relating to openness, transparency, participation, equity, human rights and democratic reform – fields customarily associated with the essential qualities of civil society. There were, for sure, many more times that number of NGOs with similar outlooks with which CSSP – which has been sparing in self-publicity – did not interact. These simple facts reflect a potentially vibrant civil society, an extraordinary development given the suffocating authoritarianism of the Suharto and late Sukarno years.

Moreover these NGO civil society organizations, or CSOs, were only part of the civil society picture. Elements of mass religious organizations, research groups connected to universities, professional associations connected to professional groups and businesses, journalists and media professionals, interest groups aware of the need for a public voice, villagers seeking a venue into public policy through BPDs, citizens of towns and cities keen to ensure good governance in their localities through City Forums (Forum Kota or Forum Perkotaan) – all these contributed to a mass of social networks committed in some sense or other to democracy and a more active, more open public sphere. Admittedly, these networks were denser in some regions than others. But the overall picture was, all the same, encouraging.

Many – though not all - of these organizations and groups were, and are, inexperienced, ill-equipped and ill-formed. From this point of view, CSSP's mandate to improve CSOs' management, advocacy skills and financial durability, and to make grants effectively and well, could not have been better chosen. But diagnosing CSOs' weaknesses and needs, and ensuring that they, too, perceive them and accept USAID help in remedying them are not always one and the same thing, and one of the challenges facing CSSP was to find a way of, as it were, helping CSOs help themselves. This it did during the year in question with considerable success, a success founded on trust, professionalism and steady working relations with CSOs, many of these relations founded on the work of the USAID Civic Participation and Transition (CPT) Team, on whose foundations CSSP's own work rested.

## **2. Administrative Arrangements, including Office Arrangements**

### **2.1. Chemonics Group Subcontractors**

CSSP was established as a consortium of five organizations, Chemonics International, CARE International, IFES, CIPE and IDP. During the course of the first few months of CSSP's activities it became clear, however, that not all these participating organizations were likely to play a central role. By the end of year two it was apparent that the significant players in the CSSP group - sometimes called loosely 'the Chemonics CSSP group' - were three of the five organizations, Chemonics itself, CARE International and IFES. All three contributed staff to the CSSP team, and CARE and IFES staff regularly joined CSSP team members in their offices meetings. Both CARE and IFES also undertook projects linked to, and paid through, CSSP. As noted in the year's Quarterly Reports, these were

- A program in support of City Forums, numbering 14 at year end, all of them in East Java, managed by a CARE sub-office in Sidoarjo, near Surabaya, in consultation with CSSP staff in the CSSP Surabaya sub-office. These City Forums brought together professionals, civil servants, CSO representatives and others to discuss aspects of city government, and were a potentially rich source of civil society support for local democracy. Details of the program are given in Appendix 2, Quarterly Report no. 7.
- An IFES program in support of public broadcasting as a national and local alternative to the previous state-run system of television and radio under TVRI and RRI. The program was begun initially, during CSSP year one, as a program to support the Jakarta-based SET Foundation in efforts to promote a change in outlook towards public broadcasting on the part of the public and of senior executives of TVRI. By the second half of year two it had switched its emphasis to work with regional public broadcasting outlets, mostly through a series of public workshops in selected regions attended among others by CSOs and facilitated by non-Indonesian consultants. More details of the program are given in Appendix 1 of Quarterly Report no. 7.

### **2.2. The CSSP Team**

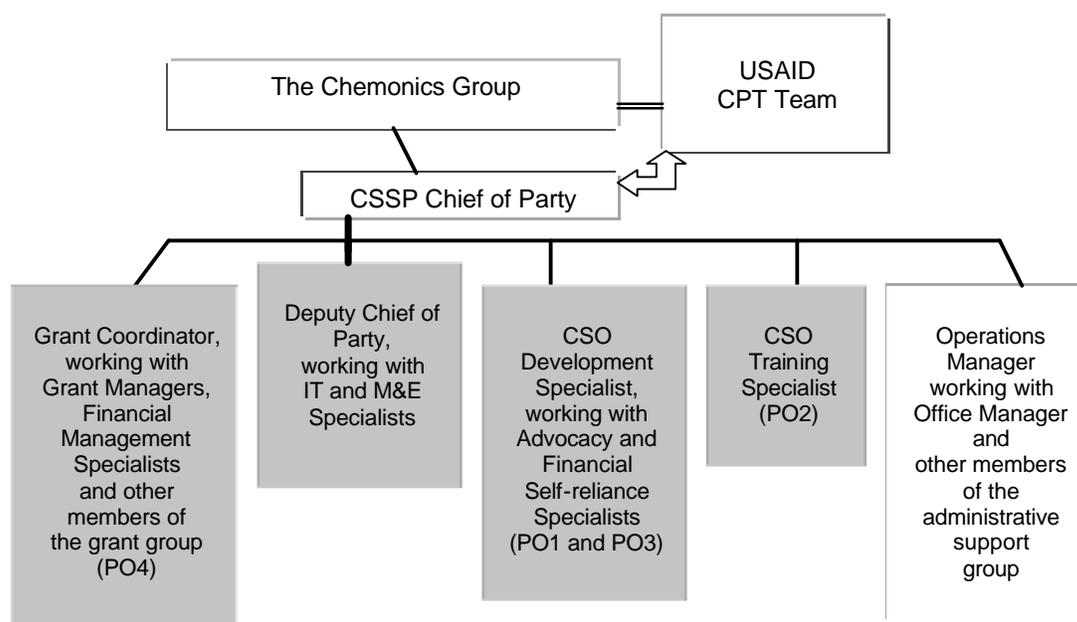
When it began work in December 1999 the CSSP team was not yet fully formed, and while it consisted a number of highly suitable specialist and administrative staff it also included two or three people who turned out to be less well matched to needs. During year two this state of

affairs was rectified with the establishment of a full, enlarged team of well-qualified specialists, well integrated and with a growing sense of pulling together as a team. In addition, the administration group in the team was given a strong structure and purpose by the appointment towards the end of year one of Operations Manager Roshana Cohen.

