



INDONESIA CIVIL SOCIETY SUPPORT AND STRENGTHENING PROGRAM

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CSSP Final Report

For the Period:

November 16, 1999 – November 30, 2004

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Submitted by:

Chemonics International Inc.
CARE International
IFES
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Center for International Private Enterprise

CIVIL SOCIETY SUPPORT AND STRENGTHENING PROGRAM (CSSP): FINAL REPORT: Executive Summary

This Final Report describes how during the five years, two months of its contract (October 1999 to November 2004) CSSP brought about major improvements in civil society through support to a wide range of civil society organizations (CSOs). Most of these CSOs were located in the 6 priority regions identified in USAID Indonesia's 2000-04 development plan – Aceh, East Kalimantan, North Sulawesi, West Java, East Java and Papua – as well as in Jakarta and Yogyakarta. In all CSSP dealt directly with some 1,900 CSOs, more than 300 of them on a sustained basis. 71 of these were grantee partners and key Service Providers.

In each of the six regions CSSP's CSO partners focused on resolving a set of issues in a selected field – local governance, human rights, natural resource management and conflict prevention. These fields of work emerged as priorities during the first three years of CSSP, and were defined in the modified contract for CSSP signed in March 2003 that determined the Program's work plans for Years 4 and 5.

In Year 5 CSSP staff identified 32 organizations from among its best partners that are well managed and will be sustainable after CSSP ends.

During its 5-year Program CSSP:

1. Strengthened key CSOs' work on constructive advocacy for better laws and policies by:
 - a. Supporting two series of case studies of advocacy through positive engagement, backed by workshops involving some 49 CSOs and other stakeholders;
 - b. Giving training in advocacy strategy planning, including intensive one-on-one training, to 21 CSOs;
 - c. Helped national CSO coalitions pushing for strong national laws in key fields (law-making, foundation management, freedom of information, agrarian reform).
2. Improved key CSOs' management, administration and planning by:
 - a. Strengthening five national Service Providers, two of them partly supported by fee-based services;
 - b. Giving targeted training to CSO partners in identified needs. Training included 72 workshops and training courses on financial management, strategic planning, monitoring and evaluation, consensus building, constituency building legislative drafting and human rights;
 - c. Strengthening CSO networks through grants, meetings, workshops and resource sharing;
 - d. Creating a cadre of CSO specialists in financial self-reliance (FSR) through a series of FSR training workshops;
 - e. Creating and adapting a series of tools, teaching materials and other resources specifically designed for Indonesian CSOs' use.
3. Used 74 grants to 65 CSOs to provide sustained, inter-active capacity building support to key partners, including
 - a. A leading human rights coalition and a regional NGO coalition in Aceh, involving more than 85 NGOs working on rights and autonomous governance;
 - b. Some 25 CSOs working on natural resource management (trees, water, land) in East Kalimantan;
 - c. A network of East Java CSOs in four districts working on village-level governance in some 50 sub-districts, and a further network of 31 Java City Forums;

- d. A network of some 25 CSOs in the Bird's Head area of Papua working to local governance and rights-based security.
4. Used its Strategic Activities Fund (initially known as a Special Activities Fund) and training resources for some 45 related initiatives, including national and regional congresses, training programs and workshops, many of them involving other USAID SOs.
5. Achieved or exceeded all the contractual targets specified in its modified contract, including targets relating to policy change, law-making and CSO capacity building.

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**CIVIL SOCIETY SUPPORT AND STRENGTHENING PROGRAM (CSSP),
INDONESIA**
Final Report, for the period October 1, 1999 to November 30, 2004

Performance Objectives: All Performance Objectives

Activities: Grant-making activities; activities relating to support for Indonesian civil society organizations (CSOs) in the fields of advocacy, good management and financial self-reliance; other forms of technical and training support to CSOs; monitoring and evaluation activities; other civil society-related activities, as agreed with USAID; CSSP's mid-term evaluation; and related administrative matters.

Responsible Persons: Field and home office technical and administrative staff of the CSSP Chemonics Group (Chemonics International, CARE International, IFES, IDP, CIPE).

Start Date: October 1, 1999	Completion date: November 30, 2004
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SECTION 1. INTRODUCTION, COMMENTS AND LESSONS LEARNED

1.1. Report and contents

This Final Report summarizes the key features of CSSP's work during the five years, two months of its contract (October 1, 1999 to November 30, 2004), and more especially during the four years, 10½ months from November 16, 1999 to September 30, 2004, that is, from the time CSSP became operational to the time of its very last technical activities. It describes:

- Core activities designed to meet CSSP's 2 current Performance Objectives (POs), namely improved analysis and advocacy for policy reform and implementation, and strengthened CSO management, planning and financial self-reliance (FSR);
- CSSP's grant-making activities, with special reference to its 2 POs;
- CSSP special activities and use of the Strategic Activities Fund (SAF);
- CSSP's achievements by benchmarked targets;
- The make-up of the Chemonics CSSP group and other administrative matters.

The Report summarizes and reviews information earlier provided in CSSP's Quarterly Reports nos. 1 to 19, covering the period November 16, 1999 to June 30, 2004, and in its Annual Reports for Years 1, 2, 3 and 4.

CSSP's initial contract, signed in September 1999 for a three-year Program, extendable for a further two years, provided for CSSP to work towards four POs. The first three of these dealt with CSO advocacy, management and financial sustainability, and the fourth stipulated that CSSP should 'award and manage effectively' 10 to 15 grants annually to Indonesian NGOs. Following the extension of CSSP's three-year term to five years, these four POs were reduced to two. This change was formalized in the sixth contract modification for CSSP, signed in March 2003 and applied to contract years 4 and 5. The result was that CSSP's old POs 1, 2 and 3 were combined into its new POs 1 and 2, and CSSP's old PO 4, on grant-making, was discontinued. However, grant making remained a major element of CSSP's work throughout its 5-year program, being the hinge on which most of CSSP's technical support to key CSOs turned. For this reason part of this report is devoted to grant-related activities as a means of reflecting this fact.

The Report contains 4 Sections and 7 Appendices. Section 1 is an introduction with comments and general lessons learned. Section 2 deals with POs 1 and 2, and grant activities relating to them. It also has a sub-section on the Strategic (earlier Special) Activities Fund, or SAF. Section 3 describes CSSP's GDA-funded Bird's Head project. Section 4 describes how CSSP has achieved its contractual targets. Section 5 deals briefly with management and administrative issues. The Appendices consist of 5 Appendices giving details of CSSP's CSO partners by region; a final financial statement; a summary of the evaluations undertaken by CSSP; a bibliography of major documents produced under CSSP auspices; and some supplementary comments on lessons learned.

This report is presented using the standard format developed by Chemonics for CSSP, and approved by USAID.

1.2. CSSP's vision, mandate and program priorities

CSSP had an effective and productive five years. Throughout all its activities its **vision**, as developed collectively during its first teambuilding workshop, was:



To realize its vision CSSP worked towards achieving two key **Performance Objectives** (POs) related to the strengthening of CSOs' advocacy skills, management capacities and financial sustainability. These POs were defined in the original contract for CSSP without much reference to quantity. But they were later quantified in terms of specific numerical or percentage **targets** to be achieved by the end of Year 5. These targets, which have all been achieved, and which are analysed in Section 4 of this Final Report, were specified in a modification to CSSP's contract – no. 6 – agreed to in March 2003.

Prior to this contract modification CSSP was actually working towards four POs, but the modification merged POs 1, 2 and 3 into 2 POs, and did away with PO 4, on effective grant-making. The core target for PO 4 had been one of the few to be numerically defined from the outset, and the PO called for 10-15 grants to CSOs to be made per year. By the time it was done away with CSSP had amply achieved this target, having made 55 grants by the end of Year 3. In Years 4 and 5 it made a further 19 grants, bringing to 74 the total number of grants made.

CSSP was mandated under contract to give concrete expression to its vision, POs and PO targets by providing grant-making and capacity-building support to key CSOs in Jakarta, Yogyakarta and other regions of Indonesia. In doing so it faced three early challenges. These were: (1) deciding on how many CSOs to support, and how much to work with USAID in doing so; (2) identifying which regions or locations in Indonesia to select for such support; (3) agreeing on which particular fields of civil society activism to concentrate on in providing this support, given the huge range of possibilities, from health to rural governance, business development to environmental protection, free mass media to consumer rights.

The first program challenge was relatively quickly dealt with. In Year 1 USAID made it clear that CSSP would work on only a few selected CSOs, and would work very closely with and under the USAID Democracy and Governance Office, rather than developing its program autonomously. This guideline was relaxed in Years 2-5, but remained the essential framework for CSSP's activities.

The second program challenge took longer to address. Despite early efforts by CSSP to narrow down the enormous range of geographical locations open to it, USAID/DDG¹ left the range of these locations largely defined for the first nine months or so of CSSP. Eventually, however, the completion in mid-2000 of USAID's 2000-2004 Strategic Plan for Indonesia² enabled CSSP to focus on the 6 regions highlighted in the plan – Aceh, East Kalimantan, North Sulawesi, West Java, East Java and Papua. It continued to do so for the duration of its program.

CSOs in these regions soon came forward, or were encouraged to come forward – public announcements were made in two regions, East Java and East Kalimantan – with proposals for grant projects and other forms of support that were consistent with CSSP's priorities. These proposals were vetted at regular meetings of a Project Review Committee made up of staff from CSSP and USAID Indonesia's Democracy and Governance Office.

The third program challenge took longest to address, and was arguably never dealt with as effectively as it should have been. This was the challenge of deciding which particular policy problems to concentrate CSSP's support on, and then ensuring that these problems were concertedly addressed. From early on CSSP encouraged USAID to let it help only those CSOs working – and working constructively – on one or two clearly defined public policy issues, issues consistent with USAID's concerns but also with the major concerns of local communities. In this way, CSSP believed, it could help build CSO capacity for effective advocacy in a better-defined and more manageable way than if its efforts were spread too thin, across too wide a range of policy issues. Tentative steps in this direction were taken from late 2000 on, and by the middle of Year 2 salient policy problems in each focus region were emerging with clarity. From then on these salient problems became one of the main criteria of CSSP grant-making and technical support, though it is arguable that in terms of targeted, well-integrated interventions³ they never really informed CSSP's work as much as they should.

¹ The Decentralized Democracy and Governance Office of USAID Indonesia is referred to throughout this report as USAID/DDG, its current title. In 1999-2001 it was known as the Office of Civic Participation and Transition (CPT) and from 2001-2003 as the Office of Democracy and Governance (DG).

² 'Transition to a Prospering and Democratic Indonesia – Country Strategy Paper' (Jakarta: USAID/Indonesia, May 30, 2000)

³ By 'targeted, well-integrated interventions' we have in mind what might be called the Korten approach to grant-making and technical support services, after the pioneering work in this field by Ford Foundation officer Frances Korten, partner to the leading NGO analyst David Korten (note by the COP). The Korten approach involves integrating grants and TA support

The salient policy problems that emerged in Year 2 clustered around advocacy on policy reform in 4 fields:

- **transparent, participatory local governance, including governance at the village level**
- **protection of human rights, particularly the rights of disadvantaged groups**
- **prevention and resolution of conflict**
- **effective public management of natural resources, particularly water, trees and land**

From March 2003 they were formally defined under contract as follows:

- **Aceh – A strengthened human rights network and effective conflict transformation, including through the Special Autonomy Law**
- **Papua – Strengthened human rights advocacy and transparent governance as codified in the Special Autonomy Law**
- **East Kalimantan – Strengthened local governance in the area of natural resources management**
- **North Sulawesi – Strengthened conflict prevention and local governance with special reference to resource management**
- **West Java – Strengthened local governance in the context of economic growth**
- **East Java – Strengthened local governance based on participatory processes.**

1.3. CSSP's achievements

CSSP estimates that in all it reached several million ordinary Indonesian citizens in Jakarta, Yogyakarta and six key regions of the country. This figure is inevitably impressionistic, given the absence of detailed membership and constituency data on the part of nearly all Indonesian CSOs, including those with mass membership (such as Lakpesdam NU) or with extensive reach nationally or regionally (such as the WALHI environmental network, or the influential Forum LSM Aceh.) But the extent of CSSP's influence through its CSO partners, while imprecise, is not seriously in doubt.

By means of this influence CSSP spread new skills and outlooks, and also good will. It provided support to a wide range of moderate, open-minded, public-spirited advocacy groups and community organizations, organizations whose strength and vitality are essential for the future well-being of Indonesian democracy. It did so in the name of, and with funds from, USAID.,

In all CSSP dealt with some 1,900 CSOs, depending on how such civil society groups are defined⁴. From among these it gave significant support to some 300 CSOs, including NGOs and NGO coalitions, citizens' forums, community and village councils, research groups and

to a cluster of NGOs, government agencies and working groups, research centers and other actors so that their activities address a single key problem or issue in a defined location or set of locations in a coordinated way.

⁴ In line with definitions of civil society developed in central and eastern Europe and in China during the 1980s and 1990s, CSSP's working definition of the term civil society was 'the networks, structures and organizations that stand between the modern state on the one side and the family and the individual on the other, and that contribute directly or indirectly to the enhancement of democracy and good governance.' CSSP's best estimate is that by Year 5 it had provided support to more than 1,900 CSOs active in Jakarta, Yogyakarta and some 9 provinces

other institutions, thereby influencing in positive ways a wide range of stakeholders and constituents in the cities, towns and villages in which they worked.

75 or so of these CSOs were further selected through a careful screening process for intensive grant and capacity-building support, and (as described below in Section 2.5.) became measurably better advocacy organizations as a result. By the end of Year 5 CSSP had made 74 grants worth a total of \$6.8 million to 65 CSO partners. It also gave funding from its Strategic Activities Fund to 45 or so other CSOs, including five key Service Providers. This grant and financial support to CSOs was never just an end in itself, but always seen as a door opening on to a range of other activities, including the provision of training, technical advice and other forms of assistance.

In Years 3, 4 and 5 most of these CSOs were located in the six regions in which CSSP concentrated its work. The rest were in Jakarta, Yogyakarta and other provinces, in most cases because they started to get CSSP support early on, before CSSP's geographical focus regions were decided on.

Working from three offices in Jakarta, Surabaya and Sorong, as well as through a CARE office in Sidoarjo, CSSP worked continually to upskill these key CSOs, and bring them into regional networks whenever feasible. It also took concerted steps to ensure that these CSOs would be able to access services and manage their affairs in a sustainable manner once CSSP was over.

In the Bird's Head area of Papua CSSP added to its main Papua program by using a \$400,000 allocation from USAID's Global Development Alliance fund to help develop civil society groups there. This Bird's Head project was part of a larger USAID effort to promote the development of the Bird's Head in tandem with a major new gas exploitation project by the natural resource company British Petroleum in Bintuni Bay.

Many of these activities and achievements are detailed in the report that follows.

In terms of overall results, CSSP achieved strong results in the following ways:

- **By improving the skills and capacities of key CSOs**
- **By bringing about new laws and policies to resolve problems in areas of major concern**
- **By helping develop new methods of community participation in government**

These new laws, policies and methods lay the groundwork for more democratic approaches to such problems in future.

CSSP met or exceeded all its project benchmarks. This is striking not only as a success for CSSP but also, even more importantly, as a reflection of the condition of the CSOs that CSSP has been helping to build up. According to CSSP data (see Section 2.4.), 69% of the key CSOs CSSP supported effectively advocated policy reforms on the basis of research and coalition-building. 68% of them put issues to local government, with some 50 successful outcomes. About 90% of CSOs supported developed good board, management and financial reporting systems. 83% of them drew up fundraising plans, and over half these raised at least 10% of their costs through fundraising.

1.4. Present conditions and future prospects – lessons learned

This positive picture should not obscure the difficulties still facing the Indonesian CSO community. By and large it is still young and inexperienced, and like many others in Indonesia CSOs are still grappling with untested notions of democracy and participation. Immediate challenges range from structural and management issues to important issues of legitimacy and sustainability.

In a crisp analysis of the condition of NGOs in Indonesia published in September 2001 and still relevant today, the director of the forward-thinking Jakarta-based CSO PIRAC (Public Interest Research and Advocacy Center) Zaim Saidi put these issues in terms of five ‘fundamental questions’.⁵ The first is to do with political legitimacy. Do NGOs now have political legitimacy, particularly with respect to involvement in public policy? The second concerns legal accountability. If NGOs are not content with the foundation law, can they help define the legal entities they should become? The third is to do with financial sustainability. Surveys suggest that the majority of funds for NGOs are from foreign donors, though if religious organizations are taken into account, the picture changes, as they get most of their financial support domestically. How can secular NGOs reduce this dependency?

The fourth question is about professional competence. NGOs don’t apply professional standards and many NGO activists are motivated by a mixture of idealism and the need to have a job. How can NGOs improve on this state of affairs? The project orientation of many NGOs, reinforced by the habits of donors, makes things worse. The fifth and final question is about social credibility. This needs to be strengthened. Will it be, as NGOs become more accountable and professional?

These are five good questions, and all questions CSSP has addressed and tried to answer.

- CSSP helped CSOs think through advocacy approaches to public policy and how to engage constructively by building up channels of communication with governments, including parliaments (DPRDs) (Section 2.1. below).
- CSSP worked with a CSO coalition to address the problems arising from the new *yayasan* law, and more generally the question of CSOs being regulated by law (Section 2.1.).
- CSSP systematically promoted skills in, and the practice of, financial self-reliance, partly in cooperation with PIRAC itself. This may become an increasingly pressing issue as donors now active in Indonesia, spurred into work on civil society by the sudden transition to democracy, start to lose interest in civil society programs as Indonesian governance settles down in the years ahead.
- CSSP built management training and financial management training into its grant-making and capacity-building so as to improve CSOs’ professionalism, though much still needs to be done in such fields as board management.
- In Year 5 especially CSSP addressed the issue of social credibility by tackling directly the question of membership and constituencies, which far too few CSOs take seriously. This is an issue CSSP should have addressed earlier, and still needs much more work done on. If, as is still too often the case, a CSO only truly represents the

⁵ Zaim Saidi, ‘NGOs must face up to challenges to win back credibility’ in *Jakarta Post*, September 3, 2001

people who set it up and support it, and is not properly rooted in those its interests it claims to serve, its legitimacy can be seriously, even fatally, flawed.

CSSP has, then, dealt with these issues, though none has been fully resolved, and all remain issues facing donors, including USAID, as they define and shape future programs in support of civil society. There are also other issues for donors and especially for USAID to address, some stemming from the lessons learned from CSSP. Briefly, what were these?⁶

- As is now generally accepted, CSSP's initial program definition was both too broad and too narrow, even if its working parameters were later effectively clarified and narrowed down. In its early months it was mandated to work only with a very small range of CSOs, initially only those CSOs with which USAID/DGG already had ties. At the same time, this mandate was not defined in terms of clear geographical and programmatic priorities. Nor was the setting in which it was going to work adequately mapped. However deficient it might have been a start-up survey or mapping of civil society resources would have been an excellent first step, and should have been taken.
- Drawing from this experience and from the successive adjustments made to CSSP's remit from mid-2000 on, it is clear that the most productive civil society strengthening activities focus carefully on key players and on clearly understood, resolvable problems in specific geographical locations – the public water supply in Samarinda, to take a real-life example, or the prevalence of violence against women in Solo.
- At the same time these focus problems should be treated nationally as well as locally. CSSP took steps in this direction by addressing select national advocacy issues (see Section 2.1) as well as regional and local advocacy issues, but the selection of national issues could have been done earlier and more strategically.
- A third important lesson, learned in part from CSSP's City Forum project in East and Central Java, is that civil society strengthening activities should be linked to, but not subordinate to, related donor programs, particularly those closely connected with government. There is a tendency to tag a civil society component on to each and every program, from health to engineering. It is CSSP's experience that this is most decidedly not a good way to go. Take the example of CSSP's City Forum project. This was an interesting project because the City Forums (that is, citizens' urban policy forums) supported under it ranged from the highly autonomous to the highly government-oriented. A post-project evaluation of the project commissioned by CSSP showed that the most effective Forums were those that maintained 'synergistic' relations with local government by engaging them but maintaining a critical distance from them. Meeting this need means, for example, that a donor-backed program on safe, cost-efficient and effective public water supplies must ensure that the CSOs working on this issue are supported in ways that enable them to function autonomously, as positive but critical change agents, and not just as an adjunct to government or water utilities.
- Discussions in and around CSSP have borne out the need to define CSO broadly and creatively. The term 'civil society' is not and should not be a synonym for NGO. Civil society support work, once defined in terms of place and technical priority, should consider including not just NGOs but also other important non-state actors, including mass movements (such as Muhammadiyah and Nahdlatul Ulama); small

⁶ The following bullet points consist of generic lessons learned. For more specific lessons learned, drawn from a short in-house workshop involving the whole of the CSSP team, see Appendix 9.

businesses and business networks; media outlets; and perhaps also village-level institutions. Decisions about this should be systematic, not piecemeal. CSSP's support to mass movements, labor groups and media outlets was partial but not systematic: it supported Nahdlatul Ulama but no other mass movement, it supported SEAPA, AJI and IMPLC but no other major media groups; and so on.

- CSSP came to see the importance of deciding quickly exactly which technical skills target CSOs need. This requires moving rapidly to identify target CSOs and then equally rapidly surveying their needs. In CSSP's view the majority of CSOs in Indonesia now need upskilling in constituency-building, board management and ensuring continuity in CSO leadership as a matter of priority, while further training is still needed in a range of other skills including financial management, human resource management, and sectoral skills such as local governance, human rights, land rights and land management, and legislative drafting. It took some time for all this to become apparent.
- CSSP tried to keep firmly in mind the need to give partner CSOs support not just for projects but also for long-term institutional capacity-building. This was sometimes easier said than done, though, and should remain a cornerstone of project planning and implementation.

In CSSP's view the underlying condition of and prospects for civil society in Indonesia as it ends its program in 2004 are positive. This is true both narrowly, in the sense that key CSOs are now stronger structurally and better placed to develop than they were five or six years ago; and also more broadly, in the sense that the Government and citizens of Indonesia continue to offer CSOs reasonable conditions to function in. Despite some local and specific cases of harassment, and always taking into account the deeply flawed condition of the Indonesian justice sector, CSOs can operate with quite remarkable openness and leeway in most parts of the country. This attests to the fertile ground they operate in, and continues to provide an excellent opportunity for civil society strengthening.

To show how positive the situation is, it is helpful to recall what CSSP noted at its outset about the constraints in Indonesian state and society that could stand in the way of achieving Program success⁷. These were that:

- CSOs would prefer to work with donors imposing fewer terms and conditions than USAID;
- Less well-equipped grass-roots CSOs might not work through intermediary NGOs so as to meet donor terms and conditions;
- CSOs (and donors) would fail to see the need for CSOs to aim for administrative competence, financial self-sufficiency and broad-based popular support;
- The Government of Indonesia might not allow CSOs the space to expand their work, and to do so with USAID support.

Five years later, most of these constraints have been overcome, or never materialized.

- CSOs are still more than ready to work with USAID. A simple index of this willingness is that in the last five years CSSP has received on behalf of USAID well over 2,100 proposals for support from Indonesian CSOs. Moreover as already noted, it has worked in one way or another with at least 1,900 CSOs, most of them in its six

⁷ In the narrative section of its 1st Annual Work Plan

geo-focus regions, with no slacking off of momentum until the Program started to draw to a close.

- Local and grassroots CSOs have shown themselves quite willing and able to work in networks and coalitions, some (such as the networks of village governance CSOs in East Java, and regional and national groups of *adat* or indigenous peoples' activists) key players in local civil society development.
- Competence in management and financial self-reliance have come to be accepted by nearly all CSSP's CSO partners as essential elements of success, even though some have seen CSSP's approach to ensuring basic competencies as being what CSSP's mid-term evaluators described as the 'cod-liver-oil approach' – something unpleasant to digest whose value only becomes apparent in time. Constituency building and more generally improving CSOs' social credibility are, as we have noted, more complex issues, and still need promoting.
- The Government of Indonesia has remained open to CSOs, even if in certain respects the regulation of CSOs has increased and the pressure on media outlets such as *Tempo* has not really let up. In comparison to other large countries in Asia (consider China, India and Vietnam), Indonesia gives CSOs remarkable leeway, including leeway to access foreign donor funds, certainly far more than they had under the New Order.

With this leeway comes influence, particularly the influence that moderate, largely secular groups at the local level bring to bear in a society still keeping its distance from both authoritarianism and religious extremism. This influence is less quantifiable than changes in laws and public policies, but matters most. It best reflects the importance of work to strengthen civil society in a transitional, democratizing polity.

SECTION 2. PROGRAM ACTIVITIES – ACHIEVING PROGRAM OBJECTIVES (POs)

As noted earlier, in its final two years CSSP had 2 POs – PO 1 on advocacy and PO 2 on good management and financial self-reliance. It also continued to make grants. Section 2 is therefore divided into three parts – on PO 1, on PO 2, and on grant activities relating to the two POs.

2.1. Performance Objective 1: Improved analysis and advocacy for policy reform and implementation

- *During its 5-year term CSSP concentrated much of its advocacy initiatives in three main fields:*
 - *Helping spread the idea that advocacy is a positive process of well-informed engagement, rather than a negative process of confrontation. To achieve this CSSP supported a range of CSO advocacy initiatives at the local level, some described in Section 2.5. It also supported work by leading national CSOs on researching, publishing, and distributing two sets of examples of effective advocacy in action in Indonesia;*
 - *Carrying out and supporting training in strategic planning for advocacy through one-on-one engagement with key CSO partners, as well as through the PACSA⁸, CSSP's mechanism for helping CSOs make advocacy strategies;*
 - *Supporting a selected series of activities in support of national CSO coalitions working on key national laws and advocacy issues.*

2.1.1. Support for initiatives on mapping and promoting constructive advocacy

- *Since 1998 many Indonesian CSOs have had to move away from the subdued, adversarial civil society culture of the New Order to a more open, accepting environment in which they can engage government and so help ensure public policy reform. To assist in this process CSSP supported a series of studies, debates and activities on positive advocacy both locally and nationally, many of them closely linked to key CSO projects in CSSP's 6 geo-focus areas.*

Since the end of the New Order, when CSOs tended either to be co-opted by government or alienated from it, many CSOs have been looking for ways to engage government and work with it, though without being subordinated to it. Put plainly, this has involved at least some CSOs giving up street demonstrations in favor of demonstrating they can be partners in national development.

Part of this process has involved both government and CSOs changing their preconceptions, and prejudices, about one another. Another part of it has involved finding new structures and forms of consultation in which government, particularly local government, and CSOs can interact.

As a contribution to the process, and in response to the expressed needs of CSO partners, CSSP made advocacy through engagement with local government a major element of its

⁸ PACSA = Participatory Advocacy Capacity and Strategy Assessment. See Section 2.1.2. below.

work. In all it supported two multi-stage projects relating to this, both concerned with researching, analyzing, publishing and disseminating case studies of constructive advocacy, drawn from CSO practice in different parts of the country. The ^{first}, coordinated by CSSP and the Yogyakarta-based CSO **INSIST (Institute for Social Transformation)**, was more exploratory in nature, being one of the first projects of its kind carried out in post-New Order Indonesia. It involved eleven case studies. The second project, coordinated by CSSP and **LAPPERA (Lembaga Penelitian dan Pengembangan Masyarakat Indonesia)**, focused more specifically on the benefits of advocacy engaging government. It involved twelve case studies.

In the first project, the case studies were generated by CSOs working in rights-related fields, including migrant labor and labor rights, women and domestic violence, children's rights, the rights of the disabled, and land management and land rights. In late 2000 INSIST arranged a participatory design workshop for field researchers, with advice from CSSP specialist staff. In April 2001 it then organized a roundtable meeting to discuss how to make data collected in field research available in an attractive and accessible form. By September that year the case studies were ready to be used and distributed as reference and teaching materials for advocacy NGOs nationwide.

Details of the case studies done in the INSIST project are as follows:

<i>title of case study when finalized for distribution</i>	<i>issue being addressed</i>	<i>CSO concerned</i>
Majalaya Citizens Movement	Urban planning for Majalaya town	Yay Akatiga, Bandung
Class Action After Dark	Management of urban electricity	Yay Lembaga Konsumen Indonesia, Jakarta
Marginalized vs Dominant	Improving the condition of street children	Humana Yogyakarta
Untying the Chain	Providing access for disabled to public areas	Dria Manunggal, Yogyakarta
Turning Fear into Power	Improving the condition of street cleaners	Yay Dian Sulawesi, Manado
Ending the Collusion Behind Double Passports	Improving the treatment of migrant workers	Yay Koslata, Mataram
Bringing Tourism to Account in Nusa Ceningan	Community concerns about a large local tourism project.	Yay Wisnu, Bali
Breaking Down the Walls	Fighting violence against wives	Rifka Anissa Women Crisis Center, Yogyakarta
Rejecting Perhutani's Claim on Sagara Land	On a land ownership dispute	Forum Pemuda Pelajar dan Mahasiswa Garut
Let's Fight for the Closing of Indorayon	A local community (Toba-Samosir) contesting the presence of a pulp factory	WALHI North Sumatra, Medan
Leaving the Earth, Reaching the Sky	Defending the rights of children working on fishing platforms	Pusaka Indonesia, Medan

The second project with LAPPERA involved some 20 other CSO partners at the regional level, as well as many hundreds of other interested NGOs, government officials, community leaders, scholars, and journalists.

