

**Core Management and Budget Skills  
for Indonesian Local Governments  
Quarterly Report**

**October 1, 2003 - December 31, 2003**

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

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**International City/County Management Association**

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**“Building Institutions for Good Governance”  
Core Management and Budget Skills for Indonesian Local Governments**

**USAID Quarterly Report No. 13**

*October 1, 2003 - December 31, 2003*

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**Annex**

Annex: Monitoring and Evaluation Matrix

## **I. Introduction**

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

- IR 1: Appropriate Environment Established to Enable Effective Local Government
- IR 2: Local Government Capacity Strengthened to Deliver Effective Services
- IR 3: Participation Increased in Local Government Decision-Making
- IR 4: Associations of Local Governments and Officials Established as Advocates

The implementation of the "Core Management and Budget Skills for Indonesian Local Governments" Task Order began on September 30, 2000. This report covers the period October through December 2003 (Quarter 13) and covers the major accomplishments and challenges for the thirteenth quarter along with the planned activities for the fourteenth quarter.

## II. Major Accomplishments

### K2K Model:

**Workshop C:** The Field Operations Team conducted the 2-day Workshop C for nine local governments participating in the K2K program (three other local governments received Workshop C in the previous quarter). The workshops were conducted by the Team Leaders, Local Coordinators, and two staff from each core local government. Day One of Workshop C was directed at the executive branch, while Day Two was directed at the legislative branch. Eight local governments replicated Workshop C for their own staff in other work units using their own funds.

**Deliverables:** This quarter, the Field Operations Team delivered on-site consultancies to assist the K2K local governments prepare budget instructions, public participation and involvement plans, and performance based budgets for their focus areas. The local governments submitted the first draft of their budget instructions and the Field Operations Team reviewed and provided feedback on them. All final public information and involvement plans were submitted to BIGG/ICMA by November 2003, while all final budget instructions were submitted by mid-December 2003. At the end of December, all eighteen local governments had submitted their first draft of the performance-based budgets for their focus. The Field Operations Team reviewed and provided feedback within one week. The second draft of the budgets will be submitted and reviewed next quarter.

**Information sharing workshops:** This quarter, the Field Operations team conducted the second of four information sharing workshops in four of the five core local governments in the K2K Model. Kota Bogor is the only local government that has not yet conducted the first and second information sharing workshops due to scheduling conflicts with its two satellites. Bogor is scheduled to conduct the first two information sharing workshops in January 2004. This quarter, Sukoharjo and Pati have already conducted the third information sharing workshops with their satellites ahead of schedule.

### K2K Deliverables Status as of December 31, 2003

Local Government	Budget Calendar Submitted	Reviewed by FO Team	Public Info and Involvement Plan submitted	Reviewed by FO Team	Budget Instruction submitted	Reviewed by FO Team	PBB of Focus Areas submitted	Reviewed by FO Team
Bukittinggi	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes
Solok	Final	Yes	Draft final	Yes	Final	Yes	First Draft	Yes
Tanah Datar	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes
Bogor	Final	Yes	Final	Yes	Draft final	Yes	First Draft	Yes
Serang	Final	Yes	Draft final	Yes	Draft final	Yes	First Draft	Yes
Tangerang	Final	Yes	Draft final	Yes	Final	Yes	First Draft	Yes
Sukoharjo	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes
Boyolali	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes
Klaten	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes
Pati	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes
Kudus	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes

Sragen	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes
Samarinda	Final	Yes	Draft final	Yes	Final	Yes	First Draft	Yes
Bontang	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes
Kutim	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes
Gowa	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes
Sidrap	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes
Pangkep	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes

**Performance-based budgeting (PBB) Assessment Workshops:** In November 2003, BIGG/ICMA's Field Operations and Training and Publications Team jointly conducted a half-day PBB assessment workshop for each of the six core local governments and 12 graduates local governments, for a total of eighteen workshops (Please see complete description in the Training section below).

**Papua Program:** This quarter, BIGG/ICMA submitted its final Papua work plan to USAID.

**Workshop C:** In October (Q13), the Field Operations team conducted the 2-day Workshop C series in Kabupaten Manokwari (Kabupaten Serang and Fak-Fak previously received Workshop C in Q12). This quarter, Kabupaten Sorong and Fakfak conducted their own ABC workshop series at their own expense using BIGG/ICMA's materials for all other work units to socialize the concepts of performance-based budgeting concepts and applications on a kabupaten-wide basis.

**Program Deliverables:** This quarter, the Field Operations Team conducted on-site consultancies on how to prepare the draft program deliverables for the focus areas. The Field Operations Team reviewed the draft deliverables submitted and provided feedback to the three local governments.