The CSSP team grew during year two to its current size of 32 people. The main reason for this enlargement was an agreement reached with USAID in October 2000 that rather than having a Grant Manager and three other grant officers, CSSP should have a Grant Coordinator in charge of six Grant Managers, one for each of the geographical focus regions (Aceh, East Kalimantan, West Java, East Java, North Sulawesi and Papua/Irian Jaya) identified in USAID's September 2000 Strategic Plan. A well-qualified Grant Coordinator, Keith Hargreaves, earlier with the UNDP, was duly appointed, as were four new Grant Managers, bringing to six the number of Grant Managers on the team. One of them, Sheila Town, was made responsible for a new sub-office in Surabaya, where she had earlier represented the British Council. This sub-office opened in the second quarter. The departure in September for study abroad of Grant Manager Yoke Octarina opened the way for a replacement to be appointed who would take responsibility for a second sub-office, proposed for Jayapura. This appointment, and the opening of the Jayapura sub-office, were still pending at the end of year two.

One hiatus in the team during much of year two was the absence following the departure for the UNDP of Richard Holloway of a CSO Development Specialist responsible overall for CSSP's important work on advocacy and financial sustainability. This gap was filled with the welcome appointment of Gerry Porta from USAID Manila in September 2001.

Roles and functions of team members were clarified during year two, so that by year end there was a clear overall division of responsibility, though without the sense of a rigid or fixed arrangement that would hamper the smooth functioning of CSSP as a flexible, creative team, and with as much room left as possible for cross-team consultation. As noted in the 8<sup>th</sup> Quarterly Report, the team consisted of three groups, a grant group, a technical support group and an administrative group. Overall the structure shown in the following chart applied:



To accommodate its enlarged team CSSP moved its main office from the 15<sup>th</sup> floor of the Kebon Sirih Building to the 13<sup>th</sup> floor (nominally floor 12A) in February 2001. The move was accomplished by the administrative staff with a minimum of disruption to ongoing programs. Security in the new office was enhanced after September 11, 2001 by means of a double door entrance with electronic locks and guards on the front door and emergency exit.

One way in which the sense of being a team was promoted during the year was a teambuilding session facilitated by an outside consultant who drew out a sense of cooperation and common purpose. One outcome of the session was an agreed mission statement, now routinely shared with visitors and CSSP partners:



The boxed lists on the following two pages show the names and positions of CSSP team members as they evolved during the year.

**a. Technical staff (\*international hire)**

Peter Harris	Chief of Party (Chemonics)*
Jonathan Simon	Deputy Chief of Party (Chemonics)*
Glenn Gibney	CSO Training Specialist (Chemonics)*
Gerry Porta	CSO Development Specialist (CARE)* [started September 3, 2001, replacing Peter Harris, who had been Acting CSO DS]
Yoenarsih Nazar	CSO Advocacy Specialist (IFES)
Bernadet Gayatri	CSO Financial Self-Reliance Specialist (CARE)
Linda Rosalik	Monitoring and Evaluation Specialist (IFES)* [left September 4, 2001]
Norman	IT Specialist (Chemonics) [started July 17, 2001, replacing Erika Rotani, who left March 31, 2001]
Keith Hargreaves	Grant Coordinator (Chemonics)* [started March 1, 2001, replacing Peter Harris who had been Acting GC]
Emma Kolopita	Grant Manager (CARE)
Yoke Octarina	Grant Manager (IFES) [left September 16, 2001]
Sheila Town	Grant Manager, Surabaya sub-office (Chemonics) [started February 28, 2001]
Bob W. Prasetyo	Grant Manager (CARE) [started May 3, 2001, replacing Ponny Angoro, who left March 15, 2001]
Nori Andryani	Grant Manager (Chemonics) [started June 8, 2001]
Zaniar Sahyan	Grant Manager (Chemonics) [started July 2, 2001]
Safriza Sofyan	Financial Management Specialist (Chemonics)
Valia Irawanti	Financial Management Specialist (Chemonics) [started January 2, 2001]
Ajeng Sumarta	Grant Administrator (Chemonics) [started April 9, 2001, replacing Ayu Permatasari, who left March 31, 2001]

**b. Administrative staff (\*international hire)**

Roshana Cohen	Operations Manager (Chemonics)*
Ratih Hasanudin	Office Manager (Chemonics)
Vita Siregar	Accountant (Chemonics)
Hera Nuraeni	Bookkeeper (Chemonics) [started June 18, 2001]
Endang Suyatin	Grant Bookkeeper [started June 18, 2001]
Fitrianto	Office Assistant, Surabaya [started May 21, 2001]
Mieke Juniarti	Secretary (Chemonics)
Djamilah	Receptionist (Chemonics) [temporary, from August 1, 2001, replacing Riri Siregar]
Riri Siregar	Workshop Assistant (Chemonics) [provisional, from August 1, 2001]
Ucu Juhana	Driver (Chemonics)
Hariyadi (Harry)	Driver (Chemonics)
Aris	Driver (Chemonics)
Nur Kholis	Driver, Surabaya sub-office (Chemonics) [started April 4, 2001]
R. Rio Harrie	Office Assistant (Chemonics)

**2.3. Relations with USAID: USAID Approvals Requested and Given**

Relations with USAID, and the CPT Team, were maintained on a sound professional footing throughout the year. The weekly meetings of the joint CSSP-CPT Project Review Committee (PRC) that took place regularly throughout the year, and numerous bilateral contacts, ensured a good flow of information and ideas. Sound working relations were also maintained with USAID Teams working on other SOs (Strategic Objectives), and CSSP team members took part in various consultations with other SO Teams about regional work, for example on Papua, East Kalimantan and North Sulawesi. In the latter case, agreement was reached towards year end to share office space with USAID NRM-EPIQ in Manado, and to organize a joint training session and workshop on participatory governance in Manado (due to be held in November).

In line with its contractual obligations, CSSP sought USAID approval of various activities, as listed below. An asterisk (\*) indicates an activity involving use of the CSSP SAF (Special Activities Fund), details of which are given below under Section 2.5; 'void' indicates cancelled, customarily because the activity itself was cancelled.