The published case studies developed by the LAPPERA project were as follows:

<i>Title of case study when published</i>	<i>Issue being addressed</i>	<i>CSO concerned</i>
Refusing Help is Fatal	Farmers' land rights KBH (Kantor Bantuan Hukum) Bengkulu	KBH (Kantor Bantuan Hukum) Bengkulu
Ordinary People are Waking Up	Farmers' land rights YAPEMAS, Garut, West Java	YAPEMAS, Garut, West Java
After the Local Regulation is Published	Managing forest resources Mitra Dieng, Wonosobo, Central Java	Mitra Dieng, Wonosobo, Central Java
Decentralization to the Village	Village planning, including budgeting FORABI (Forum Rakyat Boyolali), Boyolali, Central Java	FORABI (Forum Rakyat Boyolali), Boyolali, Central Java
Building Strength with Synergy	Public policy for town planning Probolinggo City Forum, East Java	Probolinggo City Forum, East Java
Involved but not Absorbed	Municipal public services Sidoarjo City Forum, East Java	Sidoarjo City Forum, East Java
People of the Dry Land	Resettlement of fishing communities Yayasan Alfa dan Omega, Kupang, West Timor	Yayasan Alfa dan Omega, Kupang, West Timor
Confirming Identity by Returning to Village Governance	Indigenous people's rights and village governance Lembaga Bela Banua Talino (LBBT), Pontianak, West Kalimantan	Lembaga Bela Banua Talino (LBBT), Pontianak, West Kalimantan
Saving the Jewel on the Rim of the Equator	Including environmental awareness in educational curriculums Yayasan Bina Manusia dan Lingkungan (YBML), Balikpapan, East Kalimantan	Yayasan Bina Manusia dan Lingkungan (YBML), Balikpapan, East Kalimantan
Obedient People, Chaotic State; Clever People, Good State	Land certification and land rights Kelompok KITA, South Blitar, East Java	Kelompok KITA, South Blitar, East Java
You are Here Because of Me, I am Here Because of You	Resettlement of indigenous communities Yasanto (St Anthony Foundation), Merauke, Papua	Yasanto (St Anthony Foundation), Merauke, Papua
Strengthen the People, Remove Dominance	Village planning and development ELPERA (Yayasan Lembaga Pemberdayaan Ekonomi Rakyat Papua), Fakfak and Jayapura, Papua	ELPERA (Yayasan Lembaga Pemberdayaan Ekonomi Rakyat Papua), Fakfak and Jayapura, Papua

Once the studies were complete, LAPPERA organized five regional workshops, one for each of CSSP's six geo-focus regions except Aceh (where conditions prevented such a workshop being held). The workshops gave local CSO partners of CSSP the chance to share the case studies with other interested groups and draw lessons from them for future advocacy. The five workshops took place in Malang in East Java; Bandung in West Java; Samarinda in East Kalimantan; Bitung in North Sulawesi; and Manokwari in Papua. The workshops were organized with help from CSSP's local CSO partners, these being:

Enlightment, LPKP (Lembaga Pengkajian Kemasyarakatan dan Pembangunan), PPOTODA (Pusat Pengembangan Otonomi Daerah) in Malang
 BIGS (Bandung Institute for Government Studies) in Bandung
 LBBPJ (Lembaga Bina Benua Puti Jaji), POKJA 30 (Kelompok Kerja 30), YBML (Yayasan Bina Manusia dan Lingkungan) in Samarinda
 Yayasan Kelola in Manado
 LP3BH (Lembaga Penelitian, Pengkajian dan Pengembangan Bantuan Hukum) in Manokwari

Each of the workshops gave participants the opportunity to learn from lessons documented, and strategize on advocacy needs and priority with constituents and stakeholders, including local governments. Since most of the CSO participants were CSSP grantee partners, these discussions had a direct bearing on the advocacy aspects of their grant projects, as well as having wider repercussions.

The advocacy case studies produced by INSIST and LAPPERA were provided to CSSP's key CSO partners and later, also, to **Pergerakan**, an advocacy center and Service Provider established in 2004 with support from donors led by the Ford Foundation and including CSSP itself (which helped equip Pergerakan's library).

2.1.2. Enabling advocacy CSOs to plan strategically and advocate effectively

- *A key element of CSSP's work was to help partner CSOs acquire the ability to research, plan and undertake advocacy activities strategically, rather than on an ad hoc basis. Of the various approaches used by CSSP, PACSA proved especially effective. PACSA workshops enabled CSOs to analyze issues and design strategies taking account of constituents' and stakeholders' interests, the nature of the problems addressed, and CSOs' actual capacity to address them.*

By the end of Year 5 CSSP had run PACSA workshops for 21 CSOs, and introduced the PACSA approach to 20 others. It had also run four training workshops for 96 PACSA facilitators from 43 CSOs, most of them in Aceh, North Sulawesi, East Kalimantan and East Java.

The 21 CSOs that went through PACSA workshops were (in order of geo-focus region, from west to east):

PHIA (Pemberdayaan Hareukat Inong Aceh) in Banda Aceh, Aceh
 Yayasan Dian Sulawesi (later reshaped into YDRI, Yayasan Dian Rakyat Indonesia) in Manado, North Sulawesi
 YPMI (Yayasan Pemberdayaan Masyarakat Indonesia) in Manado, North Sulawesi
 Yayasan Serat in Manado, North Sulawesi
 Yayasan PEKA (Pelita Kasih Abadi) in Manado, North Sulawesi
 Yayasan Kelola in Manado, North Sulawesi
 KPMS (Konsortium Pemberdayaan Masyarakat Sipil) in Makassar, South Sulawesi
 WWF (Worldwide Fund for Nature) in Tarakan, East Kalimantan
 BEBSIC (Borneo Ecological and Biodiversity Scientific Club) in Kutai Kertanegara, East Kalimantan

POKJA 30 (Kelompok Kerja 30) in Samarinda, East Kalimantan
 BIKAL (Bina Kelola Lingkungan) in Samarinda, East Kalimantan
 YBML (Yayasan Bina Manusia dan Lingkungan) in Balikpapan,
 East Kalimantan
 AMAN (Aliansi Masyarakat Adat dan Nelayan) in Balikpapan,
 East Kalimantan
 YADAH (Yayasan Dalas Hangit) in Banjarasin, South Kalimantan
 INCIS (Indonesian Institute for Civil Society) in Jakarta
 Duta Thani in Karawang, West Java
 WJCW (West Java Corruption Watch) in Bandung, West Java
 BDN (Yayasan Bumi Darun Najah) in Pasuruan, East Java
 KPPD (Kelompok Pemberdayaan Perempuan untuk Demokrasi) in
 Surabaya, East Java
 KONTRAS (Commission for Disappearances and Victims of Violence)
 in Jayapura, Papua
 AJI (Independent Journalists Alliance) in Jayapura, Papua

In addition to these PACSA training initiatives, CSSP developed a PACSA training manual and a training video to accompany it. Completed in Year 5 with help from specialists and CSO partners in East Java, the manual and video were made available to USAID and all CSSP's main advocacy partners. They take users through the steps of a PACSA workshop and describe how action planning sessions are conducted. The manual and the video are carefully put together so as to be concise, practical and sensitive to culture and gender.

PACSA (Participatory Advocacy Capacity and Strategy Assessment)

PACSA is a participatory tool for advocacy planning developed by CSSP and its CSO partners over the last four years. It gives a CSO the means to analyze public policy issues with those most directly concerned, and design an advocacy strategy that reflects (1) a proper understanding of the problem to be addressed; (2) the CSO's capacity to address this problem, and (3) the interests of constituents and stakeholders.

In addition to its PACSA workshops, CSSP's other training programs and workshops on advocacy included a final reflection workshop to consider lessons learned to date and future prospects, attended by key CSO partners and held in Yogyakarta in August 2004.

2.1.2. Supporting national CSO coalitions addressing key advocacy issues

- *In addition to working with CSOs regionally, during its 5-year term CSSP provided advice and capacity-building support to selected groups of CSOs working on major advocacy issues. These issues were identified by CSSP in consultation with USAID/DG as being among those of key importance for democracy and civil society in Indonesia. They were:*
 - *Agreement on, and legal provision for, strong and equitable Truth and Reconciliation processes;*
 - *A new, more open and participatory approach to public broadcasting under the terms of a new public broadcasting bill (later law);*

- *Legislation and other measures to protect farmers' rights and promote agrarian reform;*
- *Provision for civil society participation in a bill (now law) on the formulation of laws;*
- *Improvements to the 2001 law governing yayasan or foundations to make it fair but workable;*
- *The need for a well-formulated freedom of information act enjoying strong public support.*

Providing for Strong and Equitable Truth and Reconciliation Processes

One of CSSP's first tasks when it began in December 1999 was to help those promoting the idea of a **Truth and Reconciliation (T&R) Commission** for Indonesia. Under instruction from USAID, CSSP used SAF support to organize a field visit to South Africa by key Indonesian players. In February 2000 a member of the Jakarta-based CSO YAPPIKA as well as team members of CSSP and USAID/DDG made a preparatory visit to South Africa to meet members of the T&R Commission there, and to prepare for a May visit to South Africa by a much larger group. In May 2000, 35 Indonesian officials and civil society activists duly went to South Africa on a field trip organized by YAPPIKA and CSSP. They took part in a consultative workshop in Durban, a planning workshop in the same city, and field visits to various South African locations. Among those taking part were representatives of the following CSOs (from west to east):

Cordova, Aceh
 FOPA (Forum Organisasi Perempuan Aceh), Aceh
 Lembaga Bela Benua Talino, West Kalimantan
 YAPPIKA, Jakarta
 MADIA (Masyarakat Dialog Antar Agama), Jakarta
 Forum Rektor, Jakarta
 ICEL (Indonesia Center for Environment and Law), Jakarta
 ELSAM (Lembaga Studi dan Advokasi Masyarakat), Jakarta
 ISAI (Institut Studi Arus Informasi), Jakarta
 Yayasan SET (Yayasan Sains Estetika dan Teknologi), Jakarta
 Baileo, Maluku
 KOMPAK (Komite Penanggulangan Krisis), Maluku
 Yayasan Kesehatan Bethesda, Papua

as well as senior people from the National Human Rights Commission, the National Commission on Women's Rights, the foreign ministry, the office of the attorney-general, the ministry of defence, the ministry of law and legislation, TNI (the military), and the police.

The visit was successful as a means of exposing a wide range of actors to the formative South African T&R experience. Later, CSSP team members took part in a follow-up meeting of field trip participants to discuss likely next steps. They also joined meetings with visiting specialists from the newly-formed International Center for Transitional Justice in New York, a center specifically set up to promote T&R. Shortly after that, however, CSSP's involvement in T&R affairs came to an end, as the US embassy decided (in July 2000) to reduce USAID's active promotion of the issue. The only other T&R initiative that CSSP was involved in came much later, when a Year 4 CSSP grant to the Papuan branch of **KONTRAS**

(Komisi untuk Orang Hilang dan Korban Tindak Kekerasan) included support for advocating a **regional T&R Commission** for Papua.

In 2003 a T&R bill came before the national DPR, and was passed in September 2004 as the country's new T&R law. The law provides for a T&R commission or other process to be put into effect. Critics claim that the law as passed will offer too much leniency to wrongdoers, a common concern of those involved in T&R commissions in countries whose power-holders remain basically unchanged.

Promoting an Open, Well Managed Public Broadcasting System

In Year 1 and the first part of Year 2 (2000-01) USAID/DDG encouraged CSSP, more specifically IFES under the aegis of CSSP, to develop a project in support of a new, more open and well-managed public broadcasting system as an alternative to the old state-run system of TVRI (Televisi Republik Indonesia) and RRI (Radio Republik Indonesia). The project was undertaken partly in anticipation of moves by the national DPR to pass a new broadcasting law, which it did in 2002.

In its 1st phase the project focused on enabling the Jakarta-based Yayasan SET to undertake a series of initiatives designed to change attitudes towards public broadcasting held by Indonesian citizens and also the management of TVRI. These initiatives included 2 fact-finding trips, one to the United States, the other to South Korea. The trips were funded with SAF support and administered with the help of the Chemonics office in Washington DC and of The Asia Foundation in Seoul. Those taking part in the trips, including TVRI staff, media specialists and members of Yayasan SET, were given an opportunity to see the many facets of public broadcasting in both countries, and to discuss how they could be applied to Indonesia.

Developments in Year 2, including passage through the DPR of the broadcasting bill and changes within the management of TVRI, suggested that further efforts of this kind would offer diminishing returns. So IFES shifted the emphasis of its project to activities involving TVRI and RRI at the regional level. In this second phase of the project IFES cooperated with the University of Indonesia and Yayasan SET to organize and facilitate a series of regional public workshops. There were ten such workshops, in North Sumatra (Medan), West Sumatra (Padang), West Java (Bandung), Yogya, East Java (Surabaya), Bali (Denpasar), South Sulawesi (Makassar), North Sulawesi (Manado), East Kalimantan (Samarinda), and Papua (Jayapura). Facilitated by two US media specialists, their participants included government officials, media workers and civil society activists. The workshops gave participants a clearer understanding of how local communities can access and share in local media. They were also given copies of an IFES handbook, the *Grassroots Action Handbook (Buku Panduan Aksi Akar-Rumput)*, which described this process in more detail, with case studies. Following the workshops 21 Local Consultative Forums on media were set up, with some – notably those in Denpasar, Makassar and Manao – still very active.

Shortly before the national DPR (House of Representatives) passed the broadcasting bill, CSSP also provided modest support to the Jakarta-based CSO **ISAI (Institut Studi Arus Informasi)** to press for improvements in the bill. It did so by modifying the terms of a grant for journalist training made earlier to ISAI as part of CSSP's grant program.

Supporting Farmers' Rights and Agrarian Reform

In Year 1 CSSP identified the field of agrarian reform, including the upholding of farmers' rights, as a widely shared concern among a number of its CSO partners. In March 2001 CSSP enabled 8 leading CSOs, 5 of them grantee partners, to hold a meeting in Jakarta to explore ways of being mutually supportive in this field. In April CSSP followed this up by providing financial and technical support to a national conference on agrarian reform and human rights, organized by the national **Human Rights Commission (Komnas HAM)**. Attended by farmers and NGOs from different parts of Indonesia, the conference adopted resolutions seeking justice and improved welfare for Indonesian farmers.

Conference participants proposed holding a national seminar on these issues, duly held with CSSP support in Bandung in August 2001. The 100 or so participants in the seminar, hosted by the **Agrarian Reform Consortium (KPA)** of concerned CSOs, worked together on a draft decree on agrarian reform to be considered by the MPR. The MPR duly considered and approved the draft decree, promulgated in January 2003.

From then CSSP's role was confined to offering advice and materials, and to providing grant support to a number of groups working on farmers' rights, among them 2 nationwide coalitions based in Yogyakarta (**Serikat Merdeka Tani** and **Yayasan Pendidikan Rakyat Indonesia** – see Section 2.3.2.4. below). Meanwhile national advocates of agrarian reform kept up a strong momentum of their own. KPA turned its attention to government plans being put in place to implement the MPR decree. These included a new agrarian law and a presidential decree on a new Commission for the Resolution of Agrarian Conflict (KNPA, Komisi Nasional Penyelesaian Konflik Agraria). KPA was unable to do much to influence the drafting of the new agrarian law, still in progress as CSSP ended. However its impact on the proposed conflict commission was more substantial. In 2004 KPA and 3 other organizations – the National Human Rights Commission, WALHI and Bina Desa – prepared a position paper and a draft decree on the commission, and in August 2004 presented these to President Megawati Soekarnoputri.

These developments highlight the value of KPA as an agent of constructive advocacy on national farming concerns. Those concerned agree that the early support given by CSSP to KPA was positive and helpful.

Pressing for Citizens to Play a Larger Part in Lawmaking

The recently passed **law on formulating laws** (RUU-TCP3, Rencana Undang-Undang – Tata Cara Penyusunan dan Perda) was under discussion in draft form from Year 3 on, and the subject of persistent interventions by a national CSO coalition pressing for greater provision for citizen participation in law drafting. This need was seen as particularly important given the upsurge of public interest in the drafting of laws and regulations, especially at the village, district and province levels, after the collapse of the New Order.

Leading members of the CSO coalition, **KKP (Koalisi Kebijakan Partisipatif)**, were:

- ICEL (Indonesian Center for Environmental Law)
- IMLPC (Indonesia Media Law and Policy Center)
- PSHK (Pusat Studi Hukum Kajian Indonesia)
- WALHI (Wahana Lingkungan Hidup)

YAPPIKA

CSSP assisted KKP with technical advice and support for strategic planning meetings and other interventions. With CSSP help, planning meetings were held in April 2002 and again in July 2002, the latter attended by some 100 CSO activists. As a result of these meetings steps were taken to sound out parliamentarians' opinions and to develop regional 'hubs' or focus-points where the benefits of participating in public policy-making could be demonstrated. Further meetings of the CSO coalition took place with help from CSSP in April and June 2003, mainly to discuss strategies relating to the 2004 national elections. In 2003 CSSP also brought the coalition together with 4 national television companies, Indosiar, TPI, RCTI and TransTV, to help it extend its influence through better media coverage.

In April 2004 the coalition stepped up its activities as it became clear that the bill would soon be passed into law. It organized meetings with journalists and with the university scholars advising the national DPR commission working on the bill. CSSP participated in an advisory capacity in both these activities. The coalition achieved at least one of its aims when as a result of its efforts the DPR commission wrote into the bill the right of citizens to take part in law-drafting processes, a provision earlier conspicuously missing.

The bill became law in mid-2004. KKP now has the intention of getting involved in the drawing up of implementing regulations. This intention was discussed at a meeting hosted by CSSP in June 2004 at which KKP presented donors other than CSSP with an action plan for them to support.

Strengthening the Structures and Legal Frameworks of Village Governance

Throughout its program CSSP supported a range of initiatives designed to promote transparent, participatory, well-managed local government, particularly government at the village level. The thrust of CSSP's work on village governance was, from the outset, to strengthen the capacities of newly established BPD and enable villagers to work through BPDs and local government structures to ensure the implementation of public policies in line with their priority needs. These initiatives began with SAF support for a handbook on decentralization produced by the Surabaya-based CSO Center for Public Policy Research, and ended with a national village governance workshop held in Batu in East Java in August 2004 to review achievements to date and plan forward. In the intervening years initiatives included:

- A focus on village governance in East Java as one of CSSP's salient policy 'themes' or problems for the province;
- Support for a series of workshops and training courses on village governance in Java and elsewhere, starting with a **YAPEMAS** workshop in Garut in August 2000 on how to develop Village Representative Councils (Badan Perwakilan Desa or BPD);
- Grant support for some ten CSOs working on different aspects village governance throughout Indonesia;
- Support by CARE under the aegis of CSSP for a project in East and Central Java in support of 31 City Forums – that is, city-based citizens' forums – whose activities included a strong village governance component.

Further details of the regional and local activities CSSP supported are given below in Sections 2.3 and 2.4. At the national level an emergent concern was the need for clearer and

more appropriate legislation to provide a flexible framework for legal and administrative approaches to village governance regionally and locally. CSSP's August 2004 Batu workshop highlighted and discussed this concern. Workshop participants – 49 leading CSO activists from 19 CSOs in Aceh, North Sumatra, East Kalimantan, North Sulawesi, South Sulawesi, Jakarta, Yogyakarta, Central Java, East Java, and Papua, as well as donor representatives – concluded that steps were needed to clarify and explain the legal provisions for village decentralization, left unspecified in the 99/22 law on decentralization. They also agreed that village governments need further capacity building in a range of specified fields; and that CSO networks should be strengthened so as to strengthen advocacy on village governance up to the national level.

Improving the Law on Foundations

After the New Order ended, there was an agreed need to reform the registration and management of Indonesian foundations, or *yayasan*, often used during the Soeharto era as slush funds. With prompting from the IMF (International Monetary Fund), which ensured that a commitment to reform *yayasan* was written into a Indonesian Government Letter of Intent, a new **foundation law** was passed in 2001. The law provided for foundations to have a 3-tier board structure, and management and reporting requirements that were an improvement over the previous state of affairs, but that many CSOs resisted as being unworkable. The provisions of the new law did not affect all CSOs, since some were already registered in other ways, usually as *perkumpulan* or associations (and others later changed their status to *perkumpulan* to sidestep the provisions of the new foundation law). But those that were affected called for parts of the new law to be rewritten in the light of actual needs.

From Year 1 onwards CSSP provided advice and other support to CSOs concerned with this issue. In Year 1 it played host to a US specialist, Leon Irish, who came to Jakarta to advise CSOs on international NGO law. In Years 1 and 2 it supported a coalition of more than 20 CSOs led by the Jakarta-based CSO **YAPPIKA** that came together to press for the *yayasan* law to be amended. It provided the coalition with papers and materials on foundation laws in Indonesia and elsewhere. And it funded a conference organized by the coalition in mid-2001 that was attended by about 100 civil society activists.

In 2002 the coalition responded to signs that the Ministry of Justice would agree to make amendments to the law by holding a series of meetings, including meetings with Nahdlatul Ulama and church groups, to agree on proposals regarding changes to the law. These were later put to the Director General of Laws and Regulations in Jakarta. In June 2003 the House of Representatives organized a public hearing on proposed amendments to the law, the most substantive consultation of its kind to date, after which the coalition held a seminar to decide what further to recommend. CSO and other participants at the hearing and seminar discussed a number of issues, including government supervision of *yayasan* – the Ministry of Justice and Human Rights now has to approve their registration – *yayasan* tax status and *yayasan* accountability. CSSP provided advice and other forms of assistance for all the activities described above.

The possibility of amending the *yayasan* law was still an option before the DPR as CSSP ended its program. The YAPPIKA-led CSO coalition is planning to maintain its activities, though its strength has been reduced by the fact that some members have become *perkumpulan*. CSSP's support to the coalition has been of qualified benefit, since the coalition has not yet succeeded in effecting changes to the *yayasan* law that it has sought.

However, CSSP's involvement has helped promote public debate on the *yayasan* law; improved key CSOs' understanding of the pros and cons of legislation governing foundations and other NGOs; and helped these CSOs think through the issue of how to address complex advocacy concerns to the national DPR.

Pressing for a Freedom of Information Act that Works Well and Gets Citizens' Support

In Year 4 the national DPR took first steps towards passing a new freedom of information act (FOIA). In view of this CSSP and USAID/DDG explored ways of helping the CSO coalition that had come together to advocate a more open and more responsive FOIA than the government was planning for, one that a wide range of Indonesian citizens would understand, endorse and utilize. CSSP agreed to provide SAF support to a leading member of the coalition, the **Indonesia Media Law and Policy Center (IMPLC)**, so it could organize 'road shows' to encourage interest in the issue.

IMPLC conducted 7 such road shows with CSSP help, in Medan (for North Sumatra and Aceh), Balikpapan (for East Kalimantan), Manado (for North Sulawesi), Bandung (for West Java), Malang (for East Java) and Jayapura (for Papua). The 3-day events consisted of radio talk shows, seminars, and media clinics, the latter to help journalists make programs about freedom of information issues. Among the resource persons were members of the DPR Commission considering the draft FOIA; representatives of the military – advocates of a more narrowly defined FOIA; university scholars; and members of the CSO coalition to which IMPLC belongs.

Later, in June 2004, members of the coalition met a key DPR Commission member and successfully pressed for the draft law (RUU Kebebasan Informasi) to have included in it provision for an information commission, and careful definition of the scope of state secrets. As CSSP ended its activities the bill was still pending but likely to be passed soon, with most of the CSO coalition's recommendations incorporated into it.

Other Initiatives

Other CSSP initiatives undertaken at the national level included support at the request of USAID for CSOs involved in explaining and discussing the partial removal of fuel subsidies (again, part of the package of measures agreed between the Indonesian Government and the IMF)⁹. This involved 3 SAF-funded workshops in Year 2 (2001-02), 2 in Surabaya and one in Riau, and 4 SAF-funded round-table discussions organized by **WALHI East Java** in Year 3 (2002-03).

Otherwise CSSP undertook and supported more than 80 other public policy reform initiatives, but most of these were at the provincial or district level, and designed to deal with aspects of the salient technical 'themes' or problem areas defined for each of CSSP's six focus regions. Highlights of these initiatives and their level of achievement are described below in Section 2.4.

⁹ A government plan to remove subsidies completely was shelved in the face of popular opposition.

2.2. Performance Objective 2: Strengthened CSO administrative management, planning and financial self-reliance that increase CSO sustainability

2.2.1. Strengthening Service Providers, including in the field of management

- *CSSP was contractually committed to strengthening at least two national fee-charging Service Providers (SPs). It also offered capacity-building support to other, regional SPs as well. By the end of Year 5 most of the CSOs it supported in its 6 geo-focus regions were in a position to draw on the support these SPs as one way of maintaining their strength and sustainability.*

CSSP explored the prospect of providing strategically defined SAF and other assistance to a number of national Service Providers (SPs). These included Business Dynamix, Gemilang, REMDEC, USC Satunama, INSIST, PAKTA, Bina Swadaya, LAPPERA and PACIVIS (Center for Civil Society at the University of Indonesia). In the end it decided in consultation with USAID to provide support to 2 national CSOs best placed to serve as SPs, **USC Satunama** and **INSIST**. It also provided more limited support to **PAKTA**, **PACIVIS**, **PIRAC** and **Pergerakan**, as well as to several regional SPs including **LAPPERA** in Yogyakarta and **ELPERA** (Lembaga Pengembangan Ekonomi Rakyat) in Papua.

USC Satunama is a long-standing Yogyakarta-based organization with a wide range of CSO contacts throughout Indonesia. It was a key partner throughout CSSP's lifetime. In Year 2 it drew on CSSP's financial and technical support to organize a series of training workshops on core aspects of management and capacity building. The trainees were drawn from CSSP's CSO grantees and other CSO partners. The curriculums for the training courses were based on Satunama's own materials, as agreed with CSSP staff. This was a first step towards strengthening Satunama's own resources as well as the resources of the CSOs trained. Details of the workshops are given in Section 2.2.2. below.

CSSP went on to discuss with Satunama how to develop these and other training curriculums so as to strengthen further the organization's role as a fee-charging SP. After various exchanges Satunama proposed to develop a new course on an under-served and much needed field, organizational management for Indonesian CSOs, a field only partly covered by Satunama courses to date and anyway restricted to materials drawn from CSOs abroad. To do this in an Indonesian-specific manner Satunama agreed to develop case studies of good management by Indonesian CSOs, a hitherto untapped source of material.

CSSP accepted this plan, and with SAF support Satunama carried it out in the second half of Year 4 and the first half of Year 5 (April 2003-April 2004). It commissioned case studies of best practices by seven carefully selected Indonesian CSOs, and used the studies to create a new teaching module. The case studies themselves focused on seven key elements of organizational management – board management; leadership and decision-making processes; resource mobilization and fundraising; financial management; human resource management; networking; and internal governance. The seven NGOs selected were:

CD Bethesda (Community Development Unit of Bethesda Hospital) in Yogyakarta
YAPPIKA (Yayasan Penguatan Partisipasi, Inisiatif dan Kemitraan Masyarakat Indonesia) in Jakarta

LP3M (Lembaga Penelitian dan Pengabdian pada Masyarakat) in Malang, East Java
Bitra (Yayasan Bina Ketrampilan Kedesaan) in Medan, North Sumatra

YPBF (Yayasan Pengembangan Bambu Flores) in Flores, East Nusa Tenggara
 Yayasan Gita Pertiwi in Solo, Central Java
 ASPPUK (Asosiasi Pendamping Perempuan Usaha Kecil) in Jakarta

Drafts of the case studies were presented to a workshop in Yogyakarta in the first quarter of Year 5. In the third quarter of Year 5 Satunama used its new training module for the first time, and provided copies of the case studies to 22 leading CSOs, many of them SPs in their own right. They included INSIST, CSSP's main CSO partners in its six geo-focus regions, the seven CSOs whose cases are being studied, and:

REMDEC, Bina Swadaya, Bina Masyarakat Mandiri and
 LP3ES (Lembaga Penelitian, Pendidikan dan Penerangan Ekonomi dan Sosial),
 4 national NGOs based in Jakarta
 Yayasan Indonesia Sejahteraan, a Solo-based capacity-building NGO
 Daya Pertiwi, an NGO working with poor and marginalized groups in Malang,
 East Java
 Yayasan Alfa Omega, an NGO in eastern Indonesia whose Fakfak branch in the
 is a CSSP partner, and which authored one of the LAPPERA advocacy studies
 Yayasan Swadaya Membangun, a development NGO active in East Nusa Tenggara

For its part, **INSIST** used CSSP support to upgrade its website www.insist.or.id as well as its training modules, with a view to making them the primary sources of training material for its five new regional resource centers. The centers, being developed with support from the Dutch donor Cordaid, offer training in five fields – facilitation, advocacy, community organizing, gender mainstreaming and organizational development. They are being set up in cooperation with local NGOs in Sulawesi, Maluku, Nusa Tenggara, West Kalimantan and Papua, each of which serves as a center. The NGO serving as the center in Papua, the Sorong-based YNWS (Yayasan Nanimi Wabilu Su), served as a key CSO partner for CSSP in the Bird's Head area of Papua (see below, Section 2.3.)

