

**“Building Institutions
for Good Governance”**

**Local Government Support
and Partnership Program**

**Quarterly Report
July 1, 2005 – September 30, 2005**

Prepared for:
USAID/Jakarta – Office of Democratic and Decentralized Governance

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

USAID Quarterly Report –3rd Quarter 2005

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I. INTRODUCTION

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

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

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

II. MAJOR ACCOMPLISHMENTS THIS QUARTER

A. Project Administration

A.1 Project Work plan

No changes this quarter

A.2 Management

No changes this quarter.

B. Program Activities and Management – Progress and Highlights

B.1 Exchange Schedule for Resource Cities Program – Indonesia

Indonesian Local Government (s)	U.S. Partner	1 st Exchange	2 nd Exchange	3 rd Exchange	4 th Exchange	5 th Exchange	6 th Exchange	7 th Exchange
City of Balikpapan, City of Samarinda, East Kalimantan	Tigard, Oregon	1-5 March 2004	14-18 June 2004	10-14 Jan. 2005	11-15 April 2005	18-12 August 2005	26-30 Sept. 2005	Final Conference 6-7 Dec. 2005
Regency of Berau, East Kalimantan	Port Angeles, Washington	19-23 April 2004	4-8 Oct. 2004	6-10 Dec. 2004	14-18 Feb. 2005	9-13 May 2005	22-26 Aug. 2005	Final Conference 6-7 Dec. 2005
City of Bitung, Regency of Sangihe, North Sulawesi	Coos Bay, Oregon	29 March - 2 April 2004	21-25 June 2004	11-15 Oct. 2004	21-25 Feb. 2005	16-20 May 2005	19-23 Sept. 2005	Final Conference 6-7 Dec. 2005
City of Solok, West Sumatra	Gresham, Oregon	24-28 May 2004	30 August - 3 September 2004	12-17 Dec. 2004	18-22 Apr. 2005	18-22 July 2005	12-16 Sept. 2005	Final Conference 6-7 Dec. 2005
City of Yogyakarta, DKI Yogyakarta, City of Bukittinggi, West Sumatra	Savannah, Georgia	23-27 February 2004	21-25 June 2004	20-24 Sept. 2004	7-11 Mar. 2005	20-24 June 2005	22-26 Aug. 2005	Final Conference 6-7 Dec. 2005

Updates on the Resource Cities Program partnerships are presented below.

Balikpapan - Samarinda - Tigard

EXCHANGE 5

Activities: The fifth exchange took place in Samarinda and Balikpapan, Indonesia from August 8 to 12, 2005. Tigard was represented by Sally Mills of the Tigard Department of Public Works, Water Division, and Tom Vander Plaat of Clean Water Services in discussions related to the water program, and Marilee Davies, teacher in the Tigard/Tualatin School District and Margaret Barnes, Tigard Library Director, in education program elements. This exchange focused on the continuation of the water and education programs.

Water Services:

Participants for Balikpapan and Samarinda throughout the week of activities were primarily the following individuals:

- Adisijanto, Planning Agency (Bappeda), Samarinda
- Tukiran, Planning Agency (Bappeda), Samarinda
- Ir. Syaifuda Riza, City Water Company (PDAM), Samarinda
- Ali Rachman, City Water Company (PDAM), Samarinda,
- Syarif Rahman, Director of PR, City Water Company (PDAM), Samarinda
- Heronasia, Planning Agency (Bappeda), Balikpapan
- Rachmad Yulianto, City Water Company (PDAM), Balikpapan
- Noor Fajriansyah, City Water Company (PDAM), Balikpapan

During the week-long exchange, the Tigard delegates made the following site visits:

- Tour of the Bengkuring low cost housing area where Samarinda has conducted water audits and is preparing to upgrade the system.
- Visited the Embung surface water quality monitoring project to view the spring and watershed which require protection
- Visited the pumping system at Kampung Damai to review the water pressure situation.
- Visited the dam raising project at Perumahan observing the techniques employed and the progress made.

Education:

Samarinda and Balikpapan focused on an elementary school project that, in addition to improving the skills of teachers by introducing them to new teaching methodologies and materials, will also support the water management projects that are being concurrently carried out by the Public Works Departments and the Cities' Water Companies.

The exchange began in the city of Samarinda. The first day of the exchange began with an introduction of the materials by Ms. Marilee Davies to the ten participants from Balikpapan and Samarinda: 4 elementary school teachers, 3 elementary school principals, and 3 education department staff who were chosen to participate in this pilot education program. Ms. Davies

developed the materials to support the cities' clean water campaign. The lesson focused on helping students to:

- develop an understanding of the water cycle,
- develop an understanding of the world's water supply,
- develop an understanding of pollution,
- appreciate their role in keeping the water in their environment protected.

The lessons were orientated toward learning that involves greater participation by the students.

Marilee introduced the curriculum and then the teachers took turns practicing the lesson in front of their colleagues. After the introduction and practice, the venue moved to Elementary School No. 007. Ms. Davies taught the first lesson to the children while the other teachers observed. The Samarinda teachers each taught the next two classes, while their Tigard and Balikpapan colleagues observed. After each class, the group met together to review the class, materials and methodology. Ms. Davies and Ms. Barnes provided feedback and suggestions.

The final session in Samarinda included a workshop to introduce additional curriculum prepared by Tigard. Tigard also transferred teaching materials which they brought over, to the Samarinda and Balikpapan teachers that can be used in the classrooms.

The contribution of education supplies for the Indonesian classrooms was made by the Tigard-Tualatin Schools District which will be used to aid teachers during their clean environment lessons.

The second half of the exchange took place in the city of Balikpapan. The group went to Elementary School No. 3, where the two Balikpapan teachers both taught classes, while their Samarinda and Tigard colleagues observed. After each class, the group met together to review the class, materials and methodology. Ms. Davies and Ms. Barnes provided feedback and suggestions.

The final session in Balikpapan included a workshop to train and transfer the remaining curriculum developed by Tigard. Ms. Barnes also gave a presentation on library activities that Tigard holds in order to encourage children to read more.

Results:

Water Services:

Discussions were held in each city where the water officials presented a status report of activities undertaken since the last exchange to complete work plan elements. In addition, Tigard delegates presented information which had been requested to address work plan items.

- Tigard provided information and training on water customer billing, illustrating the information necessary to be gathered about the water customer, and explained why each element of information has value.
- Information on how to develop a basic computerized billing system was presented by Tigard.
- The results of the pilot project at Bengkuring were reported by Samarinda. Further work to understand the implications of the water audit information will be completed over the next few months.

- A Term of Reference for consulting services to develop an interconnection between GIS and the water distribution system for Samarinda has been drafted. Tigard will provide input to help insure that the city obtains the services it needs, with satisfactory and economical results.
- Samarinda staff has completed converting customer water use information into a water audit. The results will be reviewed for validity.
- Samarinda will complete the effort to divide a pilot service into sub meter areas to identify where water loss is occurring.
- Tigard provided examples of water quality monitoring programs to help Samarinda develop a systematic approach.
- Tigard demonstrated a reservoir monitoring program illustrating where and how sampling should take place on a regular basis.
- Tigard displayed rough engineering drawings prepared by a consulting engineering firm to improve the Embung spring area by protecting the watershed and the spring itself.
- Tigard discussed the idea of imposing an impact fee on new development which creates a demand for increased water facilities.
- Tigard provided technical information on horizontal wells.
- Balikpapan has discovered illegal water taps which it has addressed and has repaired water meters at various locations in the water system.
- Tigard provided Balikpapan with a list of steps to follow to address the problem at Kampung Damai where the pump station reservoir has reduced capacity to serve the area. The diagnostic tool should help isolate the problem and identify a solution.
- Tigard taught the participants that a process of looking at the water system in sections is most effective to isolate problems. Using meter pressures and flows by areas, the cities can improve ability to repair leaks. Tigard provided information on where and how monitoring equipment and data collection should take place in a water system.
- Tigard provided information on the need to “exercise valves” and to do preventive maintenance to valves. A valve review and exercise program was provided by Tigard aimed at preserving at least the most expensive valves.
- Tigard provided information on how to utilize manufacturer’s information to preserve water valves and keep them at peak operating efficiency. Tigard corrected a maintenance practice used by Balikpapan which has in the past reduced the efficiency of valves.
- Tigard provided training on using a chlorine injection system for the water distribution system. Tigard gave tips on how to identify and isolate low chlorine areas. Technical information on how to choose monitoring stations and tracking data was provided.
- Tigard provided water audit formats for the cities to use with its larger water users, as first steps toward development of water conservation programs.

Both Samarinda and Balikpapan expressed that Tigard had provided the training and information which had been requested at prior exchanges. The cities developed a work plan which identifies the remaining tasks for Samarinda and Balikpapan. Tigard pledged to provide further technical assistance in a variety of ways so that the cities can attain completion of work plan elements by November, 2005. Work plans were completed and signed by the cities at the close of the exchange week.

Education:

1. Curriculum developed, in the Indonesian and English languages for the cities' clean water campaign.
2. Four elementary school teachers trained in new methodology and content on clean water.
3. Four elementary school teachers implemented this new methodology and content in live classroom setting.
4. Education materials donated by the Tigard-Tualatin School District to Samarinda and Balikpapan.

Next Steps: Planning has begun for Exchange 6 in Tigard, Oregon which will be held during the week of 26-30 September 2005. The exchange will focus on education.

EXCHANGE 6

Activities: The sixth exchange took place in Tigard, Oregon from September 26 to 30, 2005. Samarinda was represented by Mrs. Darjati Husain, Department of Education, City of Samarinda, Fachruddin Adnani, Principal of Muhammadiyah Elementary School, Walidi Condro, Principal of Elementary School, Lamri Amat, Department of Education, City of Samarinda. Balikpapan was represented by Salgiman, an Elementary School Teacher in Balikpapan. This exchange focused on the continuation of the education programs.

During the week-long exchange, the delegates made the following site visits:

- Tigard-Tualatin School District Administrative offices to meet with the Superintendent of Schools, Board members, and staff, as well as City of Tigard staff.
- The new Alberta Rider Elementary School which is nearing completion with state of the art features.
- Jackson Bottom Wetlands Preserve in Hillsboro, Oregon, where the delegates took part in several interactive environmental education sessions which employed innovative teaching techniques.
- Two Tigard elementary schools where the delegates took part in class settings, both outdoors and indoors, with environmental lessons taught. They met with an award winning teacher who trained the delegates in the use of a reusable game that involves the entire class in a "predator and prey" lesson.
- The Muslim Educational Trust private school where the delegates met with the director and observed classes in a variety of grades, meeting with students of several nationalities.
- Took part in a class at Tigard High School where the International Studies class presented their knowledge of Indonesia. The delegates discussed the history, culture, and future outlook for Indonesia.
- Delegates toured Tigard High School with the Principal and discussed the International Baccalaureate Program of study that schools can participate in allowing students to obtain advanced classes while in high school to apply toward their college studies.
- The Oregon Museum of Science and Industry was toured and delegates tried out several interactive learning techniques which help make science more interesting for students.

Results:

- The delegates demonstrated that the training presented in Indonesia by a Tigard teacher was learned and is being taught in Indonesia. The delegates received complete packets resource materials in both English and Bahasa Indonesian. Among the materials are lessons, scripts, songs, stories, and activities, all focused on environmental education. One delegate sang the song concerning “All the Water in the World” in Bahasa Indonesian, as he has been singing the song to his class.
- Training presented at the Jackson Bottom Wetland Preserve focused on “Project Wet”. The presenter, Lin Howell, is a retired teacher who helped write the Project Wet curriculum and now teaches other teachers how to use the curriculum effectively. The delegates obtained the entire curriculum and were given three demonstrations of techniques used to educate students on the environment. The techniques used were very visual, interactive, and fun.
- City of Tigard staff presented a lesson on “Get the Oil Out” to show the effects of oil getting into the water supply. The delegates also were given a lesson on “River Rangers”, a program aimed at increasing the awareness of students that streams are valuable and at risk from everyday activities of humans. The program is geared toward making students become the person in their household who, serving as a River Ranger, takes steps to make everyone in the household more knowledgeable and responsible when it comes to the environment.
- The two Tigard elementary schools which were visited have outdoor environmental gardens that have been developed and maintained by students and their teachers, making gardens out of previously neglected areas. The gardens have taken several years to evolve to the point that now children take pride in their unique habitats and have lessons routinely in the “outdoor classrooms”. The delegates took part in learning exercises at both schools, indoors and out. At one school the delegates were serenaded by all of the second grade classes, including the singing of the “All the Water in the World” song. In return the entire delegation sang the song to the students in Bahasa Indonesian.
- By visiting the Muslim Educational trust school and discussing how the private school conforms to state educational standards, and produces outstanding results, the delegates learned that the school works cooperatively with public schools, the city, and the community.
- Tigard High School recently was renovated, with several new classrooms and learning centers added. The delegates took part in an International Studies class, toured several class setting including computer design, and technical courses. The principal of Tigard High introduced the delegates to the concept of the International Baccalaureate Program. The delegates were given resources so they can explore using the program in Indonesia. The program is of particular value to students who take part and have limited resources for college study. By completing the program, students are able to obtain advanced placement at many universities.
- Delegates obtained resource materials that show the statewide student accountability standards for the science course of study. These materials illustrate what the State of Oregon requires students be taught, and the benchmarks that students are expected to obtain to reach proficiency.