no.	activity to be approved	by	date approval sought	date approval given
1	Yayasan Lembaga Konsumen Indonesia Grant Agreement	T. Stephens	10/02/00	11/06/00
2	941 waiver for Truth and Reconciliation Conference in South Africa	R. Hansen	10/05/00	10/06/00
3	Attendance by Indonesian activists (later cancelled) at T&R Conference	R. Hansen	10/05/00	10/06/00
4	John Strattner (Chemonics HO), Supervisory trip	R. Hansen	10/10/00	10/12/00
5	Frank Page, Evaluation of LP3ES Public Opinion Survey	R. Hansen	10/16/00	10/20/00
6	CIVICUS Regional Workshop on civic participation	R. Hansen	10/18/00	10/30/00
7	Workplan for Year Two	R. Hansen	10/19/00	2/21/01
8	API Foundation Grant	T. Stephens	10/24/00	12/07/00
9	Purchase of 3 laptops and proxy server for CSSP office	T. Stephens	10/24/00	11/09/00
10	IFES Public service announcements for DPR Commission II*	C. Kim	11/14/00	11/14/00
11	CSSP self-evaluation SOW (Scope of Work)	C. Kim	11/14/00	12/15/00
12	New CSSP staff positions	R. Hansen	11/17/00	01/03/01
13	Attendance by women activists at an International Womens War Crimes Tribunal in Tokyo	R. Hansen	11/28/00	11/30/00
14	Furnishing allowance for Peter Harris	T. Stephens	11/28/00	11/29/00
15	Maggy Horhoruw STTA (Short Term Technical Assistance), retroactive (PO2 consultant)	R. Hansen	12/04/00	12/07/00
16	Job candidate Jaime Faustino & wife's travel to Jakarta	R. Hansen	12/18/00	declined
17	Four new positions and budget modification no. 2	T. Stephens	12/18/00	01/03/01
18	SEAPA Grant Agreement	T. Stephens	12/05/00	01/11/01
19	Maggie Horhoruw STTA	R. Hansen	12/21/00	12/22/00
20	Frank Page STTA (M&E consultant)	R. Hansen	12/21/00	12/22/00
21	Keith Hargreaves, key personnel	T. Stephens	12/26/00	01/09/01
22	KBH Bengkulu Grant Agreement	T. Stephens	12/26/00	03/21/01
23	Center for Public Policy Studies Grant Agreement	T. Stephens	12/26/00	01/17/01
24	Procurement of 8 computers	T. Stephens	01/03/01	01/11/01
25	Steve Mintz, IDP, STTA for PEG internet assessment	R. Hansen	01/09/01	01/09/01
26	PUSSbik Grant Agreement	T. Stephens	01/11/01	04/02/01
27	KPMS Grant Agreement	T. Stephens	01/12/01	02/12/01
28	Woekirsari ST approval for ISAI strategic planning	R. Hansen	01/22/01	void
29	IFES STTA (four consultants for TVRI initiative)	R. Hansen	01/22/01	declined
30	TCN Approval for Keith Hargreaves & Sheila Town	T. Stephens	01/23/01	declined
31	TCN Approval for Hargreaves	T. Stephens	02/01/01	02/09/01
32	David Timberman STTA (media consultancy for CPT)	R. Hansen	01/26/01	01/26/01
33	Brawijaya University Law Faculty seminar on local autonomy*	R. Hansen	01/31/01	02/06/01
34	Aliansi Demokrasi Papua workshop on civil rights*	R. Hansen	01/31/01	02/08/01
35	Ishadi STTA for IFES	R. Hansen	02/09/01	02/27/01
36	Self-evaluation consultant Kris Merschrod database development work	R. Hansen	02/16/01	02/16/01
37	Institute for Democratic Education book on democratic reform*	R. Hansen	02/20/01	03/06/01
38	Calero & Valentino, IFES STTA	R. Hansen	02/23/01	03/09/01
39	Patty Kendall consulting advice on setting up Judicial Watch STTA, at USAID's request*	R. Hansen	02/26/01	03/02/01
40	Sri Purwati interpreting (retroactive)	R. Hansen	02/26/01	void
41	LP3ES opinion survey and training*	R. Hansen	02/27/01	03/01/01
42	Byrd & Brugger STTA, IFES TVRI	R. Hansen	03/06/01	03/09/01
43	Frank Page, STTA, Reporting Guidebook	R. Hansen	03/07/01	03/09/01

44	Meuthia Gani-Rochaman, STTA, YLBHI Evaluation	R. Hansen	03/07/01	03/09/01
45	SPEK HAM Solo Grant Agreement	T. Stephens	03/08/01	03/21/01
46	Yabimu Grant Agreement	T. Stephens	03/12/01	05/02/01
47	KOAK Lampung Grant Agreement	T. Stephens	03/14/01	05/02/01
48	Leksip Grant Agreement	T. Stephens	03/23/01	04/30/01
49	Consent to subcontract with Satunama (IQC)	T. Stephens	03/27/01	04/02/01
50	Walhi Central Sulawesi Grant Agreement	T. Stephens	04/03/01	05/02/01
51	Dutha Tani Karawang Grant Agreement	T. Stephens	04/03/01	05/02/01
52	Bina Swadaya/Resource Alliance Fundraising Workshop*	R. Hansen	04/06/01	04/12/01
53	LPAD Riau Grant Agreement	T. Stephens	4/25/01	5/18/01
54	Jennifer Hogan (Chemonics HO) supervisory trip	R. Hansen	04/17/01	04/19/01
55	Frank Page M&E Reporting Workshop	R. Hansen	04/17/01	04/19/01
56	PRI Grant Agreement, Yogyakarta	T. Stephens	04/19/01	10/23/01
57	FOKER LSM Papua Grant Agreement	T. Stephens	04/20/01	5/09/01
58	John Strattner (Chemonics HO) Supervisory trip	R. Hansen	05/03/01	05/04/01
59	Router, computer, and printer	T. Stephens	05/04/01	05/09/01
60	ICMC Trauma Counseling in Jayapura*	R. Hansen	05/10/01	5/11/01
61	LPPMA Grant Agreement (Revised)	T. Stephens	7/16/01	9/17/01
62	LBH Apik Aceh Grant Agreement	T. Stephens	6/18/01	9/11/01
63	American University Conflict Resolution Training Course*	R. Hansen	06/06/01	6/08/01
64	English Waiver for AU Training Course	R. Hansen	06/06/01	6/12/01
65	USAID/CSSP Media Workshop, Jakarta*	R. Hansen	06/06/01	6/08/01
66	YAMAJO Grant Agreement	T. Stephens	6/18/01	8/20/01
67	Rumpun Bambu Foundation Grant Agreement	T. Stephens	6/18/01	9/29/01
68	ELPERA Grant Agreement	T. Stephens	6/18/01	9/17/01
69	Enlightenment Foundation Grant Agreement	T. Stephens	6/18/01	pending
70	Source Origin Waiver for Venture for Fund Raising (workshop facilitators)	D.D.Soghaian	6/21/01	7/05/01
71	Manokwari Conflict Resolution Workshop*	R. Hansen	6/25/01	7/13/01
72	Technical Approval for Gerry Porta	R. Hansen	6/29/01	7/13/01
73	TCN Benefits Approval for Porta	D.D.Soghaian	6/29/01	7/23/01
74	Ottenhoff and Vogt, STTA IFES TVRI	R. Hansen	03/07/01	10/07/01
75	IDEA Grant Agreement	T. Stephens	8/20/01	9/24/01
76	PRK Grant Agreement	T. Stephens	8/30/01	10/23/01
77	Approval for Bronwen Morrison, IFES HO TA	R. Hansen	void	void
78	Frank Page, STTA Reporting Workshops	R. Hansen	7/26/01	7/27/01
79	2 computers and additional cost for router (Hamak & CSSP)	T. Stephens	7/27/01	7/31/01
80	Kris Merschrod STTA for CSSP self-evaluation no. 2 (cancelled because of security restrictions)	R. Hansen	02/08/01	8/13/01
81	Firewall & dial in software and LCD Projector	T. Stephens	06/08/01	09/08/01
82	Subcontract with Johan Malonda, auditor (IQC)	T. Stephens	07/08/01	8/15/01
83	KPA Agrarian Law Seminar*	B. Hansen	07/08/01	09/08/01
84	Jubi Papua community newspaper study tour*	B. Hansen	07/08/01	09/08/01
85	Gerry Porta STTA for Venture for Fund Raising workshop (workshop postponed because of security restrictions)	B. Hansen	09/08/01	void
86	SKP Wamena Trauma Training workshop*	B. Hansen	8/20/01	8/30/01
87	ISAI Grant Agreement	T. Stephens	8/20/01	9/29/01
88	LKM Media Watch Grant Approval	T. Stephens	8/30/01	10/16/01
89	FORSA Grant Approval	T. Stephens	8/30/01	9/29/01
90	Fatima Shabodien (M&E Specialist) technical & salary approval	T. Stephens	9/24/01	10/03/01
91	Fatima Shabodien TCN approval	T. Stephens	9/24/01	10/05/01

