

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

**Quarterly Report
January 1, 2004 – March 31, 2004**

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

USAID Quarterly Report –1st Quarter 2004

January 1, 2004 – March 31, 2004

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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.

Please note: the target numbers contained within the Resource Cities Results Matrix in Annex 1 have been revised for phase II activities, to reflect the new number of partnerships and participating cities for this round. These numbers are suggestions made by ICMA, but are subject to review and approval by USAID during the second quarter.

II. MAJOR ACCOMPLISHMENTS THIS QUARTER

A. Project Administration

A.1 Project Workplan

The 6-month work plan for April 2004 – September 2004 was submitted to USAID/DLG .

A.2 Management

No changes.

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
Kota Balikpapan, Kota Samarinda, East Kalimantan	Tigard, Oregon	1-5 March 2004	scheduled for 14-18 June 2004					National Conference
Kabupaten Berau, East Kalimantan	Port Angeles, Washington	scheduled for 19-23 April 2004	TBD					National Conference
Kota Bitung, Kabupaten Sangihe, North Sulawesi	Coos Bay, Oregon	29 March - 2 April 2004	scheduled for 21-25 June 2004					National Conference
Kota Solok, West Sumatra	Gresham, Oregon	scheduled for 24-28 May 2004	TBD					National Conference
DKI Yogyakarta, Central Java, Kota Bukittinggi, West Sumatra	Savannah, Georgia	23-27 February 2004	scheduled for 21-25 June 2004					National Conference

Updates on the Resource Cities Program partnerships are presented below.

This quarter, the Resource Cities team began work on the next round of partnerships. This round includes an extension of 3 of the previous partnerships plus the addition of 2 new partnerships.

During the first phase of Resource Cities, one Indonesian local government was partnered with one U.S. local government. For this next round, a third Indonesian local government will be joining each of the three original partnerships that were awarded extensions. These new partnerships include:

the original partnership of the city of Coos Bay, Oregon and Kota Bitung, North Sulawesi, joined by Kabupaten Sangihe, North Sulawesi;

the original partnership of the city of Savannah, Georgia and DKI Yogyakarta, East Java joined by Kota Bukittinggi, West Sumatra;

the original partnership of the city of Tigard, Oregon and Kota Samarinda, East Kalimantan, joined by Kota Balikpapan, East Kalimantan.

The two new partnerships include:

Kabupaten Berau, East Kalimantan and the city of Port Angeles, Washington;

Kota Solok, West Sumatra and the city of Gresham, Oregon.

Gresham, Oregon is not new to the Resource Cities Program. This city was partnered with Kota Bekasi, East Java, during the first round. While the results of this partnership were excellent, the partnership was not chosen for extension due to the limited funding for the second round. The U.S. partner originally identified for Solok was Dallas, Oregon. Unfortunately the city council of Dallas did not approve the city's participation in the Resource Cities Program, so Gresham, was invited to join this round, since their skill set and resources matched Solok well and the officials of Gresham previously showed great interest and enthusiasm in continued participation in the Resource Cities Program.

Balikpapan - Samarinda - Tigard

Activities: The first exchange took place in Samarinda from 1-5 March 2004. Mr. Bill Monahan, City Manager, and Mr. Craig Prosser, Finance Director, represented Tigard. Balikpapan was represented by Mr. Sarjono, Head of the Planning Board (Bappeda) and Mr. Heronasia Soedarwo, Head of the Research Unit, Planning Board (Bappeda).

Results: This exchange included discussion and negotiation of the 18-month work plan and Memorandum of Understanding. The three cities decided to focus on the following technical areas over the next 18 months.

