

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

**Six-Month Activity Plan  
October 1, 2003 – March 30, 2004**

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

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

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## **BACKGROUND:**

In response to the decentralization process occurring in Indonesia, the U.S. Agency for International Development (USAID) awarded an extension of the Local Government Support and Partnership Program (LGSP) to the International City/County Management Association (ICMA). LGSP is one component of a larger program, Building Institutions for Good Governance (BIGG). BIGG consists of two programs that collaborate in key areas to achieve: 1) strong, effective, and representative local government associations, 2) improved delivery of effective and efficient services by local government to citizens 3) incorporation of citizen input into local government decision making, and 4) improved budget and management practices at the local government level.

Specifically, the LGSP consists of two main components:

International Resource Cities Program (IRCP). The IRCP facilitates long-term partnerships between US local government and association professionals and their Indonesian counterparts to share resources and technical expertise.

Support to Local Government Associations. LGSP provides support to strengthen three local government associations: APEKSI (Asosiasi Pemerintah Kota Seluruh Indonesia), APKASI (Asosiasi Pemerintah Kabupaten Seluruh Indonesia), and APPSI (Asosiasi Pemerintah Propinsi Seluruh).

## **OBJECTIVE:**

BIGG operates under USAID Strategic Objective 10: Decentralized, Participatory Local Government and 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

LGSP addresses IR 2 through the International Resource Cities Program (IRCP) and IR 4 is addressed through the support to the three Indonesian local government associations. Both program components support IR3 by promoting mechanisms and techniques to encourage openness in local government decision-making and increase opportunities for citizen participation.

In order to fulfill targeted IRs, LGSP has established a series of objectives and sub-objectives as a framework for measuring the effectiveness of program activities.

The overall objective of the LGSP program is:

***“Developing the capacity of decentralized and participatory local governments and the organizations that represent them.”***

This objective reflects both the IRCP and the support to local government associations' component of the program. In fulfillment of this objective, each program component has one overarching objective, and several sub-objectives that will be used as a framework to measure the success of program activities.

The objective of the IRCP is: *“Building management capacity for improved service delivery”*.

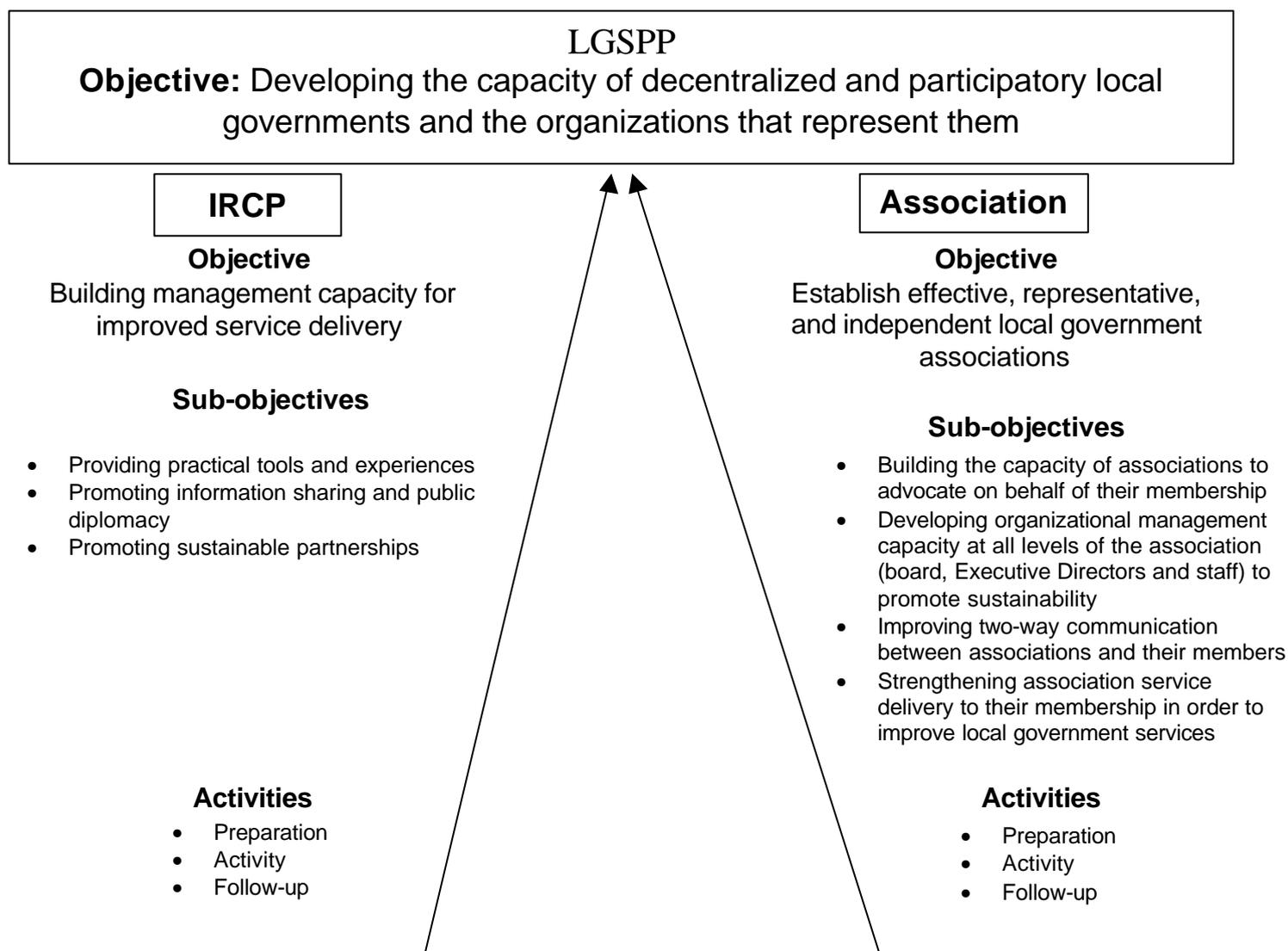
Three sub-objectives support this objective:

- Providing practical tools and experiences
- Promoting information sharing and public diplomacy
- Promoting sustainable partnerships

The objective of the support to local government associations program is: *“Establishing effective, representative, and independent local government associations”*

Four sub-objectives support this objective:

- Building the capacity of associations to advocate on behalf of their membership
- Developing organizational management capacity at all levels of the association (includes board, Executive Directors and staff) to promote sustainability
- Improving two-way communication between associations and their members
- Strengthening association service delivery to their membership in order to improve local government services



The following is a six-month, detailed plan of activities that incorporates the modified objectives and activities, as defined by LGSPP staff.

## **PROGRAM:**

### **Overall Cooperative Agreement Activities**

Information in this section describes activities designed to promote greater coordination and communication between LGSPP and critical partners/stakeholders.

**1. Coordination with Donors:** The donor environment for local government and decentralization activities in Indonesia is characterized by the presence of a few major players: UNDP, USAID, GTZ, and the World Bank. Donor coordination does take place, but should become more systematic and regular.

LGSPP is active in all local government donor/contractor coordination circles. Prior to the recent evacuations from Indonesia, monthly chiefs of party meetings among DLG contractors were held and provided a useful and informal mechanism for sharing information and experiences related to Government of Indonesia autonomy priorities and potential obstacles to program implementation. On a less formalized basis, these meetings have resumed and it is expected that they will occur more regularly in the future.

LGSPP has participated in a number of donor/contractor meetings related to the institutionalization of best practices in the local government arena. BIGG/ICMA has a wealth of international best practices experience and is prepared to share these experiences with other donors/contractors now wishing to document these practices. Every effort is being made to share relevant experiences and methodologies with other organizations that are also interested in documenting best practices.

LGSPP has made plans jointly with NDI, CLGI and IULA regarding joint funding for a national conference on association building that will include the local government and legislative associations. This opportunity will be implemented during the early stages of this workplan.

LGSPP will continue to work closely with The Asia Foundation during the activity period to ensure that the local government associations are fully aware of the IRDA findings. Every attempt will be made to disseminate IRDA findings through the associations in newsletters, other relevant media, and public fora.

An additional source for joint funding, collaboration and technical expertise is USAID's Civil Society Support Program (CSSP), which will continue through approximately September 2004. BIGG/LGSPP has collaborated with CSSP on a legislative drafting workshop and a facilitation training seminar. Should appropriate opportunities arise in the future, we will continue to work with CSSP.

