

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

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

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

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International City/County Management Association

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

USAID Quarterly Report No. 14

January 1- March 31, 2004

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I. Introduction

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

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

The implementation of the "Core Management and Budget Skills for Indonesian Local Governments" Task Order began on September 30, 2000. This report covers the period January to March 2004 (Quarter 14), summarizing the major accomplishments and challenges for the fourteenth quarter along with the planned activities for the next quarter.

II. Major Accomplishments

Field Operations

K2K Model:

Deliverables: Last quarter, the 18 local governments in the K2K Model submitted the first draft of the focus area's performance budget. This quarter, all local governments completed and submitted their final performance budgets for the selected focus areas. The Team Leaders reviewed and provided feedback. This quarter, Tangerang also submitted its Public Information and Involvement Plan, which was outstanding from the previous quarter. The table below summarizes the submission status of deliverables from the 18 local governments participating in the K2K Model.

K2K Deliverables Status as of March 31, 2004

Local Government	Budget Calendar Submitted	Reviewed by FO Team	Public Info and InvolPlan submitted	Reviewed by FO Team	Budget Instruction submitted	Reviewed by FO Team	Final PBB of Focus Areas submitted	Reviewed by FO Team
Bukittinggi	Final	Yes	Final	Yes	Final	Yes	Feb 20	Yes
Solok	Final	Yes	Final	Yes	Final	Yes	Mar 3	Yes
Tanah Datar	Final	Yes	Final	Yes	Final	Yes	Mar 3	Yes
Bogor	Final	Yes	Final	Yes	Final	Yes	Feb 17	Yes
Serang	Final	Yes	Final	Yes	Final	Yes	Mar 8	Yes
Tangerang	Final	Yes	Final	Yes	Final	Yes	Feb 26	Yes
Sukoharjo	Final	Yes	Final	Yes	Final	Yes	Feb 17	Yes
Boyolali	Final	Yes	Final	Yes	Final	Yes	Feb 5	Yes
Klaten	Final	Yes	Final	Yes	Final	Yes	Feb 5	Yes
Pati	Final	Yes	Final	Yes	Final	Yes	Feb 17	Yes
Kudus	Final	Yes	Final	Yes	Final	Yes	Feb 17	Yes

Sragen	Final	Yes	Final	Yes	Final	Yes	Feb 6	Yes
Samarinda	Final	Yes	Final	Yes	Final	Yes	Feb 17	Yes
Bontang	Final	Yes	Final	Yes	Final	Yes	Feb 6	Yes
Kutim	Final	Yes	Final	Yes	Final	Yes	Feb 17	Yes
Gowa	Final	Yes	Final	Yes	Final	Yes	Feb 13	Yes
Sidrap	Final	Yes	Final	Yes	Final	Yes	Feb 13	Yes
Pangkep	Final	Yes	Final	Yes	Final	Yes	Feb 13	Yes

Information sharing workshops: This quarter, the Field Operations team conducted the first and second Information Sharing workshops between Kota Bogor and its Satellites, Kota Tangerang and Kabupaten Serang on January 21, 2004. They agreed to continue to share information informally by visiting each other to share experiences, problems and solutions.

The Field Operations Team and K2K LGUs mutually agreed that two information sharing workshops are sufficient for the purpose of exchanging information on performance-based budgeting. The work plan for the period Jan 1, 2004 to February 11, 2005 has already been modified to reflect this change.

Performance Reporting Workshops: In February, the Team Leaders and Local Coordinators participated in a 4-day Training on Materials workshop on Performance Reporting conducted by the Training Team. Following the TOM, the Field Operations team implemented the 2-day Performance Reporting workshops for thirteen out of the eighteen local governments participating in the K2K program. Due to the political campaigns and election activities in March and April, it was not possible to implement the workshop in all 18 local governments this quarter. Next quarter, the five remaining local governments will receive the Performance Reporting Workshop. The table below states the number of training days for each local government at the Performance Reporting Workshop in Q14.

Kabupaten Sukoharjo was the only local government where all invited legislative members attended the workshop (for a total 5 DPRD members). All other local governments were not able to send their full delegation due to pre-election campaigning and activities.

The USAID-funded PERFORM program sent observers to BIGG's performance reporting workshops in Bogor, Pati, and Kudus.

Number of Training Days for K2K Performance Reporting Workshop as of April 30, 2004

Local Government	Dates	Attendance/Participants							Observers (Perform)	Training Days
		Trainers/facilitators		LGU Participants						
		FO	TP	DPRD	Executive	Budget Team	Technical Team	Focus Area		
Bukittinggi	Mar 9-10	4	-	1	5	5	5	5	-	42
Solok	Mar 11-12	4	-	1	5	3	3	4	-	32
Tanah Datar	Mar 3-4	3	-	1	2	7	5	5	-	40
Bogor	Mar 23-24	3	-	-	4	6	5	5	2	44
Serang	Mar 25-26	3	-	-	5	9	6	5	-	50

Tangerang	Not yet									
Sukoharjo	Mar 16-17	4	1	5	5	5	5	5	-	
Boyolali	Next Quarter									
Klaten	Next Quarter									
Pati	Mar 23-24	4	1	1	3	6	5	6	2	46
Kudus	Mar 25-26	4	1	1	6	5	5	5	2	48
Sragen	Mar 18-19			-	5	5	5	5	-	40
Samarinda	Mar 25-26	3	1	1	5	8	7	8	-	62
Bontang	Next Quarter									
Kutim	Next Quarter									
Gowa	Mar 1-2	3	1	2	5	6	5	6	-	50
Sidrap	Mar 3-4	3	1	2	5	6	5	6	-	50
Pangkep	Mar 5-6	3	1	3	4	6	5	6	-	50
TOTAL										554

Preparation of K2K Model for Year 4: In Year 4, the K2K Program will select 4 Inti local governments and each Inti will have up to 3 Satellites. The selected Inti are: Kota Bukittinggi, Kabupaten Sukoharjo, Kota Balikpapan, and Kabupaten Takalar. This quarter, the Field Operations Team has been busy securing MOUs for Inti and Satellites. The table below summarizes the MOU status to date:

MOU status for Year 4

Province	Inti /Satellites	Status	Date
West Sumatera	<u>Inti:</u>		
	Kota Bukittinggi	Confirmed	February 18, 2004
	<u>Satellites:</u>		
	Kabupaten Pasaman	Letter of Interest	March 10, 2004
	Kota Pariaman	Letter of Interest	March 1, 2004
	Kabupaten 50 Kota	Informed	February 20, 2004
Central Java	<u>Inti:</u>		
	Kabupaten Sukoharjo	Confirmed	February 18, 2004
	<u>Satellites:</u>		
	Kabupaten Purworejo	MoU signed	March 21, 2004
	Kabupaten Salatiga	Letter of Interest	February 19, 2004
	Kabupaten Kebumen	MoU signed	March 21, 2004
East Kalimantan	<u>Inti:</u>		
	Kota Balikpapan	Confirmed	February 18, 2004
	<u>Satellites:</u>		
	Kabupaten Berau	MoU signed	April 1, 2004
	Kabupaten Penajam	Letter of Interest	March 10, 2004
	Kota Tarakan	MoU signed	March 25, 2004
South Sulawesi	<u>Inti:</u>		

	Kabupaten Takalar	MoU signed	April 2, 2004
	<u>Satellites:</u>		
	Kabupaten Jenepontoh	Letter of Interest	March 31, 2004
	Kabupaten Sinjai	Confirmed	March 30, 2004
	Kabupaten Bantaeng	Confirmed	March 29, 2004

Papua Program:

Program Deliverables: This quarter, the three Papua local governments (Sorong, Fakfak, and Manokwari) participating in this program submitted their final four deliverables.