As noted CSSP also provided modest support to several other national SPs.

- In the case of **PACIVIS**, a growing university-based SP for CSOs, CSSP helped the institution through a period of financial restructuring in 2003 by meeting some of the costs of its annual management training program for NGOs. It did so by sponsoring course participants from 16 of CSSP's key CSO partners.
- In 2001-02 CSSP staff helped **Yayasan PAKTA** develop an IT services program, which PAKTA later restructured into a library training program.
- CSSP support for the Jakarta-based CSO **PIRAC** in 2004 enabled it to document successful fundraising among Indonesian NGOs and use this data to improve its training courses in FSR (financial self-reliance).
- SAF and related support provided in 2004 to the new national advocacy center **Pergerakan** enabled it to build up its library of advocacy books and materials.
- With respect to the Yogyakarta-based CSO **LAPPERA**, CSSP first enabled it to coordinate a series of advocacy studies (Section 2.1.1.above), then provided SAF support for a survey of village governance in East Java, carried out in 2004. LAPPERA intends to leverage the findings of this survey to become a regional SP in the village governance field.
- For the Papua CSO **ELPERA** CSSP provided 2 grants and ancillary support in the period 2001-04 that enabled this Jayapura-based group to become a provider of

project management skills – its grant projects were both in Fakfak in the Bird’s Head – and outreach services.

2.2.2. Building long-term CSO capacity in management and related skills

- *CSSP offered carefully targeted training and technical assistance (TA) in management and related skills to selected CSO partners, as well as to other USAID SO partners. From Year 2 onwards this was done in response to needs systematically identified in surveys and other interactions with key CSO partners in Jakarta, Yogyakarta and the 6 geo-focus regions. Training and TA was provided one-on-one and also in training courses and workshops for larger groups. CSSP’s overall aim, partly achieved, was to complete the process of upskilling key CSO partners to a point where they would be accountable, well-managed and financially sustainable, thus leaving behind core groups of capable, effective and enduring CSOs by the end of Year 5.*

During its 5-year program CSSP organized or supported 47 training workshops and short courses on improving CSOs’ management and related skills. They were organized in response to identified needs in priority areas, and were either done operationally (i.e. organized by CSSP itself) or by CSSP and another CSO partner jointly, or by a CSSP partner with advice and support from CSSP. The needs included but were by no means restricted to needs relating to the good management of USAID grants, such as skills in accounting and financial administration.

These 47 workshops do not include training courses on PACSA or M & E (monitoring and evaluation) or the training courses provided to City Forums in East and Central Java under CARE’s CSSP City Forum project. Nor do they include at least 350 workshops organized by CSSP’s 65 grantees and other key partners for their own stakeholders and constituents locally.

The 42 training workshops included training workshops and short training courses on:

- Strategic planning
- Organizational management
- Organizational development
- Financial management
- Audits
- Financial administration
- Financial sustainability
- Human resource management
- Accountability
- Ethics
- Constituency building
- Participatory consensus-building (Technologies of Participation)

They also included courses that bridged the dividing line between management and specialist skills, including courses on:

- Gender awareness and mainstreaming

- Proposal writing
- Legislative drafting
- Conflict resolution
- Civil society and social movements
- Village governance and BPD strengthening

These workshops and courses began in Year 1 and increased in number in Years 2, 3 and 4. By Years 4 and 5 CSSP had reached the point where the training it offered was tailored to meet remaining specific needs, or else – as in the case of constituency-building – was offered because a clear need was only then fully identified.

In Year 1 CSSP's training interventions were limited, and mainly one-on-one. There were various reasons for this. It took time to identify new CSO partners, and in the early months of CSSP USAID discouraged CSSP staff from doing so, focusing instead on the need to work with existing USAID/DDG partners. Partly because of this CSSP's first grant (to Koalisi NGO HAM Aceh) was not made until June 2000. By the end of Year 1 however CSSP's mandate was expanding, and by Year 2 it had some 50 grantees in place or upcoming, and was in a position to identify needs shared among a larger group of partners. This it did through questionnaires and one-on-one investigations. Some of the needs identified, for example strategic planning and financial management, were straightforward, and training courses were arranged at once. Others were more varied and complex, and needed more research and planning.

In due course CSSP commissioned USC Satunama in Yogyakarta to organize a series of short training courses for needs identified in 6 salient fields. Over 120 people attended the courses, from 45 or so CSOs. The courses themselves were for about 25 or so participants per course. Details of the courses are given below:

Training course	dates	No of part'ts	Contents of training
Human resource (HR) management	July 6 to 15, 2001	26	Systematic HR management, key HR processes including recruitment, performance appraisal and HR development. Participants equipped to develop their own HR management systems.
Social movement analysis	July 12 to 21, 2001	26	How to analyze the social condition of constituents and respond effectively to them. Social theory and social analysis; the history and modalities of new social movements.
Training of strategic planning trainers	July 23 to August 1, 2001	24	Taught by Satunama director Methodius Kusumuhadi, one of Indonesian civil society's most skilled strategic planning resource, with inputs from CSSP. Provided a basic understanding of, and tools for, strategic planning for CSOs.
Conflict resolution	August 20 to 29, 2001	22	A field Satunama has been a leader in since 1995. Experience sharing; theoretical frameworks; types of conflict; approaches to conflict management and mediation, including acting as a neutral party.
Policy analysis	Sept. 3 to 12, 2001	25	The theory and methodology of policy analysis; the culture, content and structure of policy; practical policy analysis, with examples.

Financial management	Sept. 16 to 25, 2001	25	Financial planning and budgeting; bookkeeping and financial report analysis; making accountable financial reports; cash flow projections; and financial decision-making for NGOs.
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The Satunama courses were useful, though feedback suggested that they sometimes suffered from inappropriate course materials or teaching methods, or from the fact that some of the people attending them were the wrong ones for the subject-matter dealt with.

Taking these concerns into account CSSP moved back in Years 3, 4 and 5 to more targeted courses for individual CSOs or – as was more often the case – representatives of smaller, carefully-selected groups of CSOs. CSO partners’ needs were again fully assessed at the beginning of Year 4 so that in Year 4 and 5 renewed efforts were made to tailor courses to specific needs. Some courses were introduced for the first time – for example, on financial sustainability, constituency building, proposal writing, and legislative drafting. At the same time certain older courses were maintained or extended by popular demand – for example, courses on ToP and financial sustainability.

During Years 4 and 5 CSSP also moved concertedly towards creating cadres or small groups of CSO activists well trained in specific skills. These included M&E, FSR (financial self-reliance) and ToP. By the end of Year 5 CSOs were starting to draw on these newly trained specialists without CSSP’s involvement. CSSP also developed new tools suitable for CSOs and donors seeking to develop CSO capacity. These included the CSO Health Card, a simple pocket-card format tool based on more complex forms of organizational capacity assessment¹⁰, designed to be used at the beginning, mid-point and end of an engagement with a CSO or CSO project cycle. A Health Card is shown below.

CSO Health Card		DATE :
Name of Organization:		
Contact Person:		
Address:		
E-mail:		
Phone/Fax:		
Sectoral Focus:		
Human Resources:		
Source of Funds/Donors:		
Facilities:		
CRITERIA	Y/N	Comments
Governance structures functioning		
Board operates independently from executive		
Clear mission / vision & follows it		
Behaves like NGO rather than consulting firm		

¹⁰ From Year 1 onwards the organizational capacity assessment tool that CSSP’s grantmakers used was a modified form of IDF, Institutional Development Framework, despite some CSSP specialists’ preference for OCA, Organizational Capacity Assessment.

Staff & board members are not government employees		
Experience implementing projects of similar magnitude		
Human resource system in place		
Nepotism does not exist in the CSO		
Have constituents & can show them		
Constituents drive the program		
Has sufficient experienced staff		
Clear lines of authority & responsibility		
Leadership is strong, honest & committed		
Financially honest		
Transparent to staff & constituents		
Have implemented successful advocacy programs		
Advocacy programs based on constituent needs		
Have thought about financial sustainability		
Have planned for financial sustainability		
Implementing a strategy for financial sustainability		
		completed by: _____

CSSP's new tools also included MIRPP, Matching Issues Resources People and Priorities, a simple stratagem for sharing specialist resources locally, at low cost. The box below describes how MIRPP works.

MIRPP is a systematic approach to matching and prioritizing issues or needs with resources or cash and people or technical skills. It assumes that:

- Every organization has untapped human resources and skills useful to itself and other organizations, which need to be explored
- Local knowledge is valuable, so that a technically astute outsider may not be as valuable a technical resource as a local person, even someone with fewer technical skills
- Members of a CSO network value the abilities of other members of the network
- CSOs want to reduce their dependency on external service providers

MIRPP has been devised to strengthen and maximize the use of local capacity-building resources so that:

- Capacity building can continue without external funding
- Dependence on outside assistance is reduced whenever possible through coaching, apprenticeship and Training of Trainers
- Local service providers are empowered, strengthened, encouraged and funded

MIRPP is implemented by:

- Identifying CSO networks with common interests in the same geographical area
- Facilitating team building among them
- Helping CSO leaders identify their own organizations' strengths and resources, and pool them
- Helping CSOs organize a workshop run by themselves which develops a plan of action to be accomplished using local resources
- Developing an evaluation scheme designed to ensure the action plan is followed through

In sum, MIRPP ensures that:

CSO partners become fully committed through participating directly in the entire process of building their own capacity as well as the capacities of other organizations in their network.

One particular need identified in Year 2 was skill in facilitating decision-making and consensus building. For many CSOs this was not only an internal institutional need, but also a need related to advocacy projects and programs. As they turned to positive, constructive forms of advocacy, CSOs found themselves mediating among conflicting interests, and seeking to build common ground among disparate stakeholders, ranging from farmers and business people to government officials and parliamentarians, not to mention CSOs themselves. Many did not know how to do this.

To help them CSSP offered various tools, one of which, **Technologies of Participation (ToP)**, was notably successful. ToP involves a series of techniques for encouraging collegial participation in decision making, with special reference to local governance and public policy. Some of these techniques are well known, being similar to well-trying approaches such as SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. But taken as a whole ToP offers an attractive, easy-to-use package of new tools.

ToP has been widely used in the Philippines with USAID support, and CSSP arranged for two Philippine consultants to bring it to Indonesia. They introduced it on a trial basis in Manado, with great success. It was then provided in three other geo-focus regions, and to a USAID partner in Jakarta. The box below gives details:

In quarter 1 of Year 2 CSSP worked with USAID/NRM-EPIQ Manado to identify suitable CSO participants and arrange a ToP training workshop. The workshop had 2 parts: basic training, and a session on participatory policy planning with reference to local governance. 2 consultants from the Gerry Roxas Foundation led the workshop. Trainees were from CSOs, government and media, and USAID/DDG and CSSP itself.

The same 2 trainers led a second workshop in Manado in quarter 2 of Year 2. As before, most though not all the trainees were from North Sulawesi CSOs. This time the workshop had 3 parts: basic training, designing a participatory event, and ToT (Training to be a ToP Trainer). 21 people took part in the ToT, including CPT and CSSP staff, creating a cadre of ToP trainers for future use.

In quarter 1 of Year 4 CSSP organized a 3-day ToP training workshop in Tretes in response to demand from East Java CSOs. 18 trainees from 13 CSOs took part, including WALHI East Java and PP OTODA (Pusat Pengembangan Otonomi Daerah), a CSSP-backed Service Provider. 3 alumni of the ToT course, including someone from CSSP, did the training. In quarter 2 of Year 4 a similar training workshop was held in East Kalimantan. Participants came from CSOs and government agencies in 11 districts, many engaged in natural resource issues. The 2 trainers were graduates of the Manila ToT course. Survey feedback showed trainees used their new skills to facilitate training, policy debates and constituency discussions.

In quarter 4 of Year 4 a ToP training workshop was organized in Jakarta for USAEP (US Asia Environmental Partnership), a branch of USAID. CSSP trainers trained members of Mitra Emisi Bersih, USAEP's local partner, to facilitate discussions at an international conference on clean air. People from 2 CSSP grantees, West Java Corruption Watch and Dutha Tani, also took part.

In quarter 3 of Year 5 CSSP gave ToP training in Manokwari to selected CSOs in the Bird's Head, Papua. The 15 trainees came from 9 local CSOs, including CSSP's grantees LP3BH and ELPERA, as well as from USAID/NRM, USAID/DDG-PERFORM and BP. The 4-day course included a ToP field workshop for local villagers to talk about local natural resources problems. Trainees took away their new skills to use for village planning, advocacy and organizational planning.

2.2.3. Strengthening CSO networks

- *Throughout its program CSSP promoted networks and cooperation among its CSO partners, with a view to consolidating networks and clusters of sustainable CSOs with common concerns in each of its 6 geo-focus regions by the end of Year 5.*

CSSP took numerous initiatives in this field. Highlights included:

- a series of steps to **bring together CSOs in the Bird's Head** (Kepala Burung) area of Papua for networking and strategic planning. This was part of CSSP's Year 4-Year 5 project to strengthen Bird's Head CSOs. The GDA-funded project was designed to consolidate local civil society structures as part of a broader USAID-funded initiative (see Section 3). Networking actions included a multi-stakeholder meeting of some 40 CSO and government representatives in Fakfak in November 2002; a 3-stage strategic planning process in June-August 2003 in which 19 CSOs worked together under the guidance of ELPERA; and a training workshop for Bird's Head CSOs on financial management and administration.
- a series of meetings and training workshops involving **31 City Forums in East and Central Java and Yogyakarta**, undertaken partly with a view to helping the City Forums become more inter-connected and self-sustaining;
- networking and resource-sharing meetings using MIRPP among **CSO partners in East Java**, including a key meeting hosted by grantee Bina Swagiri for all major partners to share MIRPP resources;
- 3 reflection workshops bringing together **most of CSSP's CSO partners** at the end of the program, **in Malang** in August 2004 (for advocacy groups nationwide), **Manado** in September 2004 (for CSOs in Papua and North Sulawesi), and **Banda Aceh** in September 2004 (for CSOs in Aceh);
- inclusive regional CSSP training workshops and meetings such as the September 2003 constituency-building training workshop in **Balikpapan in East Kalimantan**, which brought together all CSSP's key partners in the region, or the ToP training workshops **in Manado, North Sulawesi**, which did the same.

2.2.4. Training trainers in financial self-reliance (FSR)

- *CSSP strengthened CSOs' FSR and financial sustainability through a series of training initiatives, creating a cadre of well-trained FSR trainers; through creating linkages between CSOs and corporate donors; by making key CSO partners aware of the importance of FSR; and by helping key CSO partners develop fundraising plans and diversify their sources of funding.*

In Year 1 CSSP set about creating a **cadre of skilled FSR trainers** and after a slow start had achieved this aim by the end of Year 5. As a first step, CSSP arranged for representatives of partner CSOs to attend the annual regional workshop on fundraising of the **Resource Alliance**, a UK-based NGO specializing in FSR. Eight representatives of five leading Indonesian CSOs – **ISAI, YLKI, LP3ES, PAKTA** and **LP3ES** in Nusa Tenggara Barat – attended the workshop in Manila with CSSP help. Ten other Indonesian CSOs also attended,

among them the Jakarta-based NGO **Bina Swadaya**. Two people also attended from CSSP, one of them as a resource person.

On their return from Manila the CSOs formed a working group on FSR. Bina Swadaya agreed to co-host the next Resource Alliance workshop, in Bali. CSSP staff provided working group members and others with copies of the book *Menuju Kemandirian Keuangan [Towards Financial Self-Reliance]*, a publication by the international CSO Civicus which CSSP had put into Indonesian, as well as other FSR materials. (The provision of such materials continued to be part of CSSP's FSR support to CSOs throughout the program.)

The Bali workshop took place with CSSP support and inputs in April 2002. A 3rd was scheduled for Bali in 2003, but it was later shelved for security reasons. As another way forward, CSSP FSR specialists agreed with **Venture for Fund Raising (VFFR)** that it should run its own FSR training course in Indonesia, again with the idea of creating a group of FSR specialists. VFFR is a Philippine group with a good deal of experience in the FSR field. At the same time CSSP held discussions with **Yayasan TIFA**, recently established with Open Society Institute support, and agreed that TIFA and CSSP would co-host the VFFR training course as well as other FSR courses to follow.

The VFFR course was held in Jakarta at the end of Year 3, with 3 resource persons from Manila. The course, for 19 people from 14 CSOs, was on basic FSR concepts and tailoring FSR to Indonesian conditions. TIFA and CSSP then organized 3 further training courses to deepen the FSR knowledge of participants in the 1st workshop, thus creating a small cadre of FSR specialists, and also to extend the training to new trainees. The box below has details.

The second workshop held in Jakarta in October 2002 was on integrated financial planning. Most of the 21 participants had taken part in the first workshop. Eleven of them were from USAID/DDG and USAID partner organizations, the rest from leading Indonesian CSOs.

The third workshop, on business planning, took place in Cipayung in West Java in June 2003. The profile of the 25 participants was similar to that of the second workshop, while the resource person was from Centrama Primo Konsulindo, a small enterprise planning group. Participants reacted positively to the training but called for more Indonesian case materials.

Partly in response to this, two further workshops were organized, the fourth in the TIFA-CSSP series, and an extra one by PIRAC. Both leaned heavily on new case studies of successful fundraising researched and written by PIRAC. The PIRAC workshop, on basic fundraising as considered from Indonesian experience, took place in Malang in June 2004, with participants from 23 organizations, including key CSO partners of CSSP not previously involved. The fourth TIFA-CSSP workshop took place in Puncak, near Jakarta, in August 2004, and focused on developing new FSR training modules, again using the new PIRAC materials.

By the end some ten people had attended all four workshops and at least 20 people had attended two of the four, thus creating a useful cadre of FSR trainers for the future.

2.2.5. Building CSOs' FSR capacity

- *CSSP worked on the assumption that greater FSR is essential for the long-term wellbeing of Indonesian CSOs, indeed all CSOs. Too much reliance on a few donors, including USAID, creates a culture of dependency and undermines CSOs' credibility and legitimacy. Besides, donors such as USAID may show a diminishing interest in civil society support programs as Indonesia gets more stable and wealthy. CSSP*

therefore injected FSR elements into its grant-making and training programs, and addressed its CSO partners' FSR needs one-on-one whenever it could.

CSSP's overall FSR goals were reinforced by the contractual requirements of its modified contract for Years 4 and 5. Under this modified contract it was obliged to ensure that 70% of the CSOs it assisted had fundraising plans, and that 25% of them could raise 10% or more of their costs by raising funds from sources other than USAID. M&E data at the end of the CSSP program (see below, Section 4) show that these targets were amply met. In the absence of a benchmark survey at the outset of CSSP – USAID did not agree to such a survey being done – it is not clear whether this achievement was entirely due to CSSP. What evidence there is suggests, though, that CSSP played a major role.

CSSP played this role by taking a well-planned, wide-ranging approach to FSR issues. As it became clear in Year 2 that an absence of concern about FSR was a major issue for most of CSSP's CSO partners, CSSP began organizing FSR training programs for small groups of its CSO partners and also, where feasible, for individual partners as well. These were in addition to the CSSP-TIFA training courses described in the section above, which were geared primarily towards creating a group or cadre of specialists for SP work in the FSR field.

Among these CSSP-sponsored FSR training programs was a course on 'Public Fundraising and Organizational Sustainability' done by **USC Satunama** in Yogyakarta in Year 3. 22 representatives of key CSOs participated in the course, with resource persons that included the directors of Satunama, **TIFA** and **PIRAC**. At the end of the program the participants created a 'public fund-raising' mailing list on fundraising plans, the ethics of philanthropy and related topics. In the same year CSSP organized an FSR workshop for local CSOs in Manado, North Sulawesi, and a joint consultation on FSR among CSO partners in East Kalimantan.

Later in Year 3 and in Years 4 and 5, CSSP staff also took advantage of M&E and other training workshops, as well as CSSP's grant-making process, to draw CSO partners' attention to the importance of FSR, and to the practical approaches to FSR available to them, whenever they came together for training. CSSP also investigated the individual FSR plans of its key partners, and addressed them one-on-one when feasible. In Year 5 CSSP added to all this by drawing up in Indonesian and sending to all its key CSO partners a new directory of donors in Indonesia. All this added up to the fact that at one time or another all CSSP's 65 grantees were trained in small groups, had one-on-one discussions, or in some other way addressed the issue of FSR with CSSP staff.

Among the key CSO partners given structured one-on-one advice on FSR were the following (west to east):

Koalisi NGO HAM Aceh
 WALHI (Wahana Lingkungan Hidup) Aceh
 YRBI (Yayasan Rumpun Bambu Indonesia), Aceh
 LPAD, Riau (Lembaga Pemberdayaan dan Aksi Demokrasi)
 Dala Hangit, Banjarmasin, East Kalimantan
 WALHI Central Sulawesi
 Duta Thani, Karawang, West Java
 PAKTA, Jakarta
 YAPPIKA (Yayasan Penguatan Partisipasi, Inisiatif dan Kemitraan),

Jakarta
 WALHI Nasional, Jakarta
 SEAPA (South East Asia Press Association, Jakarta office), Jakarta
 YLBHI (Yayasan Lembaga Bantuan Hukum Indonesia), Jakarta
 SPEKHAM (Solidaritas Perempuan untuk Kekerasan dan Hak Asasi Manusia), Solo, Central Java
 Yayasan Kesejahteraan Fathayat (YKF, a branch of NU), Yogyakarta
 YPRI (Yayasan Pendidikan Rakyat Indonesia), Yogyakarta
 PRIMA (Perintis Industri Mandiri), Ngawi, East Java
 Enlightenment (sic), Malang, East Java
 LAKPESDAM NU, Surabaya, East Java
 YPSDI (Yayasan Pengembangan Sumber Daya Indonesia), Surabaya
 LKM Media Watch, Surabaya
 Yamajo (Yayasan Madani), Jombang, East Java

2.2.6. Promoting corporate social responsibility (CSR) and corporate funding for NGOs

- *One of CSSP's aims from the outset was to promote NGO-corporate sector partnership, and to encourage the corporate sector to move in a structured way towards supporting CSOs and philanthropy more generally. CSSP has always seen such partnerships, and corporate philanthropy generically, as a way for CSOs to diversify their sources of funding and for businesses to step in where governments need not be involved.*

During the first year or so of CSSP, USAID discouraged CSSP staff from exploring issues relating to corporate social responsibility (CSR) and private-public partnerships until later in the program. By the middle of Year 2 CSSP and USAID had both moved on, and USAID was encouraging CSSP to take realistic initiatives in the CSR field.

CSSP's 1st move came towards the end of Year 2, when with CSSP and USAID encouragement **Yayasan Rio Tinto** and **TAF (The Asia Foundation)** arranged for Aurora Tolentino to come from Manila to meet chief executives of Indonesian businesses and tell them about the CSR experiences of two Philippine institutions, **Philippine Business for Social Progress (PBSP)** and the **League of Corporate Foundations of the Philippines**. The idea of the Tolentino presentation was to get Indonesian CEOs to think about creating a national philanthropic body somewhat on the PBSP model.

Follow-up to this meeting was planned, but attentions were distracted by the 9/11 crisis and its aftermath, and the initiative stalled. In February 2002 CSSP tried to revive interest in CSR, albeit in a modest way. It did this by helping bring together a donor group to offer CSR-related support to interested businesses based in Jakarta. The donor group, made up of Yayasan Rio Tinto, TAF, **Ford Foundation**, **Koalisi Untuk Indonesia Sehat**, **Indonesia Business Links**, **Johns Hopkins University Center for Communication Programs**, **Partnership for Governance Reform** and CSSP, met and in due course agreed to push for another meeting of CEOs committed to CSR. CEOs from Citibank, Shell, PT Avon, PT Bogosari, Unilever, Rio Tinto and BP Indonesia and others responded positively, and in July 2002 a day-long 'CEO to CEO Dialogue on CSR' took place in the Jakarta offices of BP. The meeting focused on shared experiences and involved companies setting up CSR display booths. Representatives from CSSP and USAID attended the briefing that followed. Corporate interest was focused on philanthropy broadly defined, and cautious about the

prospects of bold ventures, including support for civil society initiatives. But a new start had been made.

Efforts to sustain the momentum of this meeting were, however, set back again by security concerns. The October 2002 Bali bombing and other developments seriously distracted corporate attention, and changed the CSR climate for the worse. It was only in late 2003, with the prospect of upcoming national elections, that an opportunity presented itself again. Businesses started to talk about helping make the elections go well, in part by supporting CSOs. With this in mind CSSP and **NDI (National Democratic Institute)** got together with business interests in Jakarta and arranged for Philippine businessman José Concepcion to come to Jakarta to make a further presentation. A specialist in corporate philanthropy, Concepcion was asked to tell business leaders how Philippine businesses and CSOs worked together during national elections in the Philippines, and to encourage them to do the same.

At his address to CEOs in November 2003, Concepcion found them in a receptive frame of mind. In the run-up to the general elections Indonesian businesses gave more than Rp 300 million to the CSO network set up to monitor them, **Jaringan Jurdil Pemilu**, as well as providing it with free TV airtime and other support in kind. This broke new ground, and was a fitting end to CSSP's CSR efforts, while being a reminder of how much still has to be done.

CSSP also cultivated other CSR ties, wherever there was scope for positive work. In Jakarta it provided technical assistance to **Indonesia Business Links (IBL)**, an organization of 20 local and international companies that promotes business ethnics and the small business sector. CSSP's support enabled IBL take stock of its goals and draw up a new strategic plan, including a CSR plan and a plan to promote business-NGO partnerships. The IBL board approved the plan in March 2003; it was later funded by the Ford Foundation. And in East Kalimantan, CSSP seized on signs of interest in business-civil society cooperation by organizing a meeting in December 2002 between CSOs and companies active locally, including P.T. Kaltim Prima Coal (KPC). The meeting was productive, with both sides recognizing the scope for synergy. But follow-up was hesitant, and despite further CSSP efforts to bring the two sides together again they held back, apparently suspicious of each other's motives.

In Papua private-public partnership bore fruit in a different way. CSSP's GDA-funded CSO development project in the Bird's Head area (Section 3 below) made good headway, a success in its own terms and also an example of creative cooperation between a multinational company, external donors (in this case USAID) and local CSOs. The project was intended to build up CSO capacity as part of a larger USAID drive to develop the Bird's Head in tandem with a major new BP gas project in Bintuni Bay. CSSP's own contacts with BP began as early as 2000, when one of the BP directors responsible for Bintuni Bay came to the CSSP office in Jakarta for a round-table discussion on how BP could avoid the pitfalls of operating in remote, unpredictable settings. By 2003 and 2004 regular consultations were taking place between CSSP and BP staff both in Jakarta and in Papua (as well as among BP, CSSP and other USAID SO teams). These had positive outcomes. CSSP-backed civil society development in the Bird's Head area was sturdy and achieved measurable improvements for some 30 CSOs, while BP specialists gained a deepening appreciation of the issues involved for BP in keeping civil society groups positively engaged.

2.3. Activities to achieve Performance Objectives 1 and 2 by region, with special reference to grants and grant-making

- *From Year 2 to Year 5 CSSP focused its grant-making and related activities on its six priority regions, Aceh, East Kalimantan, North Sulawesi, West Java, East Java and Papua, with a small number of grants going to high-quality CSOs elsewhere. Its aim was to concentrate its work on strong, capable CSO partners, as identified by its specialist staff and by the twice-monthly meetings of the joint USAID/DDG-CSSP Project Review Committee, so that with grant-related and other support these CSOs could move towards a position of strength and sustainability by the time CSSP ended. By the end of its program CSSP's best estimate was that at least 32 of its 70 or so key CSO partners had basically achieved this status.*

2.3.1. General

2.3.1.1. Strong CSOs

CSSP's overarching aim was to promote to the point of sustainability clusters of CSOs working to solve defined problems in six geographical regions. As noted earlier, an initial requirement of the contract for CSSP was that it should make 10-15 good grants to CSOs a year. By Year 5 CSSP had made 74 grants to 65 CSOs, and in Year 5 it identified 32 of these CSOs as being strong or very strong according to 6 well-defined criteria. The criteria were:

1	Sound organizational management	Boards and management systems in place for human resources, finances, standard operational procedures, M&E. Transparent and democratic management structure; a legal entity. Systems uniformly implemented.
2	Solid program development and management	Systematic, transparent planning approach to programs involves the identified constituency. Program approach integrated so that the different projects of the CSO contribute to its overall strategic objective. Planning documents in use include strategic plan, log frame/results framework, work plan, M&E plan, project reports.
3	Constituency-based programs	Clear constituency/target group identified. The group or its representatives involved in planning, implementing, reviewing projects, which reflect the group's needs.
4	The capacity to continue beyond CSSP's grant(s)	A financial self-reliance (FSR) plan being implemented, so that diverse funding sources and non-cash resources secured. Sustainable program management practices in place, with strategic planning. 2 nd -tier leadership being developed.
5	Effective advocacy skills	An advocacy strategy in place based on research. Being put into effect with CSO coalitions, networks and/or alliances. Advocacy campaigns carried out where possible through positive engagement with government, using various strategies, and securing effective implementation of policy change.
6	Program results and impacts	Program results attained with demonstrable reference to results, time and scale identified in log frame or similar planning document. Program impacts result in positive changes in community conditions (to the extent determinable).