EDUCATION for Elementary Schools

No.	Topic
(1)	Environmental education training for teachers
(2)	Environmental education applications/practices of environmental “lessons” for the city
(3)	Education Management: teaching methods, formulating curriculum, student discipline
(4)	English as a second language
(5)	Virtual “sister” classes
(6)	Curriculum studies

WATER MANAGEMENT

No.	Topic
(1)	Distribution: how to operate a distribution system; leakage management
(2)	Flood Management: manage water control basins; manage vegetation to retain & treat water
(3)	Waste Water Management: household sewage; community education in sewage issues
(4)	Production: improvement/efficiency and water conservation
(5)	Building citizen support for the water system

CITIZEN PARTICIPATION

No.	Topic
	Building citizen support for rate increases Mediation Citizen involvement for maintaining city cleanliness Citizen involvement in budget formulation at the Development Forum (April, 2005)

The three cities signed the MOU at the official residence of the Mayor of Samarinda on Friday, 5 March 2004 at a formal signing ceremony. The local television station of TVR-1 filmed the event and interviewed the Mayor of Samarinda, the Mayor of Balikpapan, the City Manager of Tigard and the Program Manager of ICMA. Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos of Samarinda and the Tribun Balikpapan of Balikpapan.

Next Steps: The partners have agreed that the next exchange will be held in Tigard, Oregon during the week of 14-18 June 2004, where work on education will begin. One official from the Education Department and one principal from a local elementary school, from each city, will be chosen to attend.

Berau - Port Angeles

Activities/Results/Next Steps: Preparations for the first exchange have been finalized. The first exchange is scheduled for the week of 19-23 April 2004. Port Angeles will be represented by the City Manager, Mr. Mike Quinn and the Director of Public Works, Mr. Glenn Cutler. This exchange will include discussion and negotiation of the 18-month work plan and Memorandum of Understanding.

Bitung - Sangihe - Coos Bay

Activities: The first exchange took place in Bitung from 29 March - 2 April 2004. Coos Bay was represented by Mr. Rick Stevens, Director of the Lighthouse Radio Group and Mr. Jon Richards, Director of the Business Development Center, Southwestern Oregon Community College. Sangihe was represented by Mr. Ferdinand Wenas, Assistant I to the Bupati, Mr. D.I. Pangkey, Education Department Head, Mr. John Balanehu, Environmental Control Department Head, Ms. Jenny Pangurian, Planning Board (Bapeda) staff member, and Mr. Frits Lahamendu, Environmental Control staff member.

Results: This exchange included discussion and negotiation of the 18-month work plan and Memorandum of Understanding. The three cities decided to focus on the following technical areas over the next 18 months.

EDUCATION

No.	Topic
(1)	<u>Community College</u> Needs assessment Determination of goals & objectives Development plan: facilities, personnel, programs, finance.

ENVIRONMENT

No.	Topic
(1)	<u>Natural Resource Management / Eco-tourism</u> reef conservation coastal protection maritime tourism pollution control
(2)	<u>Water Quality</u> improve drinking water industrial waste management/education equipment for pollution detection conservation protection watershed protection (catchment and landslides)

HUMAN RESOURCE CAPACITY BUILDING

No.	Topic
(1)	<u>Training</u> raising community awareness conflict mediation problem solving techniques systems administration

The cities were scheduled to sign the Memorandum of Understanding at a formal signing ceremony on Friday, 2 April 2004. However, due to the unexpected death of Sangihe's Bupati, Mr. Aries Makaminan, during the exchange week, the cities decided to cancel the signing ceremony. The Sangihe delegates returned to Sangihe before the planned finish of the exchange, however, the three cities were able to push up the exchange schedule and negotiations were finalized. The MOU was signed by Coos Bay and ICMA and remained with Bitung for signature, to be forwarded on to the Vice Bupati of Sangihe. It is not expected that the sudden death of the Bupati will affect Sangihe's interest in participating in the Resource Cities Program. Bitung's Director of Finance, the two Coos Bay delegates and the ICMA program manager were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station.

Next Steps: The partners have agreed that the next exchange will be held in Coos Bay, Oregon, during the week of 21-25 June 2004. Work on education and environment will begin. The heads of the Community College programs and representatives from the Environmental Department will be attending from Sangihe and Bitung.

Solok - Gresham

Activities/Results/Next Steps: Preparations for the first exchange are underway. The first exchange is scheduled for the week of 24-28 May 2004. Gresham will be represented by the Chief Financial Officer, Mr. Terry McCall, the Director of Public Works, Mr. Dave Rouse and the Assistant Director of Public Works, Mr. John Dorst. This exchange will include the discussion and negotiation of the 18-month work plan and Memorandum of Understanding.