All three kabupaten (Sorong, Fakfak, and Manokwari) submitted their final budget calendars at the end of Q12 and their final public information and involvement plans at the end of October (Q13). Sorong and Fakfak submitted their final budget instructions in mid November (Q13). Manokwari submitted their draft budget instructions at the end of October, but had not yet finalized it by the end of Q13. At the end of December, Sorong and Fakfak had submitted their first draft of the performance-based budgets for their focus area. The Field Operations Team reviewed and provided feedback within one week. Fakfak immediately made changes and submitted their second draft performance-based budgets by the end of December. Sorong will submit their second draft performance-based budgets next quarter. Manokwari will submit their first performance-based budgets next quarter.

### **Papua Deliverables Status as of December 31, 2003**

Local Government	Budget Calendar Submitted	Reviewed by FO Team	Public Info and Involvement Plan submitted	Reviewed by FO Team	Budget Instruction submitted	Reviewed by FO Team	PBBs of Focus Areas submitted	Reviewed by FO Team
Sorong	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes
Fakfak	Final	Yes	Final	Yes	Final	Yes	First Draft	Yes
Manokwari	Final	Yes	Final	Yes	Draft Final	Yes	Not yet	Not yet

**Sleman Special Project:** BIGG/ICMA conducted a second workshop in Sleman on December 11, 2003, to inform the bupati and his staff about the goals and objectives of the program and share the findings of a recent needs assessment along with recommendations. Sleman's Department of Education, which is the pilot for this case study, revised their account code structure to include data fields for programs and activities, adding account codes for program and activity. Their proposed department budget includes the new account codes. With BIGG/ICMA's assistance, the Education Department revised several performance indicators and made transaction entries for one program's activities through the end of Quarter 3 (September 2003) into a simple spreadsheet created by BIGG/ICMA. Kabupaten Sleman also used this new chart of accounts in all their departments, not just Education. The Bupati included the new chart of accounts in the citywide budget instructions.

### Training and Publications

**Province Model:** This quarter, BIGG's Training Team completed the Province Model in South Sulawesi with the implementation of a 2-day Training of Trainers on Workshop C. South Sulawesi was the first province to receive the Provincial Model training, which was accelerated at the urging of the Deputy-Governor of South Sulawesi.

The table below shows the composition of participants in the three-part Training of Trainers workshops South Sulawesi.

#### **Participants in the Province Model in South Sulawesi**

<b>Participants</b>	<b>TOT Workshop A</b> May 27-28, 2003	<b>TOT Workshop B</b> August 12-13, 2003	<b>TOT Workshop C</b> Oct 16-17, 2003
Local government staff	6	2	3
Province Trainers	20	16	14
University Staff	4	4	2
<b>Total</b>	<b>30</b>	<b>22</b>	<b>19</b>

This quarter, the Training Team also prepared an MOU template and held meetings with the Governors of four provinces (East Kalimantan, West Sumatera, East Java, and West Java) to inquire about their interest to participate in the Province Model in Q13. Signed MOUs have been received from East Kalimantan and West Java to receive the Provincial Model in January 2004. East Java and West Sumatera have requested to receive the Provincial Model in March/April.

**Peer to Peer (P2P) Model:** In the previous quarter, eight P2P workshops were conducted. This quarter, the Training Team completed the delivery of the P2P Model in four remaining locations, for a total of 12 workshops. The interactive discussions at BIGG's P2P workshops were lively and dynamic and represent some of the few opportunities that peers from neighboring jurisdictions have had to interact with each other. Numerous P2P participants have requested and received copies of BIGG's training materials so that they can facilitate training workshops for their staff. The two tables below show: 1) the number of

participants and training days in the workshop, and 2) the breakdown and number of participants in the Training Pool.

### Number of Training Days of 12 3-day P2P Workshops

P2P Workshops 3-day workshop	Dates	Attendance/Participants							Training Days
		Trainers/facilitators				Observers		Participants	
		Training Team	Association	Univ	MoF	MoF	MoHA	LGU	
Medan I	9-Sep	4	0	2	1	0	0	22	66
Medan II	16-Sep	3	1	2	1	2	0	23	69
Bukittinggi	23-Sep	3	1	2	1	1	0	13	39
Lampung	30-Sep	3	1	2	1	0	0	8	24
Jambi	7-Oct	3	1	2	1	1	1	21	63
Yogyakarta	14-Oct	3	1	2	1	2	0	15	45
Bandung	9-Sep	3	1	2	1	1	1	19	57
Mataram	16-Sep	3	1	2	1	2	1	20	60
Pontianak	23-Sep	3	1	2	1	2	0	12	36
Banjarmasin	30-Sep	3	1	2	1	2	1	15	45
Manado	7-Oct	3	1	2	1	2	1	24	72
Semarang	14-Oct	4	0	2	1	1	0	15	45
<b>Total</b>								207	621