The 32 CSOs identified as being very strong or strong according to these criteria are listed in the box on the next page:

region	very strong CSOs (meeting 6 criteria)	strong CSOs (meeting 5 criteria)
Aceh and nearby	<ol style="list-style-type: none"> 1. Yayasan Rumpun Bambu Indonesia, Aceh 2. WALHI Aceh 3. Yayasan Pondok Rakyat Kreatif (YPRK), Medan 4. Komite Anti-Korupsi (KoAK), Lampung 	<ol style="list-style-type: none"> 1. Forum LSM Aceh 2. Kantor Bantuan Hukum (KBH), Bengkulu
East Kalimantan and nearby	<ol style="list-style-type: none"> 1. YBML (Yayasan Bina Manusia dan Lingkungan), Balikpapan 2. Yayasan Bina Kelola Lingkungan (BIKAL), Samarinda 3. Aliansi Masyarakat Nelayan (AMN) Balikpapan 4. Yayasan Dalas Hangit (YADAH), Banjarmasin 	<ol style="list-style-type: none"> 1. Lembaga Konsultansi Perburuhan (LEKSIP)
North Sulawesi		<ol style="list-style-type: none"> 1. Yayasan Serat, Manado 2. Yayasan Kelola, Manado
West Java and nearby		<ol style="list-style-type: none"> 1. Dutha Tani, Karawang 2. Bandung Institute for Governance Study (BIGS) 3. Institute of Development and Economic Analysis (IDEA), Yogyakarta
East Java	<ol style="list-style-type: none"> 1. Bina Swagiri, Tuban 2. Perintis Industri Mandiri (PRIMA), Ngawi 3. Kelompok Perempuan Pro-Demokrasi (KPPD), Surabaya 4. Lembaga Pengkajian Kemasyarakatan dan Pembangunan (LPKP), Malang 5. Studi dan Pengembangan Ekonomi Kerakyatan (SPEKTRA), Surabaya 	<ol style="list-style-type: none"> 1. Yayasan Prakarsa Swadaya Masyarakat (YPSM), Jember
Papua (Irian Jaya)		<ol style="list-style-type: none"> 1. Forum Kerja LSM (FOKER LSM) Jayapura 2. ELPERA, Jayapura 3. Yayasan Sosial Bina Mandiri Utama (YABIMU) 4. Institute for Civil Strengthening (ICS), Jayapura
Jakarta	<ol style="list-style-type: none"> 1. SEAPA (South East Asian Press Alliance, Jakarta office) 2. Indonesia Institute for Civil Society (INCIS) 	<ol style="list-style-type: none"> 1. Pusat Studi Pengembangan Kawasan (PSPK) 2. Institut Studi Arus Informasi (ISAI) 3. JARI 4. Indonesia Media Law and Policy Center (IMPLC)

2.3.1.2. Criteria for grant selection

When CSSP received proposals for grants it selected some of these for consideration by the joint USAID/DDG-CSSP Project Review Committee (PRC) according to simple criteria. (These criteria were never elaborated or formalized and CSSP staff continued to differ among themselves as to the value of having this done.) The criteria related to CSOs' capacity to write proposals, manage projects and administer funds, their geographical location (at least from 2000 on) and the relevance of their proposed project to CSSP's geo-focus themes (at least from 2001 on). Some 2100 proposals were received in all, some in response to selected province-levels announcements calling for proposals, many others unsolicited.

On average the PRC met twice monthly during Years 1 through 4 of CSSP, less often after that. 480 proposals were brought to the PRC in synopsis form. 74 of these eventually became grants, to 65 CSOs. Over 30 others were supported with funds from SAF (see below, Section 2.4.).

2.3.1.2. Grant budget

The CSSP grant budget was initially set at \$10 million, but was later reduced incrementally to \$6.8 million in Year 5. The reduced size of the grant budget reflected needs imposed by budget adjustments, but also the underlying reality that – as gradually became clear – for a target of 70-75 grants \$7 million or so was just about enough. Indeed in retrospect the average grant size of \$90,000 may have been too large, especially for CSOs that were new or only recently set up. Looking back, a good case could have been made for more grants, smaller in size, administered partly through intermediate NGOs. This possibility was indeed raised very early on in CSSP, but never fully explored.

2.3.1.3. Grant-worthiness assessment and follow-through, including grant closure

Once a CSO grant project was agreed to in principle by the PRC, usually with substantial, well-minuted provisos and other considerations, CSSP and USAID/DDG staff visited the CSO concerned to ensure its grant-worthiness, usually more than once. (The practice arose early on in the life of CSSP of having CSSP Grant Managers – later, Regional Specialists – paired with Grant Managers from USAID/DDG. Steps were taken in Year 2 to curtail this practice, but in the end it was never done away with.)

These visits entailed careful scrutiny of the prospective grantee's management and administration, including its ability to administer grant finances. The financial abilities of even quite important, enterprising CSOs were often quite limited, and in those cases CSSP took steps to train CSO staff and even to build in provision for extra, more skilled financial personnel. The visits also entailed shaping up the CSO's project and program plans, usually by means of a modified logical framework analysis, and placing them in a suitable M&E framework. Project plans often had to be reshaped, reduced in size and cost, and adjusted so as to reflect better constituency needs – though given a tendency towards top-down planning, it sometimes turned out that these were not well considered, and had to be further dealt with later.

CSOs were surprisingly receptive to these approaches, even though they sometimes risked being overly intrusive. During the course of grant projects CSOs were offered a range of capacity-building support, as described above (Sections 2.1., 2.2.). If necessary external

financial audits and evaluations were arranged during the course of a grant project, though they were usually carried out once a grant had ended. External financial audits were routinely carried out on large grant projects, and on projects whose CSO was likely to receive a 2nd grant. During the course of the program 31 external audits were carried out, and 31 evaluations, including 3 thematic evaluations (of village governance work in East Java, City Forum work in East Java, and human rights work in Papua).

When closing grants, CSSP staff followed rigorous procedures to make sure that every grant file included a full set of technical and financial papers relating to the grant, as well as a close-out memorandum summarizing the final condition of the grant project financially. In September 2004 CSSP's overall assessment at the end of this close-out process was that of 74 grants, 67 were in very good order financially – an extraordinarily positive finding, given the lax external climate in which CSSP operated. Of the remaining seven, three were soon able to return their unpaid balances to Chemonics. These funds, in the amount of \$31,821.93, were paid to USAID in December 2004. Four others – API, YPMI, PUSSbik and YPRI – were seriously deficient in accounting for grant funds despite protracted and strenuous efforts by Chemonics to get them to do so. In every case the Chemonics group was confident that it had pursued the resolution of outstanding CSSP grant-related matters with due diligence, properly documented.

For a complete list of grantees, and grant activities, please see **Appendix 11**.

2.3.2. Activities by region

The following is a brief review of quarterly grant-related developments by region. The theme or problem area being addressed by CSSP's CSO partners in each region, as described in CSSP's current Scope of Work, is given in italics at the beginning of each sub-section. Details of CSSP's achievements in these regions by measurable targets are provided in Section 4.

2.3.2.1. Aceh and nearby

- *Theme: A strengthened human rights network and effective conflict transformation, including through a Special Autonomy Law*

In Years 1 and 2 CSSP's support for Koalisi NGO HAM Aceh, a leading human rights coalition, and for LBH Apik, a leading advocate of women's rights, strengthened human rights activities and capacities in Aceh, and helped mitigate the effects of conflict. Thanks to CSSP's support a wide range of cases of alleged human rights violations were documented and publicized, and dozens were resolved, including through local courts. By the end of its grant project, for instance, LBH Apik had brought 17 cases involving violence against women to court, winning eight of them – showing that Indonesia's much-criticized judicial system can be unjustly maligned. Human rights activists were also trained to a higher level of competence and achieved a better understanding of institutional and legal approaches to rights issues.

That said, the state of martial law in Aceh declared in May 2003, and the civil emergency that followed in May 2004, were major constraints on civil society work. The human rights and conflict resolution themes of CSSP's program in Aceh were much harder to address after

martial law was declared, especially since expatriate CSSP staff were unable to visit the province. In Year 3 the emphasis of CSSP's activities shifted, therefore, towards helping with low-profile rights-related activities, and strengthening new local government structures and development programs being put in place under the terms of Aceh's special autonomy. This latter field of work was again notably effective, with a model unit of local government being put in place in the provincial capital, Banda Aceh, thanks to advocacy initiatives by CSSP grantee YRBI, and clear steps being taken to improve the local government's *Gema Assalam* development strategy thanks to advocacy led by grantee Forum LSM Aceh.

CSSP gave grants to five CSOs in Aceh, two of them – Koalisi NGO HAM Aceh and LSM Forum Aceh – large NGO coalitions. The grantees were:

WALHI Aceh, Banda Aceh
 Koalisi NGO HAM Aceh, Banda Aceh
 YRBI (Yayasan Rumpun Bambu Indonesia)[2 grants], Banda Aceh
 LBH APIK (Lembaga Bantuan Hukum – Asosiasi Perempuan Indonesia untuk Keadilan), Lhokseumawe, Aceh
 LSM (Lembaga Swadaya Masyarakat) Forum Aceh, Banda Aceh

Koalisi NGO HAM was CSSP's 1st grantee and was slated for a 2nd grant project in Year 5, but this was shelved because of budget constraints and the responsibility for supporting the Koalisi project taken on by USAID/OTI.

CSSP also gave grants to 6 CSOs in other parts of Sumatra, all of them grants awarded before CSSP's geo-focus areas had been confirmed:

YPRK (Yayasan Pondok Rakyat Kreatif), Medan, North Sumatra
 WALHI Sumut, Medan
 LPAD (Lembaga Pemberdayaan dan Aksi Demokrasi), Pekanbaru, Riau
 PUSsbik (Center for Strategy and Policy Studies), Bandar Lampung, Lampung
 KoAK (Komite Anti Korupsi), Bandar Lampung
 KBH (Kantor Bantuan Hukum) Bengkulu

With the exception of PUSsbik, which got into financial difficulties, these grantee partners also achieved effective results. A path-breaking grant to YPRK, for example, helped this NGO improve the egregious conditions of women workers in local factories in Medan through a combination of advocacy and court action. A grant to KoAK Lampung, an anti-corruption group, enabled it to undertake sustained efforts to increase local awareness of corruption in public life in Lampung. In 2001 KoAK led a coalition of 30 Lampung NGOs in advocating revisions to the local government budget, and was the first broad anti-corruption coalition among CSOs to be formed in Lampung. It became a regional and national model for effective bottom-up anti-corruption work.

At the end of Year 5 CSSP added to its numerous capacity-building interventions in Aceh by organizing a final reflection workshop for key partners in the provincial capital Banda Aceh. The workshop enabled participants to sum up achievements to date, and plan for the future.

For more information about key CSSP partners in Aceh see Appendix 4.

2.3.2.2. East Kalimantan

➤ *Theme: Strengthened local governance in the area of natural resources management*

By Year 5 selected CSOs supported by CSSP had made important inroads into improving public policy relating to resource issues in major cities, towns and other sites in East Kalimantan. Networks among more than 20 CSOs active on issues relating to natural resource management and public policy had been strengthened and developed, offering opportunities for various kinds of capacity-building training and advice. Specific policy-related outcomes included:

- a pathbreaking *perda* (local regulation) with draft implementing rules on the governance of the Wain River Protected Forest in the Balikpapan area, done partly by YBML with grant-related support from CSSP (see box below);
- a similar achievement in the Bontang area by BIKAL, also a CSSP grantee;
- strong citizens' groups actively working to ensure passage of local laws providing for better water supplies and water rights in Samarinda and Tenggarong, largely thanks to a CSSP grant project undertaken by the CSO POKJA 30.

CSSP supported the following CSOs in East Kalimantan, most of them working on the governance aspects of natural resource management issues:

AMN (Aliansi Masyarakat Nelayan), Balikpapan
 BEBSiC (Borneo Ecological and Biodiversity Science Club), Samarinda
 BIKAL (Yayasan Bina Kelola Lingkungan), Samarinda
 JARI (Jaringan Independen Masyarakat Sipil untuk Transparansi dan Akuntabilitas Pembangunan), Jakarta and East Kalimantan
 LEKSIP (Lembaga Konsultasi Perburuhan), Samarinda
 LBBPJ (Lembaga Bina Benua Puti Jaji), Samarinda
 POKJA 30 (Kelompok Kerja Tiga Puluh), Samarinda
 YBML (Yayasan Bina Manusia dan Lingkungan), Balikpapan [2 grants]

How can the citizens of Balikpapan look after the nearby Wain River Protected Forest, the watershed for their city water supply? If the forest is cordoned off, who will police it? And if it is effectively policed how will those living in and around the forest survive without it? Right now encroachers and woodcutters are destroying the forest, as Balikpapan's growing economy draws in traders and settlers from other areas. The encroachers, many of them migrants from other regions, have been entering the forest and cutting and burning the forest cover. Some live in the forest area itself, some nearby along the main artery between Balikpapan and Samarinda. If you visit the area, you can see bush fires burning.

YBML, a local CSO, has taken this pressing issue to heart. With its first grant from CSSP, YBML worked with USAID/NRM and other stakeholders and constituents to draft a *perda* (local regulation) on the management of the protected forest and the watershed. The *perda* was submitted to the Balikpapan city DPRD (parliament), which accepted it and passed it into law in September 2004. With its second grant YBML responded to a request from the Balikpapan mayor and worked with others to draft decrees for him to issue explaining how the *perda* will be put into effect.

One big step forward came near the end of Year 4. YBML joined with government officials, USAID/NRM, and other NGOs to organize a workshop in a hotel in Balikpapan to discuss all the issues involved, including how to zone and protect the forest more effectively, how to remove encroachers and prevent others from encroaching, and how to avoid uncontrollable conflict when doing so. The workshop went well, and led to intensified cooperation. It illustrated how an advocacy CSO like YBML can contribute to a pressing issue of public concern in an open, constructive but independent way.

Three of these CSO partners, BIKAL, YBML and BEBSiC, were working on aspects of forest management and protection; one of them, POKJA 30, on government policy on clean water; one of them, AMN, on public policy and fishing rights, and of them, JARI, on community ‘development watch’ programs.

Elsewhere in Kalimantan, CSSP made an early grant to one other CSO,

YADAH (Yayasan Dalas Hangit), Banjarmasin, South Kalimantan

YADAH’s grant project was to increase citizens’ involvement in public policy-making in Banjarmasin.

More details about CSSP’s key partners in East Kalimantan are given in Appendix 5.

2.3.2.3. North Sulawesi

- *Theme: Strengthened conflict prevention and local governance with special reference to resource management*

CSSP’s work in North Sulawesi came to be focused on four CSO partners with projects in the Manado area, as well as a group of 8-10 other CSOs with which CSSP had regular contact and which are now networking among themselves. The four partners were:

Yayasan Serat, Manado
 Yayasan PEKA (Pelita Kasih Abadi), Manado
 Yayasan Kelola, Manado
 YDRI (Yayasan Dian Rakyat Indonesia), Manado [2 grants]

A grant to one other grantee partner

YPMI (Yayasan Pemberdayaan Masyarakat Indonesia), Manado

– for a project to improve public services in Manado city – was put on hold after evidence of serious irregularities in the CSO’s financial administration. The CSO later ceased to function as an organization for reasons that could not have been foreseen when the grant was made.

The four core CSO partners developed projects in the overlapping fields of conflict resolution and participatory natural resource management. PACSA and FSR support as well as ToP training helped increase their capacities, planning and financial sustainability. (FSR training resulted in three of them taking steps to complement their donor support with money-earning activities.)

Of the four, **Yayasan Serat** managed a grant project of dialogues, public hearing, workshops and other activities designed to reduce the potential for conflict among the ethnic and religious communities, including recent in-migrants, of the cities of Manado and Bitung. A major focus of Serat’s work was the drafting of *perda* on civic participation in policy-making. Another was capacity-building support to the main local inter-faith group.

The grant to **Yayasan PEKA**, a CSO active in broadly the same field, was for it to map conflict issues, and train local communities in ways to prevent conflict in six neighborhoods

of Manado city and Minahasa district. The need for strengthened local governance was first identified in a PACSA process that PEKA went through in January 2003. A planned second grant to PEKA, to help it follow up the activities in the first grant project, was cancelled because of budget constraints, though supplementary SAF support for strategic planning was provided.

The grant project of **Yayasan Kelola** focused on empowering local fishing communities in Sangihe Talaud district, and developed well with the help of a PACSA in February 2003. Among other things Kelola secured the local DPRD's agreement to discuss a judicial review of a *perda* regulating fish catches that the local communities opposed.

The grant to YRDI focused on a project in conflict-prone villages in Bolaang Mongondow district. The project followed on from an earlier CSSP-funded grant project of the same type managed by YRDI's precursor YDS (Yayasan Dian Sulawesi). It was designed to reduce conflict by improving the villages' understanding of the causes of conflict and their capacity for good governance, with special reference to BPDs.

Among related CSSP activities in the province was a project to provide prolonged SAF support to Swara Wana, a CSO based in Tatelu, Minahasa, enabling it to increase public participation in natural resource management policy in selected villages in Minahasa. It resulted in the mapping of village resources and the drafting of local regulations on their management.

In addition to this work in North Sulawesi, CSSP gave early grants to 2 other CSOs in other parts of Sulawesi. These were:

KPMS (Konsorsium Pemberdayaan Masyarakat Sipil), Makassar
WALHI Sulteng, Palu

The **KPMS** grant project was to improve citizen involvement in local government policy-making in Makassar. The **WALHI Sulteng** grant project was to enable citizens to monitor natural resource management and public policy in Palu and some 15 other locations in Central Sulawesi.

More details about CSSP's key partners in North Sulawesi are given in Appendix 6.

2.3.2.4. West Java and nearby

➤ *Theme: Strengthened local governance in the context of economic growth*

For various reasons CSSP's work on West Java was less developed than its work on other regions, especially East Kalimantan, East Java and Papua. Its work in West Java came to be focused on four leading CSOs:

Yayasan Duta Thani (Dewan Untuk Hak-Hak Petani), Karawang
BIGS (Bandung Institute of Governance Studies), Bandung
SAWARUNG (Sarasehan Warga Bandung), Bandung
West Java Corruption Watch, Bandung

With the exception of Duta Thani, these CSOs helped strengthen the framework for economic growth in West Java – CSSP’s theme for the region – through working to ensure honest, transparent local governance.

BIGS’ project focused on improving transparency in the budget processes of the Bandung city government. The project managed by **SAWARUNG** (a CSO coalition) aimed to reduce corruption in Bandung city’s public services. Post-grant external evaluations of both projects were favorable, though there was a question about the strength of SAWARUNG’s constituencies. Both projects resulted in significant policy-related initiatives. Although CSSP held out the prospect of further support to both organizations, neither saw the need, being well placed to maintain their programs without USAID assistance. The **West Java Corruption Watch** project was on minimizing corruption in public services through education.

The Karawang-based **Dutha Tani** received two CSSP grants for a project to strengthen local farmers’ organizations and uphold their legal rights. Its second grant focused on public policy towards water supplies for farmers. The issue grew out of Dutha Tani’s first grant project, and was identified through a PACSA in June 2003 – an example of the merits of PACSA in action.

In addition to its work in West Java, CSSP also provided grant support to 6 CSOs in the central regions of Java:

- FORSA (Forum Salatiga, or Institute for Interdisciplinary and Interfaith Studies), Salatiga, Central Java
- IDEA (Institute of Development and Economic Analysis), Yogyakarta [2 grants]
- Jaringan Mitra Dieng, Batang, Central Java
- SETAM (Serikat Tani Merdeka), Yogyakarta
- SPEKHAM (Solidaritas Perempuan untuk Kekerasan dan Hak Asasi Manusia), Solo, Central Java [2 grants]
- YPRI (Yayasan Pendidikan Rakyat Indonesia), Yogyakarta

With the exception of IDEA and SPEKHAM, both of which were given follow-on grants for exceptionally good grant projects, these grantees all received grants early in the life of CSSP, before the geo-focus regions were defined. They worked – and continue to work – on issues compatible with those of CSSP’s geo-focus themes: conflict prevention through inter-faith dialogue (**FORSA**); local advocacy for government budget transparency (**IDEA**); improved village governance (**JMD**, a large CSO and NGO network on the Dieng Plateau); farmers’ rights (**SETAM**, a group working through CSO associates in 13 provinces, and **YPRI**, a group connected to **INSIST** working with CSOs in some 15 provinces); and the prevention of violence against women (**SPEKHAM**). These CSOs all networked with CSSP’s CSO partners elsewhere working in the same fields.

2.3.2.5. East Java

- *Theme: Strengthened local governance based on participatory processes*

The focus of CSSP’s large, strong program in East Java was strengthening key CSOs and City Forums that were actively promoting transparent, participatory local governance, especially governance at the village level. Working partly out of CSSP’s Surabaya sub-office, CSSP staff left in place networks of village- and district-level organizations, with significant

achievements involving some 13 CSO partners, 31 City Forums, and over 300 Village Representative Councils (Badan Perwakilan Desa, or BPDs), as well as over 50 district and sub-district (*kecamatan*) governments active in this sector.

Grantees supported by CSSP consisted of the following:

Bina Swagiri, Tuban [2 grants]
 CPPS (Center for Public Policy Studies), Surabaya
 Enlightenment (sic), Malang
 KPPD (Kelompok Perempuan Pro Demokrasi), Surabaya
 LAKPESDAM NU (Lembaga Kajian dan Pengembangan Sumberdaya Manusia Nahdlatul Ulama), Surabaya
 LKM (Lembaga Konsumen Media) Media Watch, Surabaya
 LPKP (Lembaga Pengkajian Kemasyarakatan dan Pembangunan), Malang
 PRIMA (Perintis Industri Mandiri), Ngawi [2 grants]
 SPEKTRA (Studi dan Pengembangan Ekonomi Kerekyatan), Surabaya
 Yamajo (Yayasan Madani Jombang), Jombang
 YPSDI (Yayasan Pengembangan Sumber Daya Indonesia), Surabaya
 YPSM (Yayasan Prakarsa Swadaya Masyarakat), Jember

Of these, all but three were involved in strengthening local governance¹¹. A cornerstone of CSSP's work on local governance was support for 4 CSOs that emerged in Years 3 and 4 as leaders in the field, and particularly in the field of strengthening BPDs. They were: **Bina Swagiri** in Tuban, **LPKP** in Malang, **PRIMA** in Ngawi and **YPSM** in Jember.

Of these four, **PRIMA** and **Bina Swagiri** were particularly impressive, and both received two grants. PRIMA's first grant project focused on strengthening BPD capacity throughout 10 sub-districts in Ngawi, and its second grant project worked with the same village constituents on improved advocacy, planning and networking. Bina Swagiri's first grant project involved strengthening BPD capacity throughout Tuban district, and its second grant project focused on deepening this work and developing a district-level Forum Komunikasi Desa (Village Communication Forum) so as to strengthen budget transparency and participation among Tuban BPDs.

In addition to grants, CSSP provided various other forms of support to PRIMA, Bina Swagiri, LPKP and YPSM and other CSO partners focusing on village governance. These included 2 SAF-funded workshops in Year 4 organized by **YAPSEM (Yayasan Pengembangan Sosial Ekonomi Masyarakat)**, a Lamongan-based CSO, on empowering BPDs and drafting village regulations so as to improve village governance. They also included a Year 4 MIRPP meeting hosted by Bina Swagiri; a Year 5 evaluation of CSSP's village governance initiatives, including a cross-cutting workshop on village governance attended by government officials, CSOs and donors; a workshop run by **PP OTODA**, a Service Provider based in the University of Brawijaya, on the national legal aspects of village governance; and a national workshop on village governance held in Malang in Year 5 to assess achievements to date.

In parallel with these activities, CARE through CSSP provided 3½ years' technical and financial support to 31 **City Forums** in East Java, as well as in adjacent parts of Central Java

¹¹ The 3 were **KPPD**, an outstanding group working to bring about changes in public policy on the rights of abused women; **SPEKTRA**, a group helping farmers improve public policy towards irrigation issues; and **LKM Media Watch**, a media monitoring group

and Yogyakarta. These City Forums, voluntary groups of citizens from government, business, academia, media and NGOs, grew out of an earlier USAID/DDG project (Clean Urban), and were supported with training and technical assistance by CARE, working through a sub-office in Sidoarjo and liaising with CSSP staff.

Because of budget cuts the City Forum project started winding down in Year 4, earlier than planned, but by that time most of the Forums were able to sustain themselves and their activities. An external evaluation at the end of Year 4 found that 13 of the 31 City Forums had developed what the evaluators termed ‘synergistic’ relations with local governments – relations that were close but did not infringe on the Forums’ autonomy. Of the 13 Forums, ten were even stronger in that they also organized public meetings on issues of local importance and oversaw effective advocacy campaigns. Seven of the ten were also able to mediate on local conflicts between government and communities; six provided inputs into *perda*; and three developed community groups able to work with government. The City Forum project’s own goal had been for 18 of the 31 City Forums to achieve strong synergy, but the evaluators judged this to be an ambitious goal given the shortening of the project’s original time frame.

More details about CSSP’s main CSO partners in East Java are given in Appendix 7.

2.3.2.6. Papua

- *Theme: Strengthened human rights advocacy and transparent governance of the Papuan community as codified in the Special Autonomy Law*

CSSP’s activities in Papua were divided into mainstream grant-related activities for the whole region, and a 2-year stream of activities directed towards strengthening civil society in the Bird’s Head area, using GDA funds. This part of this report deals with the 1st; the Bird’s Head initiative is dealt with separately, in Section 3 below.

CSSP successfully strengthened key human rights CSOs in Papua, as well as CSOs working to bring about more open, accountable local governance. The CSOs it gave grant support to were:

AIDP (Aliansi Demokrasi untuk Papua), Jayapura
 ELPERA (Lembaga Penembangan Ekonomi Rakyat), Jayapura and Fakfak
 FOKER LSM Papua (Forum Kerjasama LSM Papua), Jayapura
 ICS (Institute for Civil Strengthening), Jayapura
 KONTRAS (Commission for Disappearances and Victims of Violence) Papua,
 Jayapura
 LPPMA (Lembaga Pengkajian dan Pemberdayaan Masyarakat Adat)(later PT PPMA)
 Jayapura
 YABIMU (Yayasan Sosial Bina Mandiri Utama), Nabire

Two of these grantee partners focused on civil and political human rights, and were part of a large group of eight leading human rights CSOs in Papua. The two were **AIDP**, whose grant project was on mapping and seeking redress for specific, outstanding human rights violations; and **KONTRAS** Papua, whose project was to promote a regional Human Rights Commission, a regional human rights court and a regional Truth and Reconciliation Commission. A third grantee, **FOKER LSM Papua**, was less explicitly concerned with rights issues, its grant project being on conflict avoidance; but it was also part of the group of

eight human rights CSOs, and took part in Year 4 in a meeting called by CSSP to try to strengthen cooperation among the group's members.

Of CSSP's other four CSO grantees in Papua, **ICS'** grant project was designed to monitor and improve government accountability through strengthening the regional administrative court system and the Commission on Public Servants' Wealth. The other three, **ELPERA**, **LPPMA** and **YABIMU**, were all concerned with aspects of village-level development, including the development of *adat* (indigenous) institutions. With SAF help from CSSP one of LPPMA's *adat* member institutions, **DPMA Depapre Utama**, spearheaded a pathbreaking participatory planning project supported by its district government, while **ELPERA** not only managed a village development project in Fakfak but also started to develop as a village governance Service Provider. For its part **YABIMU** in Nabire offered a fine model of *adat* village policy-making and development.

CSSP supported a range of other activities in both the human rights and the village governance fields, among them a series of regional human rights training workshops by **SKP (Office of Justice and Peace of the Papua Archdiocese)**, which received SAF support for them.

More details about CSSP's main partners in Papua are given in Appendix 8.