Overall, the delegates continued the exchange of teaching materials, techniques and ideas during the exchange. They were able to participate in both elementary and high school classes, as well as those of a private elementary school.

The delegates also visited and took part in exhibits, training, and lessons at two environmental learning centers: Jackson Bottom Wetlands and OMSI. They learned that the Jackson Bottom programs are run primarily by volunteers who are committed to teaching both students and fellow teachers so that the environment is preserved. OMSI is a non-profit museum which has many interactive displays that cover the complete range of science subjects from physics, to chemistry, to ecology and mechanical science.

The curriculum materials presented to the delegates, much of which was translated to Bahasa Indonesian by ICMA in advance of the visit, will be of great assistance as the delegates return home and bring the lessons learned into the classroom.

Curriculum provided dealt with water, oil, planting seeds, predators and prey, and advanced learning opportunities.

Next Steps: The educational exchange has been completed. The August exchange to Indonesia resulted in the preparation of a list of water related tasks that both Samarinda and Balikpapan must complete before the end of November, 2005. Some tasks have been completed; however, others require assistance from Tigard and its partners, including Clean Water Services and Murray Smith and Associates. Tigard staff will send reminders to the responsible individuals to obtain a status report on each task, and assist to finalize the program tasks.

The Final Conference will take place on Tuesday, 6 December and Wednesday, 7 December 2005 in Bali, Indonesia.

Berau - Port Angeles

Activities: The sixth exchange took place during the week of 20-26 August 2005 in Port Angeles, Washington. Berau was represented by Mr. Masdjuni Motor, Regent of Berau, Mr. Radjudin Abduracman, Assistant to the Bupati, Mr. Syamsul Abidin, Head of the Planning Agency, Mr. Yudi Artangali, Head of Public Works, Mr. Baharuddin Hasyim, Head of City Affairs and Mr. Rachmad, staff of City Affairs. This exchange focused on the continuation of the drainage and solid waste program.

During the week-long exchange, the American delegates made the following site visits:

- Visited a local lumber mill
- Visited the City of Port Angeles solid waste landfill and compost operations
- Visited a downtown traditional farmers market
- Visited a local elementary school and with the Superintendent, Port Angeles School District
- Visited Olympic Medical Center (hospital) and the Executive Administrator
- Visited the Tacoma Narrows Suspension Bridge work site to see construction methods

Drainage Project

- Berau Public Works gave a presentation on the details of the final construction drawing and Port Angeles provided a final review. The construction will be performed in September when the budget funds are released.

- The partners completed a final review of the site-specific improvements including pipe relocation details. The project is ready to be performed in September when the budget funds are released.
- The partners completed a final review of the catchment basin construction and maintenance plan. The project is ready to be performed in September when the budget funds are released.

Solid Waste Project

- Port Angeles provided further ideas for improving the current solid waste removal system. Berau indicated that they would like to implement some of the ideas in their regency.
- City Affairs received some recommendations for improving the Clean Berau Project. The partners reviewed City Affairs CFP, further explanations to this type of budgeting system and recommended improvements were provided.
- Port Angeles provided suggested improvements associated with the campaign for the designs of the signs, banners, and t-shirts.
- As part of the Clean Berau campaign, the formal letterhead of the Regency will include the Clean Berau Logo in addition to the Regency logo for official use.
- The Clean Berau logo was finalized.
- The Clean Berau campaign will also include a competition among the regency’s sub-districts. The cleanest one will receive a reward from Bupati.

Results:

Drainage Project

- Results of work completed (since last exchange) as per the Exchange 5 Work Plan:

Activity	Result
1. Discuss Final Design	Completed. The final design of the drainage system in the pilot project area was presented by Mr. Artangali to the Port Angeles team utilizing a power point presentation and drawings. Port Angeles suggested some improvements to the design.
2. Review site specific pipeline relocation	Completed. The Port Angeles team provided Berau with suggestions for improving the water pipe positions and an improving the pipe crossing construction that need to cross the drainage ditches.
3. Review the catchment basin construction and maintenance plan	Completed. The Port Angeles team suggested improvements to the position and size of the catchment basins.

Solid Waste Project

- Results of work completed (since last exchange) as per the Exchange 5 Work Plan:

Activity	Result
1. Presentation of the Drainage	Completed. Final write up presented.

Maintenance CFP, draft 3: City affair	Some suggestions to improve the CFP were made.
2. Presentation of the organization and implementation plan for the Clean Berau campaign 2006.	Completed. The launching of the Clean Berau campaign is scheduled to be held on the Regency's Anniversary Day in September 2005. Many campaign materials were identified to be distributed to the community such as T-Shirts Banners, bumper stickers and others.
3. Develop symbols for warning signs to be place at solid waste containers (TPS).	Completed. Berau gave a power point presentation. Port Angeles reviewed and provided suggested improvements. Port Angeles was also provided with a web site address so that they could have a more complete idea of common signs used in Indonesia.
4. Final approved Clean Berau Logo	Completed. Mr.. Abidin gave a power point presentation of the Clean Berau logo including an explanation on how each symbol and color used has a special meaning. This will logo will be used on the Regency's official letterhead.
5. Rahmad to present the pictures and specifications of the loader truck that will be bought.	Completed. One truck will be purchased in Indonesia, the other, not available in Indonesia, will be purchased in Japan.
6. Port Angeles to provide promotional materials to City affairs.	Completed.

Other Results

- The Berau delegation visited a construction site and saw the high technology that was being used to build the bridge.
- As a result of visits to a local school and hospital, the Regent and his staff gained some ideas for improvements to their education and hospital system. The Regent stated that he would like to implement some of these ideas in Berau.
- The Regent saw first hand how each city department functions and how departments coordinate on a variety of projects.

Next Steps: An extra, mini-exchange will be held in Berau right before the Resource Cities Final Conference on 6-7 December 2005 in Bali. The partners agreed to an additional work plan to be completed by the beginning of December 2005.

Activity	Responsible	Date to be
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	Department	accomplished
1. Hang the Clean Berau banners city-wide	City Affairs	First week of September 2005
2. Install signs that show items banned from waste containers	City Affairs	2006
3. Distribution of Clean Berau stickers	City Affairs	First week of September 2005
4. Distribution of Clean Berau letterhead	Planning Agency (Bappeda)	2006
5. Public service announcements – radio station, local newspaper and television	City Affairs	Second week of September 2005
6. Launching of the Clean Berau campaign during Berau’s anniversary party	City Affair	Second week of September 2005
7. Hold the Clean Berau neighborhood competition	City Affair	September 2005
8. Completion of the final design of drainage project by consultant	Public Work	End of August 2005
9. Award contract and start-up of construction phase of drainage project	Public Work	September –October 2005
10. Glenn’s observation of the progress of pilot projects	Public Work	End of November-December 2005

Bitung - Sangihe - Coos Bay

Activities: Exchange 6 was held in Coos Bay, Oregon from September 19-23, 2005. Bitung was represented by Mr. James Rompas, Head of the Planning Agency; Mr. Stanley Pasulatan, Head of the Finance Department; Mr. Leopold Dalope, Head of the City Revenue Department; Mr. Edy Nursewan, Technical Director, Port of Bitung. Sangihe was represented by Mr. Winsulangi Salindeho, Regent; Mr. Ferdinand Wenas, Assistant to the Regent Secretary.

During this exchange, the partnership focused on coastal resources management.

Update on activities since the previous exchange - Bitung:

- Further discussion on the draft environmental regulation at the city executive level has been postponed due to the political situation. The recent mayoral election results were too close to declare a winner so a new vote will take place. The Bitung government is now under a caretaker mayor from the North Sulawesi Province who will serve for six months, until February 2006.
- The Integrated Coastal Management area proposed in the draft regulation was extended to include all of the coastal lands and coastal waters under the jurisdiction of the City of Bitung (extending outside the strait) as previously recommended by Mike Graybill and Trish Mace.

Within the planning area multiple sites have been identified for designation as marine protected areas.

- The General Secretary of the City Legislative Council will try to put the draft protection regulation on the agenda for the city council meeting scheduled to be held during the third week of October.

Update of activities since previous exchange - Sangihe:

- Sangihe has written a draft management of coastal resources document that outlines the location and condition of key coastal resources throughout the Regency, and strategies for protecting and managing the use of those resources.

Goals for the Exchange:

Mike Graybill, Manager, South Slough Oregon National Estuarine Research Reserve, emphasized that the objective of this exchange will be on how to improve water quality in Lembeh Straits without regulation and using low technology. It was emphasized that protection of the Strait's unique biodiversity requires protection of its water quality.

Protecting species:

Jan Hodder, director of academic programs at the University of Oregon's Institute of Marine Biology, gave a presentation on how marine plant and animal species can be translocated by way of ballast water (water used to balance ships). Some introduced species can have large scale negative impacts on local species and ecosystems. The Port plays an important role in helping to make sure that local species can live undisturbed by the introduction of harmful outside species. This can occur, for instance, by not allowing ships to change their ballast water within a certain perimeter of the area. In this way the Port can contribute to protecting the environment. The International Maritime Organization has developed guidelines for the management of ballast water.

Tour of Marina

Martin Callery, Director of Communications & Freight Mobility, Coos Bay Port Authority and Don Yost, Charleston Harbor Master gave the delegates a tour of the marina. They were shown how the Port contributes to maintaining and improving the water quality by managing oil and bilge water disposal. They also saw how storm water and wastes generated at the ship yard are collected and filtered before entering the bay. Mike Graybill pointed out that his protected area is adjacent to the Marina. This was an example for Bitung and Sangihe how protected areas and developed areas can operate in the same waterbody. It also showed how important the role of the Port is to water quality and environmental health.

Rotary Grant

James Rompas and Leopold Dalope (Bitung) along with Winsulangi Salindeho, Regent, and Ferdinand Wenas (Sangihe) met with Jon Richards and Jim Molitor (Rotarians) and Martin Callery (Oregon International Port of Coos Bay) regarding the Rotary projects. Jon Richards informed the delegates that the next grant of \$11,428 for both Bitung and Sangihe has been designated to purchase school kits for about 500 poor children in each city. Thomas Aquinas, an Indonesian Rotarian based in Surabaya, will handle the procurement of the kits and will arrange to have them sent to Bitung. Sangihe can pick up their half of the kits in Bitung. Sangihe will

send Jon Richards the list of children who will receive the kits; Bitung will do the same. The delegates and Rotarians also discussed the possibility of a clean water project for a follow-up grant. The Indonesians were going to discuss possible ideas/approaches for a practical project.

Analyses of Bacteriological Contributions

Jon Souder, Executive Director of the Coos Watershed Association, gave a presentation on analyses of bacteriological contributions and their relationship to water quality standards and management programs. Bitung and Sangihe learned that by taking samples from identified locations and running bacterial tests, it is possible to determine the pollution sources (human and/or animal).

Watershed Issues and Estuarine Management,

The delegation attended a presentation on watershed issues and estuarine management, protection and restoration given by Jon Souder. Bitung and Sangihe learned how important wet lands are for water catchments and flood control. Pony Creek was used as an example of an area that had been converted from a wet land to a residential/business area and as a result suffers from periodic flooding.

Effect of Tide Gates on Estuarine Habitats and Migratory Fish

Jon Souder gave a presentation on the effect of tide gates on estuarine habitats and migratory fish. Bitung and Sangihe studied the technology of tides gates applied to help the water flow so that dry lands converted from wet lands will not flood and how this not only affects migratory fish and other biological organisms but it also has a chemical effect on the water.

Managing sediments from forest roads

Coos Bay accompanied Bitung and Sangihe delegates to meet with Mark Nauman of the Weyerhaeuser timber company. The company makes a significant contribution in preserving up-stream river water from sedimentation caused by cutting down trees and road construction. The delegates saw how the company works to keep the up-stream river clear of dirt sedimentation by using vegetation to filter the sediment laden water runoff from the gravel surface roadways. Bitung and Sangihe can apply this method as well. Bitung and Sangihe saw an example of how private company awareness can help not only maintain/improve the quality of water but also help migratory fish.

Urban and Agricultural Controls for Stormwater Management

James Houle, Storm water Program Manager from the University of New Hampshire's Cooperative Institute for Coastal and Estuarine Environmental Technology, led a discussion on urban and agricultural controls for Stormwater Management. In New Hampshire, storm water runoff is identified as the number one pollution source. Urban storm water is the second largest source of water quality impairment in estuaries. Bitung and Sangihe learned how New Hampshire manages its storm water by emphasizing simple, nonstructural, low-tech and low cost methods that do not require regulation which could be applied in Bitung and Sangihe to improve water quality.

Tour to South Slough

Mike Graybill, Manager, South Slough Oregon National Estuarine Research Reserve, gave a tour of South Slough, a conservation area designated as a water catchment and tourist area. He recommended that Bitung consider the shoreline of Bitung and Lembeh Island as a marine resource conservation planning area and then designate smaller areas within the planning to give priority to certain activities such as conservation, tourism or mangroves plantation and etc.

Environmental Law

JR Herbst, Environmental Specialist with the Confederated Tribes, presented material on environmental law put together by Pat Davis, Tribal Attorney for the Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians.