Yogyakarta - Bukittinggi - Savannah

Activities: The first exchange took place in Yogyakarta during 23-27 February 2004. Savannah was represented by Mr. Sean Brandon, Managing Coordinator for the city of Savannah and Ms. Carol Paulk, IT Department Head from the Savannah Technical College. Bukittinggi was represented by Mr. H. Khairul, Secretary of the Planning Board (Bappeda), Mr. Yunizar, Head of Finance Department, Mr. Elvis S Munir, Head of Research & Development, Mr. Arfansyar, Administrative Head of the Public Works Department and Mr. Nasroel M Phietra, Head of the Tourism Department.

Results: This exchange included discussion and negotiation of the 18-month work plan and Memorandum of Understanding. The three cities decided to focus on the following technical areas over the next 18 months.

EDUCATION

Comparative study of curriculum How to manage a community college Training for trainers International certification Website design
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TOURISM & CULTURAL PRESERVATION

Training on cultural and historical tourism: events & festival management; promotion. Discussions with convention center on how to improve hotel involvement and application Initiate creation of cultural and historical program (events, dates, sites) Preservation - experts to train in historic district guidelines, follow-up on Taman Sari
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FINANCE

Performance based budgeting

The three cities signed the MOU at City Hall on Friday, 27 February 2004, at a formal signing ceremony at City Hall. In addition to the four delegates that attended from Bukittinggi for the week-long discussions and negotiation, Mr. Djufri, the Mayor of Bukittinggi and Mr. Zainal Djis, the Head of the Legislative Council (DPRD), also traveled to Yogyakarta in order to attend the signing ceremony. The exchange and MOU signing ceremony were covered in articles in Yogyakarta's local newspapers Kedaulatan Rakyat, Kompas and Bernas, as well as Bukittinggi's local paper Singgalang.

Next Steps: The partners have agreed that the next exchange will be held in Savannah, Georgia during the week of 21-25 June 2004. Work on education and tourism will begin. One official from the Education Department and one official from the Tourism Department, from each city will attend.

B.2 Association Development

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

Organizational Management

Association member needs assessment training: In February, Ann Bueche, ICMA Communications and Training Advisor, and Diane Crosby, Association Advisor, conducted a three-day workshop for the four Indonesian local government associations on developing, designing, and implementing member needs assessments. The training focused on various methods of obtaining input from members to determine their priorities and identify problem areas in local government service delivery.

Such data collection and summary should ideally assist the association leadership in determining future programs and services that would be most desired by the membership. Another goal of the data collection efforts could be to determine which association services and programs would best be offered on a for-fee basis, thereby enhancing the fiscal sustainability of the organizations. Lastly, when the associations have the capacity to plan and link annual workplans to budget resources, such data can inform on ranking current programs based on prioritization to member needs.

Approximately 15 staff members from APEKSI, APKASI, ADEKSI, and ADKASI participated in the workshop, focusing on things such as: face-to-face interview techniques; developing good survey questions; when to use open versus closed questions; how to use the data for decision making; placement of survey questions; and applications for survey data to answer a specific question. In addition, representatives from three localities in Indonesia assisted by serving as interview respondents where the association staff tried out the new concepts and skills in face-to-face data collection techniques to probe deeper into the complex issues facing local government officials. During the training the advisors also critiqued past surveys of APEKSI and APKASI to highlight how to improve questions to make the data more useful.

ADKASI staff have already met with BIGG to get additional technical assistance in crafting a member needs survey for training as well as to identify potential programs for their women councilors section. This assistance will continue into the next quarter. Following the training, APEKSI and APKASI staff also voiced the need for additional BIGG support in gathering data during their annual membership meetings in July and December, respectively.

APEKSI Budget and Financial Management technical assistance: Previous direct technical assistance and consultant's review of APEKSI highlighted an organization that was in serious need of a financial management system, including development of an annual budget that balances revenues and expenditures (approved and adopted by the Board.) It was determined that no financial management or budget system could be put in place without the basic financial data from a comprehensive, independent financial audit of APEKSI's books.