All three kabupaten submitted their final budget calendars at the end of September and their final public information and involvement plans at the end of October. Sorong and Fakfak submitted their final budget instructions in mid November, and Manokwari submitted their final budget instructions on January 7, 2004. The three kabupaten also finalized their performance budgets for their focus areas on January 30, 2004 for Fakfak, February 17, 2004 for Manokwari, and February 19, 2004 for Sorong.

Fakfak continued to implement performance budgeting on a city-wide basis and is using the new account code structure proposed by BIGG/ICMA. Sorong is starting to implement PBB on a city-wide for the 2004 budget. Manokwari is also planning to implement PBB on a city-wide, but only after they received a warning from the Province of Papua requiring them to do so.

Papua Deliverables Status as of March 31, 2004

Local Government	Budget Calendar Submitted	Reviewed by FO Team	Public Info and Involvement Plan submitted	Reviewed by FO Team	Budget Instruction submitted	Reviewed by FO Team	PBB of Focus Areas submitted	Reviewed by FO Team
Sorong	Final	Yes	Final	Yes	Final	Yes	Feb 19	Yes
Fakfak	Final	Yes	Final	Yes	Final	Yes	Jan 30	Yes
Manokwari	Final	Yes	Final	Yes	Jan 7	Yes	Feb 17	Yes

Sleman Special Project: Last quarter, BIGG proposed a new account code and accounting structure for recording the transactions of the Education Department. This quarter, BIGG developed a performance reporting format for both the Department and Kabupaten Level. Using the data transactions from the Education Department, BIGG worked with the Education Department staff to prepare the department's performance report. BIGG also created a simple performance report for the kabupaten. To do this, BIGG designed and distributed a survey questionnaire for several departments, analyzed the results, and drafted a sample performance report. Next quarter, a final workshop will be conducted in Sleman to report on the results.

Salary Restructuring Opportunity for LGUs: It has long been understood that salaries received by local government staff in Indonesia are not sufficient to sustain the lives of the staff and their families. However, it is also known that the salary represents but one part of the total income which local government staff actually receive. The other official and unofficial sources of income can increase the total income received by local government staff by a very large factor. This practice carries with it a great many distortions with respect to the allocation of scarce resources and a major negative impact on professionalism in local government.

Discussions have been taking place with selected local governments to consider changing the structure of the income being received by the local government staff. This “corruption and bribes” issue has long been a good governance issue, but the structure of incomes to LGU staff is also an impediment to implementation of performance-based budgeting. This occurs because local salaries and “honor” accompanying the implementation of projects are currently under the indirect cost category of expenditures and not included with performance measures. The placement of these costs in this category and excluding them from performance measurement is directly specified in KepMen 29.

The dialogue with heads of selected local governments is taking place to determine their commitment to implementing a pilot program for adjusting the current structure of local government staff to accomplish several objectives such as: (1) eliminating the need for local government staff to seek out new activities/projects in order to obtain an additional stream of income; (2) providing equitable levels of income to reflect the work load, and other more objective measures of productivity; (3) creating a more professional working environment for the local government employees; and (4) implementing sound good governance principles.

BIGG is proposing a program that would initiate changes in the income system on a pilot basis for at least one department in each of the participating local governments. Based on this experience, the local government can decide to continue to expand this new system to other departments or discontinue the effort.

This activity will include the following steps:

- Invite a selected group of local governments to participate in this pilot activity;
- Hold a round-table discussion to support the commitment expressed by responding positively to the invitation to participate;
- Compare personnel and salary systems with Malaysia through a two-day visit to Kuala Lumpur and selected small cities around Kuala Lumpur.
- Determine how each participating local government can best implement changes in their particular socio-political environment with the goal of initiating these changes in one department by August 1, 2004.

Training and Publications

Province Model: This quarter, BIGG’s Training Team completed the Province Model in West Java, East Kalimantan, and East Java. This consisted of five-day Training of Trainers workshops for provincial trainers. The table below shows the number of training days for participants in the four provinces that participated in this model.

Participants in the Province Model in South Sulawesi, West Java, East Kalimantan, and East Java

Participants	South Sulawesi Province	West Java Province Jan 12-16, 2004	East Kalimantan Province Jan 26-30, 2004	East Java Province March 8-12, 2004
Local government staff	9	1	21	20
Province Trainers	17	27	5	7
University Staff	4	2	4	4

Total	30	30	30	31
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The Province Model was conducted as a five-day consecutive workshop in all provinces with the exception of South Sulawesi where it was conducted as a six day workshop in a three-part series as follows: A Series - May 27-28, 2003; B Series - August 12-13, 2003; and C Series - October 15 – 18, 2003.

Performance Reporting Workshops: This quarter, the training team designed materials for a new workshop on Performance Reporting. The team then conducted two 4-day Training on Materials for the Performance Reporting Workshops. The first TOM was for BIGG’s training team, team leaders, university staff and the second was for the local coordinators and staff from the Ministries of Finance and Home Affairs. The table below shows the number of participants and training days in the two 4-day TOMs.

Number of Training Days in the First 4-day TOM for Performance Reporting, Feb 11-14, 2004

Attendance/Participants							Training Days
Trainers/facilitators	Participants						
Training Team	Assoc	Univ	FO	MoF	MoH A	LGU	
6	0	12	7	0	0	0	100
Total							100

Number of Training Days in the Second 4-day TOM for Performance Reporting, Feb 17-20, 2004

Attendance/Participants							Training Days
Trainers/facilitators		Participants					
Training Team	Univ	Univ	Assoc	MoF	MoH A	LC/FO	
5	1	6	2	6	6	18	176
Total							176

Training Pool Participants in the 2 Performance Reporting TOMs

P2P Training Pool	# Participants
BIGG Training Team	4
Association Partners	2
Universities (GMU/UNHAS)	12
Universities (UNCEN)	6
Ministry of Finance	6
Ministry of Home Affairs	6

Total	36
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Following the TOM, the training team implemented six 2-day Performance Reporting workshops in the six APEKSI regions for selected local government participants. The table below shows the number of training days:

Number of Training Days in the 6 Performance Reporting Workshops in the APEKSI Regions

Participating Local Governments	Dates	Trainers/facilitators				Participants		Training Days
		Training Team	Univ	MoF	MoHA	Univ/Observer	LG U	
Padang	25-Feb	4	2	1	1	-	13	26
Bali	2-Mar	2	2	2	1	-	12	24
Yogyakarta	15-Mar	2	2	1	1	-	32	64
Surabaya	30-Sep	4	2	1	1	-	44	88
Pakanbaru	24-Mar	2	2	1	1	-	18	36
Manado	30-Mar	4	2	1	1	6*	24	60
Total						6	143	298

*Observers from the University of Cendrawasih, Papua

The number of training days at the six performance reporting workshops varied from workshop to workshop. In the first two workshops in Padang and Bali, attendance was low; while in Yogyakarta, Surabaya, Pekanbaru and Manado, participation rates were high. The low level of attendance in Padang and Bali are suspected to be due to a combination of the following factors: 1) local governments delayed the ratification of their APBD until February and March (it is supposed to be ratified by the previous December); 2) the performance reporting workshops were conducted the month before the general election in April during which time legislative council members are busy preparing for the election; 3) the head of local government and his/her staff are busy preparing the accountability report that must be completed by 31 March; and 4) the workshop participants were required to cover their own transportation costs to the workshop and many claimed that this cost had not been budgeted by their local government.

The workshop participants responded favorably towards the workshop materials and indicated that it was relevant to the local government needs. However, their readiness to implement performance reporting varied among participants. Participants who are below echelon III level cannot make decisions about whether they will socialize or implement the workshop materials. Meanwhile, the participants from both echelons III and II stated that they were ready to implement the performance reporting although they complained that the central government has not yet issued supporting regulations to require performance reporting. Participants from Kota Medan, Kota Palu, Kota Ternate, Kabupaten Bulukumba, and Kota Surabaya stated that they are willing to socialize and implement performance reporting.

In addition to the performance reporting workshops in the APEKSI regions, the training team also assisted the Field Operations Team with the implementation of 18 on-site performance reporting workshops in the K2K Model that are described under the Field Operations section.

Association Model: As a follow up to the Association Model which was completed last quarter, Adriansyah, the association partner from APKASI, reported that he designed and led 3 half-day workshops with his association colleagues on three consecutive Friday afternoons in February and March to train them on the principles of training design and facilitation. These half-day workshops were based on materials and experiences that Adriansyah/APKASI had acquired during the Association Partnership with BIGG/ICMA.

This quarter, APKASI and APEKSI both submitted to BIGG their draft proposals for the planned implementation of the workshops that were jointly developed with BIGG under the Association Model. They also requested BIGG's further assistance with implementation. BIGG met with Rusfi and Bagus of APEKSI and separately with Adriansyah and Eko Subhan of APKASI to further discuss their proposals.

Both APKASI and APEKSI took initiative to modify the agendas of the workshops developed under the Association model by adding a third-day to the 2-day workshop. APEKSI added a Best Practices discussion on the topic of Own Source Revenues to be conducted by one of their local government members.

Both APKASI and APEKSI requested the use of BIGG's training staff to help deliver the workshops. BIGG reiterated its position that BIGG staff is not available to be used as trainers for association workshops and encouraged them to use trainers from the Local Government Consulting Pool that BIGG has been working with over the past three years. Both associations agreed to do that. BIGG encouraged each association to conduct a 2-3 day Training on Materials (TOM) to provide the trainers an opportunity to understand and modify the materials in advance of the first workshop. BIGG also encouraged them to set the workshop participant's fee high enough to cover the costs of implementing the TOM. Both associations acknowledged that this was a good idea and are now exploring the costs involved in conducting a TOM and identifying trainers.

Both associations also requested BIGG's assistance to help deliver the TOM. BIGG's Task Order offered to provide each association with up to two of BIGG's training staff to provide assistance at one day of the TOM. BIGG's Cooperative Agreement offered to cover the roundtrip airfare for transporting one trainer to the workshop.

As of the writing of this quarterly report, APEKSI is tentatively scheduled to conduct its first workshop using the materials developed under the Association model for an Own Source Revenues Workshop on April 22-23 in Jakarta.

APKASI is tentatively scheduled to conduct their first workshop using the materials developed under the Association model for a performance-based budgeting workshop in August.

Performance Budget Reference Manual: Last quarter, BIGG/ICMA issued the first release of the Performance Budgeting Reference Manual to the 33 local governments participating in the program in Year Three. The first release contained a sample budget calendar, sample budget instructions, and sample public information and involvement plan.

The text for the PBB Reference Manual is being prepared in a question and answer format. This quarter, BIGG/ICMA staff further developed the Table of Contents and drafted extensive questions and answers for all five sections of the reference manual. The manual was also translated and edited this quarter. Sections will be released in phases over the next quarter. Once all of the materials in the manual have been developed, one copy of the manual will be distributed to all local governments in Indonesia.

Local Government Consulting Reference Manual: The Local Government Consulting Reference Manual is another component in the BIGG technical assistance program designed to assure sustainability of local government capacity building beyond the life of the contract. The materials cover: 1) technical and relationship tools designed to assist in planning and implementing a range of technical and process consulting services to local government clients and 2) the mechanics of how to establish and maintain a consulting service.

This quarter, BIGG prepared, translated, and distributed the Local Government Consulting Reference Manual to more than 90 staff in its local government consulting pool. BIGG also distributed the Manual to the two local government staff at each Inti local government that are working closely with BIGG.

Publications and Other Activities: In Quarter 14, the Training and Publications Team also completed the following tasks:

- Assisted with the preparation and submission of the work plan in response to USAID's Request for Proposal for a 7-month program extension.
- Printed and distributed bilingual versions of *The BIGG Picture* edition 27 (APKASI's Best Practices).
- Prepared written bilingual documentation of all training events conducted in Quarters 13 and 14.

Program Coordination

BIGG/ICMA and PERFORM conducted several coordination meetings this quarter with the following results: 1) exchanged all training materials; 2) jointly prepared a broad summary calendar incorporating the planning and budgeting processes; 3) agreed that each program would continue to use its own more detailed calendars for planning (for PERFORM) and budgeting (for BIGG); 4) identified areas where both programs have little to no influence on local governments; 5) identified areas where local governments still need to make changes; and 6) identified next steps for BIGG and PERFORM to move forward.

Another outcome of the coordination meetings was that BIGG and PERFORM recognize that both programs are using the same basic concepts and principles, but with slightly different definitions and nomenclature. This is not an impediment in any way. There are numerous definitions and nomenclature in use throughout the world. Both programs are compatible and not contradictory.

PERFORM also agreed on the importance of teaching its LGU participants how to move indirect into direct costs in its training workshops conducted in the coming year. BIGG/ICMA is already covering this material in its workshop C for Y3 LGUs and will further revise the ABC workshop materials for Y4 LGUs to more thoroughly cover this topic.