### Training Pool Participants in the P2P Model

P2P Training Pool	# Participants
BIGG Training Team	7
Association Partners	2
Universities (UGM/UNHAS)	12
Ministry of Finance	6
Ministry of Home Affairs	0
<b>Total</b>	<b>27</b>

**Performance-based budgeting (PBB) Assessment Workshops:** This quarter, BIGG designed and delivered 18 half-day Performance Based Budget Assessment Workshops for the 6 Core and 12 Graduate LGUs. These 18 workshops were not originally called for in the work plan, but this interactive workshop design was determined to be a more effective approach for providing in-depth feedback to the local governments. Six staff from each of the six Core LGUs and four staff from each of the 12 Graduate LGUs came to Jakarta to participate in a 3-hour individualized workshop to analyze their 2003 performance-based budgets and improve their 2004 PBBs that are currently being prepared.

No evaluative scores were provided. Instead, the workshops were designed as interactive, discussion sessions to help the participants better understand how to work back and forth between elements of the budget to create a budget that rolls up (e.g., where activities tie to programs, programs tie to objectives,

objectives tie to goals, goals tie mission, mission ties to vision) and how to write effective vision, mission, goal, objective, program, activity, and performance measures. Kay Spearman, the Director of Training and Publications, led each of these workshops and they provided an unique opportunity for the Team Leaders and Training Team to observe and apply new methods for delivering on-site consulting services to local governments. The Training and Field Operations Team prepared over 50 instructional posters that were presented at the workshop and that will be included in the Performance-based budgeting Reference Manual, including individualized posters for each local government's budget.

**Association Model:** This quarter, the Training Team assisted the Association Partners (Bagus and Adriansyah) to design materials (e.g., terms of reference, agenda, and workshop materials) for two 2-day workshops that two local government associations (APEKSI and APKASI) can implement as part of the Association Model.

BIGG/ICMA and APEKSI co-sponsored six regional conferences in Quarter 11 and conducted a half day training needs assessment at each workshop that was aimed at identifying 3-4 training topics for which the association members would be willing to pay. From the topics identified in the training needs assessment, APEKSI selected the following topic to be developed into a two-day workshop under the Association Model: "Techniques and Methods to Increase Own Source Revenue." The target audience for this workshop is as follows: Sekretaris Daerah, Head of Finance, Head of the Regional Development Planning Board (BAPPEDA), Head of Regional Revenue Office/Agency (Kadispenda), Heads of other agencies that collect revenues (such as hospitals and the Health Department). APKASI selected the workshop topic of "The relationship between performance budgeting, accounting and financial accountability reports." The target audience for this workshop was identified as: Heads of Departments and Agencies (Kepala Dinas dan Kepala Bagian), and Secretary (Sekda).

BIGG's Training Team assisted the Association Partners to develop a training packet for each of the two workshops that consists of the following materials:

- Terms of Reference (TOR),
- Workshop agenda,
- PowerPoint slides,
- Training materials/exercises,
- List of potential trainers who could deliver the interactive training, and
- Cost scenarios.

At the end of December 2003, the two association partners returned to their associations on a full-time basis to implement the training workshops and assist their association in other capacities.

**Performance Budget Reference Manual:** This quarter, the first release of the Performance Budgeting Reference Manual was issued to the 33 local governments participating in the program in Year Three. The manual is designed to provide Indonesian local government staff with information, answers to commonly asked questions, and sample materials for preparing performance budgets and related documents. The contents of this reference manual will be released in several stages as the materials are developed. The first release of the reference manual contains a sample budget calendar and sample budget instructions. Once all of the materials in the manual have been developed, one copy of the manual will be widely distributed to all local governments in Indonesia.

**Publications and Other Activities:** In Quarter 13, the Training and Publications Team also completed the following tasks:

- Provided interpretation services and observed the 18 workshops for the performance-based budget (PBB) Assessments for the Graduate and Inti LGUs and gained skills in delivering on-site consulting services to local governments.
- Printed and distributed bilingual versions of The BIGG Picture Edition 25 and 26 (a two-part series highlighting the program results from the Resource Cities Program).
- Translated major sections of a publication on Data Collection for The BIGG Picture series.
- Completed text for the Local Government Consulting Reference Manual.
- Prepared written bilingual documentation of all training events conducted in Quarter 13.

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

**Actual vs. Targeted Training Days:** In the past two quarters, the Monitoring and Evaluation Matrix in the appendix of the quarterly report reported on the number of training workshops conducted. This is the first quarter that the Monitoring and Evaluation Matrix is reporting on actual versus targeted training days. The actual number of participants at many of BIGG/ICMA's events (namely, the national and regional conferences, and P2P workshops) has fallen below the targeted number of participants as specified in the work plan (see attached Monitoring and Evaluation Matrix). This is because BIGG/ICMA's strategy has been to invite the exact number of desired participants to each event in order to maximize the learning opportunities of those present rather than inviting a greater number of participants than can be accommodated in the training design. One shortfall of this approach is some participants' tendency to confirm their participation, but then not show up for the event. Because the workshops are offered for free, there is no penalty for participants who do not show up at the event. In addition, BIGG/ICMA typically does not allow substitution of the original participant unless substitute's technical position (e.g., scope of work and job title) fits into the training design.