2.3.2.7. Jakarta

CSSP's grant-related work with Jakarta-based CSO partners as and when the work conformed to and complemented USAID/DG priorities. There was no single priority theme or problem for work supported in Jakarta, although 3 of the 7 grants given were for media initiatives. CSO grantees consisted of:

- AJI (Aliansi Jurnalis Independen), which received a 4-month grant in Year 1 for investigative journalism to combat corruption;
- YLKI (Yayasan Lembaga Konsumen Indonesia), which received a 4-month grant in Year 1, to investigate shortcomings in the post-1998 financial crisis social safety net program
- Yayasan API, which received a grant in Year 1 to produce a parliamentary almanac
- SEAPA (Southeast Asian Press Alliance), whose Jakarta office received 2 grants for an ongoing project to protect the freedom and personal safety of journalists
- ISAI (Institut Studi Arus Informasi), which received a 12-month grant in Year 3 for journalist training, part of which was used to press for an improved broadcasting bill
- PSPK (Pusat Studi Pengembangan Kawasan), which received a 12-month grant in Years 2 and 3 on helping CSOs monitor government budgets, and advocate their better use
- INCIS (Indonesian Institute for Civil Society), which received an 8-month grant in Year 3 to analyze and and strengthen civil society and CSOs, with emphasis on communities in Jakarta and Tangerang

In addition to these grants and the TA and training that went with them, CSSP undertook a number of other capacity building and monitoring initiatives with Jakarta-based CSOs, sometimes under instruction from USAID/DDG. These included strategic planning advice to **CETRO (Center for Electoral Reform)**, **ICEL (Indonesian Center for Environmental Law)**, **ISAI**, **PBHI (Perhimpunan Bantuan Hukum dan Hak Asasi Manusia Indonesia)**,

national **WALHI** and its regional partners, **SEAPA**, **Yayasan SET** and **YLKI**. They also included audit training for WALHI and its regional partners, management training for **PACIVIS/UI**, and financial administration training and an evaluation of a USAID/DDG grant to **LP3ES (Lembaga Pendidikan, Penelitian dan Pembangunan Ekonomi dan Sosial)**.

As well, SAF support was provided for various Jakarta-based initiatives consistent with CSSP's overall objectives (for a full list of these SAFs see below, Section 2.4.). These included a Year 4 **IMPLC** project on freedom of information (see also above, Section 2.1.2.) and support for activities including a national adat conference in Lombok in September 2003 undertaken by **AMAN (Aliansi Masyarakat Adat Nusantara)**.

2.4. Strategic Activities Fund

The Strategic Activities Fund was a very useful resource for quick, usually one-off responses, and was active throughout CSSP's lifetime. It served to finance activities that were too short for grant support, or were being undertaken by a group that could not manage a grant or needed funds quickly. The SAF also served as a means of strengthening ties between USAID/DDG and other SO teams within USAID, especially in Years 4 and 5, with some SAF activities being undertaken specifically because of a request for them from other parts of USAID.

The SAF was most frequently used during CSSP's start-up phase, and in Year 4 as renewed emphasis was placed in CSSP's modified contract on SAF actions as a means of improving cooperation with other SOs. Throughout, CSSP's intention was to use the SAF as far as possible as a means of complementing the strategic priorities of its grant-related and capacity-building activities, rather than as a separate, strategically unrelated strand of work. In this it was largely successful, despite occasional calls on the SAF for purposes only tangentially related to CSSP's main objectives and program priorities.

The table in Appendix 12 shows the SAF actions completed during the lifetime of CSSP. Some of these activities have been described in different sections of the report, above. To review the complete please list of these activities, please see the Appendix.

SECTION 3. GDA BIRD'S HEAD PROJECT

The Bird's Head project, undertaken in Years 4 and 5 managed partly from a sub-office in Sorong, was designed to help create a stable and enduring civil society in the Bird's Head area in parallel with the development of the resource company British Petroleum's (BP) new gas field in Bintuni Bay. The project's cutting-edge work involved using \$400,000 from USAID/GDA (Global Development Alliance) funds to support a range of capacity-building and other initiatives for 25 or so local CSOs in the three districts of Sorong, Fakfak and Manokwari. Many of these CSOs began with only rudimentary skills and knowledge of how to run an NGO, but by project end had made good progress towards sustainability, with strategic planning, financial management, basic English language skills and other key skills in place.

The first stage of the project, through Year 4, consisted of mapping activities and interventions in the fields of strategic planning and finance management. A multi-stakeholder meeting was held in Fakfak in November 2002 for local CSOs to identify their concerns, and also to enable C SSP to learn about the leading civil society players in the Fakfak area. C SSP then arranged for **ELPERA** to work with 19 CSOs from Sorong, Fakfak and Manokwari to develop strategic plans for each of them. To maximize the impact of this initiative ELPERA undertook it in three stages. These were:

- Training facilitators for strategic planning in a workshop in Sorong;
- Getting participating CSOs to organize their own strategic planning workshops;
- Organizing wrap-up workshops in Fakfak, Sorong and Manokwari, for participating CSOs to network and share and revise strategic plans. After the workshops ELPERA produced a report, *Capacity Building: Result and Process*, which profiled the programs of 21 CSOs in the Bird's Head with their capacity building needs.

As a result, 14 Bird's Head CSOs developed strategic plans to guide them in their programs and to serve as a resource for donors. The 14 CSOs were:

LP3BH (Lembaga Penelitian, Pengkajian dan Pengembangan Bantuan Hukum), Manokwari
 YNWS (Yaysan Nanimi Wabili Su), Sorong
 LP SER Cendrawasih, Sorong
 FKP3 (Forum Kajian Pemberdayaan Perempuan Papua), Sorong
 Eco Papua (Yayasan Eco Papua Alliance Raja Ampat), Sorong
 KONPERS (Konservasi dan Pembangunan Masyarakat Raja Ampat), Sorong
 YAMI KO (Yayasan Mon Inin Kono), Fakfak
 YASOBAT (Yayasan Pengembangan Kawasan Timur), Fakfak
 Yayasan Bina Mandiri, Fakfak
 Yayasan Alfa dan Omega, Fakfak
 Tiara Kasih (Yayasan Bhakti Rakyat untuk Bumi Cendrawasih), Fakfak
 PTPS (Perkumpulan Terbatas Peduli Sehat), Manokwari
 Mitra Perempuan, Manokwari
 Yayasan Mod Modey, Manokwari

The first of these – **LP3BH** – became one of 2 grantee partners of CSSP’s in the Bird’s Head in Year 5. LP3BH’s grant project focused on stimulating public debate on development planning in Manokwari district, in the light of Manokwari becoming the capital of the new province of West Irian Jaya. As a prelude LP3BH hosted the Papua workshop of the CSSP-LAPPERA workshop series on advocacy (see above, Section 2.1.).

CSSP’s other grantee partner was **ELPERA**, already a recipient of a CSSP grant for a village-level development project in Fakfak in Years 2-3. A 2nd grant to ELPERA for Years 4-5 enabled it to improve village governance in selected villages around Fakfak. By project end the district government had agreed to fund strategic planning for ELPERA’s 8 ‘model’ villages, and asked ELPERA to extend its project to 38 other villages – a rare example of local government supporting plans made by villagers themselves. With CSSP specialist help it also enabled ELPERA to complete its Fakfak database, of great value to government as well as CSOs in the Fakfak area.

For the 2nd phase of the project CSSP followed up these initial grants and planning initiatives with a series of capacity building measures. On the financial management side, it funded a training course on finance management and administration, with 2 people – a program manager and an accountant – from each of 21 CSOs attending. Prior to the workshop, which was held in Sorong, a needs assessment found that less than 20% of the CSOs to be trained were qualified to administer and manage finances.

Other activities included:

- CSSP Financial management training for 20 CSOs in Sorong
- CSSP M&E training for 5 CSO partners in Manokwari and 17 CSO partners in Fakfak
- ToP training by CSSP for 9 Bird’s Head CSOs in Manokwari
- A training course for trainers in community organization from 20 CSOs, organized by **YALHIMO**
- Training by **Satunama** in proposal writing for ELPERA and **Eco Papua**
- An ELPERA study tour of East Java CSOs, and management training for the head of ELPERA
- A human rights workshop in Manokwari organized by the Jayapura-based CSO **ELSHAM (Lembaga Studi Hak Asasi Manusia)**, on investigative reporting for human rights activists from across the Bird’s Head and from Jayapura
- A human rights training course organized by **LBH HAM** Papua with assistance from **PBHI**
- An election preparation workshop organized by **YNWS** in Sorong, resulting in a UNDP-backed election management plan for the area
- A workshop on women’s participation in politics, organized in Sorong by **FKP3**
- A workshop on women’s rights organized in Sorong by LBH HAM with help from FKP3, **KPPD** Surabaya and **LP3AP (Lembaga Pengkajian dan Pemberdayaan Perempuan dan Anak Papua)** Jayapura
- A training workshop on human rights for the *adat* community in Babo, site of the base camp of the BP gas project, organized by the Sorong office of **SKP**
- A multi-stakeholder workshop on village governance with special reference to Baperkam (Badan Perwalikan Kampung, the local equivalent of BPDs) in Raja Ampat near Sorong, organized by **KONPERS**

- IT training for the Manokwari-based CSO **YALHIMO (Yayasan Lingkungan Hidup Wima Rawana Manokwari)**
- English language training for YALHIMO and 22 other CSOs, specially provided by the University of Papua in Manokwari

Throughout the GDA project in the Bird's Head the CSSP Regional Specialist for Papua and others kept closely in touch with different USAID SO teams and their contractors, and also with BP specialists locally and in Jakarta. There was widespread respect for the expertise and insights CSSP could offer, and CSSP's achievements in the Bird's Head were one of the highlights of its program.

SECTION 4. M&E, INCLUDING TARGETS ACHIEVED

General comments

CSSP devoted substantial time and resources to its M&E (monitoring and evaluation), including support for a senior M&E Specialist and an M&E Program Officer. These staff members trained CSO partners in M&E skills, supervised the provision of grantee reports and other M&E materials, and wrote 2 manuals on M&E which were made available to CSO partners and others at program end. In addition they assisted USAID/DGG with some of its own M&E tasks and needs.

CSSP developed its own database with a full set of data on its CSO partners and its activities since Year 1. Regrettably however the database suffered repeated problems of design and input, and was not fully functional until late in the program. That said, it was eventually put into good order and now provides a wealth of material and information for USAID's future use.

As underlined by the documentation and data collected and analyzed by its M&E team, CSSP own M&E targets were demonstrably achieved in every case.

The Section that follows describes why and how in more detail. Data described relate to CSOs receiving CSSP grant-related assistance, and to a selection of other CSO partners as well. As noted earlier, CSSP gave a total of 74 grants to 65 CSOs (or 64, if YDS and its successor YDRI in Manado are considered to be one and the same) and also gave concerted capacity building and SAF support to some 30 others CSOs. The data in this Section are drawn mainly from the grantees and those 30 others, particularly important non-grantee partners such as INSIST and USC Satunama.

Because the benchmarks and targets used in Years 4 and 5 were only introduced into CSSP's contract in March 2003 under the terms of contract modification no 6, in some instances they represented new data categories, for which information was unavailable for earlier years. For this reason data are concentrated on information derived from CSO partners in Years 4 and 5.

Targets achieved

Under the terms of its modified contract in Year 4, CSSP was required to assist at least 25 CSOs per year for the final 2 years of its program. The contract did not state explicitly whether these 25 CSOs supported in Years 4 and 5 should be cumulative, that is, different in each year and so amounting to 50 in all, but it was taken to mean as much.

The CSOs that CSSP worked most concertedly with in Years 4 and 5 were as follows. CSOs are given under the year in which most work was done; CSOs worked with in both years are only mentioned once, to avoid repetition:

NO	Year 4	Year 5
1	ALDP Papua	BEBSIC
2	AMAN	BIKAL
3	BIGS	Dutha Tani
4	Bina Swagiri	ELPERA
5	Enlightment	FKP3

6	FORSA	Forum LSM Aceh
7	ICS	IDEA
8	IMLPC	INCIS
9	ISAI	INSIST
10	JMD	JARI
11	KOAK	KELOLA
12	LAKPESDAM NU	KONTRAS Papua
13	LBBPJ	KPPD
14	LBH Apik Aceh	LP3BH
15	LEKSIP	PEKA
16	LKM	POKJA
17	LP3BH	SERAT
18	LPAD	SETAM
19	LPKP	SPEKHAM
20	LPPMA	USC Satunama
21	PPOTODA	WJCW
22	PRIMA	WWF Kayan Mentarang
23	PSPK	YBML
24	SAWARUNG	YDRI
25	SEAPA	YNWS
26	SPEKTRA	YPMI
27	Swara wanua	YRBI
28	Yamajo	
29	YPRI	
30	YPRK	
32	YPSM	

In working with these 59 CSOs CSSP exceeded all its targets, in many cases by a wide margin. A summary of the benchmark/target results of CSSP's work is as follows:

Performance Indicator	tar get	results						cumula tive
		Q14	Q15	Q16	Q17	Q18	Q19	
1. CSOs assisted effectively articulating policy positions based on solid research and coalitions	65%	74%	75%	79%	56%	73%	58%	69%
2. CSOs assisted beginning lobbying efforts through positive engagement with government counterparts	60%	55%	75%	71%	56%	77%	74%	68%

	3.1. CSOs assisted put at least 10 major issues for decision to appropriate levels of government	10	19	12	10	11	15	19	86
	3.2. Government acts positively on these issues or is limited from taking actions impeding reform	10	8	7	6	10	8	11	50
	1. CSOs assisted have clearly defined, representative board and management structures, with written job descriptions and mechanisms of internal communication	70%	no data	88%	100%	100%	95%	100%	97%
2	2.1. CSOs assisted submit financial reports with acceptable accuracy.	70%	80%	88%	92%	100%	95%	100%	93%
	2.2. Routine and surprise audits having no major findings	70%	77%	77%	75%	80%	79%	85%	87%
	3. Intermediate Service Organizations (Service Providers) assisting at least 20 CSOs on institutional development needs, and being paid for their services	2	in progress	in progress	in progress	in progress	in progress	2	2
	4.1. CSOs assisted have fundraising plans	70%,	69%	88%	80%	80%	88%	89%	83%
	4.2. CSOs assisted can meet at least 10% of their costs by fundraising	25%	50%	6%	57%	60%	75%	82%	55%

Here is more detailed background information on the summary indicator results table given above. Cases cited usually refer to the 59 CSOs worked with in Years 4 and 5, though compelling cases from earlier years have also been included.

4.1.1. Performance Objective 1 (PO1): analysis, articulation and effective advocacy that produce policy reforms and implementation.

4.1.1.1. Performance Indicator 1: Selected CSOs effectively advocating their issues with the government, local leaders, and citizenry.

Benchmark 1: 65% of CSOs assisted effectively articulating policy positions based on solid research and coalitions.

Result: Target exceeded (69%). By the end of the year, a cumulative average of 69% of CSSP grantees assisted in year 4 and 5 were effectively engaged in advocacy. Their advocacy activities were on the following themes: fisheries, forestry, public services, land disputes, gender mainstreaming, media and public participation in policy making. These advocacy

initiatives took place at various levels, from village to district to province to national government.

The methods utilized in these efforts included research, dialogues between CSOs and government, public hearings and facilitated discussions between government and communities. These actions led to concrete outcomes of increased participatory governance, successful dispute resolution and policy adoption and revision.

Aceh

Forum LSM Aceh submitted a position paper to the Regional Development Planning Agency proposing various ways to improve the local government's *Gema Asalam* development program.

WALHI Aceh wrote and submitted to the provincial authorities proposed revisions to several draft provincial *perda* on natural resource management and conservation, and to the Banda Aceh city authorities on Banda Aceh's urban spatial planning regulations for 2002-2010. WALHI Aceh also wrote and submitted to the provincial government a position paper arguing for a moratorium on logging in Aceh in an effort to overcome rampant illegal logging.

YRBI formulated and submitted draft implementing regulations on local government regulations (*mukim* and *gampong qanun*) issued in July 2003. The objective was to expedite implementation of these *qanun*.

Central Java

SETAM, a member of KPA and the People's Coalition for Water Rights, submitted written comments on two draft bills before the DPR, on plantations and on water resources.

SPEKHAM drew up a position paper on violence against women in and developed an integrated plan on the issue with BAPPEDA (Regional Planning Agency) and the local health department. The plan was submitted to the Solo DPRD. SPEKHAM also developed and submitted a proposal to the mayor of Solo for him to decree the creation of an integrated service for women and children victims of violence. To support the service, SPEKHAM submitted a proposal on a budget for this service to the Solo DPRD.

East Java

Bina Swagiri cooperated with BPDs and other village groups to draw up and submit proposals to the Tuban district government for revision of the 2004 district budget. Bina Swagiri also drafted revisions to local regulations on village land and building taxes, mechanisms for establishing BPDs and the election, appointment and dismissal of village heads (*kepala desa*), and submitted these to the local government.

KPPD and its stakeholders developed a draft *perda* on protecting women and children victims of violence. The draft *perda* was based on research conducted by KPPD that included fieldwork in 5 cities, Surabaya, Sampang, Pasuruan, Madiun and Jember. The draft was expected to become law in 2004. KPPD also conducted research on methods of mainstreaming gender within local government with a view to submitting to local

government a draft *perda* on this issue.

PRIMA cooperated with BPDs and local village groups as well as other CSOs including Yayasan Duta Awam, Bina Swagiri and PP OTODA to write a policy paper on the need for revisions to *perda* no. 11/ 2000 on village regulations, and *perda* no. 07/2000 on financial arrangements for village heads and their staff. The paper was submitted to the Ngawi district government. In the paper PRIMA also proposed that village budgets be allocated on the basis of a range of considerations including size of population, land tax payment profile, and poverty levels.

East Kalimantan

AMN consulted village groups and produced position papers for submission to district authorities on 7 issues relating to the needs of local fishing communities. These were on: 1) marine zoning and utilization; 2) ocean and mangrove conservation; 3) sea accidents, 4) fishing resources, 5) retailing; 6) an institute on fishermen's economic empowerment, 7) coastal abrasion and riverine silting. These position papers were submitted to the Balikpapan city government and DPRD.

BEBSIC submitted a position paper to the district government of Kutai Kartanegara on greater village-level participation in the government development program, 'Movement for the Development and Empowerment of Kutai Kartanegara District'. BEBSIC also developed a proposal to the Kutai Kartanegara Department of Forestry and Plantations on land problems, access to information on land rehabilitation programs, community participation in these programs, and up-skilling the human resources of local farmers' organizations.

BIKAL developed position papers advocating proposed revisions to the draft Bontang District Forest Reserve Bill and the draft Bontang District Mangrove Forest Management Bill. These concept papers, submitted to the district authorities, were developed on the basis of an extensive literature review carried out by BIKAL staff, various inputs from community members and in-depth interviews with subject experts.

POKJA 30 wrote a policy paper entitled 'Reforming Public Water Utilities'. The paper was based on a POKJA 30 poll of 2600 water customers in Samarinda, Balikpapan, and Tenggarong districts. The paper advocated passage of a *perda* on the rights and obligations of water company (PDAM) customers. In Samarinda, this was proposed as an alternative to the mayoral decree proposed by the Samarinda DPRD and PDAM. The paper also proposed that an independent auditor audit the city PDAM before any increase in water rates.

YBML undertook a comparative study of national parks policy by analyzing the policies governing the following national parks: Mount Gede Pangrango (West Java), Mount Halimun (West Java) and Wonosobo (Central Java). Based on this comparative study it developed a position paper on the Wain River Protected Forest which it presented to the Balikpapan mayor as an input to the decree he was planning to issue. This decree was to implement the 2004 *perda* on the management of the Wain River Reserved Forest.

With USAID/NRM, **YBML** also successfully lobbied and worked with local government to set up a multi-stakeholder body to manage the Wain River Reserved Forest in Balikpapan. This led to the establishment of a management body for the Reserved Forest consisting of Balikpapan government representatives, university scholars, NGO representatives and

community leaders. The management body ensures that important decisions affecting the management of the Reserved Forest emphasize broad-based community participation rather than just government decision-making, as had earlier been the case.

Jakarta

As a leading member of the NGO Coalition for Election Empowerment (Koalisi Ornop untuk Pemberdayaan Pemilu), **INCIS** undertook various studies on a draft election bills. The studies formed the basis of the Coalition's submission to the national government proposing revisions to the bills on elections and on the structure and role of the DPR, DPD and MPR.

INCIS also produced and submitted to the national government a position paper on the law on cooperatives with the NGO Coalition for the Cooperative Movement (AMUKTI).

SEAPA, along with other CSO members of the Freedom of Information (FOI) coalition, researched models of Freedom of Information Acts from other countries, and advocated revisions to the bill on freedom of information during its final drafting by the national DPR. The Coalition held regular meetings with the national DPR to provide their input to the bill. **SEAPA** also researched and wrote a draft regulation on *Standards and Indicators of Journalist Professionalism* that it presented to the Ministry of Communication & Information.

Lampung

KoAK or the Commission for Anti Corruption in Lampung wrote and submitted a position paper analyzing a new local regulation, *perda* no.11, 2000, on transport overloading, and concluding that the regulation was highly uneven, with loopholes allowing for easy corruption as well as provisions contradicting other, higher regulations.

KoAK also investigated and identified corrupt practices in a Rp 15m, Japanese government-funded development project managed by the Lampung government Plantation Office. **KoAK** publicized their findings and sent their report to the Governor of Lampung province, and to the office of the Attorney General office.

North Sulawesi

PEKA wrote and submitted a position paper on the issue of waste management in Manado, in cooperation with two other North Sulawesi CSSP grantees, YDRI and Yayasan Serat.

In response to appeals from the city governments of Manado and Bitung, **Serat** and the Citizens' Coalition for Participatory Public Policy produced a draft *perda* on 'Public Participation in Public Policy-Making'. The *perda* was submitted to the city DPRDs.

Papua

ELPERA developed a concept paper on participatory planning in Fakfak, and submitted it to the Fakfak government.

ICS wrote four position papers. The first, entitled *The People's Position on the Implementation of Special Autonomy Policy in Papua*, was submitted to the Governor and

members of the provincial DPR in Jayapura. This paper was later used by the DPRD as an input in an evaluation of the policy of Special Autonomy for Papua. The second paper related to participatory public planning and was entitled *The Public Consultation Mechanism in Development Planning in Papua*. It was again submitted to the Governor and the provincial DPRD, who later used it as input in discussions on legal drafting processes. The third paper was entitled *The Concept of Papua Province Development Based on Special Autonomy Law No.21/2001*. It was submitted to the Governor and members of the provincial DPRD in Jayapura, and also to President Megawati Soekarnoputri, the national DPR, the Interior Minister, and the Political and Security Coordinating Minister. The paper was later used as an input in a DPRD meeting on special autonomy in Jayapura.

ICS also wrote a position paper entitled *Analysis of the Formulation and Implementation of Education Policy in Papua's Special Autonomy*, which was submitted to the Governor in Jayapura, DPRD members in Jayapura, heads of districts and cities in Papua, the Papua School Council and Papua school authorities. The regional Education Office drew extensively on the paper to revise education policies.

KONTRAS drafted and submitted a proposal to the government in Jayapura on the need to relocate court hearings on the December 2000 Abepura incident from the court in Makassar, where they were to be held, to a court in Papua. The proposal, which was not accepted, was published in the *Cenderawasih Pos* daily.

LP3BH wrote a position paper on district development plans in Manokwari, emphasizing the need for budget transparency, and submitted it to the district authorities.

West Java

In support of its advocacy on transparent local government budgeting, **BIGS** undertook investigative research into cases of suspected misuse of the state budget (APBD, or Anggaran Pendapatan dan Belanja Daerah) by the Public Sector Department of the Bandung city government. The research provided convincing evidence of incidences of collusion between the Bandung government and 4 local entrepreneurs.

WJCW wrote and submitted a proposal nominating ten candidates for membership of the national Corruption Elimination Committee (KPTPK or *Komisi Pemberantasan Tindak Pidana Korupsi*). The 10 names were selected on the basis of candidates being credible, courageous and having integrity, a vision, and a mission.

4.1.1.2. Performance Indicator 2: Mechanisms for CSOs/NGOs participation in policy making established.

Benchmark: 60% of CSOs assisted beginning lobbying efforts through positive engagement with government counterparts.

Result: Target exceeded (68%): 68% of CSSP grantees assisted in year 4 and 5 started lobbying efforts through positive engagement with government counterparts. These efforts included efforts to influence the government's position on a range of policies and laws, facilitate exchanges between grassroots communities and various levels of government departments, and advocate for more participatory policy processes. In at least 3 cases, these

initiatives entailed the formation of CSO coalitions in which the CSSP CSO partners played leading roles.

Aceh

Forum LSM Aceh engaged in an ongoing dialogue with the Aceh provincial government to advocate the speedy and transparent implementation of the government's provincial poverty alleviation program (*Gema Assalam II*), and greater government responsiveness to village inputs into the program.

YRBI conducted hearings with the Aceh provincial government's Development Planning Agency and Legal Bureau in an effort to speed up implementation of local law no.04, 2003 on village (*mukim*) governance. As a result of the hearings, government representatives confirmed that they would work with affected communities and community leaders to implement the village governance local law without delay. YRBI also participated in a roudtable discussion on the environment organized by the Aceh provincial government, where it argued for a move towards community-based natural resources management.

Central Java

SETAM participated in a hearing of the national DPR as a member of the Coalition for Farmers' Rights and the People's Coalition for Water Rights at which the two coalitions advocated a revision to the draft plantation bill and the draft bill on water resources. SETAM and other members of the Coalition for Water Rights also held meeting on related issues with the Minister of Housing & Infrastructure, and the Minister followed up the meeting with a visit to the SETAM office.

In cooperation with Solo NGOs, mass organizations, academics, and the government's Development Planning Agency, **SPEKHAM** took a leading role in developing an independent coalition on policy relating to the protection of women and children in the city. SPEKHAM hoped the work of the coalition would be funded by the city government and made representations to the government suggesting this happen.

YPRI organized public consultations in 30 districts in selected provinces on draft national laws on natural resource management, and on the basis of these consultations submitted comments to the national DPR. It took part in public hearings with Commission III of the national DPR on the implementation of laws on agrarian reform; the East Java DPRD on cases of land use and farmers' rights; the governor of Yogyakarta on farmers' rights; the government of Central Java on agriculture policy; local DPRD and local governments in Central Java on disputes and on various *perda* on local resource management; local governments in West Nusa Tenggara and local DPRD in West Java on various agricultural disputes; the regional governments and DPRD of Lampung, South Sumatra, North Sulawesi and Bali on cases of contested land use; the DPRD in Jambi on the rights of the indigenous community there; and the government and DPRD of North Sumatra on agrarian reform and farmers' rights.

East Java

Bina Swagiri conducted a public hearing with members of the Tuban district DPRD to push for revision of the 2004 district budget. It lobbied the East Java DPRD on the need to pass

regulations entitling villages to a share in land and building taxes. And it advocated to the district government the need for clear policies relating to BPDs, village elections, and the appointment and dismissal of village heads.

KPPD engaged in lobbying government and other CSOs on the issue of comprehensive medical services for women and children victims of violence, and presented a strongly-argued case to the provincial government and DPRD for passage of a *perda* on protecting women and children victims of violence.

PRIMA advocated revisions to decentralization law 22/99 to the Ministry of Internal Affairs in Jakarta so that the law would not undermine existing village authorities. It also conducted a dialogue with senior government officials in the district of Ngawi about village budget allocations as a result of which government agreed to increase the allocation of funds to villages in 2005.

East Kalimantan

AMN facilitated hearings in December 2003 between fishermen and various government bodies, including the Balikpapan DPRD, on AMN position papers on fishing policies. As a result the authorities in Balikpapan agreed to ensure that the local DPRD take into account various fishery issues while discussing the draft district budget for 2004; that the Marine and Fishery office improve the management of fish retailing and fishermen's cooperatives; that the Environmental Impact Management Office decide how to deal with coastal erosion in the Tanjung Kelor area, silting along the Aji Raden river, and degradation of the mangrove forest in Teritip district; that BAPPEDA rehabilitate a local fishing settlement; and that the Port Authority mark out the local fishing zone with buoys.

BIKAL conducted hearings with the Bontang local government on draft *perda* on Forest Reservation and Mangrove Forest Management in Bontang. BIKAL also organized public hearings on a draft *perda* on mangrove forest management and conservation with the district government of East Kutai.

JARI facilitated a meeting between a group of disabled people and the Samarinda city DPRD to make sure that the 2004 Samarinda city budget provided for the needs of the disabled. JARI also held interactive dialogues with the district government of Kutai Kertanegara on issues relating to budget transparency and accountability.