### **3. Program Activities, Including TA (Technical Assistance), Training and Grantmaking**

CSSP program activities during the year are described below in the manner standard to these reports, that is, first in terms of CSSP's four Performance Objectives (POs), and later in terms of its special activities, including activities paid for from CSSP's SAF (Special Activities Fund).

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

The overall aim of CSSP work in this field during year two was fourfold. First, it assisted partner CSOs and others to describe, learn from and disseminate important, creative experiences in the advocacy field. Second, it identified several key fields of advocacy, national or regional, in which CSOs were expressing needs for training, advice and other forms of assistance, and did its best to meet those needs. Third, it provided training, advice, financial assistance and other forms of support to individual CSO partners with specific advocacy programs in need of development. Fourth, it helped a sizeable group of CSOs work through a systematic assessment process whereby their advocacy needs were analyzed and clarified, with a view to further action being taken to meet those needs.

In the first case, CSSP gave financial and technical support to a series of case studies on advocacy, undertaken by a group of 11 CSOs under the overall guidance of the Yogyakarta-based CSO INSIST (Institute for Social Transformation). The case studies were generated by CSOs working in such fields as disability, domestic violence, children's rights, migrant labor and land rights. During the first quarter of year two INSIST arranged a participatory design workshop for field researchers; CSSP specialist staff provided advice. They also gave technical assistance to a separate workshop on one of the issues studied, migrant labor, organized by the CSO Koslata in Mataram, West Nusa Tenggara, in December. In April INSIST organized a roundtable meeting to discuss how to make data collected in field research available in a readable, accessible form. Before year end the case studies were ready in ring-bound form and being used and distributed as texts to read, teaching materials and materials to advise advocacy NGOs nationwide. Other donors were expressing an interest in publishing the studies in book form.

A brief description of just one of the case studies will give a better picture of how fruitful not just the outcome, but the whole INSIST process was. Led by the CSO LAAI (Lembaga Advokasi Anak Indonesia – Child Advocacy Association of Indonesia), a group of CSOs came together to study, describe and assess goals and future needs in the field of child bonded labor (*anak jermal*). In the course of their research and discussions they discovered that many of them did not really understand the nature and meaning of *anak jermal*, and even if they were working with bonded child laborers had not thought through important aspects of their work. What should be done, for example, to assist those released from bondage, many of whom slipped readily back into other forms of bondage instead? What forms of CSO advocacy and intervention were needed to ensure that the government of North Sumatra, which had recently increased its budget for marginalized children, spent these funds wisely? Which was better, and why: to accept compensation for bonded children out of court, or pursue litigation? These and other pressing questions opened up a new field of work and enquiry that went beyond the immediate outcome – itself valuable enough – of a study of child bonded labor and the advocacy strategies employed by one CSO to deal with it.

In the second field of activity on advocacy, CSSP team members supported initiatives in fields of advocacy that represented common concerns among some, at least, of CSSP's CSO partners. Among these were agrarian reform and farmers' rights; a new draft law on foundations and other laws affecting CSOs' role in the public sphere; new approaches to local governance; and the government's policy to remove fuel subsidies.

In the field of farmers' rights and agrarian reform, a common concern of a number of CSSP partners, CSSP arranged a meeting in Jakarta in March among eight CSOs, five of them CSSP's partners, to explore ways of being mutually supportive in this field. In the following month CSSP provided financial and technical support to a national conference on agrarian reform and human rights organized by the National Human Rights Commission. Attended by farmers and NGOs from different parts of Indonesia, the conference adopted resolutions seeking justice and improved welfare for Indonesian farmers. Conference participants proposed holding a national seminar on these issues, which was duly held with CSSP support in Bandung in late August. The 100 or so participants in the Bandung seminar, hosted by the Agrarian Reform Consortium (KPA), discussed the draft decree on agrarian reform scheduled for consideration by the MPR. In the same month at the local level CSSP facilitated and funded a gathering in Yogyakarta of CSSP grantees dealing with farmers' issues.

The draft law on foundations under consideration by the national DPR for much of the year was another abiding concern for some advocacy-oriented CSOs. The draft law, the outcome of a provision in a Letter of Intent from the government of Indonesia to the International Monetary Fund (IMF), was designed to regulate foundations (*yayasan*) so as to prevent the abuses of these institutions prevalent during the Suharto era, when they were reputed to have been used as little more than slush funds. Despite these good intentions, CSO critics perceived in the new draft law the seeds of a process to reimpose control over civil society through over-regulation. During year two CSSP staff coordinated and supported a coalition of 16 CSOs led by YAPPIKA in its campaign to have the new draft law reassessed. The coalition organized a CSSP-funded conference attended by about 100 participants, and offered critiques of the new law to the national parliament. Despite these efforts, the foundation law passed by the DPR in August 2001 largely failed to address coalition's concerns. Coalition members learned the lessons of this setback as they prepared towards year end to address the next task relevant to the future of Indonesian CSOs in the public sphere, the drafting of a new national Bill of Procedures in Formulating Laws and Regulations.