Water Quality

JR Herbst discussed the Tribes' water quality monitoring program

Mangroves Protection and Restoration Presentation

Pam Kylstra of the South Slough presented information on different types of mangroves according to the elevation of where they live, the distribution, benefits and how to restore and protect mangroves. The delegation was also shown how mangrove protection enhances fisheries, water purification, shoreline protection, tourism, education, coastal conservation and water catchments. Trish Mace pointed out that mangroves are examples of habitats that deserve special protection in a multi-use zoning strategy because of their ecosystem functions.

Visit to Portland Port

Eddy Nursewan (Port of Bitung) provided an overview of the Bitung Port and its development plan. Tim Van Wormer, Senior Planner Marine Division and Don Pettit, Environmental Manager, of the Portland Port gave an overview of the port and how it manages storm water runoff in order to maintain and improve the water quality of the rivers which run next to the Portland Port. Portland Port collects and filters storm water runoff from large paved surfaces. The Port has constructed large parking and cargo staging areas using porous paving that allows rain water to percolate into the soil below the porous surface. They also plant native vegetation on the river banks and the lands surrounding the port so that it helps to filter storm water before it runs into the rivers. The methods which Portland Port uses are very applicable to the Bitung Port.

James Rompas (Bitung) asked for additional input from Mike Graybill and Trish Mace, Marine Science Educator, University of Oregon's Institute of Marine Biology, on Bitung's draft regulation for the marine protection area. One recommendation was to make sure that the terms of the officials of the future coastal management agency are staggered, in order to ensure institutional history and continuity of the work of this agency.

Results:

- Bitung and Sangihe delegates received further coastal resource management training on: protected areas and business areas working side-by-side; improving water quality; storm water management; watershed management; flood control; protecting native species;

measuring water pollution and determining its sources; mitigating runoff from rural upland sources; and mangrove protection.

- The environmental draft legislation for the City of Bitung has been completed. The draft regulation now includes all of the coastal lands and coastal waters within the city's jurisdiction as per the recommendation of Coos Bay delegates.
- Sangihe has completed a draft proposal for management of coastal resources, which they will also use as the basis for a draft regulation.

Next Steps: The Final Conference will take place on Tuesday, 6 December and Wednesday, 7 December 2005 in Bali, Indonesia.

Solok - Gresham

EXCHANGE 5

Activities: The fifth exchange took place in Solok, West Sumatra during the week of 18-22 July 2005. Gresham was represented by Mr. Terry McCall, Director of Finance, Mr. David Rouse, Director of Environmental Services, Mr. John Dorst, Deputy Director of Environmental Services and Mr. Dale Jutila, Water Division Manager.

This exchange was devoted to the continuation of the water services project. The exchange started off with a review of the progress of the work plan that had been agreed upon during the previous exchange (see results below).

Dale Jutila gave a presentation on leak management and demonstrated how to use leak management equipment. Mr. Jutila transported equipment from Gresham in order to demonstrate how leaking pipes can be identified. The equipment included:

1. Magnetic Pipe Locator
2. Geo Phones
3. Electronic Leak Detector (Aqua Scope)

After the presentation and demonstration, the staff of the Solok Water Company and Public Works accompanied Mr. Jutila to the field where the Solok Water Company staff was trained on how to use the equipment to detect leaks. The City of Gresham later presented the equipment as a gift to the city of Solok and the Solok Water Company

The final two days were spent analyzing the 5 public works projects identified and prioritized during previous exchanges. Within the framework of the analysis, Gresham also provided training on how to present such an analysis to audiences that may not be familiar with the technical aspects. This analysis and presentation can be used by PDAM and the public works department when requesting budget allocations from such entities as the PDAM Supervisory Board, the City Planning Agency, the City Council, etc.

The analysis included establishing a project description, timeframe, benefits, calculating revenue, operational costs, capital costs and visual aides (map). The head of the City Council, Public Works, PDAM and BAPEDA participated in this exercise and the subsequent discussion

surrounding the projects and analysis provided an invaluable example for PDAM and Public Works of how important it is to understand the point of view of their audiences.

Results:

- PDAM staff trained on leak detection equipment
- In-kind contribution of leak detection equipment by the City of Gresham
- Update of Work Plan from previous Exchange:

Activity	Timeline
1. Provide update on schedule of water tariff increase developed by Kota Solok during Exchange 4.	See below.
2. Look into other technical assistance programs from USAID that Solok may be eligible for. (Specifically ESP with DAI. USAID returns to Kota Solok to see about projects on 04.27.)	ESP / DAI attended the exchange on Tuesday, 19 July 2005 for observation. A meeting was held at USAID on Monday, 25 July 2005 which included representatives of the DLG and Water at USAID, representatives of DAI for the ESP project, the Gresham, OR delegates and representatives of ICMA for Resource Cities Program.
3. Determine costs of the five capital projects identified for completion in 2005.	Completed. The list of “five” was readjusted to include a list of “six” – the new installation of tertiary pipes. The cost of these 6 projects is estimated at 1.5 billion Rupiah. There is currently a budget of 630 million Rupiah. The six capital projects include: 1. Replacement of Air Tabik’s distribution pipes dia 200 M. 2. Installation of Distribution pipies DIA 150 M. 3. Rehabilitation of KTK’s centrifugal pump Q=20 liter/sec. 4. Installation of bulk water meter DIA 200-300M. 5. Procurement of repair material for main pipes Sungai Guntung 6. New installation of tertiary pipes
4. Determine the on-going operational costs to PDAM associated with item number 3.	The operational costs were not calculated. PDAM has said that it is too difficult to estimate the operation costs. Gresham stated that maybe because there are no operation costs associated with the five projects chosen.
5. Determine / confirm the revenues available for each capital project in point 3.	If the rates are increased, PDAM will break even in October 2005. If no tariff increase, PDAM will be at a loss the entire year. (Both situations include a year in which 6 projects are finished.)
6. Discussion of the potential sources to fund the revenue gaps for operational and capital costs of PDAM.	Not undertaken during Exchange 5
7. Outline new citizen involvement processes that PDAM can use in determining their budget and project plan. (PDAM will send a	Not undertaken during Exchange 5

description of the current process before Exchange 5.)	
8. Determine feasibility of opportunities identified for cost savings in water system operation and maintenance. (Maps to be provided in advance.)	Not undertaken during Exchange 5
9. In-field training on leak detections for PDAM staff.	Completed.
10. Complete milestones	Not undertaken during Exchange 5

- Update of Tariff Rate Increase schedule since last exchange:

Activity	Date	Participants
Proposal Submitted	28.04.05– 02.05.05	<p>Mayor submits proposal to City Council, by attaching the calculation of required rate increase by PDAM, the city of Solok.</p> <p>PDAM submitted a proposal to Mayor on 28.04.to increase the water tariff. As per national law, the city has to respond within 3 months. The mayor already responded with a refusal of the rate increase because the data supporting the increase was from 2003. In mid-June the supervisory board appointed a Team to review. On 8 June 2005, the Team agreed on 3 (out of 6) alternatives for increasing rates. On 10 June, PDAM proposed the increase to Mayor again based on the Team's results. The proposal included three alternatives. On 13 July 2005 the Mayor passed the proposed rate increase to the DPRD. Three alternatives were given. The first alternative will not result in full cost recovery, the second is a win-win situation and the third can not be implemented because it exceeds maximum allowed by federal law.</p>
Public Hearing	03.05.05–10.05.05	At exchange 5, this is still outstanding.
Deliberation by Council	11.05.05-31.05.05	At exchange 5, this is still outstanding.
Decision Reached by Council	01.06.05–08.06.05	At exchange 5, this is still outstanding.
Approval by Mayor	09.06.05–14.06.05	At exchange 5, this is still outstanding.
Communication to Public	15.06.05–14.07.05	At exchange 5, this is still outstanding.
Implementation	August	At exchange 5, this is still outstanding.

- Results of Analysis of 4 of the slated 5 projects:

Project 1	
Description	Replacement of Air Tabik's Transmission Pipes with a diameter of 200 mm (800 meters)
Timeframe:	Start in August 2005, complete in November 2005
Benefits:	Increased water availability that would allow a

	connection for 300 new customers.
Revenue calculation:	300 new customers x 15,950 Rp. (monthly rate) = 4,785,000 Rp. new revenue per month
Operational Cost calculation:	300 new customers x 17.500 Rp. (est. operation costs per month per customer) = 5.250.000 Rp. per month
Capital cost calculation:	224,000,000 Rp. / 10 year life = 22,400,000 Rp. per year / 12 months = 1,870,000 Rp. / 300 customers = 6,222 Rp.
Total Cost (capital + operational):	17.500 Rp. + 6.222 Rp. = 23.722 Rp. per customer per month
Project 3	
Description	Rehabilitation of KTK's Centrifugal pump Q=20 liters/sec. = 2 units
Timeframe:	Completed June 2005
Benefits:	693 customers receive water for more hours during the day. (Customers at furthest reaches will receive an additional 2 hours of water a day. All 693 customers will have improved pressure at their homes.) Reactivate 40 customers. Allows for growth potential (if new customers will move to the area)
Description	Expected monthly revenue increase of 705,740 Rupiah for increased water consumption for 693 users. 693 users x 1,018 Rp. = 705,740 Rp.
Timeframe:	187,500 Rp. depreciation per month. Other operational costs are not significant.
Benefits:	4.5 million Rp. x 2 units = 9.0 million Rp. 9.000.000 Rp. / 4 years = 2.225.000 Rp. / 12 months = 187.500 Rp per month 187.500 Rp / 693 customers = 271 Rp. per customer
Description	1.018 Rp. revenue per customer minus 271 Rp. total cost per customer = 747 Rp. total net revenue
Project 4	
Description/Deskripsi:	Installation of bulk water meters, diameter of

	200-300mm (6 units) in Sawah Sudut, Mata Air Tabik, Sungai Guntung, IPA KTK, Tabek Puyuh, BPT 2 Desa Lurah Nan Tigo reservoirs.
Timeframe/Jadwal kegiatan:	Planned Start: October 2005 Planned End: November 2005 Pending approval.
What are the benefits/Manfaat yang diperoleh?	Provide accurate measurement of water supplied to the system to detect leakage that will result in more reliable service to all PDAM customers: higher pressure, more hours of service.
Calculation revenue / perhitungan pendapatan:	
Operational Cost / biaya operasional	No operational costs
Capital cost/biaya penambahan modal:	118,000,000 Rp. / 5 years = 23.6 million Rp. / 12 months = 1,967,000 Rp. / 5,662 customers = 347 Rp. per customer per month
Total Cost (capital + operational) / Total biaya (penambahan modal + operasional):	
Project 5	
Description	Procurement of repair materials for Sungai Guntung and other transmission pipes (diameter 200 mm) This would normally be classified as a maintenance project, however, since it was funded by the City Government, it is being classified as a capital project.
Timeframe:	Starting in September 2005, completing in October 2005
Benefits:	Maintain the continuity of water supply from Sungai Guntung (and other water sources). When repairs are being made to the pipeline, the customers in the service area will have their water turned off for a less amount of time (from 6 hours to 1.5 hours).
Revenue calculation:	No revenue
Operational Cost calculation:	No operational cost
Capital cost calculation:	50,000,000 Rp.
Total Cost (capital +	50,000,000 Rp.

operational):	
Project 6	
Description	New installation of tertiary pipes = 5,516 m.
Timeframe:	Proposed to begin in September 2005 and completed in December 2005
Benefits:	Eliminating 100 illegal taps and transitioning to 150 paying customers. Creating additional water for up to 130 new customers, which will create additional revenue for PDAM. Utilize donation of 7,000,000 Rp in pipes from the Ministry of Public Works
Revenue calculation:	150 customers x 15,950 Rp. per customer = 2,392,500 Rp. 130 (potential new customers after illegal taps are legitimized) x 15,950 Rp. = 2,073,500 Rp. Total revenue = 4,466,000 Rp. / 150 = 29,773 Rp. per customer.
Operational Cost calculation:	150 x 17,500 Rp. per customer = 2,625,000 Rp.
Capital cost calculation:	200,000,000 Rp. installation cost (excluding the 600 - 700 million Rp. in donated pipes from the central government) 200 million Rp/10 years = 20 million Rp/12 months = 1.67 million Rp. / 150 customers = 11,100 Rp per month per customer
Total Cost (capital + operational):	17,500 Rp + 11,100 Rp = 28,600 Rp. total cost per customer minus 29,773 revenue per customer = gain in revenue of 1,173 Rp. per customer.

Next Steps: Exchange 6 will take place in Gresham during the week of 12-16 September 2005.

EXCHANGE 6

Activities: The sixth exchange took place in Gresham, Oregon, during the week of 12-16 September 2005. Solok was represented by Mr. Yohannes Dahlan, Regional Secretary, Mr. Patrial Panai, Assistant to the Head of the Planning Board, Mr. Haydar, Head of Public Works and Mr. Suhatri Chatib, Director of the Solok Water Company (PDAM).

Gresham and Solok continued working on water services. An update of the results of the five current projects is described in the "Results" below.