Three products resulted from these consultations, including:

1. Consolidated Planning-Budgeting Calendar (See Annex 1)
2. Consolidated Planning-Budgeting Process (See Annex 2)
3. Integrated project site selection for BIGG's Year 4 activities (See Annex 3)

This quarter, BIGG also held coordination meetings with the MBE and MSH programs to exchange program material, particularly with regard to health and education indicators that both of these programs are using with the LGU partners. Both BIGG and PERFORM agreed that it would be extremely helpful if USAID were to require MBE and MSH to work in some of the same LGUs that BIGG and PERFORM are jointly working in this year. This overlap would facilitate the coordination and interrelationship of the four programs in the field and go beyond exchanging materials.

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

Actual vs. Targeted Training Days: Participation at some of the first performance reporting workshops in the 6 APEKSI regions was lower than expected. Each workshop targeted 4 participants from a total of 6 LGUs for a total of 24 participants. BIGG/ICMA invited 7 to 10 LGUs to each workshop, instead of six LGUs, in an attempt to ensure the targeted number of participants. In some locations, numerous confirmed participants still did not show up at the workshops (e.g, Padang and Bali); however, this strategy proved to be more successful in the subsequent four workshops.

BIGG postulates that the low participation rates may be due to the following factors. This was the first time that LGUs were required to cover their own ground transportation costs. BIGG covered hotel and food costs for participants. However, some LGUs stated that they did not have transportation costs allocated in their budget and were unable to send some or all of the participants that had already confirmed their participation. Secondly, the upcoming April elections has distracted some LGUs from other activities, such as training workshops. Lastly, performance reporting is not yet a legal requirement and some LGUs may not perceive of this workshop as a high priority for staff training given other competing demands on time.

Due to high interest and demand on the part of the participants in the East Java Province Model, BIGG/ICMA sponsored an additional 2-day performance reporting workshop in Surabaya for the East Java Province Model participants. This was not originally called for in the work plan.

The Role of the Central Government: This quarter, the central government issued Treasury Law No. 1/2004, regulating budget implementation. BIGG/ICMA is currently reviewing this new legislation. The central government also issued a draft government regulation regarding Work Plan and Budgeting for Government Organizations (Rancangan Peraturan Pemerintah tentang Rencana Kerja dan Anggaran Instansi Pemerintah). This government regulation will regulate performance-based budgeting and reporting for the local government budget and includes documents, forms, account codes, classification of organization, functions, and expenditures. Once this government regulation is finalized and promulgated, it will supercede or be higher than KepMen 29/2002 issued by the Ministry of Home Affairs.

IV. Projected Activities for the Next Quarter

Field Operations:

- Conduct the 2-day Performance Reporting workshop in 5 more LGUs in the K2K Model.
- Conduct the 2-day Performance Reporting workshops for the 3 Y3 LGUs in Papua.
- Conduct the A and B workshop series for the new Y4 LGUs in the K2K Model.

- Conduct the A and B workshop series for one Y4 LGU in Papua.
- Conduct the final workshop in Sleman.
- Secure all signed MOUs for local governments participating in the 2004 program.

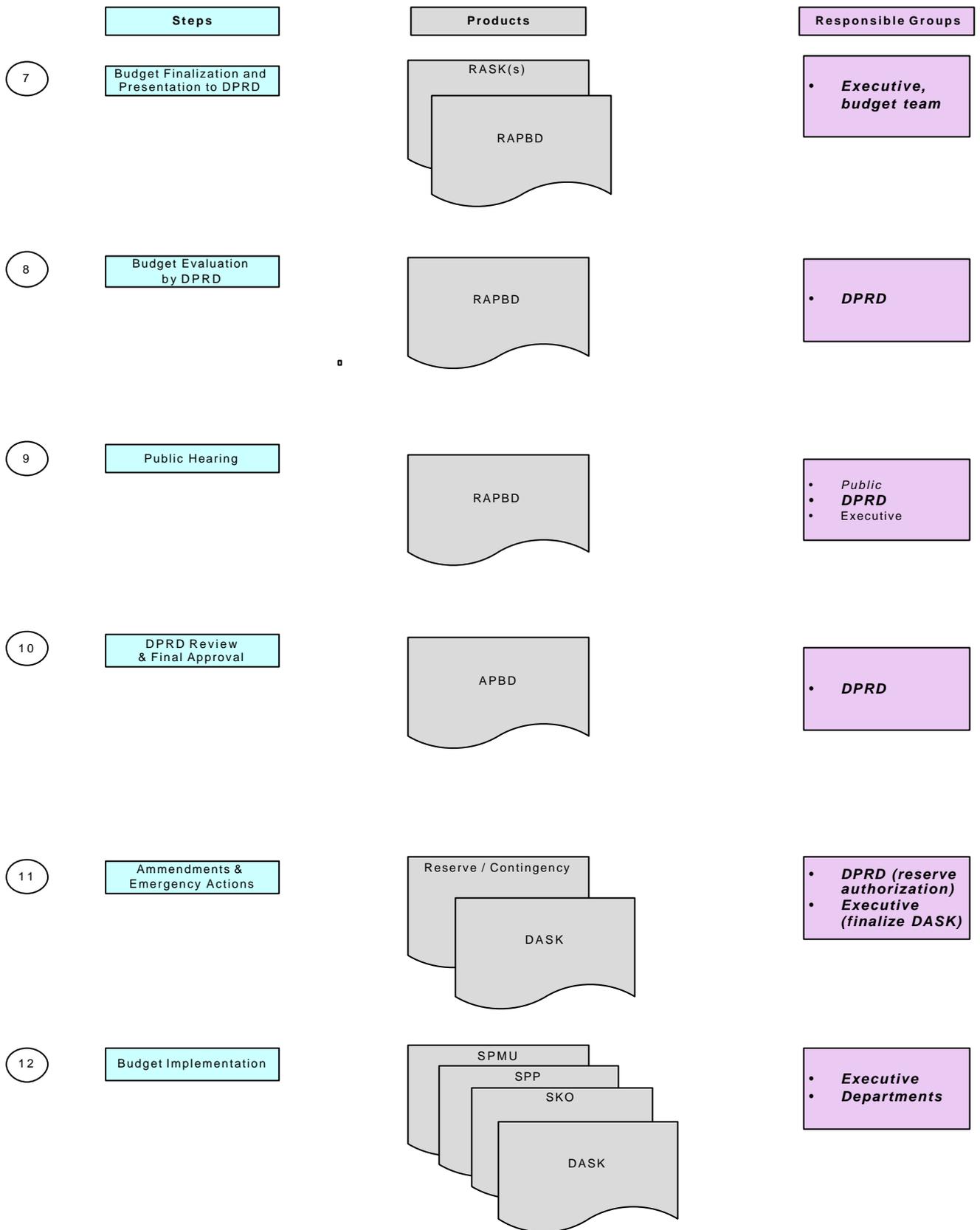
Training and Publications

- Prepare and conduct the national conference for LGUs participating in the K2K and Papua program in Year 4.
- Design and implement Budget Clinic I in 6 locations in the APEKSI Regions
- Conduct the 4-day P2P Model for up to 9 LGUs in the Papua.
- Conduct 1 2-day Performance Reporting workshop for LGUs in Papua.