In the field of local governance CSSP undertook a number of initiatives. These included support for a handbook on decentralization, produced by the Surabaya-based research group the Center for Public Policy Research (CPPS), for the use of CSOs in the work on and with local government. They also included support for several workshops on local governance, including one organized by the CSO YAPEMAS in Garut, West Java, in August, at which participants were trained to facilitate dialogue among village people, BPDs and local government officials. Details of this and other local governance initiatives by the advocacy group, and of its work in other sectors such as energy subsidies, are given in CSSP's year two Quarterly Reports.

During the year CSSP also undertook to assess capacity-building needs among its and CPT's grantees in a systematic way. A map of CSSP and CPT grantees' advocacy needs and experiences was drawn up from the results of a questionnaire sent out to 53 CSOs

nationwide, 90% of them CSSP's grantees or upcoming grantees. Following this, the CSSP Advocacy Specialist and other CSSP team members assisted with the design of a PACSA (Participatory Advocacy Capacity Self-Assessment) workshop for some of these grantee partners. The workshop was expected to help them formulate their advocacy agenda and needs in a participatory manner. The CSSP Advocacy and Training Specialists worked closely with two Yogyakarta-based advocacy training providers, INSIST and the Satu Nama Foundation, in preparing for the PACSA workshop, to be held in the first quarter of year three.

*[Results Targets/Deliverables for PO1 for year two: selected Indonesia NGOs articulate policy positions through professional means (policy papers, etc.). Semi-Annual Benchmarks for year two: Indonesian NGOs effectively articulating positions based on solid data. 11 policy-related papers on advocacy for specific policies were produced by the INSIST advocacy group with CSSP support. Policy papers and draft legislation on agrarian reform and the yayaan law were also produced with CSSP assistance.]*

### **3.2.Performance Objective 2: Effective CSO Administrative Management and Planning**

During the year CSSP CSO Training Specialist Glenn Gibney and others provided and arranged for a range of support services, training and advice for CSSP and CPT grantees and others. The emphasis was on two approaches. The first was to provide CSO-specific assistance and support for organizational assessment and capacity-building. The second was to secure training for groups of CSOs with common management and capacity-building needs.

Taking the first approach, strategic planning exercises were carried out with and for a number of key CSOs. These included the Indonesian Center for Environmental Law (ICEL), the Center for Democratic Elections (CETRO), and the Jayapura-based Yayasan Pengembangan Masyarakat Desa (YPMD). In February a workshop was organized and facilitated for the national environmental group WALHI and its regional partners for it to develop a strategy for better management of itself and its partner networks. A similar workshop was organized for WALHI East Java and its member organizations in April, and for WALHI Central Sulawesi and its member organizations in May. In March 2001 the SET Foundation (see above, Section 2.1.) was assisted in developing a strategic plan. Early in the year the IT CSO PAKTA was assisted with a survey of CSO IT needs; with CSSP support it then organized a 'camp' for six CSOs with IT needs, and later, in September, a major workshop creating an IT network among some 25 participating CSOs. In September an organizing restructuring workshop for the Indonesian Consumers Association, YLKI, was held with CSSP support, following a strategic planning process undertaken with YLKI a year earlier. Selected organizational assessments were also carried out in key regions. Towards year end, for example, organizational assessments were done for and with nine human rights organizations in Papua, among them the well-known rights and welfare group Hamak in Timika - a set of activities initiated by the Deputy Chief of Party.

In some cases these workshops and assessments resulted in serious reappraisals of, and changes in, organizational structure, management and style. In the case of the work in Papua they represented the first stage in a series of interventions designed to improve organizational capacity among key local CSOs.

On a more generic basis, a range of training programs conducted by and through the Yogyakarta-based training organization Satu Nama with CSSP advice and financial support was offered to 24 CSO grantees of CSSP and CPT. The programs were preceded by two organizational self-assessment workshops, held in Yogyakarta in April. Then in July, August and September, Satu Nama staff and visiting resource people carried out six ten-day training programs. The subjects of the programs were: human resource management (a quite new field to a number of participants), social movement analysis, training of trainers for strategic planning, conflict resolution, policy analysis and financial management. A fuller description and an assessment of these programs is given in Quarterly Report no. 8, Section 2.2.

*[Results Targets/Deliverables for PO2, year two: strategic plans in place, including performance targets and measurement. Semi-Annual Benchmarks: Financial management plans refined and spot-checked; strategic plans reviewed, developed, and M&E systems installed. Financial management and strategic plans developed for all upcoming CSSP grantees (see Section 2.4 below); M&E systems installed as a result of CSSP Reporting Workshops (see Section 2.6. below); individual strategic plans secured with CSSP support, as listed above, Section 2.2.]*

### **3.3. Performance Objective 3: Increased CSO Capacity to Obtain Funding**

During year two activities in this field were low key, pending the arrival of a new CSO Development Specialist. CSSP specialist staff conducted various meetings with CSOs seeking advice on issues of financial self-reliance, participated in forums and discussions on aspects of financial sustainability such as corporate philanthropy, and facilitated the publication and distribution of key works of reference. Details of these activities are given in the four Quarterly Reports for year two.

Steps were also taken to provide periodic support to workshops and forums that would bring together CSOs with a common interest in this field. The year was marked by CSSP support for three such workshops in particular. The first was organized by Sawarung and its eight member organizations in Bandung in October 2000, and was facilitated by the then CSSP CSO Development Specialist Richard Holloway. The second was the 9<sup>th</sup> Asia Pacific Fund Raising Workshop in Bali in April 2001, co-hosted by Bina Swadaya and the Resource Alliance. This regional workshop, an annual event, had taken place the previous year in Manila, again with CSSP support and participation. Like the Manila event, the Bali workshop was attended by a number of key CSSP CSO partners.

The third workshop, intended to be a natural successor to the Bina Swadaya/Resource Alliance workshop in Bali, was to have been a workshop facilitated by Venture for Fund Raising in Manila, and designed to train a cadre of trainers in the financial sustainability field. This third workshop was, however, postponed until year three because of US embassy security restrictions on visiting resource people.