**2. Quarterly Report/Monitoring and Evaluation:** Quarterly Reports for LGSPP will continue to report results towards the objective and sub-objectives outlined above according to the following results framework:

- I. Completion of Program Activities
- II. Achievement of Desired Results
- III. Coordination

#### IV. Sustainability

In addition, the Quarterly Reports include a Monitoring and Evaluation Matrix to measure progress toward targets.

**3. Coordination with the Core Management and Budget Skills Task Order:** LGSPP regularly provides information, news, materials, and publications to Core Management and Budget Skills Task Order staff to ensure that the LGSPP programs are represented in *The BIGG Picture*, the BIGG website, and in other BIGG publications. Likewise, the associations working with LGSPP will continue to disseminate appropriate BIGG publications to their members.

Increasingly, Resource Cities, local government association and Task Order activities overlap in the vital area of local government financial management. Task Order training materials and, in some instances, trainers will be made available to LGSPP partners during the period of this work plan. Task Order staff and experiences will also be applied, as appropriate, in the upcoming best practices documentation and symposia.

**4. Coordination of all LGSPP Activities and Results:** To maintain coordination and awareness of all program objectives and upcoming activities, LGSPP holds weekly staff meetings where an Activity Tracker is reviewed and updated. The ongoing use of activity tracking ensures that all staff provides input and allows management to allocate resources appropriately.

**5. Bi-weekly meetings with USAID to Communicate Results and Upcoming Activities:** LGSPP holds regular bi-weekly meetings with the USAID Office of Decentralized Local Government. These meetings provide a valuable opportunity for LGSPP to inform USAID of results and activities, discuss issues, and coordinate with other USAID projects and objectives.

#### **International Resource Cities Program Activities**

The Resource Cities partnerships have been quite successful throughout the length of the project.

This success has come during a period of uncertainty and political tension in both the US and in Indonesia. This uncertainty has greatly affected the Resource Cities Program. Domestic political concerns and travel warnings since early 2001 made recruiting US partners difficult. The effects of the September 11 tragedy, the Bali bombing and the Marriott Hotel bombing have also spilled over into the Program, resulting in delayed exchanges and extended visa waiting periods which sometimes has resulted in cancellation of the trips of certain delegates.

LGSPP is working with its US and Indonesian partners to finish all current exchanges by December 2003, which includes the following activities:

##### **1. Pasir – Coquille/BLM Partnership**

The 7<sup>th</sup> and final exchange to Indonesia is planned for 6-15 November 2003 and will include the best practices symposium. Mr. Chal Landgren will attend from the Oregon Bureau of Land Management (BLM).

## **2. Santa Clarita – Bandung Partnership**

The 7<sup>th</sup> and final exchange to the United States is planned for 17-25 October 2003. Mr. Tatang Rustandar Wiraatmadja, Mr. Cakra Amiyana, Mr. Deddy Moeljadi and Ms. Windya Wardhani will attend from the Bandung Regency.

## **3. Samarinda – Tigard Partnership**

The 7<sup>th</sup> and final exchange to Indonesia is planned for 16-25 October 2003 and will include the best practices symposium. Mr. Bill Monahan, Mr. Phillip Smith and Mr. Ed Wegner will attend from Tigard.

## **4. Kutai – Washington County Partnership**

The 7<sup>th</sup> and final exchange to the United States is planned for 17 October – 1 November 2003. Mr. Totok Heru Subroto and Dr. Teguh Budiharso will attend from Kutai Kartanegara. In addition, Mr. Sisman from Pasir, will also attend the exchange since he was not able to attend the Pasir exchange in September due to the delay in issuance of a visa.

## **5. Balikpapan – Houston Area Governments Partnerships**

The date for the 7<sup>th</sup> and final exchange to Indonesia has not yet been set due to the difficulty for some Houston delegates to travel before late January, 2004. We are working with the partners in an effort to see that this final exchange takes place before the close of 2003.

## **6. Yogyakarta – Savannah Partnership**

The 7<sup>th</sup> and final exchange to the United States is planned for 24 October – 1 November 2003. From city staff, Mr. Sugito Partotarunop and Mr. Tri Djoko Susanto will attend. Ms. Anggriana Minarni will attend, representing the Yogyakarta Heritage Society.