As a follow-up, in December BIGG contracted with an independent auditing firm to conduct the first audit of APEKSI's books since their inception. APEKSI had no records for fiscal years 2000 and 2001. Therefore the audit began with 2002 finances. The comprehensive audit was continued and completed in January to allow for staff to complete 2003 data. The full independent audit report details a list of recommendations that mirrored much of the recommendations stemming from the League of Oregon Cities staff assessment from Linda

Ludwig. A summary of the audit report recommendations including the following highlights (corrective recommendations included in the full report):

- no separate record for cash and bank accounts. APEKSI mixes cash income and expenditure records with bank income and expenditure records
- no record for member accounts receivable.
- staff has no understanding of income tax. Financial reports have no mention of monthly income tax for staff which is in conflict with Indonesian tax regulations.
- no list of inventory.
- no separate filing system for cash and bank incomes versus expenditures;
- no system for numbered receipts, and no transaction record or report which confuses income from dues versus contributions from members.
- no mechanism for keeping important documents in safekeeping.
- no computerized system; still use manual bookkeeping system leads to inaccurate and out of date records.
- many staff conduct work without job descriptions, resulting in overlapping and uncoordinated efforts by the staff.

In addition, the auditor reported that while APEKSI has a reasonable income, the level of expenditures for operations is over 70% of the total budget which is rather large. It was reported that a disproportionate level of operational costs go to local transportation for taxis and such since there is no project vehicle for the organization.

Another comment, mirrored by previous evaluations, is that the Director of Finance and the support staff for finance have no experience in accounting, budgeting, or financial reporting systems which significantly hampers APEKSI's ability to manage its finances appropriately. As a result of assurances from APEKSI President Mayor Jusuf of Tarakan, in April APEKSI employed a staff member with technical experience and education in accounting and finance, thereby demonstrating their agreement and commitment to move forward with in-house budget capabilities for the first time. BIGG will continue to work with the leadership and staff of APEKSI to ensure that the organization realizes its ability to develop a meaningful organizational budget system and to implement the series of recommendations from LOC and the audit agency.

Advocacy and the Policy Development Process:

Legislative Drafting Workshop sponsored by ELIPS II: BIGG collaborated with the USAID-sponsored Economic Law, Institutional and Professional Strengthening Project II (ELIPS II) to ensure that six staff from the four local government associations participated in the intensive 2-week workshop (Feb. 16-28) dedicated to legal drafting skills. The course focused on legislative theory, methodology, and drafting techniques to improve the precision, clarity, and understandability in creating legislation. As in the past, BIGG will continue to seek out other such relevant USAID programs and training that have application for the associations, thereby leveraging resources and maximizing the spread of Indonesian-specific offerings.

Local Government Association Advocacy: Some 17 leaders and representatives of the four local government associations coalition (self-titled as the Forum of Local Government Associations) presented their written policy position on revision of Law 22/99 and Law 25/99

before a hearing of the DPR's Special Committee on March 4th and continued with a meeting to discuss points of mutual agreement on regional autonomy. Highlights of this dialogue include:

- Agreement between DPR and Forum representatives was made to reject the central government's redraft/revision of Law 22/99 since it intends on changing more than 50% of the existing law.
- Agreement that any deliberation on changes to Law 22/99 should not be conducted until after the inauguration of the DPR and the regional representative councils elected through the 2004 election cycle.
- Forum request that the DPR only address revision to Law 22/99 in the area of election of heads of local governments and relevant provisions.
- Agreement by Forum representatives that each of the four associations would conduct a comprehensive review of Law 22/99 and 25/99 to come to Forum agreement on a common local government view to provide input to the relevant central government ministries and the DPR.

Other discussion at the public hearing included the following point of view on the state of regional autonomy from Forum representatives:

- Forum representatives urged the DPR Special Committee not to deliberate the central government's amendment of Law 22/99 since the formulation process was closed and did not involve the stakeholder local governments. They argued that the revision of Law 22/99 does not solely fall into the scope of interest of the central government but should include the viewpoint of local governments and other stakeholders.
- Forum representatives argued that the central government's attempt to revise regional autonomy was based on the pretext that bupati and walikota are "little monarchs" and are not obedient to governors. Forum representatives reiterated that they respect and appreciate the position of governors as central representatives to coordinate, facilitate, and oversee implementation of regional autonomy.
- Forum representatives presented that the local communities have benefited from regional autonomy since they have enjoyed the improvement of public services at the local government level, and the use of local resources which have increased the people's welfare.
- Forum representatives stated that the possibility of disintegration of the nation at the kota and kabupaten level has not been proven.
- All energies should currently be focused at the new system of elections and the proper implementation of the 2004 elections as a matter of first priority.