*[Results Targets/Deliverables for year two: Indonesian applications to contractor approved. Semi-Annual Benchmarks: at least 4 new grantees to Contractor approved. Some 20 applications from new grantees led to grants from the Contractor being approved (see below, Section 2.4.)]*

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

As noted in the Quarterly Report for the last quarter of year two, grant making and associated activities went from strength to strength during year two. From the third quarter on a more or less full grant group, including not only a new Grant Coordinator and six Grant Managers but also two Financial Management Specialists, a new Grant Administrator and a Grant Bookkeeper, divided up geographical responsibilities, started to identify priority themes and fields of work, and collaborated with CPT in simplifying and streamlining an already effective PRC process.

Geographical responsibilities of Grant Managers by the last quarter were as follows:

Aceh	Nori Andryani
East Kalimantan	Zaniar Sahyan
North Sulawesi	Emma Kolopita
West Java	Bob Prasetyo
East Java	Sheila Town
Papua/Irian Jaya	Jonathan Simon*
[pending a permanent appointment]	

The task facing the group at year end was to help structure and focus its grant work, dovetailing it with the work of specialists on POs 1, 2 and 3, so as to ensure maximum impact and achievements under the terms of CSSP's mandate, given the limited resources available. By year end tailored grantmaking was already well under way in several focus regions, for example East Java and Papua. For details of grantmaking through year two in geographical focus regions, see Quarterly Report no. 8, Section 2.4.2, which includes brief reviews of CSSP's grant-making and related work region by region.

Spending on the grant program was on a steep upward curve during the last two quarter, and will have to even out and fall away quite soon to remain within the existing grant budget for CSSP's five-year term. The number of grants made during CSSP year two was about 300% greater than the number made in year one (23 compared to 6, or more strictly speaking 24 to 5 if a grant approved just at the end of year one is not included in the year one total). Given its capacity, by year end CSSP and CPT staff were starting to have to chose even more carefully than before among the many opportunities for grant-making presented to them, especially with new grant-making and other, related programs only half formed in several geographical regions, notably North Sulawesi and East Kalimantan.

The substance of these developments and these issues is given in Quarterly Report no. 8, Section 2.4.

As noted in the Introduction, during year two 504 new proposals for grants were received from nearly as many CSOs, the bulk of them sent to CSSP, the rest to CPT. Of these, 315 were rejected in initial screenings as being of poor quality in terms of conception, structure or presentation, or else because they were for routine rather than compelling initiatives in

locations other than the six geographical focus regions. Of the remaining 189 taken to the PRC, 99 were rejected, and 90 approved (by year end on a more simple basis than earlier, following agreement between CSSP and CPT on more streamlined procedures on PRC approvals). The preponderance of proposals given qualified approval by the PRC came from geographical focus regions, or from CSOs with important national programs, though because of an inevitable time-lag in achieving grant-worthy status for prospective grantees, nearly half the 33 grants submitted to USAID for approval in years one and two were still in non-priority regions. This was usually because they had been passed early on by the PRC, before priority geographical regions had been agreed to.

Grants approved during years one and two are shown by region in the map in separate appendix 2 to this Report. There follows here a list of the 29 grants approved in years one and two, categorized in a broad-brush manner by thematic or technical field. Grants approved in year one are marked with an asterisk (\*).

*a. Rights and equity issues, including those of workers, farmers, women and adat groups*

i. 'Advocacy program for human rights'\*

Human Rights NGO Coalition, **Aceh** (Koalisi NGO HAM Aceh)

Rp 2,416,407,000 for 25 months (June 1, 2000 to June 30, 2002)

ii. 'Equitable land rights for small farmers'\*

WALHI (Wahana Lingkungan Hidup Indonesia), **North Sumatra**

Rp 941,386,000 for 15 months (September 1, 2000 to December 31, 2001)

iii. 'Conflict resolution and human rights'

Dian Sulawesi Foundation, **North Sulawesi**

Rp. 715,163,250 for 15 months (November 1, 2000 to February 28, 2002)

iv. 'Information and advocacy on women's issues in Solo'

SPEKHAM (Women's Solidarity for Humanity and Human Rights), Solo,

**Central Java**

Rp 772,848,000 for 17 months (April 1, 2001 to August 31, 2002)

v. 'Dialoging, networking, and workers' education'

LEKSIP (Lembaga Konsultasi Perburuhan), **East Kalimantan**

Rp 801,125,500 for 18 months (April 1, 2001 to September 30, 2002)

vi. 'Legal education for adat communities'

YABIMU (Yayasan Sosial Bina Mandiri Utama), Nabire, **Papua/Irian Jaya**

Rp 778,468,000 for 18 months (April 1, 2001 to September 30, 2002)

vii. 'Empowering farmers' civil society organizations in Karawang'

Duta Thani Foundation, **West Java**

Rp 793,647,700 for 12 months (May 1, 2001 to April 30, 2002)

viii. 'Public awareness campaign on the value of religion and human equality in creating a multi-ethnic society and achieving reconciliation'

LSM Foker (NGO Network), **Papua/Irian Jaya**

Rp 3,415,080,000 for 12 months (June 1, 2001 to May 31, 2002)

- ix. 'Building the capacity of LPPMA Papua's partner NGOs so as to strengthen indigenous Papuan social organizations'

LPPMA (Lembaga Pengkajian dan Pemberdayaan Masyarakat Adat),

**Papua/Irian Jaya**

Rp 1,270,655,000 for 16 months (August 1, 2001 to November 30, 2002)

- x. 'Gender-perspective legal awareness and services program'

LBH Apik (Lembaga Bantuan Hukum Apik), **Aceh**

Rp 799,650,000 for 19 months (October 1, 2001 to April 30, 2003)

b. Consumer protection and environmental protection

- i. 'Research and advocacy on natural resource management'\*

WALHI, **Aceh**

Rp 2,599,352,750 for 24 months (October 1, 2000 to September 30, 2002)

- ii. 'Monitoring the government's social safety program in health'\*

YLKI (Indonesian Consumers Foundation), **Jakarta/nationwide**

Rp 896,023,708 for 10 months (from October 1, 2000 to July 31, 2001)

- iii. 'Empowering civil society capacity, and the panglima laut institutions for sea conservation in coastal areas of Aceh province'

Yayasan Rumpun Bambu, **Aceh**

Rp 730,406,000 for 16 months (October 1, 2001 to January 31, 2003)

c. Transparent, participatory governance, especially local governance

- i. 'Participatory local governance in Banjarmasin'