In addition to the five projects, Gresham and Solok addressed other issues:

A pressing problem for Solok is the lack of a sufficient water source as water catchment areas are becoming smaller. Solok currently has two water source options: Air Rabus and Batang Sumani River. The Air Rabus source is a distance of 30 km from the city which has been deemed too far. The Batang Sumani River is not far from the city. It also has a lot of water debit which would allow Solok to serve more of its people (200 liters/sec which can serve about 10,000 customers). Both options will require capital investments; Air Rabus for infrastructure to get the water into the city, while Batang Sumani will require a water treatment facility. Solok is in favor of using Batang Sumani River in the future. Solok learned that in order to preserve energy and to extend the life of the pump, Gresham pumps water more than it needs and stores it in a reservoir, so that the pumps do not have to run 24 hour a day. Solok does not have any reservoir, so Solok has to decide whether to replace the new pump or build a reservoir. Gresham suggested using the cost analysis model previously learned to see which one is more beneficial for Solok. If Solok uses the Batang Sumani River as their new water source in the future, the following is a rough estimate of data to be included in Solok's Milestones for year 2013. Customer served target will be 75-80%, leakages will be 20% and 24 hour customer served target will be 65%

Water system overview: Solok learned where Gresham gets its water, how Federal law is involved in preserving water source areas, how water flows into Gresham and how it is distributed to the community.

Financial overview from Gresham: Solok learned the tools Gresham has at its disposal to improve the quality of life of its residents: how income is derived; how residents are taxed, and State and Federal loan sources.

Gresham recommended that Solok raise its tariff annually rather than wait every few years. A diagram was used to show how annual increases would be more beneficial to the Solok Water Company (PDAM) because in that way the Solok Water Company (PDAM) will reach cost recovery sooner. Annual increases would not be as high and so will not be too much a burden for the Solok residents. Solok said they will try to apply this method, though they foresee a challenge from the City Council.

Gresham made a presentation on emergency management, in light of the US's recent experience with Hurricane Katrina. Solok also suffers every few years from natural disasters, such as flooding. Solok was shown how it could prepare its community when an emergency situation arises.

Gresham also gave a presentation on methods for providing water to more people through cooperative projects. Solok learned that in serving their community Gresham does not work alone. Gresham cooperates with a private company (Rockwood). Solok saw how the relationship between them operates, and how they share not only capital investment costs but also the operational cost.

Solok learned how to minimize leakage of water in Gresham, such as by maximizing the pipe quality and making sure that the installment of the pipe under ground is firm.

Solok learned how to maximize water system efficiency in Gresham, including having accurate information on how much water is in the system, installing new energy efficient pumps and minimizing leakages. Project number 6 is one way to maximize water efficiency.

Site visits included:

- a tour of Gresham’s water unit in the Department of Environmental Services. Gresham demonstrated how the water system is maintained, monitored and repaired when a leakage occurs. Solok also learned some methods on how to efficiently repair water leakages. The Regional Secretary confirmed the cities need to buy some new tools, such as an electric saw, which would increase efficiency of leak repairs.
- a trip to the Water Treatment Plant in Hillsboro, where the process used for treatment is similar to the process used by Solok. Solok learned that the product must be tested in a laboratory before it is used in the community.
- attending the opening celebration at the McGuire Dam. Solok learned how the McGuire Dam was built, how the city of McMinnville preserved the area surrounding the dam and how the dam not only benefits the people who get their water from it but also the people who live in the down stream area. Water flow during the summer months has been increased, and flooding in down stream areas is controlled. Solok learned how and where McMinnville funded the dam.

Solok’s City Council will ratify a tariff increase if the Solok government fulfills two conditions:

1. The distribution pipe to the community is rehabilitated/ repaired.
2. Managerial improvement within the Water Company.

Solok already has allocated 500 million rupiah in the budget for reparation of the distribution pipe, which is projected to be completed in December 2005. Solok will be appointing new Water Company manager who will start working in November 2005.

Results:

Project 1	
Description	Result
Replacement of Air Tabik’s Transmission Pipes with a diameter of 200 mm (800 meters)	The project is now underway and will be finished in November 2005.

Project 3	
Description	Result
Rehabilitation of KTK’s Centrifugal pump Q=20 liters/sec. = 2 units	Rehabilitation of KTK’s 2 Centrifugal pumps has been completed.

Project 4	
Description	Result
Installation of bulk water meters, diameter of 200-300mm (6 units) in Sawah Sudut, Mata Air Tabik, Sungai Guntung, IPA KTK, Tabek Puyuh, BPT 2 Desa Lurah Nan Tigo reservoirs.	The Project has not yet started, but funds have already been allocated. Within the next few months the City of Solok will start the tender process. One of the tender requirements will be the requirement that the contractor use a particular meter brand (American or European) that has a minimum life of 5 to 10 years.

Project 5	
Description	Result
Procurement of repair materials for Sungai Guntung and other transmission pipes (diameter 200 mm)	Procurement of the repair materials for the transmission pipe are underway.

Project 6	
Description	Result
New installation of tertiary pipes = 5,516 m.	New installation of a tertiary pipe is also underway.

Solok has been using the in-kind leak detection equipment that Gresham donated during the previous exchange in July 2005 to locate leakages. So far 10-12 new leakages have been found in the city. These leakages have not yet been repaired since most of them are located under a road. Solok must first find additional funds for road reparation.

The cost benefit analysis calculation demonstrated by Gresham has shown that Solok will benefit immensely. Solok will continue to use this for any new capitol projects undertaken. This model especially benefits the Solok Planning Board.

The Solok Water Company has signed a Memorandum of Understanding with another USAID-funded project Environmental Services Program (ESP).

Next Steps: Exchange 7 will take place along with the Final Conference in Nusa Dua, Bali during the week of 5-9 December 2005.

Yogyakarta - Bukittinggi - Savannah

Activities: Exchange 5 took place from August 20 to August 27, 2005 in Savannah. Yogyakarta was represented by Mr. Syukri Fadholi, Vice Mayor, Mr. Dwi Budi Utomo, Vice President of

City Council, Ms. Wadjami Rasdan, Head of the Coordination Dept., City Planning Agency, Mr. Daryanto, Head of Infrastructure, City Planning Agency, Ms. Titi Handayani, Jogja Heritage Society. Bukittinggi was represented by Mr. Elvi Sahri, Staff, City Planning Agency, Mr. Nasrul M. Phietra, Head of the Tourism Department.

This exchange focused on historical preservation and community college curriculum.

Historic Preservation:

The delegation participated in a tour of the neighborhoods and the historic layout established by General Ogelthorpe. The city is laid out in a grid system focused around a series of parks or squares which provide identity for many of the neighborhoods. The delegates were impressed with the series of gardens and the level of preservation activity that continues today. From the tour of historic neighborhoods, the delegates learned how the city's preservation efforts originated, became a major emphasis for the city, and continue today. The delegates also learned how the city and neighborhood associations work cooperatively to incorporate historic preservation characteristics of a specific area into the present design standards on a neighborhood by neighborhood basis. The delegates learned how Savannah makes citizen participation an important component of its historical preservation program. This concept was also underscored during a meeting of the City Monument Commission, which the delegates attended. The Commission was considering a request by a local group to place a new monument to World War II veterans in a city park. The delegates saw how a committee of citizens, with the recommendations of city staff, considers and provides input to local decisions. In the case of the matter observed, the delegates observed how a citizen commission has the authority to take a direction contrary to the staff recommendation.

Savannah gave an overview of its history and the origin of the historic preservation efforts that have given the City its tourism industry. Delegates posed questions to the city which demonstrated that they have considered the challenges that lie ahead in their communities to move toward a program like Savannah's. The delegates also learned how the city of Savannah showcases the historic areas through festivals held throughout the year.

The delegates visited the city Historic Preservation Office where they learned how the office applies standards to projects. The City has over 100 neighborhood associations which are called upon for input during the land use process. The delegates questioned the Historic Preservation Officer and Inspections Director on techniques of applying unique historic preservation features while also applying modern building code regulations. The city explained too that authority was needed from the State of Georgia in order to obtain the right to amend local zoning laws through the election process. In 1968 the voters of Savannah by a 3-1 vote stated that they wanted historic preservation. City officials stressed that the new laws could only be applied to future applications, not to the land use applications that had prompted the original community desire for the standards.

The delegates visited Daufuskie Island where they toured a small school house and a church used by the early settlers and freed slaves who moved to the island after the Civil War. The buildings show what life on the island was like in the late 1800's and early 1900's. This site visit provided the delegates with a chance to see how the history of the small settlement is preserved through

local efforts, that is, volunteers who collected the artifacts and operate the museums, soliciting donations to pay for operating expenses.

Delegates visited the Isaiah Davenport House Museum, a privately operated house museum which was saved from demolition in 1955, leading to the founding of the Historic Savannah Foundation. The level of tourism has decreased the past couple years, causing concern to the non-profit organization that owns and operates the house. The house is presently being impacted by development taking place on the lot next to the house. The staff of the house discussed with the delegates the efforts underway to meet the challenge to keep the house interesting to tourists, and competitive to gain tourist visits. Delegates questioned the operators on the role of government to assist in keeping the museum financially sound. Delegates learned that the government does not provide financial support, however, through coordinated tourism advertisement; the city does promote visits to this museum and the others in the city.

The delegates toured the expansion that is now underway at the Telfair Museum of Art, a major effort that has been controversial in the City. Delegates were told that initial design proposals were not accepted by the City as there were concerns that the modern appearance does not fit with the historic context of the neighborhood. Adjustments were made, and the project is nearing completion. Delegates learned that the city was required to apply standards to the application for the addition which caused the Museum to delay the project, redesign the building, and seek additional donations to cover the cost of the changes. The city worked cooperatively with the museum, but the delegates learned that the process was not always perceived by the Museum operators as in their best interests.

Savannah is purchasing and restoring land significant to the city which was the site of a battle in the late 1700's. Immediately adjacent to the site is the restored railroad museum as well as abandoned rail yards which served as a switching yard and repair facility when Savannah was a railroad center for the region. The delegates toured the facilities and learned of the long range effort necessary to accomplish the city goals. Significant environmental cleanup both of buildings and land is necessary before the site can be utilized. City staff informed the delegates that many years of small steps, including forming partnerships with local non-profit groups, are necessary before a major restoration can be completed.

The delegates traveled to Fort Pulaski National Park, a fort begun in 1829 which was the site of a major battle during the Civil War. The fort was attacked by the Union Army and partially destroyed as the fort was not able to withstand the new type of artillery used during the attack. The fort has been restored and now presents an opportunity to visitors to see what life was like in the fort for the soldiers who were stationed there. Delegates learned how a small number of park rangers serve as guides, historic resources, and security for a large historic site. Questions were posed about the historic significance of the fort, how restoration efforts were undertaken to correct the damage to the fort, how the people who resided there lived, and how the gift shop provides financial support.

Results:

- The delegates toured various historic sites that demonstrate how the City of Savannah and private non-profit house and museum operators work together to promote historic places as tourist destinations.
- Delegates learned the difficulties of blending history preservation standards with modern building and zoning codes. Trade offs are necessary and can be accomplished when the city and neighborhoods where historic structures are located work cooperatively to negotiate specific design standards on an area by area basis.
- Citizen commissions can be authorized to make community decisions that apply city standards. In the case observed by the delegates, the monument commission showed that upon hearing public input it can and does, when it deems it appropriate, make decisions contrary to staff recommendations. Citizens can be empowered to make decisions applying historic standards.
- Delegates met with non-profit operators of house museums and an art museum where they learned that government funding is not made available to support the museums, but government can and does provide support through the sharing of technical assistance, and by working together toward solutions.
- Historic properties can range from homes, to parks, to historic sites such as battlefields and forts, as well as places used by early citizens for education of children and for worship. Delegates learned that success in making a community a tourist center based upon historic preservation leads to community members generating many innovative ideas of what should be preserved as tourist sites. The non-profit organizers then develop ways to generate funds to purchase, restore, and operate the facilities in a competitive environment.
- Delegates met homeowners who have purchased older homes, restored them, and been rewarded with significant increases to their property values, because the community values history and recognizes the value of scarce historic homes.

Community College:

During prior exchanges, the cities worked on development of a community college curriculum that has been initiated in Yogyakarta. The curriculum is geared toward preparing workers for the hospitality industry, particularly hotel management, culinary arts, and other tourism based industries. Savannah technical College has been a partner of the city assisting with this project from the beginning of the program.

During this exchange, the delegates toured some of the newest facilities at Savannah Technical College, accompanied by Carol Paulk, a presenter at earlier exchanges. Ms Paulk and other instructors showed the delegates modern facilities used in programs of study including culinary arts, child development, medical technician, air conditioning servicing, building trades, and automobile repair. Delegates observed several demonstrations of learning techniques employed by instructors which allow students to apply their learning in hands on training. The facilities in many cases are state of the art, incorporating equipment that is most often only found at the original factories where automobiles, air conditioning units or other equipment are manufactured. Delegates learned of the advantages that students at the college have by having their classrooms be actual work settings.

Results

- Delegates saw how a community college can develop into a state of the arts learning environment, once the college has gained acceptance and is successful in training students. Business support of a technical college follows from gaining qualified graduates which help the business be successful.
- Delegates met with the director of the college who oversees the culinary arts curriculum who promised to explore the possibility of a “teacher exchange”. The exchange could involve having Savannah Technical College send its lead culinary arts teacher to Yogyakarta to train instructors there.
- Delegates obtained ideas for expanding the community college and technical training into areas such as auto repair, auto body work, building construction trades, and construction inspection.

Next Steps: The Final Conference will take place in Nusa Dua, Bali during the week of 5-9 December 2005.

B.2 Association Development

During this quarter, BIGG/LGSPS continued assistance to the associations in three key areas: advocacy, organizational management and member services.

