

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

Quarterly Report
July 1, 2001 – September 30, 2001

Prepared for:
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International City/County Management Association
Graha Iskandarsyah, 5th Floor
Jl. Iskandarsyah Raya No.66
Kebayoran Baru
Jakarta Selatan 12160
Indonesia

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

USAID Quarterly Report – 3rd Quarter 2001

July 1 – September 30, 2001

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I. Introduction

ICMA's Building Institutions for Good Governance (BIGG) Program project 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

During this quarter, the majority of the Resource Cities partnerships completed their initial exchange visits. In addition, all Indonesian Resource Cities received training on Budget and Finance workshops B and C in collaboration with the Task Order and some partnerships completed their first trip to the United States.

The three Indonesian local government associations received training on communicating with the media, writing press releases, and preparing business plans.

Due to terrorist activities on September 11, the US Embassy in Jakarta declared a voluntary authorized evacuation. These circumstances affected the immediate return to Jakarta of the ICMA Program Manager and the Advocacy and Association Advisor. Both the Program Manager and Advocacy and Association Advisor worked with USAID to continue activities as scheduled to the greatest extent possible.

II. Major Accomplishments This Quarter

A. Project Administration

A.1 Project Workplan

During this quarter, ICMA/Jakarta submitted a revised workplan to USAID/Jakarta for approval.

A.2 Management

ICMA Advocacy and Association Advisor Diane Crosby arrived at post on August 1, 2001.

B. Program Activities and Management – Progress and Highlights

B.1 Resource Cities – Indonesia

- Initial exchanges between 4 out of 8 partners took place during this quarter (see chart below).
- Second exchanges between 2 partners took place.
- Current partnership and their exchange dates include:

Indonesian Local Government	US Partner	1 st Exchange	2 nd Exchange
Kabupaten Pasir, East Kalimantan	Coquille, Oregon	June 28 – July 8, 2001	November 4 – 12, 2001
Kota Bekasi, West Java	Gresham, Oregon	July 23 – August 2, 2001	October 6-13, 2001
Local Government Associations	League of Oregon Cities	July 18 – August 1, 2001	September 26 – October 6, 2001
Kabupaten Bandung	Santa Clarita, CA	January 2002	
Kota Bitung, North Sulawesi	Coos Bay, Oregon	August 30-September 8, 2001	November 10 – 18, 2001
Kabupaten Kutai	Washington County, Oregon	January 2002	TBD
Kota Samarinda	Tigard, Oregon	January 2002	TBD
Kota Balikpapan	TBD	TBD	TBD

Updates on Partnerships

Pasir, East Kalimantan – Coquille, Oregon

First Exchange: June 28 – July 8, 2001 in Pasir

Coquille Delegation: Terence E. O’Connor, City Manager; Sherri Flora, Finance Director; and John Higgins, Public Works Director.

Hosts and Institutions/Companies/Organizations visited: The Bupati of Pasir, Yusriansyah Syarkawi and all Kabupaten staff, members of the Local Council (DPRD) Finance and Budget Commission, Department of Finance, Local Revenue Office, Planning Office, Environmental Impact Monitoring and Protection Office, State Telecommunication Company (Telkom), Local Water Company (PDAM), State Palm Oil Company (PTP XIII), Palm Oil Storage and Port, Korean Coal Mining Company (Kideco), Timber company, Village Open Pit Gold Mining, and Village Milkfish Farm/Aquaculture.

Summary: Following visits to the organizations mentioned above, the partner local governments developed a workplan focusing on:

- 1) Improving administrative procedures,
- 2) Developing methods of forest protection and improving relations between potential investors and local indigenous communities, and
- 3) Developing mechanisms for public participation and empowerment.

During the visit, Dr. Faturrahman, Secretary of Bappeda (Planning Office) was appointed as the Pasir Project Coordinator. He helped to prepare the partnership action plan and will be assigned to the Administrative Procedure Improvement Program designated to . In addition to Dr. Faturrahman, Ir. Abdul Azis Maulana, Head of Forestry Department will work on local forestry policy and regulations. Drs. Azhar Baharudin, Vice Chairman of Local Council will work on the participatory process in policy development. These three officials have been confirmed for the next exchange visit.

Next actions: Pasir’s visit to Coquille is planned for November 4-11, 2001. The purpose of this visit will be to receive training on job description development, observe public hearings, and work with various environmental agencies in the Coquille area to discuss ways of developing regulations in an inclusive manner.