Dalas Hangit Foundation, **South Kalimantan**

Rp 592,804,100 for 24 months (October 1, 2000 to September 30, 2002)

- ii. 'Handbook on the national parliament'

API Foundation, **Jakarta**

Rp 1,018,200,000 for 6 months (January 1, 2001 to June 30, 2001)

- iii. 'Action research on local autonomy'

CPPS (Center for Public Policy Studies), Surabaya, **East Java**

Rp 776,955,000 for 6 months (April 1, 2001 to September 30, 2001)

- iv. 'Capacity-building program for local legislatures, governments and communities'

PUSSbik (Center for Strategic and Policy Studies), **Lampung**

Rp 1,775,902,500 for 18 months (April 1, 2001 to September 30, 2002)

- v. 'Social and political education with a local autonomy perspective'

KPMS (Civil Society Empowerment Consortium), Makassar, **South Sulawesi**

Rp 548,636,600 for 12 months (April 1, 2001 to March 31, 2002)

- vi. 'Empowering civil society by monitoring bureaucracy, judiciary and parliament'  
KOAK (Committee against Corruption), **Lampung**  
Rp 1,896,494,000, from April 1, 2001 to September 30, 2002
- vii. 'Democracy and empowerment for the citizens of Bengkulu'  
KBH (Legal Aid Office), **Bengkulu**  
Rp 1,842,033,200 for 17 months (May 1, 2001 to September 30, 2002)
- viii. 'Enriching civil society, disseminating information on regional autonomy, and monitoring parliament'  
WALHI, **Central Sulawesi**  
Rp 1,611,526,500 for 16 months (May 1, 2001 to August 31, 2002)
- ix. 'Monitoring and empowerment of DPRD in Riau Province'  
LPAD (Lembaga Pemberdayaan dan Aksi Demokrasi), **Riau**  
Rp 1,307,819,500 for 17 months (May 1, 2001 to September 30, 2002)
- x. 'Civil society building program'  
YAMAJO (Yayasan Madani Jombang), **Aceh**  
Rp 962,725,000 for 16 months (June 1, 2001 to September 30, 2002)
- xi. 'Empowering development of village communities'  
ELPERA Foundation (Lembaga Pengembangan Ekonomi Rakyat), **Papua/Irian Jaya**  
Rp 2,874,590,000 for 15 months (August 1, 2001 to October 31, 2002)
- xii. 'Empowering local public institutions to eradicate corruption in Yogyakarta and the southern part of Central Java Province'  
IDEA (Institute of Development and Economic Analysis), **Yogyakarta**,  
in cooperation with YCW (Yogyakarta Corruption Watch) and Akarrumput  
Rp 1,195,529,500 for 12 months (October 1, 2001 to September 30, 2002)
- xiii. 'Development of village councils as part of democratization of selected villages in Central Java'  
FORSA (Forum Salatiga – Institute for Interdisciplinary and Interfaith Studies),  
Salatiga, **Central Java**  
Rp 714,739,000 for 12 months (October 1, 2001 to September 30, 2002)

d. Media

- i. 'Investigative reporting to combat corruption'\*  
AJI (Independent Association of Journalists), **Jakarta/nationwide**  
Rp 275,276,000 for 4 months (October 1, 2000 to January 31, 2001)
- ii. 'Monitoring and Protecting Press Freedom in Indonesia'  
SEAPA (South East Asia Press Alliance), **Jakarta/nationwide**  
Rp 850,212,788 for 12 months (January 1, 2001 to December 31, 2001)
- iii. 'Media training for young journalists'  
ISAI (Institut Studi Arus Informasi), **Jakarta/nationwide**  
Rp 1,728,898,000 for 12 months (October 1, 2001 to September 30, 2002)

Other activities undertaken by the CSSP grant group during the year included financial management workshops for grantees, held in Surabaya in July. This supplemented the training in financial management provided by Satu Nama (see above, Section 2.2.), the regular M&E Reporting Workshops provided to grantees (see below, Section 2.6), and the advice and training on strategic planning and financial management routinely provided to upcoming grantees by Grant Managers and Financial Management Specialists as a precursor to the grantees being accepted as grantworthy.

*[Results Targets/Deliverables for year two: 10-15 small grants awarded and managed effectively; regular grant monitoring and timely reporting provided to USAID and grantees. Semi-Annual Benchmarks: grants initiated with suitable training and information sharing; grant monitoring systems and databases established. 23 grants were initiated with the contents of CSSP's Reporting Manual and other CSSP materials being shared with the grantees, and with the grantees being trained in strategic planning and financial management; monitoring systems and data collection systems were established for these grantees, and their outputs prepared for entry and entered into the CSSP database. See above, Sections 2.2. and 2.4, and below, Section 2.6.]*

### **3.5. Special activities**

The CSSP Special Activities Fund came to be used more sparingly during year two, mainly to support one-time activities, activities by untried groups, or groups such as university faculties whose capacity CSSP was not concerned to strengthen over time. Details of special activities supported during year two are given in detail in the four Quarterly Reports. The following is a brief summary of them, some already mentioned in Sections above.

- Support for a conference and campaign by the CSO YAPPIKA on the draft law on foundations;
- Support for a 3-day workshop in Surabaya, East Java, organized by the Indonesian Women's Coalition (Koalisi Perempuan Indonesia, KPI) and attended by some 150 KPI members and supporters, to strategize on KPI's future programs, at the request of CPT;
- Support for the Center for Public Policy Studies in Surabaya, East Java, to produce a handbook on decentralization;
- Support to INSIST and a network of CSOs for a series of case studies on advocacy;
- Support for short studies on the prospects for justice sector reform, by US specialist Patricia Kendall, at the request of CPT;
- Support for, and assistance with, (a) the attendance of women activists at an NGO workshop in Bangkok on trafficking in women, and (b) at an NGO-run International War Crimes Tribunal in Tokyo, at the request of CPT;
- Support for 5 interpreters and 7 external resource people for a regional conference of the international citizens' organization Civicus, addressing CSO advocacy and capacity building needs;