Advocacy and Policy Analysis

Technical Assistance and Analysis related to Revision of Decentralization Regulations :

Under a cost-share agreement with VNG, BIGG commissioned short-term consultant Gabe Ferrazzi to undertake an analysis of elements of Law 32/2004 and PP 25 related to the policy objectives of the membership of APEKSI and BKKSI. The aim of the consultancy was to assist the associations in analyses to give immediate input to Ministry of Home Affairs officials as they conducted multidisciplinary workshop teams in the development of 24 content annexes for PP 25 (July – September 2005). The 24 annexes explicitly define and clarify the various governmental authorities (central, province, kota, kabupaten) in areas such as land use, mining, transport, etc. Ferrazzi’s analysis and recommendations were used to build understanding and consensus for a policy platform to be agreed upon by the four local government associations (executive and legislative) during a Policy Development Roundtable of members (sponsored by BIGG and scheduled for October 24, 2005).

To date, the associations’ staffs have developed a clear understanding of the need to develop and advocate for various policy statements, as have the association members. However, thus far, this technical capacity for policy analysis does not reside among the associations’ staff. Ferrazzi will continue to work with the advocacy staff of the associations through the end of the year to ensure that the associations’ have a thoughtful response and position vis-à-vis the central government’s regulatory framework for decentralization in various sectors.

Financial Assistance and Analysis related to Revision of Mining and Minerals Regulations:

In July, LGSSP provided financial assistance to BKKSI's secretariat to organize and convene a working group of member representatives. The Technical Meeting on Coal and Mineral Mining was held on July 14th and resulted in an association policy position to present to central government officials as requested. Assistance included support for materials, resource specialists, and meeting package costs. BKKSI presented their position to the Ministry in September 2005.

Organizational Management

Technical Assistance Support for the Associations' Financial Management Systems:

One of LGSSP's long-term goals over the past four years of support has been to develop the financial management capacity of the associations' secretariats. This is a critical element of any sustainable organization. A desired impact of this continued training was to enable the associations to meet the demanding standards associated with financial management, program results reporting, as well as sound and transparent accounting standards as potential direct grant recipients of USAID and other international donors.

In June, independent consultant Debby Ferdiany (former CETRO Finance Manager) was contracted to provide direct technical assistance and training to the finance staff of APEKSI to ensure that they changed their financial management, accounting, banking, and reporting systems in a way that would comply with USAID policy for grantees. During June, Ms. Ferdiany assessed APEKSI's current financial management practices, and trained two secretariat staff in internal budgeting and financial management systems in budgeting, financial procedures, reporting and overall management. In August, Ms. Ferdiany also performed the same organizational assessment and training for finance staff of BKKSI. While the BKKSI finance staff were receptive to implement changes, at this time there seems to be little political will by the Executive Director to implement the recommendations. APEKSI's Executive Director has fully supported the financial management recommendations.

Ms. Ferdiany's findings in June indicated that APEKSI does not utilize an annual budget as a basic tool for guiding the operations of the association, a critical organizational step in the financial sustainability and maturity of an organization. In furtherance of APEKSI's budget development, short-term consultant Linda Ludwig was fielded for 2 weeks in August to work with the financial and accounting staff of the association to further develop an organization budget using appropriate software, and to develop a professional budget process.

Ms. Ludwig's assistance resulted in training for finance staff, development of a model budget template, and completion of a report containing 29 recommendations in the areas of financial management, budgeting processes, internal controls and management policies. One critical element in the consultant's report addresses the issue of staff capacity which will ultimately inhibit the development of a budget process. Presently, there is insufficient staff capacity with the knowledge to link financial management with policy decisions on the overall financial position of the association. LGSSP staff will continue to meet with the leadership of the

associations to promote acceptance for implementation of as many of the recommendations as possible prior to the close of the program. The Association Advisor will present a report to USAID in November that gives an assessment to date of the capacity of the associations to receive and successfully manage direct grants from donors, as well as recommended next steps for the associations' financial management.

Member Services

Development of an Association Code of Ethics: Among important member services offered by many local government associations throughout the world is the promotion of standards of performance and conduct, often encapsulated in a Code of Ethics. Typically they define what is expected of an association member as they undertake the work of local government and public service. In the Indonesian context, there is a well-recognized and documented problem with corruption at all levels of government and throughout society. With the desire to have the membership and leadership of APEKSI and BKKSI provide guidance to its membership on expectations of an ethical code of behavior, in August LGSSP conducted two 1-day orientation workshops for members of the two executive associations to introduce the concept and to explore the desire to institute a Code for their respective organizations.

ICMA's Communications and Training Advisor, and the ICMA Deputy Director conducted the workshops with the agenda including the following topics:

- Ethics, Accountability, Anti-corruption: The Global and Indonesian Perspective;
- Examples of Local Government Associations' Codes of Ethics;
- The Ethics Continuum- "Unethical/Illegal vs. Legal/Unethical vs. Ethical
- Development of a Draft Value Statement for APEKSI and BKKSI, respectively;
- Next Steps in the Development and Endorsement of a Code of Ethics.

BKKSI member participants represented primarily appointed officials in mid-level administrative positions. APEKSI's group was comprised of a higher authority level (sekda, department heads). Both groups took issue and debated whether or not the existing Civil Service Oath was sufficient to encourage, model, or force civil servants to behave within ethical and non-corrupt norms. Ultimately both member groups agreed that there was a need for the topic of ethics and conduct to be part of the associations' dialogue at the very least. The orientation workshop generated enough buy-in for agreement on the need for development of an association Code of Ethics by each organization.

In November, an ICMA Ethics Specialist will serve as a facilitator and content specialist for two working meetings of APEKSI and BKKSI members who participated in the workshop. LGSSP will provide financial support and technical assistance for a 1-day pokja that will center on development of draft language for Indonesian-relevant Code of Ethics to be vetted by the two local government associations with the hopes of getting an endorsement by the membership and leadership.

Public Relations in Local Government Workshop: APEKSI's Executive Director recognizes that Indonesian municipal managers need to adopt a new paradigm for dealing with citizens- one that is more participatory, more democratic, and allows for more public input in local decision

making. In response to his request for member training, ICMA's Senior Local Government Advisor (Greg Bielawski) developed and conducted a 1 day workshop for approximately 35 members of APEKSI to present a new paradigm for improving public relations "problems" within a local government context. The August workshop presented a continuum of how various techniques in information dissemination, citizen input, and full citizen involvement in decision making are all important elements of improving public relations with the community. The training was participatory and allowed small groups to apply the public participation tools and techniques in an Indonesian case study methodology to address common concerns in dealing with street vendors or public misperceptions about "free" public education. The workshop module (materials and trainer's notes) have been passed on association staff to be replicated for future membership training.

Newly-Elected Officials Training: In May, ICMA's Communications and Training Advisor continued her planning and program development assistance with staff of APEKSI and BKSSI to identify a detailed agenda for future orientation workshops for newly-elected officials following the Pilkada results.

In August, consultant William Tiffany provided technical support to the staff of APEKSI in the development of a detailed agenda, action plan, and budget for conducting the event in November with a target audience of 40 of approximately 60 newly-elected officials who have not held local office previously. The agenda is to be practitioner-based, providing insight and lessons learned from peers who have previously served as mayors or vice-mayors. LGSPP will oversee the management of the event, content development, speaker selection, and provide financial support for the training.

As similar offer of assistance was proffered to BKSSI to be conducted prior to the close of the project, however the association leadership did not pursue the implementation of a similar event due to limited staffing and other resources.

2nd round of Best Practice Data Collection and Documentation: During the quarter, BIGG resumed editorial and technical support to BKSSI on best practices for a second publication containing cases from member kabupaten. The publication date is slated for November 2005.

In September, APEKSI published and disseminated their third in a series of member best practices. Funding assistance was provided for the publication with attributions to USAID.

B.3 Coordination with Other Local Government Programs

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

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

DAI: ICMA is coordinating work and meetings with DAI on the ESP with regard to water services work in Balikpapan, Berau and Solok.

VNG International: ICMA coordinated with VNG International to cost-share on a policy program as a follow up to the November 2004 seminar on Law 32: Impact on Local Governments. Consultant Gabe Ferrazzi's assessment began in August, continuing in November. The Association Advisor also met with a VNG representative to discuss promotion of a 4-association Roundtable as described above.

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

No challenges this quarter.

Annex 1: Results Matrix

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

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

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

Entries in **BOLD** = new this quarter

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

	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
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Subobjective 1a: Provide practical tools and experiences – part 1

	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
Balikpapan	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> • The delegates received training on interactive teaching methods in the area of science and environment • The delegates received training on how to carry out a water audit. • The delegates received training on community awareness for water conservation. • Four elementary school teachers trained in new methodology and content on clean water. • Teachers received training on new curriculum: Project Wet, Get the Oil Out • Training on water customer billing and how to develop a basic computerized system. • Trained on process to look at water system in sections in order to isolate problems. • Trained on using chlorine injection system 	Not applicable in Phase 2	<ul style="list-style-type: none"> • Inventory of major system losses completed fro the Tritip, Kampung Baru, Kelurahan Baru Tengah areas and the Bangun Reksa housing complex in Balikpapan. • Completed pressure zone analysis in the Tritip, Kampung Baru, and Kelurahan Baru Tengah areas in Balikpapan • Leaking water mains replaced in the previously mentioned three areas. • Inaccurate meters were replaced. • Public information campaign started (message included in the billing statement) • Four elementary school teachers implemented new methodology and content in live classroom setting. • Balikpapan continued looking for water leaks as per system recommended by Tigard

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

	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
Berau	Conducted and completed by Mr. Richard Townsend in January/February 2004.	<ul style="list-style-type: none"> • Curriculum developed, in the Indonesian and English languages, on “Keep Berau Clean”. • Six elementary school teachers trained in new methodology and content on “Keep Berau Clean” lessons. • A presentation explaining the drainage / solid waste projects and their supporting budgetary needs was developed and presented at a formal Regency Council (DPRD) meeting. • Port Angeles provided technical advice for improving to current drainage systems: identification of canal flow problem areas, hydraulics study. • Port Angeles provided technical advice on methods to improving solid waste systems: prototype of improved garbage container, new garbage pick-up routes and garbage container placement sites. • Port Angeles provided technical advice on water pipe positions and pipe crossing construction. • Port Angeles provided technical feed back on flood basin calculations completed by local consultant. • Port Angeles provided technical assistance on methods of collection and the trash hauling route. 	<ul style="list-style-type: none"> • Port Angeles trained Berau on capital facilities planning. Berau will apply CFP model to one of the projects to be completed under the Resource Cities program. The CFP will be presented to Bappeda and finance department. • Port Angeles reviewed City Affairs CFP and suggested further improvements. <p><u>Continued Results under Previous Column:</u></p> <ul style="list-style-type: none"> • Six elementary school teachers trained in new curriculum and teaching methods on “Let’s Be Vocal” lessons. • Port Angeles provided further feed back on solid waste removal system. 	<ul style="list-style-type: none"> • Six elementary school teachers implement “Keep Berau Clean” curriculum and new methodology in classroom. • New equipment design for shovels implemented and are being used by crews. • City Affairs presented a project to the Planning Agency using the CFP format. The Planning Agency has decided that they will adopt this new tool as well. • A waste disposal bin developed under the program, was completed and installed. • Six elementary school teachers implement “Let’s Be Vocal” curriculum and new methodology in classroom. • Berau presented the completed final construction drawings developed by the partnership. • Partners completed final review of pipe relocation plan. • Implementation Plan for Clean Berau Campaign finalized.

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

	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
Bitung	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> • Bitung/Sangihe delegation received technical training in municipal watershed and marine environment protection and preservation; implementation of new learning resources in public schools; and public/private tourism sector marketing and promotion. • Five elementary school teachers trained in new curriculum and teaching methods on English as a Second Language. • Coos Bay provided training and technical advice on marine resource management. • Coos Bay provided technical training on bacteriological contributions, watershed issues, effect of tide gates, managing sediments, stormwater management environmental law and mangrove protection. • The Port of Portland authorities provided training on port management of run-off waters and filtering. 	Not applicable in Phase 2	<ul style="list-style-type: none"> • Four elementary school teachers implemented the ESL curriculum and new methodology in live classroom setting. • Bitung developed a set of principles that will guide the regulations of the marine managed area. • Bitung held a key stakeholder meeting for input into the marine managed area.

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

	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
Bukittinggi	Not applicable. City chosen as partner for Yogyakarta & Savannah based on their predetermined interest in Tourism.	<ul style="list-style-type: none"> • Tourism technical training included: <ul style="list-style-type: none"> - how to promote tourism - how to enter into partnerships with local businesses to promote tourism - festival management • Community College technical training included: <ul style="list-style-type: none"> - curriculum development - how to establish and manage a community college • Savannah provided training on historical preservation guidelines. • Savannah Tech provided training on community college management, website design & development and curriculum development. • Savannah provided training on issues of historic preservation: blending zoning codes, cooperating with local entities, including citizen opinion in decision making. 	Not applicable in Phase 2	

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

	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
Samarinda	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> • The delegates received training on interactive teaching methods in the area of science and environment • The delegates received training on how to carry out a water audit. • The delegates received training on inventory methods. • The delegates received training on community awareness for water conservation. • Four elementary school teachers trained in new methodology and content on clean water. • Teachers received training on new curriculum: Project Wet, Get the Oil Out • Training on water customer billing and how to develop a basic computerized system. • Trained on process to look at water system in sections in order to isolate problems. • Trained on using chlorine injection system 	Not applicable in Phase 2	<ul style="list-style-type: none"> • An inventory of the existing facilities was completed. • A water audit and evaluation was completed for the Bengkuring residential area. • Water Quality was measured at Bengkuring. • Public information campaign started (message included in the billing statement) • Four elementary school teachers implemented new methodology and content in live classroom setting. • Terms of reference for hiring consulting service drafted. • Customer water use information converted into water audit was completed.