SUMMARY PLANNING AND BUDGETING CALENDAR
Based on 5 (five) years plan

JAN-FEB	MAR-APR	MAY-JUN	JUL-AUG	SEP-OCT	NOV-DEC
Opportunity for citizen input through DPRD and executive regular meeting	Processing the citizen input	DPRD formulating budget policy (AKU+SP)	Dinas prepare RASK	Dinas finalize RASK	DPRD discuss RAPBD and approve it
	<i>CEO prepare last year budget program results</i>	CEO prepare strategy & priority to implement policy & revenue estimation		CEO submit draft RAPBD	CEO budget implementation
		Finalize citizen input		Public budget hearing	APBD available for citizen

Annex 2: Integrated Planning and Budgeting Process



Annex 3: Integrated Project Site Selection

Province	Inti /Satellites	PERFORM Category
West Sumatera	<u>Inti:</u>	
	Kota Bukittinggi	New
	<u>Satellites:</u>	
	Kabupaten Pasaman	New
	Kota Pariaman	New
	Kabupaten 50 Kota	New
Central Java	<u>Inti:</u>	
	Kabupaten Sukoharjo	None
	<u>Satellites:</u>	
	Kabupaten Purworejo	New
	Kabupaten Salatiga	New
	Kabupaten Kebumen	New
East Kalimantan	<u>Inti:</u>	
	Kota Balikpapan	None
	<u>Satellites:</u>	
	Kabupaten Berau	None
	Kabupaten Penajam	None
	Kota Tarakan	None
South Sulawesi	<u>Inti:</u>	
	Kabupaten Takalar	None
	<u>Satellites:</u>	None
	Kabupaten Jenepontoh	None
	Kabupaten Sinjai	Graduate
Papua	Kabupaten Sorong	New
	Kabupaten Fak-fak	Graduate
	Kota Sorong	New

Annex: Monitoring and Evaluation Matrix																	
Quarterly Report No. 14		2004						2005									
January 1, 2004 - March 31, 2004		Q14			Q15			Q16			Q17			Q18			
		Jan-Mar			Apr-Jun			Jul-Sep			Oct - Dec			Jan-Feb			
[Targets are cumulative]		Sum	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
Critical Activities Summary																	
Task Order																	
A	Total Training Days (person training days)	19	5246	5339	108%	6803			7948			8740			9001		
B	Increase local government training pool (persons)		71	77	108%	71			71			71			71		
C	PBB reference manual		1	1	100%	1			1			1			1		
D	Local government consulting manual		1	1	100%	1			1			1			1		
E	Final budget calendars submitted		18	18	100%	18			18			18			18		
F	Final budget instructions submitted		18	18	100%	18			18			18			18		
G	Final citizen participation and information plans submitted		18	18	100%	18			18			18			18		
H	Final performance-based budgets submitted		18	18	100%	18			18			18			18		
I	Editions of BIGG Picture completed		27	27	100%	27			29			30			31		
Papua																	
J	Total Training Days (person training days)	8	596	519	87%												
K	Final budget calendars submitted		3	3	100%												
L	Final budget instructions submitted		3	3	100%												
M	Final citizen participation and information plans submitted		3	3	100%												
N	Final performance-based budgets submitted		2	3	150%												
I																	
1.01	ToR 24 - Increase the LGCP from 45 to 71 persons by January 31, 2005. (persons)		71	77	108%	71			71			71			71		
1.02	ToR 25 - Increase the number of local governmental or provincial staff who can deliver the BIGG Training Series ABC on PBB from 30 to 134 persons by January 31, 2005. (persons)		134	133	99%	134			134			134			134		
1.03	ToR 18 - Establish MoUs with universities involved in P2P training by June 1, 2003. (MOU)		2	2	100%	2			2			2			2		
1.04	ToR 19 - Establish MoU with provincial governments where Provincial training will take place by March 30, 2004. (MOU)		5	5	100%	5			5			5			5		
1.05	ToR 20 - Work with MoHA on adding some staff to the LGCP by December 31, 2004. (persons)		6	6	100%	6			6			6			6		
1.06	ToR 21 - Establish MOUs with universities for teaching the Provincial PBB ToT series by December 31, 2003. (MOU)		2	2	100%	2			2			2			2		
1.07	Establish contracts with universities to observe Budget Clinics 1, 2, and 3 by May 21, 2004.					3			3			3			3		

January 1, 2004 - March 31, 2004		Q14			Q15			Q16			Q17			Q18			
		Jan-Mar			Apr-Jun			Jul-Sep			Oct - Dec			Jan-Feb			
[Targets are cumulative]		Sum	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
2	Design and implement a delivery system for resource materials that uses a variety of models to optimize local resources and involves local government officials as active participants.																
2.01	ToR 1 - Conduct an assessment and issue a report for BIGG's current 18 LGU recipients to determine what has been accomplished to date and identify the "star" performers by March 31, 2003. (report)		1	1	100%	1			1			1			1		
2.02	ToR 1 - Design and implement the K2K model. (model)		1	1	100%	1			1			1			1		
2.03	ToR 2 - Design and implement the P2P model. (model)		1	1	100%	1			1			1			1		
2.04	ToR 3 - Design and implement the Provincial model. (model)		1	1	100%	1			1			1			1		
2.05	ToR 4 - Design the Associational model. (model)		1	1	100%	1			1			1			1		
2.06	Design the Year 4 K2K Model with 4 hub LGUs and up to 12 new satellite LGUs by April 30, 2004. (model)		1	1	100%	1			1			1			1		
2.07	Design the Budget Clinic Model in 6 APEKSI regions by May 31, 2004. (model)					1			1			1			1		
2.08	Establish criteria and evaluate each of the models in 2.02, 2.03, 2.04, 2.05, 2.06, and 2.07 by November 30, 2004. (models)											6			6		
3	Develop subject-focused financial management and staff development training materials, publications, and management tools and use these to strengthen the core management and performance budget skills of Indonesian local government officials, to support improved democratic decision making, to provide transparent and accountable financial management and budgeting systems, and																
3.01	ToR 22 - Develop a training and publications strategy. (report)		1	1	100%	1			1			1			1		
3.02	ToR 29 - Ensure scheduling coordination with delivery of K2K workshops in Papua (9 workshops led by TL and LCs). (workshops)		9	9	100%	9			9			9			9		
3.03	ToR 12 - Develop a total of 31 bilingual editions of "The BIGG Picture" by January 31, 2005. (ongoing; editions)		27	27	100%	27			29			30			31		
3.04	ToR 6 - Develop a PBB reference manual by July 15, 2004. (ongoing; manual)		0	1	+	0			1			1			1		
3.05	ToR 16 - Provide PBB assessment feedback on FY 2003 budgets. Hubs completed by June 30; graduates by July 31, 2003. (meetings)		18	18	100%	18			18			18			18		
3.06	ToR 5 - Design and Implement a Financial Reporting project with Kabupaten Sleman by June 30, 2004. (ongoing; model)		1	1	100%												
3.07	ToR 17 - Coordinate a task force in conjunction with national conference; technical topic is using PBB to manage better and use for accountability report by June 6, 2003. (meetings)		2	2	100%	2			2			2			2		
3.08	ToR 50 - Develop and deliver a 1-day national conference for 30 partner LGUs by June 5, 2003. (person training days)	1	150	98	65%	150			150			150			150		
3.09	ToR 51 - With APKASI and APEKSI, develop and deliver 6 regional conferences, including designing and administering a TNA. (person training days)	1	600	220	37%	600			600			600			600		
3.10	ToR 10 - Develop a Budget Calendar to be placed in the PBB Reference Manual.(draft document)		1	1	100%	1			1			1			1		
3.11	ToR 7 - Develop a Citizen Participation plan to be placed in the PBB Reference Manual by April 30, 2003. (draft document)		1	1	100%	1			1			1			1		