**7. Production Grant to Indonesia Firm:** During a time of heightened Indonesia – US tensions and widespread misunderstanding, the Resource Cities Program has brought together local government technical experts in the US with their Indonesian counterparts to jointly solve problems affecting their communities. These exchanges have been carried out in the spirit of partnership and trust, and have yielded technical results and enhanced understanding between the two cultures. Fully documenting the Resource Cities Partnership will make the lessons of these valuable partnerships available to a much larger audience than those directly involved.

To capitalize on the successes of Resource Cities and to highlight the program's important public diplomacy dimension, LGSP contracted with an Indonesian production firm to carry out activities such as 1) having production experts travel on three Resource Cities exchanges to film and document the successes of the program, highlight potential areas for collaboration, and showcase the variety of ways in which technical exchanges can provide a bridge across cultures; 2) develop programming for local and national radio and television stations to raise awareness of USAID assistance in improving the lives of Indonesians.

We expect the video to be completed by 30 November.

LGSP has begun undertaking activities related to the extension partnerships. Below we describe our planned mix of partnerships; however, USAID and ICMA will jointly make the final determination of the partnership mix depending on the results of the applications submitted by the current partnerships and the results of our search for new partner cities.

***Continuing partnerships (2).*** Follow-on partnerships can address a new dimension of issues explored under the initial partnership, or capitalize on the strong relations and momentum of activities in addressing new issues.

***New traditional partnerships (2).*** Two city-to-city/district partnerships will form the base model for partnerships under LGSP. This configuration matches an individual U.S. city with an Indonesian city or district, always around one or more technical issues identified by the Indonesian city.

***Indonesia-to-Indonesia partnerships (2).*** Under Phase II of LGSP, two Indonesia-to-Indonesia city partnerships will be established. These will enable cities/districts that have already benefited from the Resource Cities Program to share their experiences with other local government units in Indonesia. Among the current partnerships there are a number of successful programs that could be replicated with less involvement of a U.S. municipality.

In this model, the U.S. partner representative remains on the team as a technical advisor/mentor, traveling to Indonesia periodically over the course of the partnership. But the two in-country partners do the bulk of the work.

### **Association Development Activities**

Work envisaged over this six-month period will primarily cover APEKSI and APKASI. APPSI will continue to receive some support, albeit at lower levels. Our future program with APPSI will be determined based on an assessment of what is practical and useful after the APPSI reorganization has been finalized.

**1. Continued development of advocacy skills and policy development processes:** The pending revision to Law 22/1999 provides an opportunity to continue to develop and mentor the associations as they advocate for their members. While the associations are currently demonstrating their increasing skills with the processes of advocacy and coalition building, it is clear that they need to further work on their capabilities to build cogent arguments and gather concrete data to support change through analyses. BIGG is in frequent discussion with the associations as they set out on a multi-stage strategy to lobby for acceptable changes to the autonomy law. BIGG remains poised and ready to provide a menu of possible assistance on an as-need basis in the coming months. Such illustrative assistance may include but not be limited to: funding for a legal specialist to draft their technical or academic response; co-sponsorship with other donors to fund a stakeholders “point of view” workshop; help in developing press releases and advice on working with the media. BIGG will also facilitate any advocacy support that is appropriate for the Center for Local Government Innovation or other donors.

During the past quarter the association staff received valuable legislative drafting training through cooperation with the Civil Society Strengthening and Support Program (CSSP). In October, BIGG will continue to work with CSSP to co-sponsor a 3-day intensive training entitled, "Technology of Participation"<sup>1</sup>, using skilled Filipino trainers from the GOLD Project. The training is geared at the program staff of the associations, those who will be attempting to facilitate bupatis and mayors to come to consensus in developing policy position statements and advocacy strategies. The facilitation training will focus on three aspects of working towards consensus and action: in discussions; in workshop settings; and in action planning. Following this training, BIGG will work with the associations to establish organizational mechanisms for regular policy development outside of the annual conference setting, and in anticipation of developing an annual policy platform that identifies priority areas and issues outside of revision to Law 22/1999.

**2. Continued steps in budget development, enhanced financial management and reporting:** Following financial management and budget assistance provided to the associations in August and November '02, it became evident that one of the most important elements of long-term viability and sustainability for the associations is to improve their financial management capabilities. By showing the executive directors and staff how to maintain a budget and systematically report budget activity in conjunction with program efforts, it is hoped that the association boards will become more active and responsible for the development of the organization and its fiscal sustainability.