To ensure an effective exchange, Pasir has provided Coquille with sample job descriptions, a scope of work, and an organizational chart for budget and finance department and/or revenue office.

Bekasi, West Java – Gresham, Oregon

First Exchange: July 23 – August 2, 2001 in Bekasi

Coquille Delegation: John McMillan, Director of Human Resources; David Rouse, Director of Environmental Services; and Terry McCall, Director of Finance

Hosts and Institutions/Companies/Organizations visited: Mayor of Bekasi, Secretary of BAPPEDA, Education and Training Department, Finance Department, and Transportation Department

Summary: Following visits to the organizations mentioned above, the partner local governments developed a workplan focusing on:

- 1) Organizational restructuring and staff development,
- 2) Transportation planning, and
- 3) Improved financial management procedures.

Next actions: The next visit of Bekasi to Gresham is scheduled for October 6-13, 2001. The delegation will include: Toto Ruchmiat, Department of Finance; Setiono, Department of Transportation; and Rene Hendrawati, Department of Education and Training.

The purpose of the exchange will be to review human resources policies and practices in Gresham, work with the Gresham Finance Department to explore applicable financial and accounting models for Bekasi, and to observe the Gresham transportation modeling system to determine its feasibility in Bekasi.

Indonesian Local Government Associations – League of Oregon Cities

See Section B.2

Bitung, North Sulawesi – Coos Bay, Oregon

First Exchange: August 30- September 8, 2001 in Bitung



ICMA Partnership Manager Tristanti Mitayani signs the MOU while Milton Kansil, Mayor of Bitung and Bill Grile, City Manager of Coos Bay look on

Coos Bay Delegation: Bill Grile, City Manager; C. Randall Tosh, City Attorney; Martin Callery, Director of Marketing – Port of Coos Bay

Hosts and Institutions/Companies/Organizations visited: Mayor of Bitung, DPRD, BAPPEDA, Port of Bitung

Summary: Following visits to the organizations mentioned above, the partner local governments developed a workplan focusing on:

- 1) City-Port land use planning coordination and conflict resolution, and
- 2) Writing a marketing plan for Kota Bitung.

In addition, Bill Grile was authorized by his local Rotary club to approach the City of Bitung about the Coos Bay Rotary funding water infrastructure projects within the City. BIGG/LGSPP and Coos Bay have been in contact with the PDAM project and with Rotary International to identify a project and determine the most expeditious way to fund it

Next Steps: The next exchange will take place in Coos Bay November 10 – 18, 2001. The purpose of the exchange will be to observe and discuss the interaction between the Port of Coos Bay and the City of Coos Bay, and to work with the Coos Bay Economic Development and Marketing team to identify applicable methods for improving the marketing of Bitung.

In addition, ICMA and Coos Bay will work with the Rotary Club to channel funding into water infrastructure projects in Bitung. Prior to the projects being funded, ICMA and Coos Bay must identify a Rotary Club near Bitung that will be responsible for monitoring the program.

Bandung, West Java – Santa Clarita, California

Due to the attacks on the World Trade Center and the Pentagon on September 11, 2001 and the travel warning issued by the US Embassy in Jakarta, the exchange was postponed. The team from Oregon remains committed to the Resource Cities Program and is ready to travel to Indonesia as early as possible. ICMA will reschedule the exchange for early 2002.

Balikpapan, East Kalimantan - TBD

Balikpapan was originally partnered with Tacoma, Washington; however, due to the turmoil surrounding the impeachment of President Wahid and the travel warning issued by the US Embassy in Jakarta, the exchange visit scheduled for August 2001 was postponed. As a result of the security situation and major scheduling conflicts for the City of Tacoma, ICMA and Tacoma mutually decided that Tacoma would not continue to participate in the Resource Cities Program. ICMA is actively recruiting another city to be a partner for Balikpapan.

Samarinda/Kutai – Washington County/Tigard, Oregon

Washington County and Tigard, Oregon were originally scheduled to travel to Samarinda and Kutai October 15-29. Due to the attacks on the World Trade Center and the Pentagon on September 11, 2001 and the travel warning issued by the US Embassy in Jakarta, the exchange was postponed. The teams from Oregon remain committed to the Resource Cities Program and are ready to travel to Indonesia as early as possible. ICMA will reschedule the exchange for early 2002.