Next quarter, BIGG/ICMA will try a different approach of inviting more local government participants than are targeted, with the aim of reaching the targeted number of participants but without compromising the training design.

**The Role of the Central Government:** This quarter continues to see the lack of any progress by the central government to provide an accounting structure and amend the flaws in KepMen 29/2002 coupled with local governments' hesitation to move forward without central government direction and mandates. The ongoing conflict between the Ministry of Home Affairs (MOHA) and the Ministry of Finance (MOF) regarding who will be the final authority for local government finance issues continues. To date, there is still no definitive word from the central government about what the accounting structure for local governments will be. Currently, the LGUs are using the accounting and budgeting classification structure promulgated by MoHA but there is anticipation that eventually the required accounting and budgeting structure will be changed to one issued by the MoF. BIGG continues to work under the MOHA model, but anticipates that the MOF will, eventually, release its own model.

#### **IV. Projected Activities for the Next Quarter**

##### **Field Operations:**

- Implement the 2-day Performance Reporting workshops for the local governments participating in the program in Year 3 (e.g., 6 Inti and 12 Satellite local governments in the K2K Program and 3 local governments in Papua).
- Conduct the third workshop in Sleman.
- Y3 LGUs (core, satellite, and Papua) will submit their final performance budgets for their selected focus area.

##### **Training and Publications**

- Update and deliver two 5-day workshops to provincial trainers in the Province Model in East Kalimantan and West Java (The provinces of East Java and West Sumatera have requested to receive this model in March/April).
- Design and implement two 4-day Training on Materials on Performance Reporting for the Team Leaders, Local Coordinators, Training Team, selected university professors, and staff from the Ministries of Finance and Home Affairs.
- Implement six 2-day Performance Reporting workshops in the six APEKSI regions for selected local government participants.
- Assist the Field Operations Team with the implementation of the Performance Reporting workshops for the 18 K2K participants.
- Complete and distribute the Local Government Consulting Reference Manual.
- Prepare and distribute several editions of The BIGG Picture.

<b>Annex: Monitoring and Evaluation Matrix</b>																	
<b>Quarterly Report No. 13</b>					2003						2004						
<b>October 1, 2003 - December 31, 2003</b>		Summary	Q11			Q12			Q13			Q14			Q15		
			Apr-Jun			Jul-Sep			Oct-Dec			Jan-Mar			Apr-Jun		
			Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
<b>Critical Activities Summary</b>																	
A	Total Training Days (person training days)	1093	1160	106%	2753	2609	95%	4591	3280	71%	5987			1851			
B	Increase local government training pool (persons)	71	45	63%	71	77	108%	71	77	108%	71			71			
C	PBB reference manual	1	1	100%	1	1	100%	1	1	100%	1			1			
D	Local government consulting manual				0	1	(+)	0	1	(+)	1			1			
E	Final budget calendars submitted	0	10	(+)	18	17	94%	18	17	94%	18			18			
F	Final budget instructions submitted	0	18	(+)	18	18	100%	18	18	100%	18			18			
G	Final citizen participation and information plans submitted				18	12	67%	18	17	94%	18			18			
H	Final performance-based budgets submitted							18	18	100%	18			18			
I	Editions of BIGG Picture completed	1	1	100%	2	2	100%	5	3	60%	5			5			
1																	
1.01	ToR 24 - Increase the LGCP from 45 to 71 persons by April 30, 2004. (persons)	71	45	63%	71	77	108%	71	77	108%	71			71			
1.02	ToR 25 - Increase the number of local governmental or provincial staff who can deliver the BIGG Training Series ABC on PBB from 30 to 162 persons by February 28, 2004. (persons)	0	30	(+)	0	30	(+)	0	30	(+)	162			162			
1.03	ToR 18 - Establish MoUs with universities involved in P2P training by June 1, 2003. (MOU)	2	0	(+)	2	2	100%	2	2	100%	2			2			
1.04	ToR 19 - Establish MoU with provincial governments where Provincial training will take place by December 31, 2003. (MOU)	0	1	(+)	0	1	(+)	5	2	40%	5			5			
1.05	ToR 20 - Work with MoHA on adding some staff to the LGCP by June 1, 2003. (persons)	6	0	(-)	6	0	(-)	6	0	(-)	6			6			
1.06	ToR 21 - Establish MOUs with universities for teaching the Provincial PBB ToT series by December 31, 2003. (MOU)	0	2	(+)	0	2	(+)	2	2	100%	2			2			
Note 1.04	Activity 1.04: Three provinces requested the training in January, 2004 and 1 province requested the training in Quarter 14.																
Note 1.05	Activity 1.05: BIGG made every effort to invite MOHA staff to participate in the Training on Materials (TOMs) workshops. However, MOHA did not send any staff to attend the TOM for the P2P Model. Consequently, they could not be used as trainers in the Local Government Consulting Pool. Subsequently, MOHA staff were invited to participate as observers of the P2P workshops. MOHA did send its staff to observe the P2P workshops. But these observers are																