POKJA 30 engaged in a dialogue on providing clean water with various policy makers involved in public water services in Samarinda. These included: PDAM (the public water utility), the state electricity company, the Regional Development Agency, the city government, and the DPRD of Samarinda city and East Kalimantan province. POKJA 30 also argued that the Samarinda Water Customers Communication Forum be included in city DPRD meetings on water rates. Similar dialogues were conducted with POKJA 30 support in Kutai Kertanegara district. It also organized a public dialogue with the city government and DPRD of Samarinda on preventing corruption in the drawing up and use of the government's annual budget.

YBML successfully lobbied the Balikpapan government on the establishment of a multi-stakeholder body to manage the Wain River Protected Forest. A management body for the Wain River Protected Forest was duly set up, comprising Balikpapan government

representatives, scholars, NGOs, and community leaders. YBML also participated in hearings, meetings and workshops with the Balikpapan government, local community groups and other stakeholders with a view to drafting guidelines on the management of the Wain River Protected Forest. These were later submitted to the mayor and will form the basis of his decree for implementing the *perda* on protecting the Wain River area passed in 2004.

Jakarta

INCIS participated in a hearing convened by the DPR on bills on the structure and position of the DPR, MPR, DPD and DPRD. As a leading member of the NGO Coalition for the Cooperative Movement (AMUKTI), it also conducted a public hearing with the DPR on proposed amendments to the draft bill on cooperatives.

The Jakarta office of **SEAPA** organized meetings with various government departments, judges, prosecutors and police officials to advocate further safeguards for the freedom of the press, and for appropriate implementation of the 1999 press law. These engagements took place in 6 cities – Batam, Jambi, Padang, Bandung, Surabaya and Makassar. SEAPA also participated in DPR hearings on the forthcoming Freedom of Information Act.

SEAPA also lobbied the Ministers of Communication & Information and Defense, the Commander of the Indonesian Armed Forces (TNI) and the head of the Press Council for an end to the military initiative in Aceh. SEAPA's intervention was based on data it had gathered on violence against journalists in Aceh.

North Sulawesi

Serat and its constituents conducted meetings with the Manado and Bitung city governments and organized hearings the Bitung DPRD on the drafting of a *perda* on public participation in policy-making. It also organized a dialogue with the deputy mayor of Manado on the local government's Clean and Green City Program. Serat's main recommendation was for a more participatory approach to waste management activities.

Papua

ICS held a public hearing with the DPRD in Jayapura on its proposal for a mechanism for public consultation on development planning in Papua. ICS served as a resource organization at the request of the Jayapura regional government and DPRD in a government evaluation of the implementation of the Special Autonomy law. Through a policy paper and other interventions ICS lobbied the provincial DPRD in Jayapura on the issue of political boundaries. At the invitation of the agency, ICS also served as a resource for a Regional Planning Agency workshop on the regional development budget.

ICS also worked with partner NGOs from 9 other districts to organize a private discussion with government officials on the formulation and implementation of education policies within the Papua Special Autonomy law.

LP3BH held dialogues with the district government in Manokwari on planning and implementing the district's development budget.

West Java

BIGS hosted a dialogue with the Bandung city DPRD to discuss the findings of BIGS' study of the work of the Bandung DPRD between 1997 and 2002. BIGS also presented the findings of a BIGS evaluation of the Bandung mayor's accountability to members of the Bandung DPRD.

Dutha Tani participated in a discussion on a draft *perda* on irrigation management with the local government and DPRD in Karawang.

SAWARUNG partnered the Bandung consumer rights organization, Customers Forum (FP3), in conducting a series of dialogues with the Bandung DPRD, Bandung city government, Bandung PDAM and others to advocate institutional reform in the public service sector. These dialogues were based on a concept paper developed by SAWARUNG on the same topic.

Data sources: CSO semi-annual reports, CSSP field visit reports, and grantees' quarterly benchmark data questionnaires.

4.1.1.3. Performance Indicator 3: Reforms advocated by Indonesian CSOs/NGOs adopted and implemented.

Benchmark 1. CSOs assisted put at least 10 major issues for decision to appropriate levels of government.

Result 1: Target exceeded (86): by the end of year 5, a cumulative total of 86 major issues were submitted by the CSOs assisted for decision to appropriate levels of government.

Benchmark 2. At least 10 cases in which government actions respond positively to CSO/NGO issues, or in which government actions that could impede reform are limited through CSO/NGO efforts.

Result 2: Target exceeded (50): By the end of year 5, CSSP's CSO partners had been involved in 50 cases where governments had responded positively to their efforts, or where government actions impeding reforms were limited by CSO efforts.

Aceh

Forum LSM Aceh submitted comments and recommendations to the provincial government on the performance of government officials involved in implementing phase 2 of the government's economic development plan. The recommendations were positively received, and the government's Community Empowerment Agency (BPM) immediately followed up on them, sanctioning some *muqim* and *gampong* (urban area and village) plan facilitators for violating development plan regulations. The Agency then asked Forum LSM Aceh to assist in the technical implementation of its development program.

WALHI Aceh made proposals to the provincial DPRD for the revision of several draft *perda* on the management and conservation of natural resources and on spatial planning in Banda Aceh city for the period 2002-2010. The DPRD accepted these proposals. WALHI Aceh also successfully campaigned for a government moratorium on logging in an effort to overcome rampant illegal logging in the province.

YRBI worked with local fishing communities in submitting inputs to draft *perda* on coastal resource management.

Central Java

The Yogyakarta city government accepted for implementation proposals put to it by communities in Yogyakarta working with **IDEA**. These included agreement on measures to assist in the provision of smallscale credit to women traders; of free contraceptives to women; and of a support fund for the elderly.

East Java

Bina Swagiri provided an analysis of the district budget to members of the Tuban DPRD at the members' request, and secured changes in the government's village budget allocations.

KPPD's campaign for increasing the official budget allocation for women's issues resulted in a first-time budget allocation on the issue by the East Java Provincial Planning Agency. These budget funds were earmarked for the development of a center of integrated services for women and children victims of violence.

PRIMA helped link BPDs in Ngawi into a BPD network that identified the need to advocate for changes in budget allocations to villages, and brought the issues to the Ngawi DPRD. PRIMA successfully advocated a 2004 increase in the Ngawi district government's allocation for village budgets by 160% from Rp 25 million 2003 to Rp 65 million in 2004, with motorcycles provided for village heads. The district government of Ngawi also responded positively to **PRIMA's** request for a policy to give villagers greater autonomy in deciding how to utilize the government's annual budget for villages.

SPEKTRA worked with local government to ensure passage of a *perda* on setting up an irrigation commission for farmers' groups in Nganjuk and Madiun. It also obtained DPRD budget allocations for irrigation channel repairs in Nganjuk, an example for other groups in the region.

East Kalimantan

AMN's advocacy campaign on behalf of local fishing communities bore fruit when the Balikpapan government included AMN's proposals in its program to develop the local fishermen community. In response to AMN interventions it also agreed to re-examine its plan to reclaim Balikpapan beach, and to undertake comprehensive research on the social, economic and environmental implications of the plan before putting it into effect.

BEBSIC advocated successfully for the Department of Forestry to rehabilitate 150 hectares of land at Tani Bhakti. The department plans to put this plan into effect in 2005.

BIKAL's revisions to the two draft bills on the management of the Bontang city reserved forest and mangrove forest were adopted and approved by the Bontang DPRD.

POKJA 30 arranged submission to the Samarinda DPRD of a proposal from a 'Customers Communication Forum' on revising a 2002 *perda* on the local PDAM. The proposed

revisions focused on the rights and responsibilities of PDAM customers. The Samarinda DPRD took in POKJA 30's proposal. **POKJA 30** also successfully advocated the need for the government to provide feedback boxes for PDAM customers. It also carried out a successful campaign to increase awareness of corruption among in the Samarinda government and DPRD. One outcome was a decision by the city DPRD to draft a *perda* on public transparency and participation.

The Balikpapan city government accepted the recommendations in **YBML**'s policy paper 'Technical Policy in the Management of Wain River Reserved Forest', which advocated a more participatory approach to local resource management. The recommendations are being included in the Balikpapan mayor's forthcoming decree on the management of Wain River Reserved Forest. **YBML**'s advocacy of the establishment of a joint government-civil society management body for the Wain River Reserved Forest was also successful, and put into effect by the city government

Jakarta

SEAPA advocated successfully against government plans to implement a policy aimed at regulating the media. SEAPA saw these plans as a government attempt to curtail the freedom of the press. As a result of SEAPA's efforts the plans were shelved. The national government also responded positively to an advocacy initiative by SEAPA and the Media Coalition for the National Election by agreeing after many months delay to the establishment of an independent Indonesia Broadcasting Commission, and by announcing the names of 27 candidates for the Commission. The announcement came a day after the Media Coalition had lodged a lawsuit against the government for failing to make headway on the matter.

Lampung

The government agreed to revoke *perda* no.11, 2000 on transport overload compensation after **KoAK** argued in a position paper that the *perda* was poorly drafted and left the door open to corruption. KoAK scored a similar success when it reported to the office of the Attorney General office corrupt practices in a large Japanese-funded plantation development project managed by the Lampung Plantation Office, naming specific wrongdoers. The case was brought to court and the alleged wrongdoers were convicted.

North Sulawesi

Kelola successfully lobbied the Sangihe Talaud DPRD for an opportunity to present its input on a *perda*, no.8/2001, on trade in fishery products. **Kelola** and its main constituents, the Sangihe island community, also participated in local DPRD budget discussions, discussions previously closed to the public but finally made more open after a successful Kelola campaign.

As a result of petitions and interventions by **PEKA**, the head of Minahasa district in consultation with the local DPRD intervened to resolve 2 potentially explosive local disputes, in Maen and Kima Bajo.

In response to an advocacy initiative by **Serat**, the mayor of Bitung convened a multi-stakeholder workshop on participatory local policy-making. Workshop participants agreed that the city government and local CSOs would hold regular consultations. In a follow-on

action the Bitung city government appealed to **Serat** and the Citizens' Coalition for Public Policy to produce a draft *perda* on public participation in policy-making. In an illustration of the respect in which Serat is held locally, the Bitung DPRD supported the appeal.

YDRI's efforts convinced the local government of East Dumoga district to conduct a survey of forest resources in the Pusian area, and take steps to protect the forest from illegal logging.

Papua

AIDP conducted research on human rights abuses in 5 districts, the results of which were shared with the provincial government. The provincial government cited the research when accepting the need for a Papuan Human Rights Commission.

The Governor in Jayapura accepted suggestions on boundary delimitations contained in an **ICS** position paper, done with the Democracy Center at Cenderawasih University. The provincial government in Jayapura also accepted proposals from **ICS** that provisions be made for citizens' participation in the management of state schools, and that steps be taken to ensure the government is accountable for its education budget. It agreed to incorporate these proposals into law.

ELPERA assisted in the production of a *perda* on budget allocations to villages, based on its work on participatory development plans in 30 villages.

Village development initiatives that **ELPERA** proposed to the local government in Fakfak were adopted and provided for in the Fakfak development budget.

LPPMA working with local *adat* organizations obtained local government support for local *adat* needs, including the building of an office for the Dewan Adat in Depapre.

South Sulawesi

Using support from CSSP, **KPMS** network members helped small groups of widows and scavengers lobby their local DPRD and get the permits needed to reside and work in areas nearby to landfills.

Following **KPMS** training courses for DPRD members in 9 districts in South Sulawesi, these DPRD members held meetings with local government executives and succeeded in pushing through various revisions to district budgets.

West Java

BIGS conducted a study with constituents to produce a policy paper and book on the local budget and budget process in Bandung. In a public dialogue with BIGS, the DPRD of Bandung responded positively to another BIGS study, on the Bandung DPRD from 1997 to 2002, and agreed to proposals for greater accountability.

The local government in Karawang responded positively to **Dutha Tani**'s suggestion that it include representatives of a leading local CSO, the Union of Water User Farmers, in the government's planned irrigation commission.

SAWARUNG arranged public hearings in which the Bandung DPRD responded positively to proposals from SAWARUNG on restructuring the Bandung municipal public service bureaucracy, including the parts dealing with water and waste management. SAWARUNG also carried out a social audit of public utilities in Bandung, one component of which was an audit of sanitation services and the city's newly reorganized sanitation provider. The audit was the first collaborative assessment of public utilities in Bandung by a non-governmental body.

WJCW proposed the names of 10 candidates for the national Corruption Elimination Committee. Of the 10, 8 were selected for the second stage of the appointment process, and 3 were finally selected by the DPR (House of Representatives) to serve on the Committee.

Data Sources: CSO Semi-Annual Reports, CSSP Staff Field Visit Reports and Grantee Quarterly Benchmark Data Questionnaires.

4.1.2. Performance Objective 2 (PO2): Strengthened CSO/NGO administrative management, planning and financial self-reliance that increase the sustainability of CSOs.

4.1.2.1. Performance Indicator 1: Selected CSOs/NGOs have organizational structures, which support their strategic planning and program objectives.

Benchmark: 70% of CSOs currently assisted have clearly defined, representative board and management structures, including written job descriptions and mechanisms of internal communications.

Result: Target exceeded (97%). By the end of year 5, a cumulative average of 69% of CSSP grantees assisted in year 4 and 5 had board and management structures of the kind described, as well as written job descriptions and mechanisms of internal communication.

The existence of clearly defined, representative board and management structures, written job descriptions and mechanisms of internal communication are all preconditions to the allocation of CSSP grants. The development of these systems is focused on during the grants development phase before the disbursement of funds to CSO partners.

Data Source: CSO Health Cards (brief organizational capacity assessment tools) and CSSP staff field visit reports.

4.1.2.2. Performance Indicator 2: Selected CSOs/NGOs have financial management systems, which ensure optimal allocation of resources and accountability of funds.

Benchmark 1. 70% of CSOs assisted submit financial reports with acceptable accuracy

Result 1: Target exceeded (93%): By the end of year 5, 93% of CSSP grantees assisted in year 4 and 5 had submitted financial reports with acceptable accuracy. These figures are based on grantees' submission to CSSP of monthly financial reports which reviewed by CSSP Financial Management Specialists, Regional Specialists and Grant Bookkeepers.

The ability to compile and submit financial reports according to USAID standards is another precondition of receiving a grant from CSSP. CSSP Financial Management Specialists work intensively with future grantees during the pre-grant grant development phase to ensure that

the necessary financial systems are in place before the first disbursement of grant funds even takes place. CSOs' monthly financial reports are then monitored and commented on to ensure that required standards are maintained. Those that are not accurate tend to be so because insufficient documentation is not provided, because of technical issues with the Quickbooks software that CSSP asks them to use, or because of communication difficulties. The positive trend can be attributed in part to the appointment of a second CSSP Grants Bookkeeper, which has resulted in even more intensive finance report monitoring than before.

***Benchmark 2.** 70% of the routine and surprise audits of grant-assisted CSOs/NGOs have no major findings.*

Result 2: Target exceeded (87%): By the end of year 5, 87% of all those CSSP grantees assisted with audits during the life of the program had no major findings in their routine and surprise audits.

As noted earlier, CSSP's auditors Johan, Malonda & Rekan were responsible for carrying out all CSSP's external financial audits. The standard CSSP criteria for the commissioning external financial audits were that: (i) the grant amount was greater than one billion rupiah, and/or (ii) the grantee was being considered for a follow-on grant.

CSSP had commissioned a total of 31 external financial audits of grantees by the end of Year 5. Of these, 27 resulted in qualified but basically positive audit opinions. Qualified opinions were offered mostly with reference to the absence of tenders' lists, the utilization of funds for program-related but unbudgeted line items, and over-budgeting.

In only 4 instances were serious criticisms offered, resulting in CSSP having to take further steps to remedy alleged wrongdoings. In these cases audits were commissioned precisely because CSSP suspected cases of financial mismanagement.

Data sources: Johan Malonda & Rekan audit reports, data from CSSP Financial Management Specialists and Grants Bookkeepers, CSO financial reports.

4.1.2.3. Performance Indicator 3: Intermediate Service Organizations (ISOs, Service Providers) are providing services to a range of CSOs/NGOs in targeted areas.

***Benchmark:** At least 2 Intermediate Service Organizations (that is, Service Providers) are assisting, and being paid for rendering services by, a minimum of 20 organizations each on institutional development needs.*

Result: Target (2) achieved. 2 ISOs (SPs) assisted to the point where they are being paid or can be paid for services enhanced by CSSP's support.

Service Providers (SPs) suitable for substantial rather than incidental support – that is, support affecting key aspects of their long-term capacity – were identified in Year 4 in response to this issue being highlighted in CSSP's modified contract. CSSP engaged in discussion with a number of possible SPs and identified 2 likely candidates, **USC Satunama** and **INSIST**, in the 2nd quarter of Year 4. CSSP then worked closely with these SPs in developing proposals for capacity-building initiatives, to be undertaken with SAF support.

PRC approval was obtained for these SAF initiatives, and work commenced on them in the 4th quarter of Year 4.

In Satunama's case it was agreed that this long-established SP would greatly improve its teaching and outreach abilities if it could document and disseminate cases of good CSO management practice, drawing entirely on Indonesian experience. The cases would then be used as teaching materials in Satunama's teaching curriculum. The cases were duly researched, written up, distributed and incorporated into Satunama's teaching materials. Subsequently Satunama director Methodius Kusumahadi told CSSP that its support for this initiative had strengthened Satunama, and strengthened its activities to the point where it could increase business and income from fee-paying CSOs, as well as provide a better service to clients in priority geographical areas.

In INSIST's case the organization agreed with CSSP that it would use SAF support to draw up and provide essential training materials and improve its website for 5 new regional resource centers. These resource centers would be managed through liaison CSOs in Papua, Sulawesi, Maluku, Nusa Tenggara and West Kalimantan. This was duly done, with most work complete by mid-2004. The head of INSIST's education division, Dodi Yuniar, concluded that CSSP's support has increased INSIST's ability to service the needs of its clients in a timely fashion.

In both cases SAF support was complemented by repeated, lengthy interventions by CSSP specialist staff, who worked through INSIST's and Satunama's capacity-building plans carefully and in detail.

Data Sources: PRC minutes and CSSP staff field trip reports.

4.1.2.4. Performance Indicator 4: selected CSOs/NGOs are implementing fundraising plans with a range of donors and private sector entities.

Benchmark 1. 70% of CSOs assisted have fundraising plans.

Result 1: Target exceeded (83%): By the end of year 5, 83% of CSSP grantees assisted in year 4 and 5 had fundraising plans in place, and are at various stages of implementing these plans. Throughout its program life CSSP reviewed the FSR (financial self-reliance) status and prospects of its key partners, a process that intensified in Years 4 and 5 as their needs and deficiencies in this respect became clearer. Data are available for Years 4 and 5 partners.

Benchmark 2. 25% of CSOs assisted can meet at least 10% of their cost by fundraising.

Result 2: Target exceeded (55%): By the end of year 5, 55% of CSSP grantees assisted in year 4 and 5 were judged able to meet at least 10% of their cost by fundraising. This figure can be attributed to the inputs of the CSSP technical team, and also to other factors, including the fact that a contribution by the grantee to the cost of a grant project is a requirement for the approval of a CSSP grant. The source of these funds varies, and ranges from international donors to constituency contributions.

Data sources: FSR review (by CSSP FSR Specialist), Grant Agreements, CSSP and staff field visit reports.

4.2. Evaluations, including CSSP's mid-term evaluation

During the course of its program CSSP commissioned 31 external evaluations of grant projects. These included 3 theme-related evaluations, of village governance work in East Java, City Forum work in East Java, and human rights work in Papua. Results of these evaluations were used to shape follow-on grants and were shared with interested parties including USAID/DDG and the CSOs evaluated themselves. The evaluation process used was participatory and inclusive, and with one exception (the lead evaluator for the City Forum project) evaluators were Indonesian nationals drawn, in most cases, from the civil society community itself. This approach had its pros and cons. On the positive side, it inculcated a sense of involvement in the process and acceptance of the outcome. On the negative side, it sometimes meant that evaluations were insufficiently critical and incisive. Moreover they sometimes lacked the skills at evaluation that have been honed by leading specialists outside Indonesia in recent years.

In addition to these evaluations of its grant projects and CSO partners, CSSP itself underwent 2 evaluations as well as a USAID audit. In mid-2002 it also undertook its own Impact Assessment. The 2 evaluations of CSSP consisted of an internal self-evaluation at the end of Year 1, and an external evaluation towards the end of Year 3. The external evaluation was much the most significant assessment done of CSSP's work, and it is to be regretted that for budget reasons USAID/DDG decided not to follow it with a further, end-of-program evaluation at the end of Year 5. Had a 2nd external evaluation been undertaken a full picture of CSSP's achievements and shortcomings could have been much better drawn.

As it was the mid-term evaluation, done by an MSI-managed team of 4 led by Harry Blair from Yale University, was critical and probing but largely positive and constructive. The evaluators noted that CSSP was a large program by USAID standards, one facing a 'daunting' task in having to engage new and untried civil society organizations attempting to fill the political space left by the Suharto regime. It noted that CSSP had 'met and in some cases exceeded the results targets set for Year 3 of the contract', and that despite a number of obstacles in the way of sustaining Indonesian CSOs 'had done very well indeed in three particular areas, displaying 'a high degree of professionalism and commitment' and proving itself 'highly effective'. These 3 areas were: 'nurturing embryonic NGOs to become grantworthy; helping them build strong financial management systems; and assisting them to develop advocacy skills'.

The evaluation also noted that CSSP could claim credit for the good quality of the management and project plans of CSOs partners, most of them inexperienced, and discussed positively and at length CSSP's work on FSR and grant-making. It noted that the requirements made of grant applicants, while numerous, 'did pay dividends' in terms of the applicant organizations' increased capabilities, including the ability to make proposals to other donors.

The evaluation team recommended that CSSP forge coherent strategies for Papua, Aceh and East Java, institutionalize CSO capacity building; and maintain support for the media. It mooted the creation of model programs in Papua and East Java, and recommended that in East Java one particular CSO be identified or created as a coordinator and coalition-builder. The team also recommended encouraging more structured coordination among grantees and USAID SO teams, and a more selective and proactive approach to choosing new grantees.

CSSP's subsequent program put into practice many of the evaluators' proposals, including a more selective approach to grantee selection and efforts to coordinate better with other USAID teams. However it did not take up all the evaluators' recommendations.

SECTION 5. ADMINISTRATIVE ISSUES

5.1. The CSSP team

The CSSP team ended up being a well-resourced, united and dedicated group, whose enthusiasm for the work was evident at the height of CSSP activity in Years 2, 3 and 4. That said, it is important to document frankly and openly a number of issues relating to the management and composition of the CSSP team, issues germane to the construction of similar programs in the future.

The CSSP team was formed from employees of Chemonics, CARE and IFES. Time was spent at various stages ensuring compatible human resource policies, and would have been better ironed out before the program began.

As initially constituted, the team also needed some reworking, and it was not until the 2nd half of Year 2 that it took the right shape, with a grant group including 4 to 6 people with designated geographical responsibilities, and a technical support group with a single coordinator and enough members to service needs well. Future programs of this kind would do well to consider fully at the outset to the balance of grant-related, geographical and sectoral technical skills in a team.

Early indications from USAID/DDG that salaries for specialist Indonesian staff should be compatible with the salaries of USAID/DDG counterparts deterred CSSP from hiring several highly qualified specialists, and in certain instances stood in the way of CSSP securing the levels of skill it aspired to.

5.2. Relations with USAID

Despite frequent changes on the USAID side (five CTOs and four heads of the DDG office) relations between USAID and CSSP were well sustained, professional and characterized by positive interactions at the USAID/DDG level. Technical support from individual DDG staff members was valuable, strong and well informed. That said it is useful to document some issues affecting CSSP and USAID.

Two points about CSSP's management relationship with USAID and the Government of Indonesia may have a bearing on future program design. Firstly, the decision in year 2 by USAID/DDG to cede greater autonomy to the Chief of Party and project staff in the day-to-day management of the CSSP program had a positive affect on project performance. This restructuring of the management arrangement under the CSSP program allowed for greater efficiency in implementing activities. And secondly, the fact that CSSP's direct dealings with the Indonesian Government ministry responsible for the bilateral 'SOAg' agreement under which CSSP functioned were minimized by contract design had a positive effect on CSSP's credibility and latitude with the CSO community it served.

Another aspect of CSSP's relationship with USAID worth noting occurred in Year 3, following recommendations made in the mid-term evaluation by MSI. At this point, CSSP received a mandate to expand coordination with other SO's in the mission through the vehicle provided by the SAF. From this point on, CSSP staff played an active role in increasing cooperation with other SOs, meeting often with other SO team leaders and staff to explore opportunities for collaboration, and stepping up cooperation in the field with USAID/NRM,

USAID/DDG-PERFORM and others. This collaboration did not achieve as much as was hoped because liaison with the leaders of other SOs was affected by the October 2002 evacuation, which slowed the process of inter-SO consultation and planning. Nevertheless, as a result of these consultations, CSSP cooperation with other USAID teams stepped up markedly in years 4 and 5, with:

- Joint training projects with:
 - USAEP, on ToP
 - USAID/DLG-BIGG, on legal drafting
 - USAID/DLG-PERFORM, on CSO capacity-building in West Java
- Collaboration with the offices of NRM in East Kalimantan, North Sulawesi and Papua
- Collaboration with a range of USAID SO teams and contractors on the Bird's Head

Training and TA support for individual CSO members connected to a number of USAID partners, including ACILS, Save the Children Fund, PERFORM and CLGI
 Joint projects and other joint activities also took place in Jakarta, East Kalimantan, North Sulawesi, West Java, East Java and Papua, including in the Bird's Head.

Though these activities were highly productive, CSSP's position in regard to other USAID SO teams was never fully clarified, which left the project's role somewhat ambiguous in terms of the way in which it was meant to serve these teams' objectives. It is therefore recommended that the role of future programs carrying out activities under multiple SOs, be clarified more precisely in terms of the degree and content of the project's cooperation with other USAID SO teams.

5.3. Sub-contractors

During the program working relations were maintained with 2 of the 4 principal members of the Chemonics group responsible for CSSP, CARE International and IFES. As noted, both organizations employed team members in the CSSP team. Senior IFES and CARE staff also sometimes attended CSSP technical staff meetings. On the technical side, CARE managed its City Forum project and IFES its TVRI initiative. IFES also provided some support for M&E in Years 4 and 5. A 3rd member of the Chemonics group responsible for CSSP, IDP (International Development Professionals Inc), participated in a few CSSP-related activities, principally its Year 3 Impact Assessment, but the untimely death of its director Steve Mintz in 2003 brought to an end further involvement.

CSSP's principal sub-contractors in Indonesia were its auditing firm Johan, Malonda and Rekan, and USC Satunama, whose sub-contract was mainly used for training and related activities in Years 2 and 3.