B.2 Association Development

During this quarter, ICMA continued to provide technical assistance and training to the three associations to improve member services, communications, advocacy, and

organizational management. Various capacity building activities described below were targeted at the executive directors, the staff, and to a lesser degree the Boards of Directors and members. These activities were implemented to further aid in developing local government associations so that they can be responsive to the needs of local government officials.

The full-time Association Advisor, Diane Crosby, was fielded the first week of August as written in the revised workplan. Ms. Crosby's initial activities involved conducting preliminary assessments of the three associations' information dissemination and communications capabilities; assisting in the design and delivery of the Association Business Plan Workshop; developing the Washington, DC tour of national and state associations; and participating in the association exchange program with the Oregon League of Cities.

Association assistance during this quarter included:

- **Association Business Plan Training:**

ICMA Consultant Kay Spearman, Senior Municipal Finance Specialist, designed a 2-day workshop (Sept. 6-7) entitled "Association Business Plan Development". The workshop, delivered by BIGG/LGSPP program staff, was created to assist the leadership, staff and members of the three associations in understanding the concepts and processes of business plan development.

The training's purpose was to build awareness and establish a framework from which the associations could identify "next steps" in getting their respective organizations to move forward with stronger fiscal management processes and tools. Thirteen staff members from the three Indonesian associations were in attendance (including two executive directors) and participated in interactive training methodologies covered the following issues:

- How financial systems contribute to sustainability, transparency and accountability,
- Financial record keeping and reporting technique, such as fund accounting, revenue and expense accounts,
- How to organize an annual operating budget that includes a review by policy makers, as well as a budget approval and monitoring process,
- Cash flow budgeting and cash needs estimates,
- Establishing user fees for services, and
- Association-specific options for diversifying revenue sources beyond membership dues.

- **ICMA Conference and Training:**

Fifteen participants from APEKSI, APKASI, and APPSI's leadership and staff, as well as the Ministry of Home Affairs and Regional Autonomy

attended the ICMA National Conference at Salt Lake City, Utah (Sept. 22-26) and represented the largest international delegation in attendance. The conference provided an opportunity to interact with peers representing many countries, hear about local government problem-solving techniques, and to observe first-hand the makings of a conference geared at developing the skills of local government professionals.

In conjunction with the conference, association staff received a 3-part training course on press release development and communications with the media.

The participants also engaged in a working session on marketing aimed at private local government service providers, ways to subsidize the cost of an annual conference, conference planning timelines and staff roles.

One session, "Local Government Association Workshop: The News Release," at the ICMA Conference was specifically geared for the staff of the three local government associations in Indonesia. The workshop was a complement to the sessions attended at the ICMA conference, focusing on skill development in writing news releases. The workshop content was based upon information presented at a communications workshop presented by BIGG/LGSPP in July.

In addition to discussing the importance of a news release as a communications tool, the participants also discussed how to establish and maintain a press list with contacts. The participants agreed to share their contacts at various newspapers and radio stations throughout the Indonesia. ICMA agreed to assist the associations with a press contact list database.

After reviewing the steps in preparing a news release and analyzing examples from U.S. local government associations (International City/County Management Association, National Association of Counties, and National League of Cities), each participant drafted his own news release about the experiences of association representatives and mayors visits to the ICMA Conference and various cities. Participant had to focus their news releases on a different audience. Together the group reviewed and discussed how the same content can be used and presented differently for a variety of audiences.

Ann Bueche, ICMA Communications & Training Advisor, conducted the training. Diane Crosby, ICMA Association & Advocacy Resident Advisor, facilitated discussion, with the associations, related to how the news release training would connect to other activities. Participants included Mukhlis Abidi (APPSI), Novel Abdul Gofur and Syaifuddin Chaidir (APKASI) and Rusfi Yunairi and Haslinda Hamdu (APEKSI).

At the conclusion of the training, the executives attending the study-tour joined the staff for a debriefing session before the group departed for Washington, DC and Portland, OR.

- **Washington, DC Study Tour:**

APEKSI and APKASI's Executive Directors, Ibu Farida M from the Ministry of Home Affairs and Regional Autonomy, and BIGG/LGSP's Chief of Party participated in the Washington, DC study tour that highlighted the role and functions of key U.S. local government associations, such as the following: ICMA, National League of Cities (NLC), National Association of Counties (NACo), Government Finance Officers Association, American Society for Association Executives, and Council of State Governments. The visit exposed the delegation to the U.S. experience in establishing associations and foundations as well as working as advocates for and providing services to their members at the national level.