Having completed an initial assessment of each association's accounting, budgeting, and financial management activities, last quarter BIGG provided a series of trainings to the association finance staff which included basic and intermediate Excel spreadsheet training and the purchase and distribution of MYOB Accounting software. BIGG is encouraging APEKSI and APKASI's finance staff to collaborate and learn together as a team, taking into account the strong financial background of APKASI's finance staff. This team concept was a recommendation following the November '02 Singapore program and received full endorsement by the executive directors. The goal of this step-by-step approach is to groom the finance staff to be able to provide accurate annual budgets that will allow the association directors to be able to plan operations and programs based on solid financial data and reporting.

This work continues in October with pro-bono assistance from the League of Oregon Cities' Finance Officer, Linda Ludwig, who will be fielded in Jakarta for a 2-week direct technical assistance program. She will not only work side-by-side with the staff to build association-specific budgets using MYOB software, but she will also ensure that the association staff have the capabilities and skills to generate accurate monthly, quarterly, and annual reports so that the associations have the tools they need for program planning. She brings with her all documents, financial reports, and procedures used by the League as working models. Her assistance as a consultant is invaluable because she can train in the technical aspects of budgeting and financial management and fully describe the roles of the staff, executive director, and the board of directors as they work together to monitor the financial health of the organization.

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<sup>1</sup> Technology of Participation Basic Group Facilitation Methods were developed through USAID support to the Governance and Local Democracy (GOLD) Project, a technical assistance program in the Philippines focused on decentralized governance and to improve the government performance in the delivery of services.

The last aspect of this assistance is the ambitious task of tying together the fiscal/budgetary aspects of the organization and linking it to management, accountability, and program planning. Following her training with the finance staff, she will meet with the executive directors and the president of APKASI to impress upon them the need for transparency in reporting of revenues and expenditures. She will also give them an outline for how to work with their financial staff to make sure that operational funds are earmarked sufficiently in advance, without spending down for program or travel needs that do not relate to their annual workplans approved by the members.

Further, NDI has followed BIGG's initiative in this area and purchased MYOB Accounting software for the two legislative associations. From October 20-31<sup>st</sup>, Ms. Ludwig will also offer assistance to the staffs of ADEKSI and ADKASI to ensure that they too develop and prepare budget, accounting, and financial management reporting systems for their organizations.

*Expected outcomes:* Organizations will have annual budgets that link expenditures, revenues, and funds. Organizations will institutionalize, at the very minimum, accurate annual budget reports for the membership and board of directors, thereby improving sustainability and transparency. The executive directors and staff will understand the relationship between organizational budgets and annual workplans, and strive to communicate that awareness to the boards.

**3. Conducting Member Needs Assessments and Preparing for Member Training Programs:** While the association staffs have received some basic training and exposure in facilitating and documenting member needs, they have yet to receive formal training in how they, themselves, would design and conduct a member needs assessment. With this skill, they would be more able to design annual workplans and training programs, and could improve the content and quality of their newsletters and publications as well. The needs assessment, as a tool, will also help with marketing, identifying reoccurring issues for advocacy, and will help in determining which training programs would be successful for charging fees.

In January, ICMA's Communications and Training Advisor, will return to Jakarta to provide training on designing and implementing member needs assessment instruments. She will also advise on how to use the data and results in advance of their strategic planning and business planning later on in the program. She will use this pilot exercise to help them start identifying prospective member training modules, as the first step in a guided process to have the associations develop at least three training offerings for members based on demand.

*Expected outcomes:* Association staff know how to design and implement member needs assessments, and interpret initial or pilot results. They begin the initial planning stages of designing and delivering a training module for their members.

**4. Korwil/Komwil Communications Technical Assistance:** LGSP is committed to continuing communications assistance for application in advocacy and representative membership participation. ICMA's Communications and Training

Advisor, will continue to work with the association staff to improve the use of the communications network between and among the 6 komwils of APEKSI and the 29 korwils of APKASI and their secretariat offices in Jakarta.

Because of the opportunities for misuse of the computers, the LGSPP team continues to conduct periodic monitoring of the computers' use and application for communications with the secretariats. Additionally, LGSPP continues to collaborate with NDI, UNV and other donors working with the association offices to maximize the potential use and application of the computers, especially for the legislative associations that have not yet established regional offices. LGSPP continues to provide funding assistance for this program with payment of the monthly internet connection fees for the regional office computers.