	January 1, 2004 - March 31, 2004			Q14			Q15			Q16			Q17			Q18		
				Jan-Mar			Apr-Jun			Jul-Sep			Oct - Dec			Jan-Feb		
	[Targets are cumulative]	Sum	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	
3.12	ToR 8 - Develop Budget Instructions to be placed in the PBB Reference Manual by April 30, 2003.(draft document)		1	1	100%	1			1			1			1			
3.13	ToR 9 - Develop a sample PBB for Health, Transportation, and Public Works to be placed in PBB reference manual. (draft documents)		3	3	100%	3			3			3			3			
3.14	ToR 10 - Deliver K2K on-site consulting services for 6 hubs & 12 satellites to develop budget calendar. Final due July 1, 2003. (18 budget calendars)		18	18	100%	18			18			18			18			
3.15	ToR 60 - Develop & deliver 1-day ToM for 4-day Information-sharing Workshop Series for CCT & 2-persons from each hub by May 9, 2003. (person training days)	1	50	47	94%	50			50			50			50			
3.16	ToR 57 - Update the K2K ToM Training Series ABC and deliver 3 3-day ToMs for CCT for K2K Series ABC. A by May 9; B by Aug 8; C by Sept 5, 2003. (person training days)	1	351	396	113%	351			351			351			351			
3.17	ToR 62 - Develop & deliver a 2-day PBB assessment workshop to CCT by August 8, 2003. (person training days)	1	76	28	37%	76			76			76			76			
3.18	ToR 7 - Consulting services for 6 hubs & 12 satellites to develop a citizen participation plan. Approved by DPRD by February 28, 2004.(18 citizen		18	18	100%	18			18			18			18			
3.19	ToR 60 - Deliver two 1-day Information-sharing workshops to each hub/satellite cluster by July 31 and Nov 31, 2003. (person training days)	1	312	348	112%	312			312			312			312			
3.20	ToR 8 - Consulting services for 6 hubs & 12 satellites to develop budget instructions. Final due August 1, 2003. (18 budget instructions)		18	18	100%	18			18			18			18			
3.21	ToR 57 - Deliver the 6-day K2K Series ABC for up to 12 satellite partners. A delivered by by May 31, 2003, B delivered by August 31, 2003, and C delivered by October 31, 2003. (person training days)	1	1728	1649	95%	1728			1728			1728			1728			
3.22	ToR 9 - Consulting services for 6 hubs & 12 satellites to develop performance budgets for one focus area. Presented to DPRD or at least Commisi C by February 28, 2004. (18 PBBs)		18	18	100%	18			18			18			18			
3.23*	ToR 59 - Develop & deliver 2 4-day ToM for Performance Reporting workshops by February 28, 2004. (TOM) (person training days)	1	163	276	169%	284			284			284			284			
3.24	ToR 59 - Deliver 6 2-day Performance Reporting workshops (1 per APEKSI region) to selected LGUs by April 30, 2004. (workshops) (person training days)	1	0	286	+	288			288			288			288			
3.25	ToR 59 - Deliver 18 2-day Performance Reporting workshops to K2K partners by April 30, 2004. (workshops) (person training days)	1	0	554	+	864			864			864			864			
3.26	ToR 56 - Develop & deliver a 4-day ToM workshop for P2P Series ABC for PBB for a total of 176 person-training days by August 31, 2003. (TOM)(person training days)	1	176	108	61%				176			176			176			
3.27*	ToR 56 - Deliver the 3-day P2P Series ABC PBB at 12 locations by October 30, 2003. (workshops) (person training days)	1	864	621	72%	864			864			864			864			
3.28	ToR 11 - Develop a Local Government Consultant's reference manual by January 31, 2004. (manual)		1	1	100%	1			1			1			1			
3.29*	ToR 58 - Update & deliver a 3-day ToM for Provincial Series ABC by February 6, 2004.(TOM) (person training days)	1																
3.30	ToR 58 - Deliver 4 5-day Provincial Series ABC PBB training workshops by March 31, 2004. (workshop) (person training days)	1	600	600	100%	600			600			600			600			
3.31 - 3.34	Dropped from work plan per USAID.																	

January 1, 2004 - March 31, 2004			Q14			Q15			Q16			Q17			Q18		
			Jan-Mar			Apr-Jun			Jul-Sep			Oct - Dec			Jan-Feb		
[Targets are cumulative]		Sum	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
3.37	TOR 61- Develop & deliver 1-day national conference for 30 partner LGUs by June 30, 2004. (conference) (person training days)	1				60			60			60			60		
3.38	ToR 23 - Evaluate and make recommendations for proposed national legislation on as-needed basis. (reports)					ongoing											
3.39	Design and deliver a one-day Roundtable Discussion for selected LGUs to discuss the integration of the various forms of payment for personnel services (e.g. ...)					1			1			1			1		
3.40	Deliver the 6-day K2K ABC workshop series for up to 12 Year 4 satellite LGUs. Workshop A by June 30, 2004; B by July 31, 2004; and C by September 31, 2004. (person training days)	1				576			1152			1728			1728		
3.41	Design and deliver three one-day Budget Clinics. Clinic A to be held by July 15, 2004. Clinic B by October 30, 2004. Clinic C by January 15, 2005. (person ...)	1							216			432			693		
3.42	Deliver consulting services for 4 Year 4 hubs & up to 12 Year 4 satellites to develop budget calendars. Final due July 31, 2004. (16 budget calendars)								16			16			16		
3.43	ToR 60 - Deliver one 1-day Information-sharing workshop to hub/satellite cluster by July 31, 2004. (person training days)	1							1			1			1		
3.44	Deliver consulting services for 4 hub & up to 12 Year 4 satellites to develop budget instructions. Final due August 31, 2004.								16			16			16		
3.45	Deliver consulting services for 4 Hub & up to 12 Year 4 satellites to develop a citizen participation plan. Final due October 30, 2004.											16			16		
3.46	Deliver consulting services for 4 Hub & up to 12 Year 4 satellites to develop performance budgets for one focus area. Final due December 30, 2004.											16			16		
Notes	Note on 3.23: The actual exceeded the target because university staff were added to the participants as follows: 6 UGM, 6 UNHAS, and 6 UNCEN.																
	Note on 3.27: The discrepancy between the target vs. actual is explained in full in the Q13 report. In sum, the first two workshops had low participation rates due to conflicting LGU schedules with other activities and numerous confirmed participants who did not show up. At subsequent P2P workshops, BIGG/ICMA increased the number of participants to reach the target for each workshop.																
	Note on 3.29: It was unnecessary to conduct a TOM for the Province Model because the materials for the Province Model were exactly the same as the ABC workshop materials and all the trainers from the LGCP had already participated in the TOM on ABC																