October 1, 2003 - December 31, 2003		Summary	Q11			Q12			Q13			Q14			Q15		
			Apr-Jun			Jul-Sep			Oct-Dec			Jan-Mar			Apr-Jun		
			Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
2	Design and implement a delivery system for resource materials that uses a variety of models to optimize local resources and involves local government officials as active participants.																
2.01	ToR 1 - Conduct an assessment and issue a report for BIGG's current 18 LGU recipients to determine what has been accomplished to date and identify the "star" performers by March 31, 2003. (report)		1	1	100%	1	1	100%	1	1	100%	1			1		
2.02	ToR 1 - Design and implement the K2K model. (model)		1	1	100%	1	1	100%	1	1	100%	1			1		
2.03	ToR 2 - Design and implement the P2P model. (model)		1	1	100%	1	1	100%	1	1	100%	1			1		
2.04	ToR 3 - Design and implement the Provincial model. (model)		0	1	(+)	1	1	100%	1	1	100%	1			1		
2.05	ToR 4 - Design the Associational model. (model)								1	1	100%	1			1		
3	Develop subject-focused financial management and staff development training materials, publications, and management tools and use these to strengthen the core management and performance budget skills of Indonesian local government officials, to support improved democratic decision making, to provide transparent and accountable financial management and budgeting systems, and to																
3.01	ToR 22 - Develop a training and publications strategy. (report)		1	0	(-)	1	1	100%	1	1	100%	1			1		
3.02	ToR 29 - Ensure scheduling coordination with delivery of K2K workshops in Papua (9 workshops led by TL and LCs). (workshops)		3	3	100%	6	6	100%	9	9	100%	9			9		
3.03	ToR 12 - Develop 10 additional "BIGG Picture" publications by April 30, 2004. (ongoing; editions)		1	1	100%	2	2	100%	5	3	60%	5			5		
3.04	ToR 6- Develop a PBB reference manual throughout the training in 2003 and 2004. (ongoing; manual)		1	1	100%	1	1	100%	1	1	100%	1			1		
3.05	ToR 16 - Provide PBB assessment feedback on FY 2003 budgets. Hubs completed by June 30; graduates by July 31, 2003. (meetings)		6	0	(-)	18	0	(-)	18	18	100%	18			18		
3.06	ToR 5 - Design and Implement a Financial Reporting project with Kabupaten Sleman. (ongoing; model)					1	1	100%	1	1	100%	1					
3.07	ToR 17 - Coordinate a task force in conjunction with national conference; topic is using PBB to manage better and for accountability report; materials and discussions from the task force meeting will influence the associations' PBB policies by June 6, 2003. (meetings)		2	2	100%	2	2	100%	2	2	100%	2			2		
3.08	ToR 50 - Develop and deliver a 1-day national conference for 30 partner LGUs by June 5, 2003. (person training days)	A	150	98	65%	150	98	65%	150	98	65%	150			150		
3.09	ToR 51 - With APKASI and APEKSI, develop and deliver 6 regional conferences, including designing and administering a TNA. (person training days)	A	200	57	29%	600	220	37%	600			600			600		