Additionally, the leadership group met with representatives from the Virginia Municipal League, the Virginia Association of Counties, and University of Virginia's Center for Public Service to get another perspective on local government association advocacy, member services, organization, and intergovernmental relations.

- **Association Partnership:**

First Exchange Dates: July 18 – August 1, 2001

League of Oregon Cities Delegation: Dick Townsend, Executive Director; David Barenberg, Legislative Director; Wes Hare, Board Member.

Summary: After receiving a day of briefings from the BIGG/LGSP staff, the delegation from Oregon met individually with each of the Indonesian associations – APEKSI, APKASI, and APPSI – for 1-2 days each. A small group representing the three Indonesian associations and the League of Oregon Cities met together to develop the workplan after these meetings. The workplan's focus will be 1) advocacy, 2) communication with members, and 3) association management.

Second exchange dates: Sept. 26- Oct. 6

Summary: Association executive directors, key staff, and board members participated in their first US-based exchange visit. The study tour centered on



Association Staff and Executives in front of the State Capitol in Salem, Oregon

enhancing skills and building awareness in the three key workplan areas: advocacy, member communications, and association management. Participants were provided with tours of four different local governments in the greater-Portland area. They also had an opportunity to speak directly with elected

and appointed local government officials, as well as department managers to see first-hand models of democratic local government functions and service delivery.

LOC staff and management provided training, workshops, or question-and-answer briefing sessions on the following topics:

- Intergovernmental relations (state and local levels),
- Board/executive director/staff roles and responsibilities,
- Internal advocacy processes and member consensus,
- External advocacy processes and staff lobbying functions,
- Newsletter content and development,
- Conducting membership surveys,
- Role of a research and data center in lobbying and member services,
- Basics on conference preparation and role of staff in providing member training,
- Publications, legislative bulletins/alerts, and other communications vehicles,
- Association structures, by-laws, committees and procedures, and
- Roles and functions of a membership organization.

B.3 Information Dissemination/Innovative Practices

Presentation at Georgia State University

On Friday, September 27, 2001, the BIGG/LGSP Chief of Party and International Resource Cities Program Director gave a lecture at Georgia State University about the local government system and the role of the local government associations in Indonesia. This lecture was administered to thirty-five Masters degree students from six Provinces in Indonesia (Aceh, West Java, East Java, North Sulawesi and Irian Jaya/West Papua), many of whom were lecturers from local universities in their provinces. Other participants were from Bappenas staff of local government and the Secretariat of *Dewan Perwakilan Rakyat* (DPR). The background knowledge of the students was mostly in economics.

The Chief of Party provided an overview of local government in Indonesia and highlighted the roles of the local government associations. This presentation was followed by a comparative discussion of the US government experience as a decentralized country. An active discussion on how to implement the decentralization legislation followed the two presentations.

On September 28, the Chief of Party met with Dr. Wallace, Dr. Roy Bahl, Dr. James Alm and Dr. Jorge Rodrigues, the Dean of Economic Faculty to discuss ways to continue collaboration. This was a preliminary discussion and ICMA is expecting follow-up from the staff at Georgia State University.

BIGG Newsletter

BIGG has been distributing its newsletter, which contains relevant information on budget and finance for local governments and LGSP updates, through the three local government associations and the Resource Cities Partners. As a result, more than 400 copies of *The BIGG Picture* are distributed on a monthly basis. BIGG maintains a database of individuals and organizations receiving the newsletter.

Media Relations and Press Coverage

Numerous newspapers and television stations have covered the events of the international exchange visits in both the US and Indonesia. Coverage/articles to-date includes the following:

- US study tour article written by Syaifudin of APKASI. Published in SWARA magazine, the new publication launched at the Otonomi Expo (English Translation)
- Summary of news on the Pasir exchange (Summary of Indonesian articles in Kaltim Post)
- Walikota of Coquille AS Lirik Pasir (Kaltim Post July 4, 2001)
- Saling Jadi "Kota Mitra" (Kaltim Post July 9, 2001)
- Indonesian Visitors Get Dose of Culture Shock in Gresham (Gresham Outlook, October 13, 2001)
- Indonesian Trip Opens Employees' Eyes (Gresham Outlook, September 5, 2001)
- Di AS: Asosiasi Pemda Tulang Punggung Otonomi (Varia APKASI, October 2001)
- Appearance on Oregon local news (broadcast to Central Oregon region from Eugene) by Pasir delegation: November 7, 2001
- Coquille community television appearance by Pasir delegation at City Council meeting: November 7, 2001
- Appearance on Oregon local news (broadcast to Central Oregon region from Eugene) by Bitung delegation: November 16, 2001