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

	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
Sangihe	Not applicable. City was nominated by Bitung to join partnership extension with Coos Bay.	<ul style="list-style-type: none"> • Bitung/Sangihe delegation received technical training in municipal watershed and marine environment protection and preservation; implementation of new learning resources in public schools; and public/private tourism sector marketing and promotion. • Coos Bay provided training and technical advice on marine resource management. • Three elementary school teachers trained in new curriculum and teaching methods on English as a Second Language. • Coos Bay provided technical training on bacteriological contributions, watershed issues, effect of tide gates, managing sediments, stormwater management environmental law and mangrove protection. • The Port of Portland authorities provided training on port management of run-off waters and filtering. 	Not applicable in Phase 2	<ul style="list-style-type: none"> • A management of coastal resources document was drafted by Sangihe as per prior training received by Coos Bay.

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

	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
Solok	Conducted and completed by Mr. Richard Townsend in January/February 2004.	<ul style="list-style-type: none"> • Solok received training in rate modeling principles and retail cost-of-service. • Solok received training on including public participation in the decision making process. • Gresham provided training on the water billing system, from time water is taken in through billing and collection. • Gresham provided training on leak management including equipment use training. • Gresham provided training on how water is funded and a water system overview. 	<ul style="list-style-type: none"> • Gresham provided training on how to conduct a financial analysis by project and how to present that information to other officials, including mayor, council members and citizens. 	<ul style="list-style-type: none"> • Solok identified 5 projects from the Corporate Plan scheduled for completion in 2005. • Solok developed a cost savings plan for the water system. • Solok used the financial analysis format to present 5 projects to the head of the city council. • Proposal to increase water tariff submitted to Mayor for review.

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

	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
Yogyakarta	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> • Tourism technical training included: <ul style="list-style-type: none"> - how to promote tourism - how to enter into partnerships with local businesses to promote tourism - festival management • Community College technical training included: <ul style="list-style-type: none"> - curriculum development - how to establish and manage a community college • Savannah provided training on historical preservation guidelines. • Savannah Tech provided training on community college management, website design & development and curriculum development. • Savannah provided training on issues of historic preservation: blending zoning codes, cooperating with local entities, including citizen opinion in decision making. 	Not applicable in Phase 2	<ul style="list-style-type: none"> • Three community colleges are open and offering courses to students. • A draft of the building and environmental design guideline recommendations were developed. • Preliminary draft of the implementing mechanism was developed. • Draft historical preservation guidelines presented to city council for review. This will be coordinated with provincial officials.

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

	Budget and finance tools and/or techniques are applied in the local government	Improvements recognized in local government management and administration	Improvements recognized in local service delivery	Service delivery improvements presented as lessons learned/innovative practices
Balikpapan	Not applicable to Phase 2	<ul style="list-style-type: none"> • Previously undetected illegal water taps discovered. 	<ul style="list-style-type: none"> • Illegal water taps addressed and repaired. • Elementary school teachers implement new methodology and content in classroom. 	Partnership results to be presented at Final Conference on December 6-7, 2005.

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

	Budget and finance tools and/or techniques are applied in the local government	Improvements recognized in local government management and administration	Improvements recognized in local service delivery	Service delivery improvements presented as lessons learned/innovative practices
Berau	Not applicable to Phase 2	<ul style="list-style-type: none"> • City Affairs and Public Works Departments started inter-departmental cooperation and coordination as a result of the drainage & solid waste projects. • Work on clearing canals in test neighborhood has begun. • New solid waste container models were developed and placed. • The Regency Council approved the 1.5 billion rupiah funds requested in the 2005 budget for the Public Works department. Port Angeles was informed that the budget was approved in its entirety because the Council knew this money would be dedicated to works under the Resource Cities Program. • The Regency Council approved the 600 million rupiah funds requested in the 2005 budget for the City Affairs department. Port Angeles was informed that the budget was approved in its entirety because the Council knew this money would be dedicated to works under the Resource Cities Program. 	<ul style="list-style-type: none"> • Six elementary school teachers implement this new methodology and content in classroom. • A prototype of an increased capacity public garbage container was built and installed. 	Partnership results to be presented at Final Conference on December 6-7, 2005.
Bitung	Not applicable in Phase 2	<ul style="list-style-type: none"> • The Area to be included in integrated coastal management plan was extended to include all coastal lands and waters within City limits as recommended by Coos Bay. 		Partnership results to be presented at Final Conference on December 6-7, 2005.
Bukittinggi	Not applicable in Phase 2			
Samarinda	Not applicable in Phase 2		<ul style="list-style-type: none"> • Elementary school teachers implement new methodology and content in classroom. 	Partnership results to be presented at Final Conference on December 6-7, 2005.

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

	Budget and finance tools and/or techniques are applied in the local government	Improvements recognized in local government management and administration	Improvements recognized in local service delivery	Service delivery improvements presented as lessons learned/innovative practices
Sangihe	Not applicable in Phase 2			Partnership results to be presented at Final Conference on December 6-7, 2005.
Solok	Not applicable in Phase 2	<ul style="list-style-type: none"> • The Head of the City Council gave the go-ahead for a rate increase proposal to be presented to the council. • Water leak detection equipment, donated by Gresham, was used to detect new leaks not previously known. 	<ul style="list-style-type: none"> • Water leaks identified using new detection equipment and repaired. • Rehabilitation of 2 centrifugal pumps completed. 	Partnership results to be presented at Final Conference on December 6-7, 2005.
Yogyakarta	Not applicable in Phase 2	<ul style="list-style-type: none"> • City provided funding to local schools to open three community colleges. 	<ul style="list-style-type: none"> • Community citizens started attending community college. 	Partnership results to be presented at Final Conference on December 6-7, 2005.

Subobjective 1b: Promote information sharing and public diplomacy

	Press release produced and disseminated, and/or media contacted	Exchange event(s) covered in the media	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)
Balikpapan	<ul style="list-style-type: none"> • Journalist Christiana Dwi attended two days of sessions held in Balikpapan during Exchange 1. Several articles about the program were published in the Tribun Balikpapan newspaper. • TV interview was and news at Portland Channel 8 TV interviewed Tigard’s Mayor and the delegates. • An article about exchange 2 was included in the Oregonian, a state wide newspaper. • An article about Exchange 3 was included in the Tribun Balikpapan (01.12.2005). 	<ul style="list-style-type: none"> • Journalist Christiana Dwi attended two days of sessions held in Balikpapan during Exchange 1. Several articles about the program were published in the Tribun Balikpapan newspaper. • TV interview was and news at Portland Channel 8 TV interviewed Tigard’s Mayor and the delegates. • An article about the exchange 2 was included in the Oregonian, a state wide newspaper, the Portland Tribune and Tigard Times. • An article about Exchange 3 was included in the Tribun Balikpapan (01.12.2005). 	<ul style="list-style-type: none"> • The consulting firms, Murray Smith Associates, Inc. and Clean Water Services joined Tigard and will contribute human resources to all exchanges held under the auspices of the Resource Cities Program. • Education materials donated by the Tigard-Tualitin School District to Samarinda and Balikpapan. • Samarinda and Balikpapan teachers received new curriculum: Project Wet, Get the Oil Out
Berau	<ul style="list-style-type: none"> • Coverage of Exchange 1 was included in articles published in the Kaltim Post. • Coverage of Exchange 2 was included in articles in the Peninsula Daily News and Peninsula Northwest • Coverage of Exchange 3 was included in 2 articles in the Pro Kaltim daily (12.08.04). • Coverage of Exchange 5 was included in the Kaltim Post (05.10.05) 	<ul style="list-style-type: none"> • Coverage of Exchange 1 was included in articles published in the Kaltim Post. • Coverage of Exchange 2 was included in articles in the Peninsula Daily News and Peninsula Northwest • Coverage of Exchange 3 was included in 2 articles in the Pro Kaltim daily (12.08.04). • Coverage of Exchange 5 was included in the Kaltim Post (05.10.05) 	<ul style="list-style-type: none"> • Education supplies donated by private U.S. citizen to Berau schools. • Additional education supplies donated by private U.S. citizen to Berau schools. • Books were shipped from Port Angeles to Berau for the local high school plus. • Berau delegation was invited to visit construction site for building new high tech bridge • Berau delegation was invited by public health officials to visit local hospital.

Subobjective 1b: Promote information sharing and public diplomacy

	Press release produced and disseminated, and/or media contacted	Exchange event(s) covered in the media	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)
Bitung	<ul style="list-style-type: none"> • Mr. Mr. Leopold Dalupe, Bitung’s Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station • Coos Bay team provided a news release to all local/regional media – newspapers, radio and television – prior to exchange visit. 	<ul style="list-style-type: none"> • Mr. Mr. Leopold Dalupe, Bitung’s Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station • Two TV news broadcasts by local/regional station (CBS affiliate), and a live interview by the staff at a local radio station. Other stations in the market ran news release provided by the Coos Bay team. 	<ul style="list-style-type: none"> • Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club. • The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program. • The Oregon Southwestern Community College joined Coos Bay and is contributing human resources to all exchanges held under the auspices of the Resource Cities Program. • Education supplies donated by private U.S. citizen to Bitung and Sangihe teachers. • Rotary Club approved a second grant for the purchase of education supplies for 500 Bitung and Sangihe elementary school students. • The Port of Portland authorities hosted the Bitung and Sangihe delegates and provided training on port management of run-off waters and filtering.
Bukittinggi	<ul style="list-style-type: none"> • Article in local newspaper, the Savannah Morning News • Interview on Savannah Public TV station • Three articles about exchange 3 were included in local area newspapers 	<ul style="list-style-type: none"> • Coverage of the exchange was published in the newspaper Singgalang. • Article in local newspaper, the Savannah Morning News • Three articles about exchange 3 were included in local area newspapers 	
Samarinda	<ul style="list-style-type: none"> • Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos. • TV interview was and news at Portland Channel 8 TV interviewed Tigard’s Mayor and the delegates. • An article about the exchange was included in the Oregonian, a state wide newspaper. • An article about Exchange 3 was included in the Tribun Samarinda (01.13.2005). • 7 article regarding Exchange 5 in Kaltim Post from 9-11 August 2005. 	<ul style="list-style-type: none"> • Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos. • TV interview was and news at Portland Channel 8 TV interviewed Tigard’s Mayor and the delegates. • An article about Exchange 2 was included in the Oregonian, a state wide newspaper, the Portland Tribune and Tigard Times. • An article about Exchange 3 was included in the Tribun Samarinda (01.13.2005). 	<ul style="list-style-type: none"> • The consulting firms, Murray Smith Associates, Inc. and Clean Water Services joined Tigard and will contribute human resources to all exchanges held under the auspices of the Resource Cities Program. • Education materials donated by the Tigard-Tualitin School District to Samarinda and Balikpapan. • Samarinda and Balikpapan teachers received new curriculum: Project Wet, Get the Oil Out

Subobjective 1b: Promote information sharing and public diplomacy

	Press release produced and disseminated, and/or media contacted	Exchange event(s) covered in the media	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)
Sangihe	<ul style="list-style-type: none"> • Mr. Leopold Dalupe, Bitung’s Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station • Coos Bay team provided news release to all local/regional media – newspapers, radio and television – prior to exchange visit. 	<ul style="list-style-type: none"> • Mr. Mr. Leopold Dalupe, Bitung’s Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station • Two TV news broadcasts by local/regional station (CBS affiliate), and a live interview by the staff at a local radio station. Other stations in the market ran news release provided by the Coos Bay team. 	<ul style="list-style-type: none"> • The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program. • The Oregon Southwestern Community College joined Coos Bay and is contributing human resources to all exchanges held under the auspices of the Resource Cities Program. • Education supplies donated by private U.S. citizen to Bitung and Sangihe teachers. • Rotary Club approved a second grant for the purchase of education supplies for 500 Bitung and Sangihe elementary school students. • The Port of Portland authorities hosted the Bitung and Sangihe delegates and provided training on port management of run-off waters and filtering.
Solok	<ul style="list-style-type: none"> • Coverage of the exchange was included in articles in the Mimbar Minang daily newspaper and the Singgalang daily newspaper • Coverage of Exchange 4 was included in the Daily Journal Commerce (05.27.2005) 	<ul style="list-style-type: none"> • Coverage of the exchange was included in articles in the Mimbar Minang daily newspaper and the Singgalang daily newspaper • Coverage of Exchange 4 was included in the Daily Journal Commerce (05.27.2005) 	<ul style="list-style-type: none"> • Water lead detection equipment was given as a gift to the city of Solok from the city of Gresham.
Yogyakarta	<ul style="list-style-type: none"> • Article in local newspaper, the Savannah Morning News • Interview on Savannah Public TV station • Delegation featured on local TV channel. • Delegation introduced in brochure for Asian Festival (circulation 200,000 over a 250 mile radius) • Coverage of Exchange 5 was included in Kompas Edisi Jogja on June 21, in The Jakarta Post on June 22, 2005 in Kompas Edisi Jogja on June 23, 2005 and Kompas Edisi on June 24, 2005. 	<ul style="list-style-type: none"> • The exchange and MOU signing ceremony were covered in articles in the local newspapers Kedaulatan Rakyat, Kompas and Bernas • Article in local newspaper, the Savannah Morning News. • Delegation featured on local TV channel. • Delegation introduced in brochure for Asian Festival (circulation 200,000 over a 250 mile radius) • Coverage of Exchange 5 was included in Kompas Edisi Jogja on June 21, in The Jakarta Post on June 22, 2005 in Kompas Edisi Jogja on June 23, 2005 and Kompas Edisi on June 24, 2005. 	<ul style="list-style-type: none"> • Yogyakarta Heritage Society (NGO) participated in the Exchange 1 sessions and was given a role in the partnership. • Delegation met with representatives of the local Chamber of Commerce and the Film Board.