*Expected outcomes:* Associations continually increase their capacity to communicate with members, so as to solicit input on a wide range of local government management issues. The development and application of a timely 2-way communications system to assist in the creation of advocacy positions that are informed and representative of member views.

**5. India Municipal Association training on member best practice transfer programs and conducting a symposium:** The City Managers Association of Gujarat (CMAG) staff and members provided the first phase of training for the Indonesian associations on the elements and processes of an association best practices program and documentation. The training resulted in the publication and dissemination of the "first annual" member best practices brochure for APKASI, with an APEKSI brochure to be finalized and printed by late October through BIGG support.

Following the success of CMAG's earlier training and a firm commitment by the associations to facilitate an exchange of information among their members, LGSPP will sponsor a team of three Indian trainers to Jakarta to present a detailed plan for how an association conducts a transfer program for its members. This training, scheduled for January, will focus on the next phase of innovative practices dissemination and application of technical skills. The Indonesian association staff will learn the specific techniques for managing the member transfer, as well as how to prepare a quality member best practice symposium in anticipation of conducting their own later on in the year.

After successful completion of this training, LGSPP will facilitate, sponsor, and advise APEKSI and APKASI on initiating their own member transfer program beginning in February. Using the first year best practice sites of each association, LGSPP will fund up to two domestic information exchange trips of a "learner" local government to a host site for at least 4 kota and four kabupaten transfers. The Association Advisor will also scope out the willingness and potential timeline for APEKSI and APKASI to conduct either individual or joint best practice symposia during 2004 with partial sponsorship by LGSSP. This staging approach is intended to slowly build the knowledge, skills, and abilities of the associations to ensure that a member best practice program becomes part of the organizational culture and is institutionalized among members before donor assistance is withdrawn.

*Expected outcomes:* Build the capacity of the associations to conduct a best practices transfer program for their members. Support the professional public

presentation of local government innovative practices into 2004, including publication and dissemination on an annual cycle.

**6. Seminar for Coalition Building and Professional Associations (formerly IULA Toolkit Rollout):** In collaboration with NDI and CLGI, a training event geared at improving the awareness and skills of the five association boards will be held on November 5-6 in Jakarta. The 2-day event will include presentations by international local government association representatives, who will serve as resources to present advocacy, financial sustainability, and leadership from their own experience in associations. Specifically, Oscar Vega (former executive director of the Mexican municipal league) will speak on the topic of fiscal sustainability and how to fund association programs without reliance on donor funding. Mr. Michael Willis, currently City Manager of Blue Mountain, New South Wales and former board member of the New Zealand Local Government Association will speak on the role of the board in leading an association. At this writing, two other speakers are slated to speak but have not been finalized. Day one of the seminar will be tailored for board members, with the second day providing a more nuts-and-bolts approach for executive directors and staff. The Bahasa Indonesian translation of the International Union of Local Authorities Toolkit will also be disseminated.

*Expected outcome:* An association seminar will be used as a vehicle to convene the four association boards and advance their skills and awareness in coalition building, as well as showcasing the management and operation of professional local government associations.

**ANNEX A:**  
**LGSP ACTIVITIES**

**6-month Activity Sheet – Cooperative Agreement  
Overall Activities  
October 1, 2003 – March 30, 2004**

| <b>No</b> | <b>Activity</b>  | <b>Timeframe</b>   | <b>Point of Contact</b>                       |
|-----------|--|--|---|
| 1.        | <p><b>Coordination with Donors</b></p> <ul style="list-style-type: none"> <li>• CIDA (Crosby)</li> <li>• Asia Foundation (Anderson)</li> <li>• GTZ (Anderson)</li> <li>• IFES (Anderson)</li> <li>• Partnership (Anderson/Crosby)</li> <li>• Ministry of Finance (Anderson)</li> <li>• UNDP (Anderson/Crosby)</li> <li>• Ministry of Home Affairs (Anderson)</li> <li>• NDI (Crosby)</li> <li>• Local Government Association Coordination Group (Crosby)</li> <li>• CLGI (Crosby, Anderson)</li> <li>• Ford Foundation (Crosby, Anderson)</li> </ul> | On-going   | Ed Anderson, Diane Crosby                     |
| 2.        | <b>Quarterly Report/Monitoring &amp; Evaluation</b>  | <b>Delivery date:<br/>last day of the<br/>month following<br/>the end of the<br/>quarter</b> | <b>Ed Anderson, Carol Bartl, Diane Crosby</b> |