October 1, 2003 - December 31, 2003		Summary	Q11			Q12			Q13			Q14			Q15		
			Apr-Jun			Jul-Sep			Oct-Dec			Jan-Mar			Apr-Jun		
			Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
3.10	ToR 10 - Develop a Budget Calendar to be placed in the PBB Reference Manual.(draft document)				1	1	100%	1	1	100%	1			1			
3.11	ToR 7 - Develop a Citizen Participation plan to be placed in the PBB Reference Manual by April 30, 2003. (draft document)				1	1	100%	1	1	100%	1			1			
3.12	ToR 8 - Develop Budget Instructions to be placed in the PBB Reference Manual by April 30, 2003.(draft document)				1	1	100%	1	1	100%	1			1			
3.13	ToR 9 - Develop a sample PBB for Health, Transportation, and Public Works to be placed in PBB reference manual. (draft documents)							3	3	100%	3			3			
3.14	ToR 10 - Deliver K2K on-site consulting services for 6 hubs & 12 satellites to develop budget calendar. First draft due June 1; BIGG review due June 15; Final due July 1, 2003. (18 budget calendars)		0	10	(+)	18	17	94%	18	17	94%	18		18			
3.15	ToR 60 - Develop & deliver 1-day ToM for 4-day Information-sharing Workshop Series for CCT & 2-persons from each hub by May 9, 2003. (person training days)	A	50	47	94%	50	47	94%	50	47	94%	50		50			
3.16	ToR 57 - Update the K2K ToM Training Series ABC and deliver 3 3-day ToMs for CCT for K2K Series ABC. A by May 9; B by Aug 8; C by Sept 5, 2003. (person training days)	A	117	141	121%	234	270	115%	351	396	113%	351		351			
3.17	ToR 62 - Develop & deliver a 2-day PBB assessment workshop to CCT by August 8, 2003. (person training days)	A	0	0		76	28	37%	76	28	37%	76		76			
3.18	ToR 7 - Develop K2K on-site consulting services for 6 hubs & 12 satellites to develop a citizen participation plan. First draft due June 1; BIGG review due June 20; Final due July 15, 2003. Approved by DPRD by February 28.				18	12	67%	18	17	94%	18			18			
3.19	ToR 60 - Deliver four 1-day Information-sharing workshops to each hub/satellite cluster by July 31 and Nov 30, 2003 & Feb 28 and May 15, 2004.(6 clusters x 4 workshops = 24 workshops) (person training days)	A	0	195	(+)	156	224	144%	312	253	81%	468		624			
3.20	ToR 8 - Deliver K2K on-site consulting services for 6 hubs & 12 satellites to develop budget instructions. First draft due July 1; BIGG review due July 15; Final due August 1, 2003. (18 budget instructions)		0	18	(+)	18	18	100%	18	18	100%	18		18			
3.21	ToR 57 - Deliver the 6-day K2K Series ABC for up to 12 satellite partners. A delivered by by May 31, 2003, B delivered by August 31, 2003, and C delivered by October 31, 2003. (3(ABC) x 12 workshops = 36 workshops) (person training days)	A	576	562	98%	1152	1138	99%	1728	1649	95%	1728		1728			
3.22	ToR 9 - Deliver K2K on-site consulting services for 6 hubs & 12 satellites to develop performance budgets for one focus area. First draft due Oct 1; 2nd draft due Nov 1; Final due Dec 1, 2003. Presented to DPRD or at least Commisi C by February 28, 2004. (18 PBBs)							18	18	100%	18			18			
3.23	ToR 59 - Develop & deliver 2 4-day ToM for Performance Reporting workshops by December 31, 2003. (TOM) (person training days)	A	0	0				284	0	(-)	284			284			
3.24	ToR 59 - Deliver 6 2-day Performance Reporting workshops (1 per APEKSI region) to selected LGUs by January 31, 2004. (workshops) (person training days)	A	0	0							288			288			

October 1, 2003 - December 31, 2003		Summary	Q11			Q12			Q13			Q14			Q15			
			Apr-Jun			Jul-Sep			Oct-Dec			Jan-Mar			Apr-Jun			
			Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	
3.25	ToR 59 - Deliver 18 2-day Performance Reporting workshops to K2K partners by January 31, 2004. (workshops) (person training days)	A	0	0										864			864	
3.26	ToR 56 - Develop & deliver a 4-day ToM workshop for P2P Series ABC for PBB by August 31, 2003. (TOM)(person training days)	A	0	0		176	84	48%	176	84	48%	176					176	
3.27	ToR 56 - Deliver the 3-day P2P Series ABC PBB at 12 locations by October 30, 2003. (workshops) (person training days)	A	0	0		159	396	249%	864	621	72%	864					864	
3.28	ToR 11 - Develop a Local Government Consultant's reference manual by January 31, 2004. (manual)					0	1	(+)	0	1	(+)	1					1	
3.29	ToR 58 - Update & deliver a 3-day ToM for Provincial Series ABC by February 6, 2004.(TOM) (person training days)	A												88			88	
3.30	ToR 58 - Deliver 5 5-day Provincial Series ABC PBB training workshops by April 30, 2004. (workshop) (person training days)	A	0	60	(+)	0	104	(+)	0	104	(+)	0					750	
3.31	ToR 52 - Develop & deliver a 1-day TNA workshop to CCT by March 31, 2004. (workshop) (person training days)																	
3.32	ToR 53 - Develop & deliver a 1-day ToM for Customer Satisfaction workshop for CCT by March 31, 2004. (workshop)																	
3.33	ToR 53 - Deliver a 1-day K2K Customer Service workshop for 6 hubs and 12 satellite partners (18 workshops) by April 30, 2004.(workshop)																	
3.34	ToR 55 - Develop & deliver a 1-day Good Governance workshop for CCT and BIGG admin staff by April 30, 2004. (workshop) (person training days)	A															46	
3.35	ToR 54 - Develop & deliver a 1-day Principles of an Effective Local Government workshop for CCT by April 30, 2004. (workshop) (person training days)																	
3.36	ToR 63 - Develop & deliver a 4-day Consulting Strategies workshop for CCT by April 30, 2004. (workshop) (person training days)	A															152	
3.37	TOR 61- Develop & deliver 1-day national conference for 30 partner LGUs by April 30, 2004. (conference) (person training days)	A															150	
3.38	ToR 23 - Evaluate and make recommendations for proposed national legislation on as-needed basis. (reports)																	