Subobjective 1c: Promote sustainable partnerships

	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
Balikpapan	<ul style="list-style-type: none"> Progress was made during the exchange on the web page and virtual classroom concept. 		<ul style="list-style-type: none"> Portland State University participated in the exchange The Moslem Educational Trust participated in the exchange. 	<ul style="list-style-type: none"> A private consulting firm, Murray, Smith & Associates, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Balikpapan's water project. A private consulting firm, Clean Water Services, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Balikpapan's water project.
Berau	<ul style="list-style-type: none"> Email contact is sustained between SMK Plus high school and Port Angeles' education consultant. 	<ul style="list-style-type: none"> SMA Plus high school received 1st, 2nd, 3rd and 4th place in an essay writing competition. Most of the students wrote about cleaning up their environment and waste management, using materials that Port Angeles provided to the school. 	<ul style="list-style-type: none"> Education supplies donated by private U.S. citizen to Berau schools. 	
Bitung	<ul style="list-style-type: none"> At ORCO TECH (North Bend), the delegates were given Internet access and learned to develop their personal email account at Yahoo. Delegates also were instructed in information search techniques by ORCO TECH staff and by the library director at the Oregon Institute of Marine Biology (OIMB). 		<ul style="list-style-type: none"> Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club. The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program. 	<ul style="list-style-type: none"> Staff at OIMB and South Slough Research Reserve engaged in a question/answer information exchange with delegation about marine environment and environmental protection issues common to the Pacific Ocean and the ocean/land interface. Staff of Port of Portland sponsored visit and training to Port.
Bukittinggi				

Subobjective 1c: Promote sustainable partnerships

	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
Samarinda	<ul style="list-style-type: none"> Progress was made during the exchange on the web page and virtual classroom concept. 		<ul style="list-style-type: none"> Portland State University participated in the exchange The Moslem Educational Trust participated in the exchange. 	<ul style="list-style-type: none"> A private consulting firm, Murray, Smith & Associates, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Samarinda's water project. A private consulting firm, Clean Water Services, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Samarinda's water project.
Sangihe	<ul style="list-style-type: none"> At ORCO TECH (North Bend), the delegates were given Internet access and learned to develop their personal email account at Yahoo. Delegates also were instructed in information search techniques by ORCO TECH staff and by the library director at the Oregon Institute of Marine Biology (OIMB). 		<ul style="list-style-type: none"> The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program. 	<ul style="list-style-type: none"> Staff at OIMB and South Slough Research Reserve engaged in a question/answer information exchange with delegation about marine environment and environmental protection issues common to the Pacific Ocean and the ocean/land interface. The Director of OCEAN (Oregon Coastal Environmental Awareness Network) participated as a delegate representing Coos Bay. Staff of Port of Portland sponsored visit and training to Port.
Solok			<ul style="list-style-type: none"> Gresham arranged for Solok to meet the Director of Health for Portland plus visit two health clinics 	
Yogyakarta	Jogya Heritage Society maintains email contact with the Historical Preservation Officer of Savannah.		<ul style="list-style-type: none"> Jogyakarta Heritage Society (NGO) participated in the Exchange 1 sessions and was given a role in the partnership. Delegation met with representatives of the local Chamber of Commerce, organizers of the Savannah Film Festival and the Savannah Music Festival. 	

Association Capacity-Building Activities Results Matrix II

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

Objective: To establish effective, representative, and independent local government associations

Entries in **BOLD** = new this quarter

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

Indicator	Target and Status	Progress through September 30, 2005
Train and/or assist association leadership and staff in advocacy concepts and techniques	8 of 4 targets met	<ul style="list-style-type: none"> • Assisted in formulation of position statement on Laws 22 & 25 for APEKSI, APKASI, APPSI (June 2001) • Introduced advocacy concepts/techniques during 1st LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI) • Workshop: Advocacy & Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) • Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI) • LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003) • Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI) • Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2005
Train and/or assist association leadership and staff on formal and informal avenues for advocacy at the national level	6 of 4 targets met	<ul style="list-style-type: none"> • Assisted in formulation of position statement on Laws 22 & 25 for APEKSI, APKASI, APPSI (June 2001) • Introduced advocacy concepts/techniques during 1st LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI) • Workshop: Advocacy & Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) • Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI) • LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003) • Sponsorship of 4 association coalition workshop and consultant to develop policy paper in response to Law 22/99 revision (Dec. 2003) (APEKSI, APKASI, ADEKSI, ADKASI) • Technical assistance: Policy analysis re: position statements for PP 24 and annexes (Sept. 2005) (APEKSI, BKKSI)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2005
Train and/or assist association leadership in establishing a process to develop policy positions and arguments	9 of 4 targets met	<ul style="list-style-type: none"> • Introduced policy committee concepts and techniques during 1st LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI) • Workshop: Advocacy & Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI) • Model POKJA: Local government working group on performance based budgeting policy issues. (June. 2003) (APEKSI, APKASI) • LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003) • Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI) • Workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI) • Technical assistance: Policy analysis re: position statements for PP 24 and annexes (Sept. 2005) (APEKSI, BKCSI)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2005
Train and/or assist association in understanding various methods of obtaining membership participation and/or input in advocacy positions	8 of 4 targets met	<ul style="list-style-type: none"> • Introduced concepts/techniques during 1st LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI) • Workshop: Advocacy & Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) • Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process that includes membership participation during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI) • LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003) • Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI) • Member workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI) • Technical assistance: Policy analysis and recommendations on policy group process(Sept. 2005) (APEKSI, BKKSI)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2005
Association advocates at the national level	7 of 3 targets met APEKSI 8 of 3 targets met APKASI	<ul style="list-style-type: none"> • APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001) • APKESI and APKASI present position statements on Law 22 & 25 before Komisi II (March 2002) • APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002). • APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs before Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send joint letter to president on local preparedness to implement local land use authorities (May 23, 2003). • APEKSI, APKASI, ADEKSI, ADKASI conduct joint press conference announcing policy position statement on revision of Law 22/99, and presented policy before Ministry of Home Affairs officials (Dec. 11, 19 2003) • APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004) • APEKSI leadership provides input on revision of PP25/00 to MOHA and Minister Ma'ruf, and input on land use to National Land Use Board (BPN) and Vice Deputy DPD (April/May 2005) • BKKSI provides input to central government on Law 32/04 element regarding intergovernmental cooperation (May 2005) • BKKSI & APEKSI participate in MOHA workshops regarding revision of PP 24 and annexes (Sept. 2005)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2005
Association identifies key coalition partners (single issue or standing coalitions)	8 of 2 targets met	<ul style="list-style-type: none"> • APEKSI, APKASI, APPSI identify and list potential coalition partners during Advocacy & Coalition Building Workshop (Dec. 2002) (APEKSI, APKASI, APPSI) • Entire Boards of APEKSI, APKASI, APPSI held first tripartite coalition meeting addressing Law 22 (Jan. 2002) • APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002) • APEKSI Board establishes "formulation team" with APKASI, ADEKSI, ADKASI representation to determine steps necessary to develop position on land use reform based on decentralization principles. (May 2003) • APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI & ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003) • APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99. (Nov, Dec 2003) • APEKSI, APKASI, ADEKSI, ADKASI formalize their advocacy coalition with the formulation of the Association Forum (Jan. 2004) • APEKSI takes lead to facilitate Association Roundtable on coalition position regarding PP 24. (Oct. 2005)

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

Indicator	Target and Status	Progress through September 30, 2005
Association conducts advocacy activities as part of a coalition	9 of 2 targets met	<ul style="list-style-type: none"> • APEKSI, ADEKSI, APKASI and ADKASI build advocacy coalition and jointly present positions on revision of Law 22 in 4 separate meetings before the PKB, Reform, PPP, and Golkar Fractions (Feb. 2002) • APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002) • APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president on local preparedness to implement local land use authorities (May 23, 2003). • APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI & ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003) • APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99. (Nov, Dec 2003) • APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004) • APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004) • APEKSI facilitates Association Roundtable on coalition position regarding PP 24. (Oct. 2005) (APEKSI, BKKSI, ADEKSI, ADKASI)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2005
Association policy developed using membership participation/input	4 of 2 targets met APKASI 3 of 2 targets met APEKSI	<ul style="list-style-type: none"> • Association vets policy position statement on revision of Law 22 before full membership at National Working Meeting and receives input and approval (May 2002) (APKASI) • APKASI and 9 member regencies present position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002) • APEKSI membership participate in policy development and issue identification teams during their annual meeting. (August 2003) • APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99 with member involvement. (Nov, Dec 2003) · BKKSI & APEKSI members participate in MOHA workshops regarding revision of PP 24 and annexes (Sept. 2005)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2005
Association advocates on behalf of its members	10 of 2 targets met	<ul style="list-style-type: none"> • APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001) • APKESI and APKASI present position statements on Law 22 & 25 before Komisi II (March 2002) • APEKSI and APKASI successfully petition to have association representation on the Ministry's "Small Team for Initiating the Revision of Law 22/1999." • APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002) • APEKSI President presents association position on local land use, maritime boundaries and forestry regulations before Ministry Officials (March 2003). • APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president on local preparedness to implement local land use authorities (May 23, 2003). • APEKSI, APKASI, ADEKSI, ADKASI conduct joint press conference announcing policy position statement on revision of Law 22/99, and presented policy before Ministry of Home Affairs officials. (Dec. 11 & 19, 2003) • APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004) • APEKSI leadership provides input on revision of PP25/00 to MOHA, and Minister Ma'ruf, and input on land use to National Land Use Board (BPN) and Vice Deputy DPD (April/May 2005) • BKKSI provides input to central government on Law 32/04 element regarding intergovernmental cooperation (May 2005) · BKKSI & APEKSI participate in MOHA workshops regarding revision of PP 24 and annexes (Sept. 2005)

<i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i>		
Indicator	Target and Status	Progress through September 30, 2005
Train and/or assist association in concepts of business plan development, including transparent financial management systems	7 of 3 targets met	<ul style="list-style-type: none"> • Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI) • Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI) • Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI) • APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003) • LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003) • Technical assistance: LOC finance officer conducts training, TA in budget development and accounting/financial systems (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI) • Training: Staff trained in intermediate MYOB accounting/financial reporting (Aug. 2004) (APEKSI) • Technical assistance: Staff and management trained in financial management and reporting requirements for USAID-grantees (June 2005) (APEKSI) • Technical assistance: Staff and management trained in financial management and reporting requirements for USAID-grantees (August 2005) (APEKSI, BKKSI)

<i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i>		
Indicator	Target and Status	Progress through September 30, 2005
Train and/or assist association in developing/diversifying/stabilizing sources of revenue	7 of 3 targets met	<ul style="list-style-type: none"> • Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI) • Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI) • Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI) • Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI) • Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI) • Workshop: Grant and Proposal Writing. (May 2004) (APEKSI, APKASI, ADEKSI, ADKASI) • Technical Assistance: Financial Diversification and Sustainability of Associations. (March 2005) (APEKSI, BKCSI)
Train and/or assist association in improving marketing capabilities	3 of 3 targets met	<ul style="list-style-type: none"> • Technical assistance: Preparation of membership services flyer distributed to members at BIGG regional conference (Jan/Feb. 2002) (APEKSI, APKASI) • Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying and marketing new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI) • Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)

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

Indicator	Target and Status	Progress through September 30, 2005
Train and/or assist association in improving internal management and personnel systems	8 of 3 targets met	<ul style="list-style-type: none"> • Working session: Developing association's strategic plan and organizational priorities using the Milestone Index (April 2001) (APEKSI, APKASI, APPSI) • Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for transparent annual budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI) • Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI) • Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD, reporting relationship between ex. dir. and finance officer. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI) • APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003) • LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003) • Technical assistance: LOC finance officer conducts training, TA in budget development and accounting/financial systems (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI) • Technical assistance: APEKSI leadership retreat (Sept. 2004) (APEKSI) ? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004) • Technical assistance: Staff and management trained in financial management and reporting requirements for USAID-grantees (June 2005) (APEKSI) • Technical assistance: Staff and management trained in financial management and reporting requirements for USAID-grantees (August 2005) (APEKSI, BKKSI)