APKASI agreed to take the lead on a team to disseminating substantive materials on the comprehensive review of Law 22/99, including an inventory of articles that need to be amended versus those which need to be preserved. The results of the team and resource persons' review would then be disseminated to all regional coordinators for response and reporting back to the lead team.

BIGG will continue to provide appropriate support and facilitate technical assistance on advocacy issues and process, as well as monitor the activities of the Forum. Early signs indicate that the Forum may need support in policy analysis and in determining the best manner of conducting a comprehensive review of Law 22/99. BIGG's on-going assistance may include

linking up the associations with other donors or specialists in determining improvements in select segments of the law and assistance with packaging the findings for various audiences.

National and Regional Radio Programs on Regional Autonomy: In support of the Forum's comprehensive strategy to take the message and debate on regional autonomy to public and private stakeholders alike, BIGG met with media experts and program staff of the International Foundation for Election Systems (IFES) on the feasibility of conducting a series of association-organized radio programs and talk shows. The concept is to open the public debate and discussion of the positive to-date impacts of decentralization from the regional perspective. (Note: Part of the Forum's overall strategy/white paper was to take the message that all stakeholders have legitimate interests and the right to debate regional autonomy. This element of their advocacy strategy started with a joint press conference in November 2003, however the associations have not planned or organized any other efforts to support their attempts at a media campaign).

During the quarter, BIGG held preliminary planning meetings with IFES, staff of the four local government associations, and other association advisors (Rudi Hauter of ADEKSI, and Esther Sprangers of UNV/VNG) on the merits of such radio programming. All parties agreed that the program was important and timely.

By the end of the quarter, programming details for a series of radio talk shows are taking shape. Specifically, a series of national and regional talk shows will be broadcast in May and June before political energies are consumed with the launch of the July 1 presidential campaigns. BIGG will provide programmatic guidance and funding support. IFES will contribute media and programming assistance. The four local government associations will identify and organize the content, resource persons, and local elected officials. A tentative programming schedule is as follows, but is subject to change.

National broadcasting (Indonesia Greet, Thursdays):

Topics

1. Understanding decentralization versus centralization;
2. Roles, responsibilities, and authorities of the local executive, legislative, and public.
3. Local elections
4. Local economic development
5. Education service delivery
6. Health service delivery
7. Land use authorities
8. The shape of the future of regional autonomy for the community.

Regional broadcasting (tentative locations highlighting success stories in service delivery)

1. Local level authorities
2. Environment (Kalimantan/Sulawesi)
3. Local economic development (Semarang/Gianyar)
4. Roles and responsibilities of officials and community (Kebuman/Batam)
5. Education (Yogyakarta/Balikpapan)

6. Human resource development/professionalism of local government staff and legislative officials (Kabupaten Kupang)
7. Health (TBD)
8. Local government resource contributions to the central government (TBD)

Member Services

Association Best Practice Transfer Program Pilot: Training and support for the first pilot efforts of APEKSI and APKASI Best Practice Transfer Programs (BPTP) between members was launched from February 24- March 3rd. A 3-member delegation from the City Management Association of Gujarat (CMAG) conducted a 1-day training for association staff on how an association manages, facilitates, and acts as sponsor and catalyst for such transfer programs. The training, conducted by CMAG Executive Director, a CMAG member/host city, and the former BPTP Program Manager of CMAG, addressed:

- Concepts, processes, and association experiences in BPTPs;
- Constraints and challenges for stakeholders;
- The host city perspective on BPTP process;
- Critical selection criteria for successful learner city application/implementation;
- APEKSI and APKASI working teams on drafting implementation steps for the learner local government; and
- APEKSI and APKASI present draft MOU and implementation steps for feedback.