October 1, 2003 - December 31, 2003		Summary	Q11			Q12			Q13			Q14			Q15		
			Apr-Jun			Jul-Sep			Oct-Dec			Jan-Mar			Apr-Jun		
			Tar	Act	Var												
Note 3.08	Activity 3.08: A decision was made to invite fewer participants from the graduates than originally planned; so the actual is lower than the target.																
Note 3.09	Activity 3.09: Participation was lower than expected because a significant number of confirmed participants did not attend.																
Note 3.14	Activity 3.14: In Q11, many LGUs submitted their budget calendars earlier than originally planned. In Q12, Tangerang had finished their budget calendar in time but it was not submitted to BIGG until Q13 as they were waiting for the																
Note 3.17	Activity 3.17: The assessment criteria developed by the STA Paul Young was too complicated for use in the field. This workshop was redesigned as an opportunity for the training team and the team leaders to simplify the criteria. In order to do this, the local coordinators, MoF, MoHA and university personnel were not invited and consequently the target was not reached.																
Note 3.19	Activity 3.19: In Q12 and Q13, Bogor did not conduct the first and second information sharing workshops as scheduled due to scheduling conflicts with the two satellites. Both workshops will take place in Q14.																
Note 3.20	Activity 3.20: All 18 budget instructions were due in Q12, but were submitted in Q13 instead.																
Note 3.21	Activity 3.21: Workshop C was postponed in Tangerang due to their lack of internal coordination. Following the election of a new mayor in December, the situation has improved. Workshop C1 for the executive branch is scheduled for Q14; C2 for the legislative branch is recommend to be cancelled due to the																
Note 3.26	Activity 3.26 MoHA did not participate which is 24 person training days and the team leaders and local coordinators were not able to participate because they needed to spend their time on deliverable preparation (96 person training days).																
Note 3.27	Activity 3.27: Participation was lower than expected because a significant number of confirmed participants did not attend.																
Note 3.28	Activity 3.28: A decision was made to delay this workshop until February to more closely follow the budget cycle.																
Note 3.29	Activity 3.29: This ToM was cancelled because it was not necessary since materials did not change as much as originally planned.																

October 1, 2003 - December 31, 2003		Summary	Q11			Q12			Q13			Q14			Q15		
			Apr-Jun			Jul-Sep			Oct-Dec			Jan-Mar			Apr-Jun		
			Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
4	Establish a network of strategic alliances that can sustain or enhance the programs and services.																
4.01	Include MoF in Strategy #1 by inviting 6 additional MoF staff members to become part of LGCP. (people)				6	6	100%	6	6	100%	6			6			
4.02	Include MoF in Strategy #2 as part of the Training Advisory Committee (TAC) to review and comment on training materials and on all "BIGG Pictures." (10 The BIGG Picture publications and TOMs on Perf Rep and Cust Satisf)	1	1	100%	2	2	100%	6	6	100%	9			12			
4.03	Include MoF in Strategy #3 by discussing the K2K, P2P, and Provincial models with MoF staff. (ongoing)	3	3	100%	3	3	100%	3	3	100%	3			3			
4.04	Include MoF in Strategy #4 by participating in national and regional conferences and by MoF participating in the LGCP and delivering P2P and Provincial training workshops.( National, 6 regional, 12 P2P & 5 Province)	3	3	100%	20	21	105%	20	21	105%	20			24			
4.05	Include Ministry of Finance in Strategy #5 by continuing to maintain close relations with the MoF Local Government Financial Planning Directorate, where BIGG has routine discussions with the Director and his staff on the regulations being developed for local government finance. (ongoing)			ongoing	ongoing			ongoing									
4.06	Include Ministry of Home Affairs in Strategy #1 by inviting six MoHA staff members to become a part of the Local Government Consulting Pool.(ongoing)				6	0		6	0		6			6			
4.07	Include Ministry of Home Affairs in Strategy #2 by continuing to ask MoHA as part of the Training Advisory Committee, to review and comment on training materials as well as to review and comment on all "BIGG Pictures." (10 The Bigg Picture publications and TOMs on Perf Rep and Cust Satisf)	1	1	100%	2	2	100%	5	3	60%	9			12			
4.08	Include Ministry of Home Affairs in Strategy #3 by discussing the K2K, P2P, and Provincial models with MoHA staff. (ongoing)	3	3	100%	3	3	100%	3	3	100%	3			3			
4.09	Include Ministry of Home Affairs in Strategy #4 by having MoHA staff participate in regional, national conferences, participate in the LGCP, and deliver P2P and Provincial training workshops. (ongoing)	3	3	100%	20	21	105%	20	21	105%	20			24			
4.10	Include Ministry of Home Affairs in Strategy #5 by continuing to maintain close relations with the Local Government Financial Planning Directorate, where BIGG has routine discussions with the Director and her staff on the regulations being developed for local government finance. (ongoing)			ongoing	ongoing			ongoing									