B.4 Local Government Training

See Joint Activities with Task Order

B.5 Joint Activities with Task Order

Budget and Finance Training (BFT) Workshop

The second and third Budget and Finance Workshops (Workshops B&C) were delivered to the local governments under the Cooperative Agreement from September 10-13, 2001. The class was comprised of key finance officers representing the seven local governments who are as follows: Heads of Bappeda, Secretaries of the Mayor/Bupati, Heads of Finance Department, and Chairperson/members of Budget Commission of the Local Councils. These workshops were a follow-on to the first workshop conducted in May 2001. Ninety percent of the participants in Workshops B&C participated in the initial training.

Program Highlight

After participating in the first training workshop on budget and finance, the Vice Chairman of the local council of Samarinda, convinced the council to implement the performance-oriented budget model in the year 2002 and requested that the BIGG program provide a similar workshop exclusively for the Local Council members. Samarinda agreed to share the costs of the workshops by providing all on-site expenses, with BIGG covering the costs for trainers and training materials.

The budget and finance workshop was conducted in September 2001 and was attended by thirty Local Council members. The Council has asked for additional training to better understand the concepts of Performance-Oriented Budgeting.

Upon hearing about this training event, the City of Balikpapan also expressed an interest in receiving further training on Performance-Oriented Budgeting.

B.6 East Kalimantan Regional Initiative

East Kalimantan Province

On August 16, BIGG/LGSPP staff met with Dr. Rusman Yacub, DPRD Samarinda, and Ir. Tri Murti Rahayu of the Province Planning Office to discuss possibilities for an Indonesian Province/US State partnership, as well as other issues for regional collaboration. The idea of partnering a provincial department with a State agency in the US was also discussed. A cross-border, inter-Kabupaten policy issue on environmental management would be a potential area for partnership with a US state (possibly Oregon or Washington).

Potential issues for collaboration in East Kalimantan center on the environment and include a number of USAID projects: West Kutai (Natural Resource Management) and Balikpapan (Coastal Resource Management), as well as programs on civil society strengthening (CSSP), Performance Oriented Regional Management (PERFORM), Local Government Water Services (with Chemonics), Decentralization Capacity Building (with USC), Strengthening Economic Capacity (with Georgia State University), Strengthening Regional Parliaments (with SLLF), Nutritional

Improvement and Sustainable Agriculture Program (with CARE), political parties, labor and media strengthening programs (with NDI, Solidarity Center), and other donor projects (such as GTZ in forestry policy).

BIGG/LGSP will be working with the League of Oregon Cities to contact the appropriate agency at the State level, once a survey of Provincial departments (to determine the appropriate department to include in the partnership) has been made by the BIGG/LGSP East Kalimantan Coordinator.

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

- As a result of the September 11 terrorist attacks, the Resource Cities Program exchange visits to Indonesia have been postponed. The partnerships affected were Samarinda/Kutai – Washington County/Tigard, and Bandung – Santa Clarita. Both cities are committed to traveling to Indonesia shortly after the evacuation is lifted.

D. Projected Activities for the Next Quarter

D.1 Project Workplan

- Submit 6-month activity plan (through June 30, 2002) for USAID review
- In conjunction with the Task Order, begin developing a Monitoring and Evaluation system for the entire BIGG program

D.2 Management

D.3 Resource Cities – Indonesia

- Continue recruitment for US partner city for Balikpapan
- Conduct second exchanges for 3 partnerships
- Select Round 2 Resource Cities

D.4 Association Development

- Continue conducting half-day training sessions on items prioritized by associations (i.e., communications and media relations, personnel policies and determining member benefits)
- Continue to develop association business plans
- APEKSI Executive Director will attend conference on federalism in Veracruz, Mexico and meet with Executive Director of Mexican Municipal Association (AMMAC) about advocacy and sustainability
- Training on newsletter and best practices development
- Legislative Director of League of Oregon Cities will facilitate a series of meetings between the 3 Indonesian Associations to assist them in developing their positions on upcoming changes to Regional Autonomy legislation