<i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i>		
Indicator	Target and Status	Progress through September 30, 2005
Train and/or assist association in defining the roles, responsibilities and authorities of the board, executive director and staff	7 of 3 targets met	<ul style="list-style-type: none"> • Technical assistance: LOC executive director worked with directors on improvements to roles, responsibilities, authorities during 4th LOC exchange (March 2002) • Working session: Board and Executive Roles and Responsibilities during 4th LOC exchange (March 2002) • Training: Oregon Association of School Board conducts training on improving board and executive roles and responsibilities, and goal setting during 5th LOC exchange (Sept. 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of Board of Directors meetings and association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI) • Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI) • Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI) • Technical assistance: APEKSI leadership retreat (Sept. 2004) (APEKSI) ? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004) ? Technical assistance: BKKSI's leadership retreat (May. 2005)
Association adopts and/or implements one or more transparent financial management systems	2 of 1 target met APKASI 3 of 1 targets met APEKSI	<ul style="list-style-type: none"> • APKASI adopts MYOB accounting/reporting system to improve financial reporting of association financial management (Nov/Dec. 2003) • APEKSI separated two financial management functions (bookkeeping function separated from reporting function). Association prepares and sends quarterly financial report to full Board of Directors. Accounting system switched from manual to electronic/computer. (Nov. 2004) ? APEKSI implements voucher system and procurement procedures based on recommendations from consultant. (June 2005) • Staff and management implement recommendations re: financial management and reporting requirements for USAID-grantees (August 2005) (APEKSI)

<i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i>		
Indicator	Target and Status	Progress through September 30, 2005
Association improves its development of diverse and stable sources of revenue	3 of 1 targets met APEKSI 2 of 1 targets met APKASI	<ul style="list-style-type: none"> • APEKSI charges registration fee for attendance at annual membership conference (Aug. 2002) • Association obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002) (APKASI, APEKSI) • APEKSI charges registration fee of 2,000,000 for a 3-day Best Practice Training program for members (October 2003) • APKASI prepares RFP for UNDP funds. (Dec. 2003) ? APEKSI, BKKSI consistently charges fees for training programs (2005)
Association improves its marketing capacity	1 of 1 target met	<ul style="list-style-type: none"> • Association obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002, August 2003) (APKASI, APEKSI)
Association improves its internal management and personnel systems	5 of 1 target met APEKSI 4 of 1 target met APKASI	<ul style="list-style-type: none"> • Association develops position descriptions and an internal organizational chart for association secretariat office and staff (Oct. 2002) (APEKSI, APKASI, APPSI) • Association executive directors restructure internal management of professional staff; give authorization for staff to develop and manage programs; staffing levels revised and made appropriate. (4th quarter 2002) (APEKSI, APKASI) • APKASI adopts MYOB accounting/reporting system to improve financial reporting of association financial management (Nov/Dec. 2003) • Dec. 8, 2004, APEKSI formally registered as “<i>Notaris</i>” with full independent, legal status as a corporate body under Indonesian civil code. • APEKSI, BKKSI recruit staff through a competitive, professional process with selection based on skills. (May/June 2005). • Staff implement financial management and reporting recommendations for USAID-grantees (August 2005) (APEKSI)
Association improves understanding and functioning of the roles, responsibilities, and authorities of the board, executive director, and staff	2 targets of 1 APEKSI, 1 target outstanding for APKASI	<ul style="list-style-type: none"> • APEKSI Executive Director gets approval from full membership for restructured Board of Directors and increased roles of the regional offices, in order to obtain more involvement from the leadership and representation from the membership (July 2002 Annual Working Meeting) • APKASI drafts comprehensive Standard Operating Procedures outlining duties, responsibilities, obligations of korwil vis-à-vis secretariat. (June, 2003). APKASI implements SOP (Dec. 2003) • Dec. 8, 2004, APEKSI formally registered as “<i>Notaris</i>” with full independent, legal status as a corporate body under Indonesian civil code.

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

Indicator	Target and Status	Progress through September 30, 2005
Train and/or assist the association in increasing membership involvement/input/participation	9 of 4 targets met	<ul style="list-style-type: none"> • Training: Using the Media & Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI) • Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI) • Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI) • LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003) • Association Seminar featuring advocacy, leadership, financial management processes (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI) • APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004) • Member workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI) ? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)

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

Indicator	Target and Status	Progress through September 30, 2005
Train and/or assist the association in increasing/improving its membership communications methods	10 of 4 targets met	<ul style="list-style-type: none"> • Training: Using the Media & Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI) • Training: How to Write Press Releases (Sept. 2001) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Association Newsletter Development (Nov. 2001, Jan. 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Web site development (April 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Staff trained in Access software and membership databases creation/management (Jan-May 2002) (APEKSI, APKASI, APPSI) • Training: Journalistic Writing Skills Development for staff (August 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI) • Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI) • APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004) ? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)
Train and/or assist the association in recognizing excellence in local government management and leadership	5 of 4 targets met	<ul style="list-style-type: none"> • Training & Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI) • Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003) • Association Seminar featuring advocacy, leadership, financial management processes (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI) • Financial and technical assistance: APEKSI conducts kick-off meeting for membership Public Service Award program (March 2005) ? Technical assistance: Recommendations for organizing and managing APEKSI's Public Service Award Program (May 2005) • Financial assistance: Publication of Member Best Practices (Sept. 2005) (APEKSI)

<i>Subobjective 1c: Improve two-way communication between associations and their members</i>		
Indicator	Target and Status	Progress through September 30, 2005
Association increases/improves membership involvement and participation	4 of 1 target met APEKSI 3 of 1 targets met APKASI	<ul style="list-style-type: none"> • APKASI enhances and deepens membership involvement with outreach and socialization meetings with sekda and bappeda (Jan. 2003) • Training & technical assistance by association staff for member uses of Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI) • Member workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI) • APEKSI distributes and compiles results of membership survey on local government key issues (March 2005). · Publication and dissemination of Member Best Practices (Sept. 2005) (APEKSI)
Association increases/improves its membership communications methods	5 of 3 targets met	<ul style="list-style-type: none"> • APEKSI, APKASI, APPSI developed and distributed first membership newsletters (Dec./Jan. 2002) • APEKSI, APKASI web site content and layout improved (April/June 2002) • APEKSI, APKASI, APPSI improved and/or initiated membership database for dissemination and advocacy purposes (May-June 2002) • APEKSI, APKASI provide training & technical assistance to regional members on use of Komwil/Korwil Computer Communications Program. (Feb. –March 2003) • APKASI uses korwil computer network to distribute PP 8 & 9/2003 and provide assistance and additional resources on application of new regulations. • APEKSI web site content and layout improved (Nov. 2004) · Publication and dissemination of Member Best Practices (Sept. 2005) (APEKSI)
Association increases/improves programs that recognize excellence in local government management and leadership	5 of 1 target met	<ul style="list-style-type: none"> • APEKSI, APKASI, APPSI initiate best practice documentation programs for their members (March 2003) • APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003) • APKASI distributes its 1st annual Member Best Practices brochure during their annual meeting and socializes its BP program with the local government community at large (i.e., PERFORM training) (August, October 2003) • APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004) • APEKSI conducts kick-off meeting for membership Public Service Award program (March 2005) · Publication and dissemination of Member Best Practices (Sept. 2005) (APEKSI)

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

Indicator	Target and Status	Progress through September 30, 2005
Train and/or assist the association in preparing an annual member meeting that includes training opportunities for local government officials	4 of 3 targets met	<ul style="list-style-type: none"> · Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input and needs. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI) •Direct technical assistance: improving annual conference content (June 2003) (APEKSI, APKASI, APPSI) •APEKSI and APKASI leadership participate in ICMA annual conference and receive orientation training on role of professional development/training by LGAs (September 2003) · Technical Assistance: Agenda and content development for Newly-Elected Officials Workshop (Aug. 2005) (APEKSI)
Train and/or assist the association in preparing orientation programs/materials for newly-appointed or elected government officials	3 of 3 targets met APEKSI, APKASI	<ul style="list-style-type: none"> • Staff training: Orientation on conducting Newly-Elected Officials Training for Association Members (Oct. 2004) (APEKSI, APKASI) ? Technical assistance: Development of agenda and program for Newly-Elected Officials Training (May 2005) (APEKSI, BKKSI) · Technical Assistance: Agenda and content development for Newly-Elected Officials Workshop (Aug. 2005) (APEKSI)
Train and/or assist the association in the development and dissemination of local government management best practices	5 of 3 targets met	<ul style="list-style-type: none"> •Training & Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI) •Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003) •APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003) •APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e. PERFORM training) (August, October 2003) •Provide financial and technical support to APEKSI, APKASI staff for site assessments of member local governments to document next in series of best practice cases. (Oct., Nov., Dec. 2004; January 2005) · Financial Assistance: Publication of Member Best Practices (Aug. 2005) (APEKSI)

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

Indicator	Target and Status	Progress through September 30, 2005
Train and/or assist the association in serving as a liaison for local government technical assistance resources	4 of 3 targets met	<ul style="list-style-type: none"> • Local Government Budget and Finance Internships institutionalize the association's capacity in delivery of technical assistance and in serving as liaison for members (March 2002-Feb. 2003) (APEKSI, APKASI, APPSI) • Presentation & Dialogue: Principles of Funding Formulas (August 2002) (APEKSI, APKASI, APPSI) • APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e. PERFORM training) (August, October 2003) • Provide financial support to APEKSI staff's participation/facilitation in continued Best Practice Transfer Program between Balikpapan and Jambi staff (Oct. 2004) · Financial Assistance: Publication of Member Best Practices (Aug. 2005) (APEKSI)
Association conducts training opportunities for local government officials/members	2 targets met APKASI 4 targets met APEKSI	<ul style="list-style-type: none"> • APEKSI conducts technical meeting for sekda, bappeda, department heads (Bogor May 2003) • APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003) • APKASI provides training for members "Accounting and Performance Reporting of Local Government Finance (13 week-long training events Aug. 2002 June 2004) • APEKSI conducts a 1 ½ day member training "Estimating and Generating Local Revenue" (April 2004, 60 participants) • APEKSI conducts 1 ½ day member training "Budget Planning Process" (Oct. 2004, 10 participants) • BKKSI conduct member training "Performance Based Budgeting". (July 2005) · Member workshop "Public Relations in Local Government" (Aug. 2005) (APEKSI)
Association assists newly-appointed or elected government officials in understanding their roles and responsibilities	1 target met	<ul style="list-style-type: none"> • Technical assistance: APEKSI leadership retreat (Sept. 2004) • Technical assistance: BKKSI leadership retreat (May 2005)

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

Indicator	Target and Status	Progress through September 30, 2005
Association develops and disseminates local government management best practices	2 of 1 target met	<ul style="list-style-type: none"> •Associations publish local government success stories in newsletters (APEKSI, APKASI, APPSI 2002) •APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003) •APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (August, October 2003) •Provide financial support for APEKSI staff's participation/facilitation in continued Best Practice Transfer Program between Balikpapan and Jambi staff (Oct. 2004) · Dissemination and Publication of Member Best Practices (Aug. 2005) (APEKSI)
Association serves as a liaison for local government technical assistance resources	3 of 1 target met APEKSI 2 of 1 target met APKASI	<ul style="list-style-type: none"> •APKASI responds to request from members on PP 8 &9/2003 through computer dissemination of regulations including additional resource sites to answer questions on impact on members. (Mar. 2003) •APEKSI conducts a 3-day Best Practice Training and Bogor site visit program for members. (October 2003) •APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (October 2003) •APEKSI staff participates/facilitates continued Best Practice Transfer Program between Balikpapan and Jambi staff (Oct. 2004) · Dissemination and Publication of Member Best Practices with contact information (Aug. 2005) (APEKSI)

Annex 2: Deliverables and Other Information Submitted

Deliverables and Other Information Submitted

Title	Date Submitted to USAID	Format
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 1 January - 9 February 2004.	February 10, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 11 February - 24 March 2004	March, 25, 2004	hard copy
USAID Quarterly Report for the period January 1, 2004 - March 31, 2004	April 30, 2004	email and hard copy
USAID 6-month Work plan for the period April 1, 2004 - September 30, 2004	April 30, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 25 March - 9 May 2004	May 10, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 10 March - June 7, 2004	June 8, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of June 8 - July 7, 2004	July 8, 2004	hard copy
USAID Quarterly Report for the period April 1, 2004 - June 30, 2004	July 31, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of July 1, 2004 – August 31, 2004	Sept.1, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of September 1, 2004 – October 6, 2004	Oct. 7, 2004	hard copy
USAID Quarterly Report for the period July 1, 2004 - Sept. 30, 2004	Oct. 31, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of October 7, 2004 – October 28, 2004	Oct. 29, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of October 28, 2004 – December 1, 2004	Dec. 2, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of December 1, 2004 – January 26, 2005	Jan. 27, 2005	hard copy
USAID Quarterly Report for the period Oct. 1, 2004 – Dec. 31, 2004	Jan. 31, 2005	email and hard copy
USAID Quarterly Report for the period January 1, 2005 – April 30, 2005	April, 30, 2005	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of January 27, 2005 – May 1, 2005	May 2, 2005	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of May 2, 2005 – June 14, 2005	June 15, 2005	hard copy

Title	Date Submitted to USAID	Format
USAID Quarterly Report for the period April 1, 2005 – June 30, 2005	July, 31, 2005	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of June 15, 2005 – September 20, 2005	September 20, 2005	hard copy
USAID Quarterly Report for the period July 1, 2005 – September 30, 2005	October, 31, 2005	email and hard copy

Annex 3: Abbreviations and Terminology

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

Annex 4: Financial Information