Appendix 2

Books, articles, reports, etc, published with CSSP's assistance

This cumulative bibliography lists reports, books, articles and other materials of significant interest produced by CSSP or with CSSP's support since CSSP began work in December 1999. It includes a few CSO program reports – only ones that are particularly interesting and unusual – and does not include other routine reports, include CSSP's own quarterly and trip reports

- Ali, Helmi and Arief Lukman Hakim *Organizational and Program Evaluation of Dutha Tani: Empowering Farmer-Based Civil Society Organizations in Karawang* (Jakarta: CSSP, September 2002)
- Aliansi Masyarakat Nelayan *Suara Nelayan* [bimonthly bulletin] (Balikpapan: Karya Media Balikpapan, May 2003-March 2004)
- Andriyani, Nori, Steve Mintz, Fatima Shabodien, Sheila Town *[CSSP] Impact Assessment Report* (Jakarta: CSSP, July 2002)
- Asfar, Muhammad, ed. *Implementasi Otonomi Daerah (Kasus: Jatim, NTT, Kaltim)* (Surabaya: CPPS et al., September 2001)
- *Materi Pelatihan Otonomi Daerah: Penyiapan Stakeholders Lokal Pelaksana Otonomi Daerah* (Surabaya: CPPS et al., September 2001)
- BIGS and Forum Diskusi Wartawan Bandung *Berebut Kursi Goyang: Documentation of 2003-2008 Governor Election Process in West Java* (Bandung: BIGS & FDWB, August 2003)
- CARE International *Panduan Penguatan Badan Perwakilan Desa – Handbook for Strengthening BPDs* (Sidoarjo: CARE International, June 2002)
- Centrama Promo Konsulindo, *Laporan Pelatihan ToT in Social Enterprise Planning [Report on Training Of Trainers in Social Enterprise Planning]* (Cipayung: USAID, CSSP and Yayasan Tifa, June 2003)
- CSSP *CSSP Reporting Manual* (Jakarta: CSSP, April 2001)
- *Indonesian Delegation to the Taipei Forum on Wartime Responsibilities under International Law Report on the Taipei Forum* (Jakarta: CSSP, September 2000)
- *Public Broadcasting Observational Study Tour: Report of Meetings* (Jakarta: CSSP, July 2000)
- *Buku Pedoman Pelatihan Sistem Manajemen Keuangan dan Akuntansi* (Jakarta: CSSP, 2003)
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Appendix 3 Evaluations undertaken by CSSP

organization	location	date	evaluator
1 YLBHI	Jakarta	Mar-01	Meuthia Ganie-Rochman
2 YAPPIKA	Jakarta	Aug-01	Ayi Bunjamin
3 SEAPA	Jakarta	Feb-02	Amran Hasibuah
4 Koalisi HAM	Aceh	Mar-02	Ichsan Malik
5 WALHI Sumut	North Sumatera	Mar-02	Eliakim Sitorus
6 WALHI Aceh	Aceh	May-02	Ichsan Malik
7 ASPPUK	Jakarta	May-02	Yanti Mukhtar
8 FOKER	Papua	Aug-02	Ichsan Malik
9 KOAK	Lampung	Aug-02	Fajar Sudarwo
10 Dutha Tani	West Java	Sep-02	Helmi Ali
11 YDS/YDRI	North Sulawesi	Sep-02	Rento Ranggana
12 ELPERA	Papua	Feb-03	Ichsan Malik
13 BPD (Prima, LPKP, Bina Swagiri, YPSM)	E-Java	Feb-03	Fajar Sudarwo
14 YBML	E-Kal	May-03	Fajar Sudarwo
15 LP3ES (USAID)	Jakarta	Jul-03	Fajar Sudarwo & Meuthia Ganie-Rochman
16 PSPK	Jakarta	Jul-03	Herizal Effendi
17 SAWARUNG	W-Java	Jul-03	Joko Sustanto
18 BIGS	W-Java	Jul-03	Inne Sylviane
19 YABIMU	Papua	Aug-03	Yuvenalis Ledang
20 CARE (CITY FORUM)	E-Java	Aug-03	Frank Page
21 BIKAL	E-Kal	Aug-03	Herizal Effendi
22 PEKA	N-Sul	Aug-03	Leo Patty
23 YRBI	Aceh	Sep-03	Afridal Darmi
24 IDEA	Central Java	Oct-03	Leo Patty
25 SPEKHAM	Central Java	Nov-04	Dewi Novrianti
26 SERAT	North Sulawesi	Feb-04	Endang Suhendar
27 INCIS	Jakarta	Mar-04	Yanti Mukhtar
28 SEAPA	Jakarta	Apr-04	Leo Patty
29 Papua Human Rights Assessment	Papua	May-04	Antonio Pradjasto & Septer Manufandu
30 BPD II	East Java	June-04	Fajar Sudarwo
31 YBML	East Kalimantan	Jun-04	Very Muchlis

Appendix 4

CSO partners in Aceh

During its program in Aceh, CSSP increased human rights skills and capacities as well as community participation in local governance by improving the capacity of and giving other support to local CSOs through:

- 6 grants, to Koalisi NGO-HAM Aceh, WALHI Aceh, YRBI (2), LBH APIK and Forum LSM Aceh
- 4 strategic planning workshops, for Forum LSM Aceh, IMPACT, PHIA and SORAK
- Technical assistance:
 - a) Program evaluations for Koalisi NGO HAM Aceh, WALHI Aceh and YRBI
 - b) External financial audits for WALHI Aceh, Koalisi NGO HAM Aceh and YRBI
 - c) Assistance on developing an FSR plan to Koalisi NGO HAM Aceh, YRBI and WALHI Aceh
- Other training support to members of the above CSOs in:
 - a) Financial and program management
 - b) Monitoring and evaluation
 - c) Reporting
 - d) PACSA
 - e) IT (information technology)
 - f) Constituency building
 - g) Training of facilitators in ToP (Technologies of Participation)
 - h) Training of facilitators in PACSA
 - i) Basic FSR (financial self-reliance)
 - j) ToT (Training of Trainers) in FSR (4 courses)
 - k) NGO management

Specific CSO partners in Aceh included:

1. Koalisi NGO HAM Aceh (Koalisi NGO Hak Asasi Manusia Aceh)

Found in 1998, Koalisi NGO HAM Aceh currently has 13 CSO members located throughout Aceh – LBH Banda Aceh, Walhi Aceh, KKTGA, Flower Aceh, Sahara, CDI, LPLHa, LeUHAM, SULoH, Kontras, Cordova, YAB and Yadesa. In the context of the conflict affecting the region, Koalisi has developed its members' skills in human rights advocacy and in offering counsel and support – a place to come to – for victims seeking help. At this stage, Koalisi has developed collaboration with the Department of Justice and Human Rights in Aceh to give human rights training to raise the human rights awareness of the wider community and of government officials in Aceh.

CSSP supported Koalisi advocacy for the protection of human rights against abuse through a 26-month grant between June 2000 and July 2002. The results were:

- Human rights activists who were members of Koalisi became able to monitor, report on and litigate effectively on human rights violations
- Raised awareness of human rights and human rights issues in Aceh in many parts of the Aceh community as well other parts of Indonesia, as a result of a series of

campaigns. Koalisi asked foreign organizations including Human Rights Watch New York to help it reduce abuses in Aceh through more effective monitoring and publicity

- Human rights monitoring posts established in 6 districts: North Aceh, East Aceh, South Aceh, Pidie, Central Aceh and West Aceh districts. Amazingly despite the difficult situation in Aceh these posts are still active and have become a valuable help for needy people
- The establishment of 2 CSOs, SPKP-HAM (Solidarity for Human Rights Victims) and TPKA (a team to defend against human rights abuses)
- The participatory drafting of a bill for ‘The Restitution and Rehabilitation of Human Rights Victims’ to meet HR victims’ expectations, a draft handed over to the provincial DPRD in 2002.
- Data on human rights abuses in Aceh distributed and made accessible to citizens and CSOs elsewhere in Indonesia and also abroad

2. WALHI Aceh

WALHI Aceh is a member of the national WALHI alliance – Wahana Lingkungan Hidup Indonesia – a forum of NGOs concerned with the living environment. The Aceh branch of WALHI was established in February 1993 by WALHI and 16 other NGOs working on local environmental issues. CSSP supported the environment advocacy work of WALHI Aceh through a 27-month grant in Years 1 and 2 with result that:

- WALHI Aceh activists’ skills in advocacy and program and financial management were significantly improved, as were their readiness to realize their plan of providing an organizational support facility
- The target group, the 16 WALHI Aceh network members, became agents of change in their community, able to mediate between communities and governments involved in natural resource management conflicts. Many were even able to develop their own strategic plans and internal governance procedures
- There was and is significant improvement in awareness of natural resource management (NRM) issues among stakeholders in Aceh, increasing community participation in NRM policy making. The local government has become more open to absorbing the community’s and CSOs’ aspirations relating to NRM policy and environmental issues
- There was and is a decrease in illegal logging throughout Aceh as a result of WALHI Aceh’s media campaign on the issue

3. YRBI (Yayasan Rumpun Bambu Indonesia)

YRBI is an Acehnese organization that sees the potential for using traditional institutions to reduce, resolve and prevent conflicts in Aceh. CSSP supported YRBI with 2 grants, from November 2001 to April 2003 and November 2003 to June 2004, intended to help YRBI increase the capacity of particular traditional institutions as well as its own capabilities. The results were:

- From the 1st Grant: empowering the traditional fishing community institution *panglima laot* and improving its capacity in coastal governance:

- a) The *panglima laot* and fishing communities in Krueng Raya, Alun Naga, Pulau Nasi, Lampanah and Lamteh in Aceh Besar increased their awareness of and capacity to manage protection of coastal areas using environmentally friendly fishing systems. They use indigenous regulations to manage coastal areas and to solve conflicts and disputes. They also became able to give inputs and to articulate aspirations for the wider indigenous community groups to the Aceh Besar District Government
 - b) Other indigenous leaders increased their awareness of how to protect Aceh-based indigenous rights, and how to maintain their system of traditional land management to protect the rights of marginal groups in their areas
 - c) Coastal communities improved the work performance of their *panglima laot*. They increased support for indigenous leaders willing to maintain indigenous governance systems
 - d) Participatory village mapping done with support from the grant is now used as the basis for solving village border conflicts and for advocating government development programs for the areas concerned
 - e) YRBI staff increased their advocacy and program management capacities, particularly those relating to coastal and indigenous community empowerment. YRBI became more visible and more respected by a range of community groups, as well as by local governments and investors, other CSOs and funding agencies. Now the Coastal and Fishery Offices of Banda Aceh City and Sambaing Island and PT Semen Andalas Indonesia, a major investor in the province, look YRBI for inputs and ask it to organize events relating to coastal community groups
 - f) YRBI staff improved their FSR awareness and skills. YRBI has run small business activities and maintains a high level of activities in the field thanks to funding from a range of donor agencies
- From the 2nd Grant (November 2003 to June 2004): empowering the imam and his staffs in Muqim Syech Abdul Rauf (SyAR) to synergize advocacy efforts with Panglima Laot Alun Naga:
 - a) The imam of Muqim SyAR and his staff, informal leaders and interested young members developed better views and an increased political understanding that enabled them to better articulate their aspirations in government meetings. They are now able to combine local wisdom and modern advocacy skills and use them to solve problems in traditional ways, avoiding the possibility of future resentment
 - b) Muqim SyAR government bodies have now actually been formed and are no longer just on paper, their tasks and responsibilities clearly described. They will very soon be ready to run the Muqim government
 - c) The initial drafts of Muqim SyAR and other local government regulations have been done and are ready to be developed further with the wider community as a starting place for indigenous governance
 - d) The head of one sub-district, Syiah Kuala, has built up particularly good communications with Muqim SyAR. He and his staff now have the best understanding of *Muqim* governance systems in Banda Aceh

4. Forum LSM Aceh

Founded in January 1990 the CSO named itself Forum LSM Aceh on January 4, 1997. The Forum consists of Organizational Advisory Board, a Representative Board of Forum Members and an Executive Director elected by all members. The Forum has 78 CSO

members throughout Aceh and works well with government institutions and local authorities. Forum LSM and its members are working on various issues in Aceh such as transparent democracy, effective elections and economy empowerment. CSSP's grant from November 2003 to June 2004 supported efforts to increase community participation in the government development program called *Gema Assalam* in 5 *muqim*. The results were:

- Increased understanding and better communication between Muqim imams and their communities in the target areas, allowing them to identify problems and find alternative solutions for phase 2 of the *Gema Assalam* program (PGA). In return the community became better able to monitor and comment on the imams' work performance
- Lessons learned shared among the 5 imams from the target *muqim* and also other imams whose *muqim* will get PGA assistance in future. This was critically important as it allows early on for the possibility of increasing community participation in the 3rd phase of PGA
- Through Forum LSM training courses, community members learnt how to organize and facilitate village meetings to ensure program sustainability after CSSP
- Communication channels between the community and local governments at the district and provincial levels were opened up further so that the community could deliver inputs on and criticism of PGA phase 2. It made government officials and contractors involved in PGA aware that the community was watching their work performance. As a result budget misuse and conflicts were reduced
- BAPPEDA as the owner of PGA and Badan Pemberdayaan Masyarakat (Community Empowerment Council) as the implementer of PGA expressed appreciation of FLSM's work, took note of lessons learned and determined to be more consultative in planning for PGA in future
- Forum LSM CSO members improved their financial and management systems as well as their constituency bases. They started advocacy activities on PGA and also on other development issues at the village and district levels
- Through the Forum secretariat, a better relationship was built up with PGA stakeholders, specifically with provincial government officials and military authorities. Through the grant FLSM developed a new image and status as an agent of change for PGA, a status indicated by invitations from government and CSOs inviting the Forum to share its experiences in advocating on PGA

Forum LSM also received a SAF from CSSP to conduct a workshop on strategic planning for the next 3 years

5. LBH APIK Aceh (Lembaga Bantuan Hukum – Asosiasi Perempuan Indonesia untuk Keadilan)

Found in May 1999, LBH APIK was registered in June 1999 and then started activities designed to increase gender awareness in Aceh. Among other things it organized a series of training courses on gender sensitive legal advocacy for Aceh women activists. CSSP supported LBH APIK with an 18-month grant a gender-sensitive legal awareness and services project. The results were:

- LBH APIK worked on 29 cases of women victims of violence, 16 of them involving the provision of legal aid in court. LBH-APIK won 8 court cases out of 14, 7 of them

domestic violence cases, and 1 a case of state violence. Given the conflict situation in Aceh this is a remarkable achievement

- An improved and accurate database about violence against women in Aceh that is useful for local, national and international organizations as well as for university researchers. It is also useful as the basis for drafting regulations on or advocating for the protection of women and Human Rights Protection in Aceh
- LBH APIK became an important human rights player by facilitating the evacuation of women victims of state violence from Aceh to Jakarta, where they could receive trauma counseling and eventually return home after military officers who committed the violence were moved to other areas
- The financial and program management skills of LBH APIK were much improved. LBH APIK was widely seen to have increased its professionalism as a source of legal advice for women victims of domestic violence

6. IMPACT

Founded by senior activists in 2003 to meet the need for a local Service Provider for civil society activities in Aceh. Since then IMPACT has been providing resource persons, facilitation, training and technical assistance to local and international CSOs with activities in the region. CSSP supported IMPACT in the form of a SAF to conduct an organizational development workshop in Sept 2003.

7. SORAK (Solidaritas Gerakan Rakyat Anti Korupsi)

SORAK is leading advocacy against corruption in Aceh through campaigns, educational activities and litigation. SORAK's efforts became nationally known when it publicized its allegations that Governor Abdullah Puteh had engaged in corrupt practices, so that Jakarta suspended him temporarily till investigations were carried out. CSSP supported SORAK through a SAF for a strategic planning workshop for the members of its network, called JARK (Jaringan Akar Rumput Anti Korupsi).

8. PHIA (Perhimpunan Hareukat Inong Aceh)

Founded by 2 woman human rights activists, PHIA is based in Langsa city and works in East Aceh district to help women victims of violence get legal aid services and improve their livelihoods. PHIA had had strong relations with its target groups and has begun communicating and working with local government as well, mainly to improve economic opportunities and services for its target groups. PHIA has a telecommunication 'kiosk' or service that covers its operational costs. CSSP supported PHIA in the form of a SAF for a workshop for strategic planning for the next 3 years.

Appendix 5

CSO partners in East Kalimantan

CSSP increased community participation in local governance in East Kalimantan with special reference to natural resource management issues by improving capacity and giving support through:

- 9 grants to: YBML (2 grants), BIKAL, BEBSIC, AMAN, POKJA 30, JARI, LEKSIP and LBB Puti Jaji. LBB Puti Jaji was found to have mismanaged its grant fund and so will be discussed only briefly here.
- 4 SAF-funded activities: for PIONIR (2), WWF Indonesia Kayan Mentarang and APKSA
- Technical assistance:
 - d) Pre-grant PACSA workshops for BIKAL, YBML, AMAN, BEBSIC (and a mid-grant PACSA for LBB Puti Jaji)
 - e) A workshop on the basic principles of civil society to increase advocacy awareness among young CSOs, for Otonomi Center Nunukan, FOMMA Malinau, Parliament Watch Bontang and IRAD Tenggarong
 - f) Program evaluations for YBML (2) and BIKAL
 - g) External financial audits for YBML and LEKSIP (and LBB Puti Jaji)
 - h) Assistance to start developing FSR plans for YBML, BIKAL, POKJA 30 and AMAN
- Training in various skills for members of the above CSOs, including:
 - l) Financial and program management
 - m) M & E
 - n) Constituency building
 - o) Training for ToP facilitators
 - p) Training for PACSA facilitators
 - q) Basic FSR
 - r) ToT (Training of Trainers) in FSR (4 courses)
 - s) NGO management

Among CSSP's CSO partners were:

1. YBML (Yayasan Bina Manusia dan Lingkungan)

Founded in 1999, YBML is based and works in Balikpapan. Long before CSSP gave it support, YBML had good relations with the Balikpapan city government, donor agencies and the community in and around the Wain River Protected Forest. YBML is one of the key CSOs promoting democracy in Balikpapan, specifically through environment issues. YBML was one of those advocating a government-sponsored multi-stakeholder management board and legally protected status for the Protected Forest. Its activities gained good exposure in local media and YBML was often asked to be a resource for local radio and TV shows.

CSSP's 2 grants, from May to October 2002 and from August 2003 to July 2004, supported YBML's efforts to help draft a *perda* and mayoral decrees for the management of the Protected Forest. Supported by and working closely with USAID/NRM, YBML achieved:

- The participatory drafting of *perda* and mayoral decrees on management of the Protected Forest. The *perda* finally made law by the Balikpapan DPRD in August 2004
- Increased awareness through this drafting process of the need for democratic consultation on the part of the East Kutai, Bontang and Nunukan governments
- Increased awareness on the part of the Protected Forest communities and other Balikpapan citizens about the forest's key role as the water source for Balikpapan. Some community leaders have created POKJA HLSW (Wain River Protected Forest Working Group) to protect the forest from fire and illegal logging and also to protect zoning. Both the 1st and 2nd grant projects are thought to have contributed to a large reduction in illegal logging
- The Balikpapan government and DPRD gained an understanding of democratic consultation through the processes facilitated by the 2 grants. BAPPEDALDA (Environmental Impact Management Office) became more open to inputs from CSOs and the broader community, and the mayor and the head of BAPPEDALDA now consult YBML and community leaders before making decisions relating to environmental issues
- YBML staff up-skilled in advocacy, financial management and FSR

2. BIKAL (Yayasan Bina Kelola Lingkungan)

Founded in 1997, BIKAL has long had good relations with the East Kutai district government and with its constituents, the community living inside Kutai National Park. More recently BIKAL turned to promoting good natural resource management (NRM) and public policy in Bontang city. They started with building up a local TV station, PKTV, and followed this with a series of legislative and community empowerment projects. Currently, BIKAL is a civic leader in Bontang. Local newspapers cover its activities and opinions. BIKAL also influences the wider community in Bontang, promoting participatory NRM through local media and engaging the Bontang DPRD and community on NRM issues.

CSSP's grant, from September 2002 to September 2003, helped BIKAL promote *perda* for the sustainable and community-friendly management of Kutai national park and forest land, with a focus on preventing conflict in 9 conflict-prone villages in and near the land. Supported and assisted by USAID/NRM, BIKAL achieved:

- Community inputs into the process of drafting *perda*, passed by the local DPRD in August 2003, for managing the Bontang Protected Forest and the Bontang Mangrove Forest.
- Increased awareness of advocacy and participatory approaches to local policy making on the part of the Bontang city and East Kutai district governments, and also the community living in the neighborhood of the Kutai National Park. The community and local governments communicate with each other better now, and are better able to solve problems relating to the management and conservation of forest serving as a buffer to the Kutai National Park
- A local community motivated to restore degraded mangrove forest in the coastal areas of the National Park, and to get support from local government and investors to do so
- A new CSO in East Kutai, SERAPO, in an area where civil society activities were previously hard to find, and a new CSO in Bontang, KK-PSDA, formed to work on NRM issues

- BIKAL staff up-skilled in advocacy and financial management

3. BEBSIC (Borneo Ecological and Biodiversity Science Club)

Long known as a research center and source of information on birds and primates in the forests of East Kalimantan, BEBSIC started its 1st advocacy project to help farmers in Samboja to get involved in the forest and land rehabilitation (FLR) program of the Kutai Kertanegara district government. The FLR program is a multi-billion program being carried out in every city and district of the province since 2002. CSSP supported the project with a 6-month grant between January and June 2004. At the same time BEBSIC also received assistance from USAID/NRM. With the CSSP grant BEBSIC achieved:

- An increase in advocacy awareness on the part of the farmers in Tani Bakti, Kutai Kertanegara, and an increase in their ability to organize themselves, achieve FSR, and get involved in national-level agrarian policy issues
- Sustainable communication channels between farmers and their village governments, and between farmers and the Kutai Kertanegara district government.
- Government agreement to restore to farmers critical contested land
- Greater awareness of democratic and participatory processes on the part of both government and CSOs in Kutai Kertanegara, where previously democracy had not taken root. This awareness-building aroused the interest of CSOs elsewhere, including in Balikpapan (YBML and UP-HLSW), Samarinda (BUMI and CARE), Penajam Paser Utara (SIKU), and the provincial government, whose FLR Working Group wanted to know about community facilitation for possible future use
- BEBSIC staff up-skilled in advocacy, financial management and FSR

4. AMAN (Aliansi Masyarakat Nelayan)

AMAN was founded by and for fishing communities in the Balikpapan area, and is strongly constituency-based. It is the 1st CSO for fishing community groups in the province and is well known to local media, investors and government officials for the help it gives fisherfolk in settling disputes, especially disputes with local companies over collisions between boats at sea. CSSP supported AMAN with a 12-month grant, from April 2003 to March 2004, for it to improve the advocacy skills of fishermen in 10 villages in Balikpapan. The results were:

- Channels of communication among fishing communities and between fishing communities and other stakeholders
- Fishing communities more critical of government and public policy, and able to communicate their hopes and needs to government officials. Many can now settle their problems through negotiation and lobbying. 10 new NGOs have been set up for arranging meetings and soliciting funding for local development programs
- Civic education training modules created with government support on participation, advocacy, and alternative technology, for the use of fishing communities throughout the province.
- Policy issues affecting local fishermen described and analyzed in a policy paper, and acted on by the Balikpapan city government and DPRD, with the result that involving fishing communities in decision-making has become an important part of the city authorities' plans for environment protection and restoration

- Even stronger relations between AMAN and local media, with strong coverage and acknowledgement of AMAN as the representative of fishing communities' interests not just in Balikpapan but also throughout East Kalimantan
- AMAN staff up-skilled in advocacy, financial management and FSR

5. POKJA 30 (Kelompok Kerja Tiga Pulu)

Founded in December 1999 by 30 students from Mulawarman University in Samarinda (hence its name), POKJA 30 has worked on wide range of issues to promote good governance in Samarinda and represent the interests of the marginalized. In the beginning, Pokja30 did not have proper advocacy skills and was known as a principled but hard CSO to deal with, one reluctant to engage local government. Their activities soon spread, with national and foreign donors supporting research projects, advocacy campaigns, work on transparency in local government, general elections, etc. CSSP supported POKJA 30 with a 12-month grant from July 2002 to June 2003 for it to advocate improvements in the management of the public water utility PDAM (Perusahaan Daerah Air Minum) in in 3 locations, Samarinda, Balikpapan and Tenggarong. The results were:

- Customer forums for clean water formed in Balikpapan, Samarinda and Tenggarong and able to communicate their concerns to the relevant PDAM. The PDAMs in the 3 cities acknowledged their existence and opened up channels of communication to the forums. Relations between the forum and the PDAM in Samarinda developed particularly well, with joint efforts to improve water services. Local government invited the forums to get involved in meetings to discuss not just PDAM but also budgeting for public services more broadly
- Documents drafted by the 3 forums on consumers' rights and responsibilities and handed over to local DPRDs. The DPRDs in Samarinda and Tenggarong accepted the forums' inputs and made them into mayoral or district decrees
- Increased citizens' awareness about public services leading to greater transparency in their funding and administration, particularly with respect to the 3 cities' PDAM. University students are now conducting research on PDAM's financial management, something that would not have happened only a few years ago.
- POKJA 30 members up-skilled in advocacy and FSR

6. JARI Indonesia

JARI Indonesia was formed as a citizens' and CSO alliance in November 2000 and now numbers more than 500 members. It undertakes activities in 12 regions of Indonesia. CSSP supported JARI's efforts to initiate community based development watch programs in East Kalimantan with a 12-month grant from August 2003 to July 2004. The results were:

- A wide selection of community members in Samarinda, Tenggarong and Berau district came to understand the need for transparency and accountability in government. Some became active JARI members and monitored and investigated local government development programs. JARI members now include 10 community groups in Samarinda, 10 community groups in Tenggarong and 5 community groups in Berau
- In Samarinda, JARI members developed a focused advocacy plan with data collection and analysis to support it. They established a local JARI network and drafted

regulations on the right to public access to the city amenities of the disabled. From people who previously used to use only demonstrations as their advocacy tool they quickly turned into a group with a sophisticated set of advocacy skills such as lobbying and arranging formal meetings to make their advocacy agenda known. These changes made Samarinda DPRD members much more open to dealing with them

- In Berau, where the community used to be apathetic about advocacy because there were so many resources available, JARI raised awareness of the importance of advocacy and helped propose changes to budget plans to the head of the sub-district. Good working relations on budget issues developed between the community and sub-district officials. JARI also helped with the drafting of a village regulation on the incomes of village officials
- Increased civic awareness in Tenggarong, where previously it had been weak, with new channels of communication opened up between citizens & local artists' groups and government agencies including BAPPEDA and the local government Tourism Office
- Establishment of an autonomous JARI East Kalimantan office, to develop and carry out its own development watch programs

7. LEKSIP (Lembaga Konsultasi Perburuhan)

Lembaga Konsultasi Perburuhan (LEKSIP) was set up in January 1996 by a group of student activists concerned with labor issues in Samarinda, Balikpapan, Tenggarong and Pasir. It gained legal status in October 1999. Besides labor advocacy LEKSIP also involved itself in the political field, for example by conducting polls on Indonesia's reform agenda. CSSP supported its efforts to advocate improvements in the working environment of migrant workers by means of a 15-month grant from June 2001 to August 2002. Unfortunately an internal conflict within LEKSIP led to its dissolution in 2004. Some of its members then formed a new CSO, JEF (Justice and Equality Foundation). They noted CSSP's grant results as being:

- The formation of 12 labor unions including 6 in Samarinda, 3 in Kutai Barat, 2 in Paser Penajam Utara and 1 in Kutai Timur able to work well with management and settle many labor problems by themselves. As of today the unions are still in existence and are maintaining good network relationships among themselves. The provincial government recruited representatives of these unions for a tripartite negotiating board and solicited their inputs when setting the minimum wage in the plywood sector
- 10 of these unions developed strategic plans and are using them to continue labor advocacy programs
- LEKSIP won around 30 cases regarding violations of labor rights brought against local companies including PT Mojopahit Argo Industry Cooperation and Darma Agung Wood Industry. The laborers involved got fair termination compensation

8. Yayasan Pionir

Pionir is a CSO based in Tanjung Selor, Bulungan district in the north of East Kalimantan province. Civil society is only just emerging in this area. Pionir is respected for its quality research into illegal logging practices throughout the province. Its research data have become trusted sources of information for government, donor agencies and others.

CSSP supported Pionir's efforts to promote community participation in the Bulungan FLR Program through 2 SAF-funded activities:

- A workshop to form a multi-stakeholder FLR Working Group, held in Tanjung Selor in June 2003. The Working Group was affirmed by government decree in August 2003
- A February 2004 workshop to develop a 3-year strategic plan for the FLR Program in Bulungan. The local Forestry Office has drawn on the plan

9. WWF-Indonesia Kayan Mentarang

WWF Indonesia Kayan Mentarang is based in Tarakan City and specifically committed to promoting sustainable development and conservation for the 1.2 million-hectare Kayan Mentarang National Park in Nunukan and Malinau districts. This is a huge area to work in alone and WWF has been facing various problems including the need to resolve conflicts among 10 Dayak community groups and to get government institutions to bring an environmental perspective to their development plans.

In July 2003 CSSP provided SAF support for training done by WWF to improve the advocacy skills of community representatives. Another SAF-funded workshop by WWF had to be shelved because of time constraints on the CSSP side.

10. APKSA (Aliansi Pemantau Kebijakan Sumber Daya Alam)

APKSA was founded in 1998 as a place for CSOs and individuals concerned with environment issues to share concerns and advocate for better NRM policies in East Kalimantan. In the beginning APKSA was well known, had a good advocacy track record and was well liked by both local and international NGOs in East Kalimantan, but after a time its standing and energies flagged.

In Year 5 CSSP provided APKSA with a SAF for a 1-day seminar followed by a 2-day members' coordination meeting to revive its programs and restore the respect it was due. As the members of APKSA included all CSSP's grantee partners in the region, revitalizing APKSA seemed like a good way of helping CSSP's partners get support for provincial advocacy campaigns. A 3-year APKSA strategic work plan was drafted as a result.

Appendix 6

CSO partners in North Sulawesi

CSSP started its program in North Sulawesi in November 2000 with support for Yayasan Dian Sulawesi (YDS), later reconstructed as Yayasan Dian Rakyat Indonesia (YDRI). YDS/YDRI has worked on community strengthening for conflict prevention. It was CSSP's only partner in the province until the grant for Yayasan PEKA (Yayasan Pelita Kasih Abadi) came into effect in July 2002. This was followed by grants to Yayasan SERAT, YPMI (Yayasan Pemberdayaan Masyarakat Indonesia) and Yayasan Kelola, and finally by a SAF action rather than a grant, given time constraints, which was agreed on for Swara Wanua in November 2003.

Geographically, CSSP's partners have dealt with 7 out of the 9 districts of North Sulawesi, namely Manado, Bitung, North Minahasa, Bolaang Mongondow, South Minahasa, Sangihe and Talaud. Although geographically well distributed, most of CSSP's partners are based in Manado, with only Swara Wanua being outside it (in Minahasa Utara, 45 minutes from Manado by car). At first CSSP made an effort to find good partners throughout North Sulawesi but without success, those few identified being affiliated to political parties. CSO development in North Sulawesi is still at the growing stage.