January 1, 2004 - March 31, 2004		Q14			Q15			Q16			Q17			Q18			
		Jan-Mar			Apr-Jun			Jul-Sep			Oct - Dec			Jan-Feb			
[Targets are cumulative]		Sum	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
4	Establish a network of strategic alliances that can sustain or enhance the programs and services.																
4.01	Include MoF in Strategy #1 by inviting 6 additional MoF staff members to become part of LGCP. (people)		6	6	100%	6			6			6			6		
4.02	Include MoF in Strategy #2 as part of the Training Advisory Committee (TAC) to review and comment on training materials and on all "BIGG Pictures." (10 The BIGG Picture publications and TOM on Perf Rep)		6	6	100%	6			9			10			11		
4.03	Include MoF in Strategy #3 by discussing the K2K, P2P, and Provincial models with MoF staff. (ongoing)		3	3	100%	3			3			3			3		
4.04	Include MoF in Strategy #4 by participating in national and regional conferences and by MoF participating in the LGCP and delivering P2P and Provincial training workshops. (National, 6 regional, 12 P2P & 5 Province)		24	24	100%	24			24			24			24		
4.05	Include Ministry of Finance in Strategy #5 by continuing to maintain close relations with the MoF Local Government Financial Planning Directorate, where BIGG has routine discussions with the Director and his staff on the regulations being developed for local government finance. (ongoing)																
4.06	Include Ministry of Home Affairs in Strategy #1 by inviting six MoHA staff members to become a part of the Local Government Consulting Pool.(ongoing)		6	6	100%	6			6			6			6		
4.07	Include Ministry of Home Affairs in Strategy #2 by continuing to ask MoHA as part of the Training Advisory Committee, to review and comment on training materials as well as to review and comment on all "BIGG Pictures." (10 The Bigg Picture publications and TOM on Perf Rep)		6	6	100%	12			12			12			12		
4.08	Include Ministry of Home Affairs in Strategy #3 by discussing the K2K, P2P, and Provincial models with MoHA staff.		3	3	100%	3			3			3			3		
4.09	Include Ministry of Home Affairs in Strategy #4 by having MoHA staff participate in 6 regional, 2 national conferences, participate in the LGCP, and deliver 6 P2P and 5 Provincial training workshops.		18	18	100%	19			19			19			19		
4.10	Include Ministry of Home Affairs in Strategy #5 by continuing to maintain close relations with the Local Government Financial Planning Directorate, where BIGG has routine discussions with the Director and her staff on the regulations being developed for local government finance. (ongoing)																
4.11	Include local government associations in Strategy #1 by continuing to include Association Partners in the Local Government Consulting Pool. (people)		4	5	125%	4			4			4			4		
4.12	Include local government associations in Strategy #2 by including Association Partners in the training on materials for all workshops. (3 K2K, 1 P2P, 1 Provincial, 1 Perf Rep TOMs = 6 TOMs)		6	6	100%	6			6			6			6		
4.13	Include local government associations in Strategy #4 by asking them to continue to cosponsor BIGG's regional conferences as well as play a major role in marketing the P2P networking workshop series and the Associational training model. (6 regional conferences & association model)		7	7	100%	7			7			7			7		

January 1, 2004 - March 31, 2004			Q14			Q15			Q16			Q17			Q18			
			Jan-Mar			Apr-Jun			Jul-Sep			Oct - Dec			Jan-Feb			
[Targets are cumulative]		Sum	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	
4.14	Include local government associations in Strategy #5 by continuing to work with the associations to promote the adoption of performance-based budgeting and to help local governments build the capacity to implement improved budget and financial management systems (ongoing)			ongoing														
4.15	Include universities in Strategy #1 by increasing the number of university staff in the LGCP. (persons)		16	16	100%	16			16			16			16			
4.16	Include universities in Strategy #2 by including the university members of the LGCP in the training on materials so that they provide input into the workshop materials. (design 3K2K, 1P2P, 1 Province TOMs)		5	5	100%	5			5			5			5			
4.17	Include universities in Strategy #4 by having them participate in the LGCP and deliver P2P and Provincial training workshops. (deliver 12P2P, 5 ABC ToM for Province workshops)		17	17	100%	17			17			17			17			
4.18	Include universities in Strategy #5 by continuing to work with the universities to promote the adoption of performance-based budgeting and to help local governments build the capacity to implement improved budget and financial management systems (ongoing)			ongoing														
4.19	Continue strategic alliances with the other USAID programs.			ongoing														
4.20	Establish a joint coordination unit with PERFORM for the purposes of coordinating technical assistance and training programs so that the linkages between planning and performance-based budgeting are consistently explained by February 28, 2004		1	1	100%	1			1			1			1			
4.21	Continue strategic alliances with other donor programs by participating in donor working groups.			ongoing														
5	Establish an organizational framework that can respond to local government needs and provide continuity of programs and services.																	
5.01	Enable the satellite LGUs in the K2K model to move from their beginning point on the continuum—a basic understanding of the concepts of PBB—to a deeper, guided understanding and application of the concepts through training and on-site technical assistance by May 31, 2004			ongoing														
5.02	Enable the 6 hub partners in the K2K model to move farther along the continuum to a deeper understanding and application of the concepts of PBB through training and on-site technical assistance by May 31, 2004.			ongoing														
5.03	Enable the LGUs involved in the P2P training to move from an initial awareness of the concepts of PBB to a deeper understanding through training and "clinics."			ongoing														
5.04	Provide training to provincial staff to create an initial awareness and help them develop a basic level of understanding.			ongoing														
5.05	Enable the Local Government Consulting Pool to move further along the sustainability continuum so they are able to lead training and provide consulting			ongoing														
5.06	Enable the local government associations to move further along the sustainability continuum by developing the capacity to use both human and fiscal resources in training delivery and then begin working on developing their			ongoing														
5.07	Identify an institutional home(s) for the BIGG program materials by January 31,														1			