October 1, 2003 - December 31, 2003		Summary	Q11			Q12			Q13			Q14			Q15		
			Apr-Jun			Jul-Sep			Oct-Dec			Jan-Mar			Apr-Jun		
			Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
4.11	Include local government associations in Strategy #1 by continuing to include Association Partners in the Local Government Consulting Pool. (4 people)	4	4	100%	4	4	100%	4	4	100%	4			4			
4.12	Include local government associations in Strategy #2 by including Association Partners in the training on materials for all workshops. (3 K2K, 1 P2P, 1 Provincial, 1 Cust Serv, 1 Perf Rep TOMs = 7 TOMs)	3	3	100%	5	5	100%	5	5	100%	7			7			
4.13	Include local government associations in Strategy #4 by asking them to continue to cosponsor BIGG's regional conferences as well as play a major role in marketing the P2P networking workshop series and the Associational training model. (6 regional conferences & association model)	2	2	100%	6	6	100%	7	7	100%	7			7			
4.14	Include local government associations in Strategy #5 by continuing to work with the associations to promote the adoption of performance-based budgeting and to help local governments build the capacity to implement improved budget and financial management systems.(ongoing)			ongoing	ongoing			ongoing									
4.15	Include universities in Strategy #1 by increasing the number of university staff in the LGCP. (persons)				16	16	100%	16	16	100%	16			16			
4.16	Include universities in Strategy #2 by including the university members of the LGCP in the training on materials so that they provide input into the workshop materials. (design 3K2K, 1P2P, 1 Province TOMs)	2	2	100%	5	4	80%	5	5	100%	5			5			
4.17	Include universities in Strategy #4 by having them participate in the LGCP and deliver P2P and Provincial training workshops. (deliver 12P2P, 5 ABC ToM for Province workshops)	0	1	(+)	0	13	(+)	0	13	(+)	17			17			
4.18	Include universities in Strategy #5 by continuing to work with the universities to promote the adoption of performance-based budgeting and to help local governments build the capacity to implement improved budget and financial management systems.(ongoing)			ongoing	ongoing			ongoing									
4.19	Continue strategic alliances with the other USAID programs.			ongoing	ongoing			ongoing									
4.20	Continue strategic alliances with other donor programs by participating in donor working groups.			ongoing	ongoing			ongoing									
Note 4.07	Activity 4.07: Only 3 of 5 BIGG pictures have been completed and submitted for review to MoHA.																

October 1, 2003 - December 31, 2003		Summary	Q11			Q12			Q13			Q14			Q15		
			Apr-Jun			Jul-Sep			Oct-Dec			Jan-Mar			Apr-Jun		
			Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
5	Establish an organizational framework that can respond to local government needs and provide continuity of programs and services.																
5.01	Enable the satellite LGUs in the K2K model to move from their beginning point on the continuum—a basic understanding of the concepts of PBB—to a deeper, guided understanding and application of the concepts through training and on-site technical assistance by May 31, 2004.			ongoing	ongoing			ongoing									
5.02	Enable the 6 hub partners in the K2K model to move farther along the continuum to a deeper understanding and application of the concepts of PBB through training and on-site technical assistance by May 31, 2004.			ongoing	ongoing			ongoing									
5.03	Enable the LGUs involved in the P2P training to move from an initial awareness of the concepts of PBB to a deeper understanding through training and "clinics."			ongoing	ongoing			ongoing									
5.04	Provide training to provincial staff to create an initial awareness and help them develop a basic level of understanding.			ongoing	ongoing			ongoing									
5.05	Enable the Local Government Consulting Pool to move further along the sustainability continuum so they are able to lead training and provide consulting			ongoing	ongoing			ongoing									
5.06	Enable the local government associations to move further along the sustainability continuum by developing the capacity to use both human and fiscal resources in training delivery and then begin working on developing their <del>capacity to design, update, and upgrade training materials and other products</del>			ongoing	ongoing			ongoing									
5.07	Identify an institutional home(s) for the BIGG program materials by May 31, 2004.			ongoing	ongoing			ongoing									
6	Reports																
6.01	Quarterly	1	1	100%	2	2	100%	3	3	100%	4			5			
6.02	Final Report													1			