Following the training, CMAG and BIGG staff joined the association delegations of host/learner local governments for a hands-on field pilot of the process for APEKSI and APKASI staff respectively. This piloting/training process included development of an MOU, agreement on MOU elements, and getting political buy-in from the host government mayor and learner government mayor. Also practiced was how the association staff could facilitate the development of personal relationships between the staff of the host and learner local governments in ensure implementation and transfer of skills.

APEKSI's pilot BPTP was between Balikpapan and Jambi and enjoyed the full agreement and support of both mayors, as well as a cautiously optimistic exchange of questions and answers from the administrative staff of the learner city on the best practice of population tracking and management to ensure good planning for citizen services. Early indications suggest that the partnership will result in some aspect of implementation of the best practice, with APEKSI as catalyst. BIGG staff will continue to monitor the process of APEKSI facilitation, as well as application of the best practice by Jambi.

Less successful was the first BPTP exchange between Gianyar and Lombok Barat. While all attempts had been made to ensure that APKASI secretariat properly identified and selected a learner city that had real interest in the best practice, it appeared in the end that the communication of political will and interest by the bupati of Lombok Barat had not been fully communicated to his administrative staff of the Sekda and the appropriate department heads. This absence of integration and communication between the chief executive and the lower administrative ranks could have been corrected on-site if the bupati had participated at the MOU signing ceremony and preliminary back ground discussions the night before the MOU signing, however he was not in attendance. The learner government, Lombok Barat, was only

represented by the Head of the Department of Poverty Alleviation and a lower level official of the Bappenda who had only first heard of the BPTP concept the night before the transfer exchange. These lower level officials did not feel comfortable making promises on such a high level decision requiring the political will to coordinate many local departments to reduce poverty.

This pilot effort confirms APKASI's own experience in other areas, wherein they continuously find that there is little or no follow through in member involvement by bupati on many program offerings. APKASI's "lesson learned" during the pilot BPTP is to not only get complete understanding and buy-in from the bupati, but to ensure that they also have fully briefed and communicated with Sekda and other administrative officers to ensure follow through before undertaking any transfer.

While the exchange received less initial success and positive feedback than with APEKSI's effort, at the end of the quarter Lombok Barat staff are still in contact with association and Gianyar staff on elements of transferring various poverty eradication programs as witnessed during the site visit to Gianyar. Lombok Barat cites that only some elements of the best practice can be transferred because of the different cultures and community structures between Lombok Barat and Gianyar. In Gianyar (and throughout Bali) local officials have a cultural mindset to reach out to neighborhoods which is not found in other settings. For example, Bali's traditional structure of the *subak* (small local organizations to manage their local agriculture issues) contributes to the success of their best practice that bridges the gap between local communities and small business lenders. Nevertheless, Lombok Barat hopes to transfer some aspects of the Gianyar's BP in the near future. BIGG will continue to monitor the progress, and to offer assistance to the association in how to improve BPTPs in the future.

B.3 Information Dissemination/Innovative Practices

LGSP received approval from USAID to hire a production firm to develop a video to highlight the results of the Resource Cities Program and to draw out the public diplomacy benefits generated by this type of program. Work on the video is underway and the final product is expected by May 31, 2004.

B.4 Local Government Training

No activities this quarter.

B.5 Joint Activities with Task Order

Cooperative Agreement - Task Order Coordination: Coordination during the quarter has been maintained at a high level. Specifically, the January 2004 issue of the BIGG Picture featured "Best Practices Frequently Asked Questions", prepared by the CA Association Advisor. The BIGG Picture also highlighted two of APKASI's members' best practices. The TO completed initial work with our Association Partners to design materials (e.g., terms of reference, agenda, and workshop materials) for two two-day workshops that will be implemented by the two associations (APEKSI and APKASI) as part of the Association Model. During the quarter, discussions were held between the TO, the CA and the associations on the association training

modules and their delivery. The CA will provide limited support for the delivery of the modules in the near future. APEKSI selected the following topic to be developed into a two-day workshop under the Association Model: “Techniques and Methods to Increase Own Source Revenue”. The target audience for this workshop is as follows: Sekretaris Daerah, Head of Finance, Head of the Regional Development Planning Board (BAPPEDA), Head of Regional Revenue Office/Agency (Kadispenda), Heads of other agencies that collect revenues (such as hospitals and the Health Department). APKASI selected the workshop topic of “The relationship between performance budgeting, accounting and financial accountability reports”. The target audience for this workshop was identified as: Heads of Departments and Agencies (Kepala Dinas dan Kepala Bagian), and Secretary (Sekda).