January 1, 2004 - March 31, 2004		Q14			Q15			Q16			Q17			Q18			
		Jan-Mar			Apr-Jun			Jul-Sep			Oct - Dec			Jan-Feb			
[Targets are cumulative]		Sum	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
6	Reports																
6.01	Quarterly		14	14	100%	15			16			17			17		
6.02	Final Report														1		
Monitoring and Evaluation Matrix for Papua																	
Quarterly Report No. 14		2004												2005			
January 1, 2004 - March 31, 2004		Q14			Q15			Q16			Q17			Q18			
		Jan-Mar			Apr-Jun			Jul-Sep			Oct - Dec			Jan-Feb			
		Sum	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
1.01	Train two team leaders and three local coordinators in various aspects of financial management and performance-based budgeting by including them in all of the training on materials and consultant training activities of the Task Order by January 15, 2005. (ongoing)					ongoing											
2.01	Update the "Year 2 Basic LGU" model in three kabupaten in Papua with minimum modifications as needed to meet Papua's unique local government conditions. (ongoing)					ongoing											
2.02	Update the three-part ABC workshop series and consulting model for three Y4 kabupaten with minimum modifications as needed to meet Papua's unique local government conditions. (ongoing)					ongoing											
3.01	Ensure scheduling coordination with delivery of the ABC performance budgeting K2K workshops in Year 3 BIGG/ICMA partners with the three Papua partner kabupaten (ongoing).					ongoing											
3.02	Deliver a 1-day "National Conference" in 2003 that includes three Papua partner LGUs for a minimum of 9 person-training days by June 5, 2003. (national conference)		1	1	100%	1			1			1			1		
3.03	Deliver a 1-day "Regional Conference" for Y3 LGUs a minimum of 3 person-training days, by July 10, 2003. (regional conference)		1	1	100%	1			1			1			1		
3.04	Deliver on-site consulting services for developing a 2004 budget calendar for the three 3 Y3 LGUs; draft submitted by August 31, ICMA to review and provide feedback by October 14, 2003. (budget calendar)		3	3	100%												
3.05	Deliver 3 3-day "Training on Materials (ToMs) for the ABC workshop series" for the two Y3 Papua team leaders and three local coordinators for 45 person-training days. ToM A by June 15, 2003. ToM B by August 5, 2003. ToM C by September 2, 2003. (person training days)		1	45	45	100%	3			3			3			3	
3.06	Deliver a 2-day "Performance-Based Budget Assessment" workshop in 2003 for the two Papua team leaders and three local coordinators in conjunction with similar training for the K2K BIGG program for 10 person-training days by end of October 2003. (person training days)		1	10	10	100%	10			10			10			10	
3.07	Deliver on-site consulting services for developing a 2004 Citizen Participation plan for 3 Y3 LGUs; final draft submitted to ICMA by October 21, with ICMA to review and provide feedback by October 28. (citizen participation plans).		3	3	100%	3			3			3			3		

January 1, 2004 - March 31, 2004			Q14			Q15			Q16			Q17			Q18		
			Jan-Mar			Apr-Jun			Jul-Sep			Oct - Dec			Jan-Feb		
[Targets are cumulative]		Sum	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
3.08	Deliver on-site consulting services for developing 2004 Budget Instructions for 3 Y3 LGUs; final draft submitted to ICMA by November 7 with ICMA to review and provide feedback by November 21, 2003 (budget instructions).		3	3	100%	3			3			3			3		
3.09	Deliver the 6-day PBB ABC workshop series for 3 Y3 LGUs with 24 participants for a minimum of 432 person-training days. (person training days)	1	432	499	116%	432						432			432		
3.10	Deliver on-site consulting services for developing 2004 Performance-Based Budgets for one focus area for 3 Y3 LGUs; draft to be reviewed and feedback provided by December 29, with final draft submitted to BIGG by January 16, 2004. [Expect to get at least two PBB final drafts from the 3 local government partners.]		2	3	150%	2			2			2			2		
3.11	Deliver one 4-day "Training on Materials (ToMs) for Performance Reporting" workshop for the two Y3 Papua team leaders and three local coordinators in conjunction with similar training for the K2K BIGG program for 20 person-training days, by February 20, 2004. (person training days)	1	20	20	100%	20			20			20			20		
3.12	Deliver 1 2-day "Performance Reporting" workshop to 3 LGU partners for 144 person-training days, by February 20, 2004. (person training days)	1	144	0	0%	144			144			144			144		
3.13-3.14	Dropped from work plan per USAID.					Dropped											
3.15	Deliver a 1-day "National Conference" in 2004 that includes 3 Y4 LGUs for a minimum of 12 person-training days by June 30, 2004.	1				12			12			12			12		
3.16	Ensure scheduling coordination with delivery of the ABC performance budgeting K2K workshops in Year 4 BIGG partner LGUs with the Papua partner LGUs. (ongoing)					ongoing											
3.17	Deliver on-site consulting services for developing a 2005 budget calendar for the three 3 Y4 LGUs; final submitted by July 30, 2004. (budget calendars)								3			3			3		
3.18	Deliver on-site consulting services for developing a 2005 Citizen Participation plan for 3 Y4 LGUs; final draft submitted to ICMA by October 21, with ICMA to review and provide feedback by October 30, 2004. (citizen participation plans)											3			3		
3.19	Deliver on-site consulting services for developing 2005 Budget Instructions for 3 Y4 LGUs; final draft submitted August 30, 2004. (budget instructions).								3			3			3		
3.20	Deliver on-site consulting services for developing 2005 Performance-Based Budgets for one focus area for 3 Y4 LGUs; final submitted to BIGG by December 30, 2004. (Performance Based Budgets)											3			3		
3.21	Deliver the 6-day PBB ABC workshop series for 1 Y4 LGU. Workshop A by June 30, 2004. B by August 30, 2004 and C by November 30, 2004. (person training days)	1				48			96			144			144		
3.22	Deliver 1 2-day "Performance Reporting" workshop for selected LGUs by August, 2004. (person training days)	1							48			48			48		
3.23	Deliver 3 1-day Budget Clinics for selected Y4 LGUS. A by July 30. B by October 30. C by January 15, 2005. (person training days)	1							36			72			108		

January 1, 2004 - March 31, 2004			Q14			Q15			Q16			Q17			Q18		
			Jan-Mar			Apr-Jun			Jul-Sep			Oct - Dec			Jan-Feb		
[Targets are cumulative]		Sum	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var	Tar	Act	Var
3.24	Deliver 1 4-day Peer to Peer (P2P) workshop for selected Y4 LGUs by June 30, 2004. (person training days)	1				96			96			96			96		
4.01	Enable the LGUs in the Papua program to move from their beginning point on the continuum to a basic understanding of PBB concepts. (ongoing)																