| No | Activity   | Timeframe  | Point of Contact                              |
|----|--|--|---|
| 3. | <b>Coordination with Core Management and Budget Skills Task Order</b> <ul style="list-style-type: none"> <li>• <i>The BIGG Picture</i> newsletter</li> <li>• BIGG Website</li> <li>• BIGG Publications</li> <li>• Bi-weekly management meetings</li> </ul> | <b>On-going</b> <ul style="list-style-type: none"> <li>• On-going</li> <li>• On-going</li> <li>• On-going</li> <li>• On-going</li> </ul> | <b>Ed Anderson, Carol Bartl, Diane Crosby</b> |
| 4. | <b>Coordination of all LGSPP Activities and Results</b> <ul style="list-style-type: none"> <li>• Weekly staff meeting</li> <li>• Resource Cities – Association Cooperation</li> </ul>  | <b>On-going</b>  | <b>Ed Anderson, Carol Bartl, Diane Crosby</b> |
| 5. | <b>Bi-weekly meetings with USAID to communicate results and upcoming activities</b>  | <b>Bi-weekly</b>   | <b>Ed Anderson, Carol Bartl, Diane Crosby</b> |

**ANNEX B:**  
**INDONESIAN RESOURCE CITIES PROGRAM**  
**ACTIVITIES**

**6-month Activity Sheet – Cooperative Agreement  
Resource Cities  
October 1 – March 31, 2003**

| <b><u>PREPARATION AND START-UP ACTIVITIES FOR EXTENSION</u></b>  | <b><u>DUE DATE</u></b>                               |
|--|--|
| 1. Finalize selection criteria and cover letter for application by current partnerships that wish to be extended.  | Completed  |
| 2. Send out extension application to current partnerships.   | By 24 October 2003<br>(responses due by 5 December)  |
| 3. Finalize selection criteria and cover letter for application by new partners who wish to be extended.   | By 31 October 2003                                   |
| 4. Identify new cities to be evaluated. The names of these cities will come from the following sources:<br>- USAID contractors (as identified by USAID)<br>- APKASI / APEKSI<br>- Task Order<br>- CLGI<br>- Current partners | By 31 October 2003                                   |
| 5. Send out application to potential new partners.   | By 7 November 2003<br>(responses due by 12 December) |
| 6. Undergo review process of partnerships to be extended and new partner cities. A final decision will be made regarding extensions and new cities to be visited for diagnostics.  | By 12 December 2003                                  |
| 7. Set up diagnostics meetings.  | First two weeks of January 2004                      |
| 9. Final decision on new partner applications  | First two weeks of January 2004                      |

**6-month Activity Sheet – Cooperative Agreement  
Resource Cities  
October 1 – March 31, 2003**

| <u><b>ANTICIPATED TIMEFRAME FOR EXTENSION PARTNERSHIPS</b></u>   | <u><b>DUE DATE</b></u>  |
|--|-------------------------|
| 1. Exchange 1: U.S. Partners to travel to Indonesia.   | February / March 2004   |
| 2. Exchange 2: Indonesian Partners to travel to US.  | May / June 2004         |
| 3. Exchange 3: U.S. Partners to travel to Indonesia.   | August / September 2004 |
| 4. Exchange 4: Indonesian Partners to travel to US.  | November/December 2004  |
| 5. Exchange 5: U.S. Partners to travel to Jakarta/Indonesian site. <b>Exchange activities and National Innovative Practices Symposium.</b> | February/March 2005     |
| 6. Exchange 6 Indonesian Partners to travel to US.   | May/June 2005           |
| 7. Exchange 7: U.S. Partners to travel to Indonesia. <b>Exchange activities and local innovative practices symposium.</b>                  | August/September 2005   |