B.6 Coordination with Other Local Government Programs

Center for Local Government Innovation: Several meetings were held with staff of YIPD/CLGI during the quarter. Collaboration has been enhanced to include more frequent sharing of information on BIGG/CA activities, website updates and joint meetings, when warranted, with the CLGI, the CA and the associations. Discussions were also held to determine how best to enable the associations to work with the Asian Disaster Preparedness Center in a future workshop program in Indonesia.

Economic Law, Institutional and Professional Strengthening (ELIPS): Association staff participated in a comprehensive legal drafting course under the auspices of ELIPS. Details of the training are provided elsewhere in this report.

National Democratic Institute: ICMA held discussions with NDI during the quarter to review association activities and identify areas of possible future support to the two legislative associations. Increasingly, ICMA association strengthening programs are relevant to the legislative associations and they are being picked up under our existing program.

International Foundation for Electoral Systems ICMA has begun an activity with IFES and the associations to create a radio talk program on regional autonomy. The details of this program were highlighted earlier in this report.

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

We are hopeful that revised visa issuance procedures, as outlined to us by USAID, will make the process of obtaining a visa for our Resource Cities partners and others more predictable. To date, the process for obtaining visas for Indonesians (especially males between the ages of 16 and 45) to travel to the US has been difficult and lengthy.

The APEKSI Board of Directors has taken action to remove Executive Director Chairunas, who had been an obstacle to program implementation. APEKSI is currently recruiting for a new Executive Director. Acting in place of the Executive Director are Messrs. Rusfi Yunaini and Soeyanto.

Annex 1: Results Matrix

Cooperative Agreement Results Matrix I
The Local Government Support and Partnership Program

International Resource Cities Partnership Activities

Goal 1: 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

	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
TARGET:	<i>Conduct in 6 LGUs</i>	<i>Conduct in 9 LGUs</i>	<i>Conduct in 6 LGUs</i>	<i>Applied in 6 LGUs</i>
STATUS:	Target met			
Balikpapan	Completed during Round 1 of Resource Cities Program			
Berau	Conducted and completed by Mr. Richard Townsend in January 2004.			
Bitung	Completed during Round 1 of Resource Cities Program			
Bukittinggi	Not applicable. City chosen as partner for Yogyakarta & Savannah based on their predetermined interest in Tourism.			
Samarinda	Completed during Round 1 of Resource Cities Program			
Sangihe	Not applicable. City was nominated by Bitung to join partnership extension with Coos Bay.			

<i>Subobjective 1a: Provide practical tools and experiences</i>				
	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
TARGET:	<i>Conduct in 6 LGUs</i>	<i>Conduct in 9 LGUs</i>	<i>Conduct in 6 LGUs</i>	<i>Applied in 6 LGUs</i>
STATUS:	Target met			
Solok	Conducted and completed by Mr. Richard Townsend in January 2004.			
Yogyakarta	Completed during Round 1 of Resource Cities Program			

Subobjective 1a: Provide practical tools and experiences – Continued

	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
TARGET:	<i>Applied in 6 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Lessons Learned presented on 5 LGUs</i>
STATUS:				
Balikpapan				
Berau				
Bitung				
Bukittinggi				
Samarinda				
Sangihe				
Solok				
Yogyakarta				

<i>Subobjective 1b: Promote information sharing and public diplomacy</i>			
	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)
TARGET:	<i>1 press release on 8 LGUs</i>	<i>Media coverage of 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>
STATUS:			
Balikpapan		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.	
Berau			
Bitung		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	Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club.
Bukittinggi		Coverage of the exchange was published in the newspaper Singgalang.	
Samarinda		Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos.	
Sangihe			
Solok			
Yogyakarta		The exchange and MOU signing ceremony were covered in articles in the local newspapers Kedaulatan Rakyat, Kompas and Bernas	Jogyakarta Heritage Society (NGO) participated in the Exchange 1 sessions and was given a role in the partnership.