D.5 Information Dissemination/Innovative Practices

- Explore ways of communicating to local governments (through associations) via radio and other forms of mass media

D.6 Local Government Training

- Nothing scheduled

D.7 Joint Activities with Task Order

- Discuss the possibility of offering further Budget and Finance Training to Balikpapan and Samarinda
- Continue to provide updates to *The BIGG Picture* and the BIGG program website

Annex 1: Financial Information

Annex 2: Deliverables Submitted

Deliverables Submitted

Title	File Type	Date Submitted to USAID	Format
“Pemda Sukses” Local Government Support and Partnership Program Quarterly Report October 1, 2000 – December 31, 2000	Quarterly Report	February 28, 2001	e-mail
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report January 1, 2001 – March 31, 2001	Quarterly Report	May 30, 2001	e-mail and hard copy
Memorandum of Understanding between ICMA and APEKSI	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Memorandum of Understanding between ICMA and APEKSI	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Memorandum of Understanding between ICMA and APKASI	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Memorandum of Understanding between ICMA and APPSI	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Bandung	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Memorandum of Understanding between ICMA and Kota Bekasi	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Memorandum of Understanding between ICMA and Kota Bitung	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy

Title	File Type	Date Submitted to USAID	Format
Memorandum of Understanding between ICMA and Kota Balikpapan	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Kutai	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Pasir	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Memorandum of Understanding between ICMA and Kota Samarinda	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Local Government Diagnostic – Balikpapan	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Local Government Diagnostic – Bandung	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Local Government Diagnostic – Bekasi	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Local Government Diagnostic – Bitung	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Local Government Diagnostic – Kutai	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Local Government Diagnostic – Pasir	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy

Title	File Type	Date Submitted to USAID	Format
Local Government Diagnostic – Samarinda	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	e-mail and hard copy
Manila Association Capacity Building Conference Report	Memo/Report Annex	May 30, 2001	e-mail and hard copy
Association Milestone Index – APEKSI	Diagnostic Report/Report Annex	May 30, 2001	e-mail and hard copy
Association Milestone Index – APKASI	Diagnostic Report/Report Annex	May 30, 2001	e-mail and hard copy
Association Milestone Index – APPSI	Diagnostic Report/Report Annex	May 30, 2001	e-mail and hard copy
East Kalimantan Background Material and Report	Background Materials/Report Annex	May 30, 2001	e-mail and hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program in Indonesia <i>USAID Quarterly Report – 2nd Quarter 2001</i>	Quarterly Report	August 14, 2001	hard copy
Strategic Plan – APEKSI	Draft planning document	Currently being professionally edited. ETA January 2002.	hard copy
Strategic Plan – APKASI	Draft planning document	Currently being professionally edited. ETA January 2002.	hard copy
Strategic Plan – APPSI	Draft planning document	Currently being professionally edited. ETA January 2002.	hard copy
Priority Areas for Cooperation Between the 3 Local Government Associations	Memo	December 14, 2001	Hard copy
Summary of Proceedings - Advocacy Seminars	Workshop Proceedings	December 14, 2001	Hard copy
Summary of Proceedings – Budget and Finance Training	Workshop Proceedings	December 14, 2001	Hard copy

Title	File Type	Date Submitted to USAID	Format
League of Oregon Cities – Indonesian Associations Workplan	Draft Planning Document	November 24, 2001	e-mail
Coos Bay, OR – Bitung Workplan	Draft Planning Document	November 24, 2001	e-mail
Gresham, OR – Bekasi Workplan	Draft Planning Document	August 1, 2001 (resubmitted November 24, 2001)	e-mail
Coquille, OR – Pasir Workplan	Draft Planning Document	July 7, 2001 (resubmitted November 24, 2001)	e-mail
Communication and Media Workshop Materials	Workshop Materials	July 17, 2001	e-mail
Exchange Visit Agenda – ICMA Annual Conference	Agenda	December 14, 2001	Hard copy
Exchange Visit Agenda – League of Oregon Cities Visit	Agenda	December 14, 2001	Hard copy
Exchange Visit Agenda – Washington, DC	Agenda	December 14, 2001	Hard copy
Kabupaten Pasir and City of Coquille, Oregon: July 2001	Trip Report	December 14, 2001	Hard copy
City of Gresham, Oregon and City of Bekasi, Indonesia: August 2001	Trip Report	December 14, 2001	Hard copy
City of Coos Bay, Oregon and City of Bitung, Indonesia: September 2001	Trip Report	December 14, 2001	Hard copy
City of Coos Bay, Oregon and City of Bitung, Indonesia: November 2001	Trip Report	December 14, 2001	Hard copy
Regional Workshop Resource Cities Partnership: Performance Budgeting	Trip Report	December 14, 2001	Hard copy
Seminar: the Position of Regional Governments on Financial Apportionment Between Central and Regional Governments: In the Framework of Fiscal Decentralization and Regional Autonomy	Proceedings	December 14, 2001	Hard copy
Summary of Association Advocacy Activities	Proceedings/Summary Report	December 14, 2001	Hard copy