**ANNEX C:**  
**ASSOCIATION DEVELOPMENT**  
**ACTIVITIES**

**6-month Activity Sheet – Cooperative Agreement  
Association Capacity Building  
October 1, 2003 – March 31, 2004**

| <b>No.</b> | <b>Activity</b>   | <b>Timeframe</b>  | <b>Sub-objective</b>  | <b>Intermediate Result</b>   | <b>Point of Contact</b> |
|------------|---|---|---|--|-------------------------|
| 1.         | <b>Continued development of advocacy skills and policy development processes</b> <ul style="list-style-type: none"> <li>• Technology of Participation training</li> <li>• Ad hoc assistance to LGA coalition in support of advocacy on revision of Law 22/99</li> </ul> | <b>October 2003 – on-going</b> <ul style="list-style-type: none"> <li>• October 5-17</li> <li>• October - March</li> </ul>                  | <ul style="list-style-type: none"> <li>• Capacity to advocate</li> <li>• Improve two-way communication</li> </ul> | IR 4: Associations of Local Governments and Officials Established as Advocates | <b>Diane Crosby</b>     |
| 2.         | <b>Next Steps: budget development, enhanced financial management &amp; reporting</b> <ul style="list-style-type: none"> <li>• MYOB software training continued</li> <li>• Audit or accounting assessment</li> <li>• Field US Budget Consultant</li> </ul>               | <b>October 2003 – ongoing</b> <ul style="list-style-type: none"> <li>• Ongoing</li> <li>• November/Dec.</li> <li>• October 19-31</li> </ul> | <ul style="list-style-type: none"> <li>• Develop organizational management capacity</li> </ul>                    | IR 4: Associations of Local Governments and Officials Established as Advocates | <b>Diane Crosby</b>     |

| No. | Activity  | Timeframe  | Sub-objective  | Intermediate Result  | Point of Contact    |
|-----|---|--|--|--|---------------------|
| 3.  | <b>Conducting member needs assessments &amp; preparation for training programs</b> <ul style="list-style-type: none"> <li>• Field Communications/Training Advisor</li> <li>• Conduct training with associations &amp; pilot instrument</li> </ul> | <b>January- March</b> <ul style="list-style-type: none"> <li>• January</li> <li>• January</li> </ul> | <ul style="list-style-type: none"> <li>• Develop organizational management capacity</li> <li>• Improve two-way communication</li> <li>• Strengthen service delivery</li> </ul> | IR 4: Associations of Local Governments and Officials Established as Advocates | <b>Diane Crosby</b> |
| 4.  | <b>Korwil/Komwil Communications Technical Assistance</b> <ul style="list-style-type: none"> <li>• Field Communications/Training Advisor</li> <li>• Conduct direct technical assistance meetings with associations</li> </ul>                      | <b>January</b> <ul style="list-style-type: none"> <li>• January</li> <li>• January</li> </ul>        | <ul style="list-style-type: none"> <li>• Develop organizational management capacity</li> <li>• Improve two-way communication</li> <li>• Strengthen service delivery</li> </ul> | IR 4: Associations of Local Governments and Officials Established as Advocates | <b>Diane Crosby</b> |

| No. | Activity  | Timeframe   | Sub-objective  | Intermediate Result  | Point of Contact    |
|-----|---|---|--|--|---------------------|
| 5.  | <b>India Municipal Association best practice transfer training</b> <ul style="list-style-type: none"> <li>• Continue technical development of staff with training team from India</li> <li>• Develop and facilitate member transfer program with associations</li> <li>• Selection of "learner" pemda</li> <li>• Initiating pemda-to-pemda transfer site visits</li> <li>• Ongoing oversight and facilitation/pilot transfer program</li> </ul> | <b>January- Ongoing</b> <ul style="list-style-type: none"> <li>• 1<sup>st</sup> 2 weeks in January</li> <li>• February</li> <li>• February-ongoing</li> </ul> | <ul style="list-style-type: none"> <li>• Develop organizational management capacity</li> <li>• Improve two-way communication</li> <li>• Strengthen service delivery</li> </ul> | IR 4: Associations of Local Governments and Officials Established as Advocates | <b>Diane Crosby</b> |
| 6.  | <b>Association Seminar (formerly IULA Toolkit Rollout)</b> <ul style="list-style-type: none"> <li>• Plan event in collaboration with NDI, CLGI</li> <li>• Event conducted</li> </ul>  | <b>October-November</b> <ul style="list-style-type: none"> <li>• On-going</li> <li>• November 5-6</li> </ul>  | <ul style="list-style-type: none"> <li>• Develop organizational management capacity</li> <li>• Build advocacy skills</li> <li>• Improve two-way communication</li> </ul>       | IR 4: Associations of Local Governments and Officials Established as Advocates | <b>Diane Crosby</b> |