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
TARGET:	<i>Established in 8 LGUs</i>	<i>Evidenced by 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>	<i>Evidenced by 8 improvement/opportunity</i>
STATUS				
Balikpapan				
Berau				
Bitung			Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club.	
Bukittinggi				
Samarinda				
Sangihe				
Samarinda				
Yogyakarta			Jogyakarta Heritage Society (NGO) participated in the Exchange 1 sessions and was given a role in the partnership.	

Cooperative Agreement Results Matrix II
The Local Government Support and Partnership Program

Association Capacity-Building Activities

Goal 1: 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 December 31, 2003
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)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through December 31, 2003
Train and/or assist association leadership and staff on formal and informal avenues for advocacy at the national level	5 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)
Train and/or assist association leadership in establishing a process to develop policy positions and arguments	7 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)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through December 31, 2003
Train and/or assist association in understanding various methods of obtaining membership participation and/or input in advocacy positions	7 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)
Association advocates at the national level	4 of 3 targets met APEKSI 5 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)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through December 31, 2003
Association identifies key coalition partners (single issue or standing coalitions)	6 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)
Association conducts advocacy activities as part of a coalition	5 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)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through December 31, 2003
Association policy developed using membership participation/input	3 of 2 targets met APKASI 2 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)
Association advocates on behalf of its members	7 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)

<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 December 31, 2003
Train and/or assist association in concepts of business plan development, including transparent financial management systems	5 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 workplan 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)
Train and/or assist association in developing/diversifying/stabilizing sources of revenue	5 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 workplan 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)
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 December 31, 2003
Train and/or assist association in improving internal management and personnel systems	6 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 workplan 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)
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 workplan 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)
Association adopts and/or implements one or more transparent financial management systems	1 of 1 target met APKASI 1 target outstanding APEKSI	<ul style="list-style-type: none"> • APKASI adopts MYOB accounting/reporting system to improve financial reporting of association financial management (Nov/Dec. 2003)

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 December 31, 2003
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)
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	2 of 1 target met APEKSI 3 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)
Association improves understanding and functioning of the roles, responsibilities, and authorities of the board, executive director, and staff	1 target met for 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)

<i>Subobjective 1c: Improve two-way communication between associations and their members</i>		
Indicator	Target and Status	Progress through December 31, 2003

<i>Subobjective 1c: Improve two-way communication between associations and their members</i>		
Indicator	Target and Status	Progress through December 31, 2003
Train and/or assist the association in increasing membership involvement/input/participation	8 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)
Train and/or assist the association in increasing/improving its membership communications methods	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: 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)

<i>Subobjective 1c: Improve two-way communication between associations and their members</i>		
Indicator	Target and Status	Progress through December 31, 2003
Train and/or assist the association in recognizing excellence in local government management and leadership	4 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)
Association increases/improves membership involvement and participation	1 of 1 target met APEKSI 2 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)
Association increases/improves its membership communications methods	4 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.
Association increases/improves programs that recognize excellence in local government management and leadership	2 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)

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

Indicator	Target and Status	Progress through December 31, 2003
Train and/or assist the association in preparing an annual member meeting that includes training opportunities for local government officials	3 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)

<i>Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery</i>		
Indicator	Target and Status	Progress through December 31, 2003
Train and/or assist the association in preparing orientation programs/materials for newly-appointed or elected government officials	3 targets outstanding	
Train and/or assist the association in the development and dissemination of local government management best practices	4 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)
Train and/or assist the association in serving as a liaison for local government technical assistance resources	2 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)
Association conducts training opportunities for local government officials/members	1 target outstanding APKASI 2 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)
Association assists newly-appointed or elected government officials in understanding their roles and responsibilities	1 target outstanding	
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)

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

Indicator	Target and Status	Progress through December 31, 2003
Association serves as a liaison for local government technical assistance resources	1 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)

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 Workplan for the period April 1, 2004 - September 30, 2004	April 30, 2004	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