Title	File Type	Date Submitted to USAID	Format
APPSI Activity Record: Note from the Meeting on Coordination between Local Government Association with ICMA	Association Activity Report	December 14, 2001	Hard copy
APPSI Activity Record: Activity Report on Inter-Institutional Cooperation	Association Activity Report	December 14, 2001	Hard copy
APPSI Activity Record: Importance of Communication for APPSI	Association Activity Report	December 14, 2001	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day One	Trip Report	December 14, 2001	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day Two	Trip Report	December 14, 2001	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day Three	Trip Report	December 14, 2001	Hard copy
Letter from APKASI: 5 July 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APEKSI: 29 August 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APEKSI: 7 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from Lori Forman, Assistant Administrator, USAID: 20 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APPSI: 6 December 2001	Letter of Appreciation	December 14, 2001	Hard copy
Summary of Natural Resource Management and Financial Balances in Local Autonomy	Trip Report	December 14, 2001	Hard copy
Summary of the Launching of Indonesia's Autonomy Expo 2001	Trip Report	December 14, 2001	Hard copy
Indonesia City Council Association – Founders meetings	Trip Report	December 14, 2001	Hard copy

Title	File Type	Date Submitted to USAID	Format
Report on Salzburg Seminar: Session 388 “Sustaining Democracy in the Modern World”	Trip Report	December 14, 2001	Hard copy
Training on Oil Gas and Non-Oil Gas Product Sharing Calculation	Trip Report	December 14, 2001	Hard copy
The Establishment of Kabupaten (County) Council Association	Trip Report	December 14, 2001	Hard copy
Work Meeting: Komisariat Wilayah VI (Regional Office VI)	Trip Report	December 14, 2001	Hard copy
Work Meeting: Komisariat Wilayah III (Regional Office III)	Trip Report	December 14, 2001	Hard copy
Melalui Raker Ke I Komwil II APEKSI Sumatera Selatan	Trip Report	December 14, 2001	Hard copy
Report on “Otonomi Indonesia Expo 2001”	Trip Report	December 14, 2001	Hard copy
Trip Report on the First National Work Meeting of the Indonesia City Council Association	Trip Report	December 14, 2001	Hard copy
Laporan Perjalanan Orientasi Ke Kantor Pusat ICMA, Washington, DC	Trip Report	December 14, 2001	Hard copy
Meetings with Kabupaten Bogor and Kota Bekasi	Trip Report	December 14, 2001	Hard copy
The Involvement of ICMA in Building the Institutional Capacity of the Associations	Memo	December 14, 2001	Hard copy
Highlight on the Association’s Cooperative Agreement Program	Memo	December 14, 2001	Hard copy
Trip Report of Clay Wirt: Strategic Planning/Action Planning with APPSI, APKASI, and APEKSI	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: April 19 - May 20, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Phil Rosenberg: May 7 - May 23, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: June 20 - July 20, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: June 20 – July 27, 2001	Trip Report	December 14, 2001	Hard copy
PowerPoint Presentation delivered to Georgia State University: September 27, 2001	Presentation	December 14, 2001	Hard copy

Title	File Type	Date Submitted to USAID	Format
US Study Tour 2001: ICMA Annual Conference, League of Oregon Cities, and Washington, DC	Trip Report	December 14, 2001	Hard copy
APKASI Membership Dues Structure Memo #1: November 6, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Ann Bueche: November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Amanda Lonsdale: September – November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Diane Crosby: September – November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of David Barenberg: December 2 – 6, 2001	Trip Report	December 14, 2001	Hard copy
Six-Month Activity Plan December 14, 2001 – June 30, 2002	Workplan	December 19, 2001	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report July 1, 2001 – September 30, 2001	Quarterly Report	December 31, 2001	Hard copy