- Support for a workshop on civil rights by the Jayapura-based group Aliansi Demokrasi untuk Papua, part of the Aliansi's longer-term goal of mapping human rights and civil rights violations in conflict areas in Papua;
- Support for a seminar and workshop on local autonomy by the Law Faculty of Brawijaya University, East Java;
- Assistance to the Consortium for Public Polling for a new national opinion poll on political attitudes prior to the critical 2001 MPR session;
- Partial support in principle for a book by the Jakarta-based Indonesian Institute for Democracy Education (IDE) on democratic reform, consisting of papers presented at IDE seminars;
- Support for selected participants to attend the 9<sup>th</sup> Asia Pacific Fund Raising Workshop in Bali;
- Support for a training program in trauma handling for diocesan staff in Sentani, Papua, the training being provided by the International Catholic Migration Commission (ICMC);
- Support for a media coordination meeting, or workshop, among USAID partners working on or with media, with a view to discussing programming and opportunities for collaboration and networking;
- Support for a national conference on farmers' rights, organised by the National Human Rights Commission;
- Support for training in peacebuilding for three CSO representatives and two members of the USAID CPT Team, at a summer school course of the American University, Washington, DC, at CPT's request;
- Support for a training workshop on conflict resolution and human rights, Manokwari, Papua;
- Support for a study tour to Riau by staff of the local Papuan paper *Jubi* to learn about community media;
- Support for trauma training for SKP staff and constituents in Wamena, Papua;
- Support for an Agrarian Reform Consortium conference on agrarian reform laws;
- Support to Mardi Putera Foundation, Surabaya, for a workshop for women on removal of fuel subsidies, and to Kaliptra, Riau, for village meetings on the same issue.

### 3.6. Monitoring and Evaluation (M&E) activities

During this year, the CSSP Performance Monitoring staff coordinated the following activities.

- **CSSP Reporting Manual.** A Reporting Manual, printed in both English and Indonesian, was completed and given out to all grantees as the basis for program reporting by CSSP partners through the life of the program. The Manual contains clear, how-to information on selecting and measuring indicators, monitoring program impacts, describing policy and advocacy efforts, and writing semi-annual reports as required in grant agreements signed with CSSP.
- **Reporting Training Workshops.** CSSP continued its ongoing series of training workshops for grantee partners on performance monitoring and reporting. These workshops consist of a standard series of three workshops and are provided to all CSSP grantees over the course of a year. During year two, CSSP completed a full series of workshops 1 to 3 for the first batch of grantees and workshops 1 to 2 for the second, later batch. Workshops were run in Surabaya and Bali, and were facilitated by short-term specialist Frank Page and all CSSP and CPT Grant Managers.

As noted in Quarterly Report no. 4, workshop no. 1 is a general introduction to monitoring, reporting and indicators, and ends with the selection by each CSO of performance indicators for its CSSP-supported activities. Workshop no. 2 covers the semi-annual report and ends with the drafting of grantee progress reports. Workshop no. 3 deals with the policy matrix and advanced forms of monitoring, and ends with the creation of such matrices for CSOs working on policy and legal reform.

- **Results framework for SO 7.** With the new USAID country strategy for Indonesia in place in draft form in May and in final form in September 2000, the CSSP M&E Specialist worked with CPT team members to create a results framework and performance monitoring plan for their Strategic Objective 7: Democratic Reforms Sustained and Deepened. This results framework was in place before year end, with data from grantees and CPT activities being collected and entered by CSSP staff into CSSP's upgraded database. The information provided a basis for USAID's now-discontinued 'R4' and semi-annual progress reports to Washington.
- **CSSP partner performance information.** Throughout the year, the M&E Specialist and Grant Managers collected and collated semi-annual reports from grantees, including data on selected performance indicators.

## 4. Work Plans and Self-Evaluation

### 4.1. Year 2 and Year 3 Work Plans

In October 2000 CSSP submitted its Year Two Work Plan to CPT. After several exchanges the Plan was approved in February 2001. The Plan was general in outline and content, allowing for a flexible set of approaches to changing problems.

In September 2001 CSSP began consultations within its own team to draw up in a participatory, consultative manner its Work Plan for year three. This Work Plan was completed in draft by the end of that month. It was then presented at a PRC meeting for further discussion with the CPT Team, and approved in October. Again, the Plan was fairly general in outline, though focusing more on specific region- or theme-specific tasks.

#### **4.2. Self-Evaluation**

In its contract with USAID Chemonics is called on to evaluate CSSP's performance on an annual basis. In fulfillment of this requirement consultant Kris Merschrod undertook an internal evaluation of CSSP's programs in January and February 2001, somewhat later than originally envisaged. In a careful but critical review of CSSP files, and interviews with both CSSP and CPT staff, the consultant noted that after an initial 'shake down' period, CSSP's accomplishments after 13 months were 'on target as per the contract'.

Plans to arrange for a second evaluation by Kris Merschrod in September 2001 were postponed and then cancelled on the instructions of USAID in the light of security precautions affecting consultant travel in the post-September 11 period, and in view of USAID's intention to commission an external evaluation of CSSP mid-way through its five-year term. The possibility of further annual self-evaluations was left open.

*Figures showing CSSP's expenditure through September 30, 2001, by budget line item, are given in Appendix 1 on the next page.*

## Appendix 1

Indonesia Civil Society Support and Strengthening Program (CSSP)  
Contract no. 497-C-00-99-00053-00

Budget statement for Second Annual Report  
summary by line item

	Contract budget	Invoiced through current invoice September 2001	Contract funds Remaining
I. Salaries	\$2,314,064	\$812,735	\$1,501,329
II. Fringe Benefits	\$774,883	\$283,746	\$491,137
III. Overhead	\$1,832,378	\$654,741	\$1,177,637
IV. Travel, Transportation, and Per Diem	\$677,382	\$237,545	\$439,837
V. Allowances	\$2,141,473	\$606,169	\$1,535,304
VI. Other Direct Costs	\$1,361,141	\$498,259	\$862,882
VII. Equipments, Vehicles, and Freight	\$271,902	\$132,482	\$139,420
VIII. Special Activities Fund	\$1,600,000	\$763,402	\$836,598
IX. Training	\$400,000	\$286,351	\$113,649
X. Subcontractors	\$3,964,933	\$1,352,088	\$2,612,845
XI. Grants Program	\$10,000,000	\$1,111,225	\$8,888,775
<b>SUBTOTAL</b>	<b>\$25,338,156</b>	<b>\$6,738,743</b>	<b>\$18,599,413</b>
XII. General and Administrative	\$1,140,170	\$309,822	\$830,348
XIII. Fee	\$960,664	\$343,118	\$617,546
<b>GRAND TOTAL</b>	<b>\$27,438,990</b>	<b>\$7,391,683</b>	<b>\$20,047,307</b>