The conflict prevention element of the theme for CSSP's work in the region suited local conditions well, given that the province is adjacent to conflict areas such as Ambon and Poso and with a mixed Moslem-Christian composition. One aim in this regard was to help develop an active, efficient interfaith coordination body. SERAT's activities were positive in this regard, since one of SERAT's aims was to strengthen the principal existing interfaith body in the province.

CSSP's TA to partners in North Sulawesi contributed greatly to their institutional development. The TA included training in:

- Strategic planning
- Financial management
- TOP, including ToP ToT
- M & E
- FSR including fund raising strategies
- PACSA
- Constituency building
- Legal drafting
- Conflict prevention
- Proposal writing

ToP was particularly useful, its methodology being used later in many village meetings, mosques, BAPPEDALDA meetings, USAID/NRM projects and elsewhere.

CSSP also arranged useful external evaluations for YDRI, PEKA and SERAT as well as external financial audits for YDRI, PEKA, SERAT and YPMI.

Future work in North Sulawesi can be undertaken even more effectively with:

- Stronger coordination with organizations working in the same fields or on the same issue. The competition amongst NGOs in North Sulawesi is high and it is important to overcome this
- A well-integrated strategy, with partner meetings and donor coordination. Some CSOs are good at community organizing, others at government lobbying. If these 2 strengths can be integrated, for example by using MIRPP, then there would be greater impact.
- Small grants, especially to new CSOs, so as to nurture potential at a steady, with bilingual grant agreements and an Indonesian orientation or grant manual
- Carefully targeted TA
- M & E implemented fully and consistently from the outset so as to gauge outcomes and impact comprehensively

CSSP's CSO grantee partners consisted of:

1. Yayasan Dian Rakyat Indonesia (previously Yayasan Dian Sulawesi)

Previously known as Yayasan Dian Sulawesi, YDRI's grant, effectively its 2nd, enabled it to continue its work on strengthening communities for conflict prevention. Although the big theme was conflict prevention, its project work also closely related to local governance and human rights. YDRI's 2nd grant focused on work in Bolaang Mongondow district while the 1st grant had dealt with Sangir Talaud, Manado and Bitung as well.

The results of the YDRI grant project were:

- Improved community knowledge of human rights, civil rights and conflict prevention
- A network of NGOs and others monitoring human rights violations in North Sulawesi
- Improved ability of BPDs in the project area to produce village regulations and strengthened their position as village parliaments
- A BPD network in Bitung, Manado, Bolaang Mongondow and Sangir Talaud
- Local issues effectively advocated for in the 5 core target villages in Bolaang Mongondow district.

Institutionally YDRI's strengths include the fact that it has succession planning in place, though its financial management needs improving. It has also started some fundraising activities, including a beauty salon and a printing shop. It is experienced in community development work, and has built up a strong network with other activist organizations. Its work would be stronger if it could coordinate more closely with its stakeholders, especially local government and other NGOs. YDRI is an activist organization and needs to be aware of the fact that development work is not merely about community organizing.

2. Yayasan SERAT

Talk of CSOs in North Sulawesi is not complete without mention of SERAT. Since 1995 government and community alike have recognized SERAT as a major civil society player. In 2002 NDI research showed SERAT ranked 1st in the province as a good CSO.

SERAT is concerned with protecting pluralism and preventing conflict. In cooperation with CSSP it developed a grant project on increased community participation in public policy and

urban pluralism in Manado and Bitung. In addition, in October 2003 CSSP provided SAF support for SERAT to organize a workshop on legal drafting for local laws.

The results of SERAT's grant project were:

- Increased community awareness of the need for civic participation and pluralism
- Strengthened local institutions including the main interfaith coordination body, LPM
- Improved ability to facilitate participatory decision-making in the community, LPM and government
- A coalition consisting of community representatives, LPM representatives, government officials and DPRD members brought together and encouraged to contribute to and endorse draft *perda* on civic participation. The drafts were later submitted to the DPRD in Manado and the city government in Bitung. This was a considerable achievement, the first bill drafted with real community participation, unlike other bills whose drafters claimed community involvement but did not really have it.

Compare to other more mature CSOs SERAT has limitations and certainly need improvement in some aspects of financial management and programming. It needs to focus its work more strategically and make sure it is not too dependent on its director's good name. But with what SERAT now has – skilled staff and a well-known director, and strong relations with the community, media and government – it will continue to be a strong CSO with a major role to play in civil society development in North Sulawesi, always provided it can avoid the internal conflict that seems to be common in North Sulawesi NGOs.

3. Yayasan PEKA (Pelita Kasih Abadi)

Earlier known as an health organization focusing on HIV/AIDS, PEKA initially seemed to have difficulty with the advocacy project it was undertaking with its CSSP grant. The project was designed to promote peace and good advocacy in 5 villages of North Sulawesi, but in fact most of the early work of the project was on civic education to strengthen village governance. Later, with SAF help, PEKA helped targeted village communities advocate for local village needs.

The results of CSSP support were:

- Strengthened local institutions in the 5 target villages
- Improved village government and BPD knowledge on local governance, regional autonomy and local budget issues
- Local issues in the 5 target villages such as water distribution and coastal management problems effectively advocated for
- Conflicts resolved between BPD and village heads

PEKA plans to go on working in current locations to assist villagers in obtaining their rights with regard to NRM. In that case its advocacy skills will need further development. Working with Yayasan Lestari Indonesia, PEKA will also continue to develop village producers' cooperatives.

4. Kelola

Kelola – earlier Yayasan Kelola, now Perkumpulan Kelola – emerged as a CSO from USAID’s NRM project activities. With CSSP’s grant support, KELOLA ran a project to help coastal villagers improved their knowledge of their rights and advocate better local government policies for communities in the Bunaken National Park and Sangihe Talaud district. A mid-project dispute over zoning policy in the Bunaken National Park impeded the smooth progress of the project. Budget constraints led to the grant for KELOLA being ended after 12 rather than 16 months.

The results of CSSP’s support for Kelola included:

- Improved knowledge on the part of coastal villagers of their rights with regard to natural resource management
- Agreement by the Sangihe DPRD to discuss a judicial review of a *perda* regulating fish catches that the local communities see as against their interests
- Strengthened fishing and coastal community NGOs in Bunaken National Park and Sangir Talaud
- A well-developed data management system and management information system on coastal and marine resources in North Sulawesi

Appendix 7

CSO partners in East Java

1. PRIMA (Perintis Industri Mandiri)

By the end of its 2nd grant project with CSSP, PRIMA had become well known in the Ngawi area for work on village autonomy and economic development, and increasingly at national level. PRIMA is now able to network effectively with local and national level CSOs and government, and it can be said that the village governance reform movement in Ngawi is gathering momentum as a result of its work in the last 3 years.

The achievements of the grant project were summed up in CSSP's 2004 village governance evaluation as follows:

- 230 participants trained in basics of village governance
- 570 participants trained in higher level village governance issues
- 25 people trained as community organizers for village governance
- 60 women trained in village-level public policy making and in gender and governance
- 35 women received materials on gender analysis
- 109 villages reached, 5 of which are now developing strategic plans
- Alliansi Desa set up in each sub-district
- Bulletins read by c. 600 people in villages and local governments
- 10 interactive talk shows on local radio
- 320 spot ads on local radio
- 10 banners in public places

Gender became a major focus, and the PRIMA team worked hard to improve on this, successfully swinging its project round to meet the needs of female constituents; however the impact of gender sensitivity has yet to be reflected in the team composition.

In the 2nd grant project PRIMA moved into an advocacy role, and successfully lobbied for changes in village government regulations, increasing district funds per village per year by a multiple of 20.

2. Bina Swagiri

Nationally recognized experts on transparency from village to district level, and well respected as a community-based CSO throughout East Java and beyond, Bina Swagiri in Tuban has come a long way in the last 3 years. It has forged stronger links with a range of partners at local, provincial and national level, and its efforts to support and work with provincial-level village networks and take issues to national level are now resulting in national-level meetings.

According to the 2004 village governance evaluation, during the course of its 2nd grant, Bina Swagiri:

- Trained up 8 new facilitators including 3 from villages
- Trained 450 village government/BPD representatives in a range of village governance issues, all of whom received materials for home study and reference
- Reached 38 villages, all of which are currently developing strategic plans
- Supported Forum Komunikasi Desa at district and sub-district levels
- Produced the monthly *Fitra* magazine which reaches 300+ recipients including BPDs, local governments, CSOs and senior high schools

Bina Swagiri reports an increasingly difficult relationship with local government, which is dominated by old school Golkar representatives. Whereas Bina Swagiri used to be able to garner support from local government in terms of cost sharing for training activities, recently this has stopped, and the team has tried different ways of influencing policy. Miyadi, one of the senior staff, was elected to the local DPR.

3. LKM (Lembaga Konsumen Media) Media Watch

LKM Media Watch in Surabaya aims to act as a watchdog for the national press via the production and distribution of its monthly newsletter, which contains comment and analysis on local media coverage of current events. LKM hopes to get its target readership – journalists – to be more responsible, professional and ethical in their work. This would result in more balanced reporting to a public that is increasingly aware of the role of the media, having been exposed to the weekly talk shows aired by LKM Media Watch and Suara Surabaya radio.

During its CSSP grant project, which ended in 2002, the newsletter reached 3000 readers and the number of subscribers reached nearly 200. Calls from listeners to the show usually exceeded capacity so had to be rejected.

In terms of financial self-reliance, by the end of the grant subscriptions to the newsletter raised Rp300-400,000 per month, and purchases of individual copies added a small amount to this sum. Consultancy work by team members added a further contribution, as did sale of advertising space.

LKM's Director, Sirikit Syah, returned to Indonesia after a period abroad after the CSSP grant program ended, and for various reasons a number of staff left, partly due to issues related to the organization having its office in her home

4. CPPS (Center for Public Policy Studies)

CPPS Surabaya is a research center or think tank set up by a group of academics in Surabaya, primarily from Universitas Airlangga. CPPS is now effectively plugged into a nationwide network of partner CSOs. This continues to be key to their work, to the extent that they maintain regular contact and exchange ideas and news. CPPS is now in a position to include CSO partners in their continuing series of seminars and discussions.

Their grant from CSSP was designed to enable CPPS to:

- Clarify the intentions and purposes of the regional autonomy laws and regulations
- Identify possible problems in the implementation of decentralization policies; to disseminate the results of this research to civil society stakeholders

- Train those stakeholders to monitor the implementation of regional autonomy policies with a view to ensuring that they are carried out in effective and democratic ways.

CPPS published its findings in a book whose English title would be *Implementation of Decentralization: The Cases of East Java, East Nusa Tenggara and East Kalimantan*, and also published a set of materials to be used in training on decentralization. The books were sent to more than 500 contacts in government, CSOs and higher education.

In 2002, CPPS delivered 4 training courses for 40 civil servants from sub-district governments in East Java, using the materials on regional autonomy they had developed and improved since conducting the research with support from CSSP.

5. Lakpesdam NU

LAKPESDAM NU was set up within the Nadhlatul Ulama universe to address issues of human resource development. It has branches throughout East Java, and CSSP made a grant to the Surabaya headquarters in 2002.

Lakpesdam NU East Java aimed to get groups of their contacts (NU members and affiliated CSO activists) to engage with local government by arranging training and meetings in three cities. These meetings were to be opportunities for participants to learn about policymaking in the context of decentralization. They were also intended for them to form a network of public forums, on the assumption that these groups would then be ready to set up public hearings in each city based on the outcomes of their discussions and local needs.

- In Lumajang Lakpesdam NU's support led to the formation of the new Forum Masyarakat Peduli APBD Lumajang (Formapalu). This Forum applied itself to analyzing and criticizing the local budget (APBD), noting the disconnect between the strategic plan and the budget particularly in terms of development plans, and bringing its comments to the local government, who were resisting engagement.
- In Lamongan, the Lakpesdam NU group held a hearing on the subject of an official visit by the entire DPRD Lamongan to East Kalimantan, and were able demonstrate that they could successfully raise issues of public accountability with government, along with support from local and provincial media.
- In Madiun, the Lakpesdam group was slower to establish itself, however in the months following the grant program, the members were absorbed into the new CARE City Forum program there.

LAKPESDAM NU East Java team realized, with hindsight, that they should have taken on a longer grant program with CSSP. In 2 of the towns where they established forum-style groups, the groups needed more time to conduct public hearings.

The team noted that their capacity as an organization increased, in terms of finance, advocacy and program management in general. They felt also that the program had helped them strengthen their outreach and networking.

In Lamongan, JAMAL has met and become involved with the CARE City Forum program, and LAKPESDAM NU members in there have also worked closely with Bina Swagiri and YAPSEM on village training programs, thus extending their support and constituency.

CSSP would have done well to sustain ties with LAKPESDAM NU through a 2nd grant, but USAID/DGG-TAF was identified as the principal source of USAID funding for LAKPESDAM and other Moslem group from CSSP Year 3 onward

6. KPPD (Kelompok Perempuan pro-Demokrasi)

KPPD Surabaya is the advocacy arm of Yayasan Samitra Abhaya, a CSO with a women's crisis center and strong links to women's groups across Indonesia. KPPD works with Universitas Airlangga and other universities and also has support from the Kaukus Perempuan in provincial government.

As part of their project under the grant from CSSP, KPPD researched issues of violence and abuse across East Java with a team of academics led by those in the Women's Research Center at Airlangga University. They gradually put together a draft *perda* to protect women and children victims of violence, consulting all the way with groups in 5 towns and through their network of women's groups in the province and nationally. They maintained direct links with victims of abuse whose needs they continued to represent, working in conjunction with women's crisis centers and through their own counseling service, Savy Amira.

In June 2004 KPPD initiated a public hearing on the draft *perda* with East Java DPRD representatives of Komisi E (the commission which, amongst others, addresses issues of human rights). This public hearing was the culmination of more than a year's work for KPPD and its coalition of CSO activists, academics, lawyers, Crisis Center staff and victims of abuse. The response from Komisi E was very positive, and within a week KPPD and team had been called back to help refine the draft before presenting it to the House. It was intended that this *perda* be passed before the change of government.

Once the *perda* is passed, KPPD will work to ensure that it is implemented, and also build on momentum and try to bring more women to the policymaking table on a wider range of issues.

7. SPEKTRA

SPEKTRA is a well-established Surabaya CSO able to attract large amounts of donor funds for a range of activities. Its grant project with CSSP ended in 2002 with positive results. SPEKTRA had worked through branch offices in Nganjuk and Madiun to reach farmers' irrigation groups, HIPPA, and their networks, GHIPPA (Gabungan Himpunan Petani Pemakai Air), with the aim of strengthening these organizations and increasing their advocacy capacity. SPEKTRA aimed to support the establishment of an Irrigation Commission in East Java, and to enable the HIPPA groups to take over control of irrigation at local level.

By the end of the grant SPEKTRA had provided a range of capacity building support and technical assistance to the groups, and they managed to

- Submit proposed revisions to a *perda* on irrigation which was duly revised and legalized as *perda* 09/03 on the management of irrigation
- Propose and have accepted increased budget allocations for irrigation

- Propose a draft government decree (*surat keputusan*) to hand irrigation management to farmers. This was accepted, so now HIPPAAs legally manage their own irrigation channels.
- Propose the establishment of an Irrigation Commission. This has been formed, consisting of 4 government representatives, 8 from HIPPA groups, 3 from CSOs and 2 academics.

Since the grant program SPEKTRA has continued to work with local government and donor organizations, and has maintained links with CSSP through the training program for partners.

8. YPSDI (Yayasan Pengembangan Sumber Daya Indonesia)

YPSDI Surabaya broke off from LBH Surabaya as a new CSO focusing on civic education, with a team from LBH. It started out with its grant from CSSP in 2002 when it was still very much under the shadow of its parent organization, LBH Surabaya. By the end of the grant it had proved that it could stand alone and run programs, though with some overlapping with LBH. It is strong on advocacy, network strengthening and coalition building skills with diverse groups including urban slum dwellers, farmers, academics, activists, laborers and rubbish collectors, and has the ability to access policymakers and grassroots communities, and to put them together.

Through the grant from CSSP, YPSDI established parliament watch groups from amongst its constituents in Surabaya, Bojonegoro and Malang. They were able to increase pressure on DPRDs to perform their duties more transparently, and made members realize that they were being monitored. While this has not so far led to detectable changes in behavior, in time and with continuing pressure, it should do.

- According to YPSDI's partners, constituents have been empowered by the training given by YPSDI and can now interact with and challenge DPRDs
- According to Malang Corruption Watch, changes in Malang are not significant, but there are promising signs that the DPRD members now feel watched, and there has been some engagement though they are likely to seek to avoid YPSDI staff for fear of criticism. They will not stop corrupt activities though they may now have a sense of shame
- According to RaMisKot, YPSDI has raised the issue and given its members a chance to meet DPRD members and get involved where they never had before and never expected to. This in itself is significant as a success story
- RaMisKot added that YPSDI needs more commitment and strategic direction, and that more time was needed, as so far all that had been achieved was openness and some engagement, as yet the group has not succeeded in influencing policy
- KUPAS added that in Bojonegoro the group had been successful in getting access to DPRD members to the extent that they socialize and go cycling together, but have ended up as puppets for the DPRD, who can say they have a solid constituency. They have not been able to influence policy or gain access to the DPRD in spite of trying out a range of techniques including giving food and demonstrating with 1500 farmers. They desperately need a new strategy.

9. YPSM (Yayasan Prakarsa Swadaya Masyarakat)

YPSM bases itself in a village near Jember and has worked on a range of programs on issues

relating to civic and informal education with constituents in the surrounding villages. The team largely comprises former students, however it has been active for more than 12 years so has proved its staying power. It has close ties to Nadhlatul Ulama.

With its grant from CSSP, YPSM worked on village governance issues, and specifically:

- Trained BPD representatives from 50 villages, more than 500 people
- Helped establish a BPD Forum at sub-district level and a Forum BPD at District level, though the latter has met resistance from the government
- Developed a module and village government training curriculum with a gender perspective
- Helped village governments draw up regulations and budgets
- Held a Large Get-Together (Musyawarah Besar) for villagers throughout the district to raise common issues.

They report also that they helped strengthen democracy at village level, and now the district government pays more attention to village issues, including providing motorcycles for BPD heads.

YPSM is still working with these groups in various ways, and is seeking funds for more village governance work. The relationship with district government will need to improve if they are to succeed at this.

10. LPKP (Lembaga Pengkajian Kemasyarakatan dan Pemberdayaan)

LPKP is a well-established community development and civic education CSO with a long history of working with a range of donors on various issues with its constituents in Malang. It is strong on monitoring and evaluation and also on gender. It works primarily with farmers and villagers, and its grant from CSSP focused on strengthening village governance through local CSO partners.

By the end of its short grant project with CSSP, LPKP had:

- Trained BPD representatives in 65 villages
- Supported the establishment of 16 Forum BPD Kecamatan out of the 33 Kecamatan in Malang and 1 Forum BPD Kabupaten
- Developed a module and guidelines for village governments, plus a VCD
- Reported reduction in conflict between BPDs and Village Heads after training.
- Ensured that all villages had village regulations (PerDes) and village budget

LPKP is now working with UNICEF on trafficking of children, and continues to work with VECO on agricultural extension programs.

Ning Sutiah from LPKP supported the development of the CSSP MIRPP system, and was asked to facilitate reflection and networking workshops in Manado in September 2004.

Appendix 8

CSO partners in Papua

1. ICS (Institute for Civil Strengthening)

ICS in Jayapura has become a key CSO in Papua, working with policymakers and influencing them through consultation and media. The team is well respected and has maintained a balance between challenging and engaging government, and it is frequently quoted in local and national media, including Jakarta Post in July on the election in Papua. ICS is ambitious and its members work effectively as a team on a wide range of issues. Through its CSSP grant project it has helped raise issues of good governance to an increasingly well-informed urban audience in Jayapura, and consulted a range of groups across Papua to ensure that it is representing the issues of people outside urban area too.

By the end of July 2004, according to their reports to CSSP, ICS had researched public policymaking and implementation in field of education service provision in 9 areas of Papua, and shared the findings through a seminar in Jayapura and through local media. It had also:

- Set up 12 interactive radio dialogues on RRI on topics including:
 - Misuse of funds for education under Special Autonomy
 - The role of education authorities and school committees in improving education
 - Using Special Autonomy funds
 - Increasing the capacity of CSOs to monitor development in Papua
 - Implications for Papua local governance of the presidential elections
 - Establishing a mechanism for public consultation on development programs (with USAID/DDG-PERFORM)

- Published 9 public opinion pieces in *Papua Post* on topics including:
 - The constitution and the future of Special Autonomy
 - Improving public health services
 - The future of education in Papua
 - Legal barriers to reducing corruption of Special Autonomy funds

Finally they had published the findings of the research and ensured that it was used broadly to inform their programming and public opinion via media.

ICS findings have been taken on board by provincial government to inform the drafting of a provincial regulation on education. A public special interest group has been established, one of its aims being to advocate improvements in education policymaking and implementation.

With USAID/DGG-PERFORM, ICS has produced an academic review and draft law for a Public Participation Mechanism for provincial government to enable more open planning processes.

2. KONTRAS (Komisi untuk Orang Hilang dan Korban Kekerasan)

KONTRAS Papua, a branch of KONTRAS Indonesia based in Jayapura, has worked well with LBH Papua and ELSHAM as an advocacy team, and the work they have done in the last year has kept human rights infrastructure issues in the public eye in Papua. They have successfully refined and presented the draft law on establishing an ad hoc human rights court in Papua after consultation with groups across Papua. Their continuing engagement with the Abepura human rights case now in court in Makassar will mean that they maintain their role as key stakeholders when the time is right to set up the Papuan court.

KONTRAS has also introduced the concept of a truth and reconciliation commission to a wide range of groups across Papua, and has realized the extent to which this is a contentious issue which needs broader public and political support than it has already.

The grant project tasks that KONTRAS undertook in November 2003 were major ones, and that it has been able to reach this point is noteworthy given the prevailing confusion in Papua. According to the final grant report submitted by KONTRAS, by the end of the grant period it had completed most of the activities in the work plan, even if these activities had not achieved the intended results. The regional Human Rights Commission that KONTRAS had committed itself to is still not operational; a proposed draft on the human rights court has gone through to central government but has not yet been signed off; and the truth and reconciliation commission remains only partly defined.

At the organizational level, there have been problems relating to:

- Poor coordination between management and staff
- Low capacity generally to conduct an ambitious and politically sensitive program
- Over-reliance on the director, who was frequently distracted by other interests

In terms of external factors, KONTRAS has been affected by a general lack of clarity in the Papuan political scene, with continuing doubts and uncertainties regarding province-building in the region, with all their attendant complications.

For future work in this field KONTRAS Papua will need more time, more funding, and much more support from other CSOs

3. ELPERA (Lembaga Pengembangan Ekonomi Rakyat)

Elpera is a relatively well-established CSO with roots in Jayapura and an outreach program in Fakfak where its second-generation leadership is taking a lead in civil society work in the area. It has been supported by CSSP solidly, including with 2 grants, the 1st in 2001 and the 2nd in 2003-04.

The 2nd grant from CSSP, made with GDA Bird's Head funding, helped consolidate the work ELPERA had done under the 1st grant, though the scope was reduced from 30 to 8 villages. This had the result of focusing the program, and the aim of using the 8 villages as models for replication looks set to be achieved as local government has demonstrated that the work done by ELPERA will be rolled out to other villages.

ELPERA successfully worked with villagers to establish local needs through PRA and a range of meetings, workshops and training events, which were followed by participatory

planning processes. The resulting plans were submitted to the district government and were taken on board for funding of priorities in 2005.

ELPERA has been able to work successfully with USAID/DDG-PERFORM in Fakfak. This, plus its support for performance-based budgeting as provided to the district government, has meant that Fakfak residents are now starting to benefit from an integrated program of support for planning and budgeting. ELPERA's role has been that of a catalyst, backed by a pro-reform district head.

The 2nd grant project was to have been co-funded by the Partnership for Governance Reform. Unfortunately, Partnership funding was slow to come through and at the end of the project it was still pending. This meant that the much-needed advocacy work to ensure that this planning process is written into local legislation in the form of a *perda* has not yet happened.

In addition to its work on planning, ELPERA took on a service provision role in the Bird's Head, aiming to help build the capacity of local CSOs. It offered training courses for CSSP partners on advocacy, conflict resolution and financial self-reliance, and the feedback from participants indicated enthusiasm and an increased commitment to working together. ELPERA also put together a useful handbook on CSSP CSO partners for their reference and for donors.

As noted in the report above (Section ---), prior to its 2nd grant project, ELPERA worked under contract with CSSP to run a 3-stage training course for facilitators of strategic planning. This resulted in all CSSP partners either developing or revising their plans, and formed the basis for all CSSP's GDA-funded work in the Bird's Head. Several of the new facilitators have since used their skills to facilitate strategic planning in other CSOs.

4. LP3BH (Lembaga Penelitian, Pengkajian dan Pengembangan Bantuan Hukum)

LP3BH is a legal aid group working on human rights cases and more generally on advocacy programs in Manokwari. Well linked to the local university, Papua University, and with 2 practicing lawyers on the team, this CSO is well placed to take up issues in the new province of West Irian Jaya, of which Manokwari will be the capital.

LP3BH was given a CSSP grant in Year 4. It was paid for with GDA Bird's Head funding, and in view of the capacity of the CSO it was a small one. By the end of the grant period, it had taken strides in capacity building, and had attended every training opportunity made available by CSSP. Of particular note, its finance team had become effective after starting with very basic bookkeeping, and by the end was able to make advanced use of Quickbooks. In addition, Uria, the program manager, was able to put his new strategic planning facilitation skills to the test when he assisted YABIMU with their plans in May 2004.

The fact that the grant objectives were not completely fulfilled is not disappointing in the context of this small, fairly inexperienced group in a remote town like Manokwari, and also in the context of the political wasp's nest that is Manokwari as it struggles to become a new and controversial province capital.

LP3BH did complete all the activities in its workplan, and managed to raise the issue of public participation in development planning and budgeting with a wide audience. It produced a model for participatory monitoring of the process. It is to be hoped that it will be

able to put this into practice more fully after the grant period has ended. It will be in a good position to do this given the public role it can play in Manokwari, and the fact that it has access to a community radio station set up with its support.

5. PT PPMA (Perkumpulan Terbatas Pengkajian dan Pemberdayaan Masyarakat Adat)

PT PPMA (earlier Lembaga PPMA) has been working with adat communities in Jayapura district for 20 years. The project done with CSSP grant support (support provided when it was still a *lembaga*) involved some relatively fast developments, as it enabled PPMA to support 6 *adat* organizations or Dewan Persekutuan Masyarakat Adat (DPMA) by providing institutional capacity building, staff salaries, equipment and furniture as well as administration and finance training, all in a few months, so that these *adat* organizations are now effectively established.

By the time the grant to PT PPMA ended in early 2003, DPMA's were starting to demonstrate their increased capacity by, variously:

- Influencing the district government in Kemtuk to channel funds directly to the DPMA; so that petty criminal cases can be settled through *adat* systems while the police stand back
- Participating regularly in sub-district and district meetings
- Obtaining APBD funding for the building of DPMA offices in Namblong and Defonsoro Utara (DU)
- Taking over the Penerangan office from the government in Arso

When asked at what point a DPMA could be said to be sustainable, representatives of the DPMA's suggested it would be when they could 'go and lobby government and donors by themselves'. One of them, DPMA DU, then decided to take action. This group submitted a proposal to CSSP for a series of activities which was to start with the training of village community organizers, then lead through local needs assessments and workshops to participatory village level planning. The proposal was accepted, and DPMA DU went through a year long process to get to the point where the plans that they had helped develop were accepted both by the sub-district and the district governments for funding in 2005. The success of this *adat* organization proves that at least in one area PT PPMA has achieved its purpose of empowering the *adat* community and enabling that community to work directly with mainstream government. This program should serve as a model for *adat* communities elsewhere in Papua.

6. YABIMU (Yayasan Sosial Bina Mandiri Utama) Nabire

Well known throughout Papua, YABIMU is a member of the NGO coalition FOKER LSM Papua with close links to the community and the church. It works with *adat* communities in Nabire and in the central mountains.

YABIMU has a problematic relationship with local government though the staff continues to work on this, inviting government representatives to events and keeping them informed. During its CSSP grant project, which ended in 2002, YABIMU trained its constituents in legal awareness and human rights, and produced regular newsletters. It was instrumental in

setting up a women's and children's support network, Jaringan Kemitraan Perempuan, which continues to meet regularly and to assist in cases of abuse.

YABIMU also helped to push through two *perda*, on stopping sale of alcohol in the town as to reduce drunkenness, and on the recognition of *adat* rights

Since its grant project there have been several new developments affecting YABIMU. Frans, the original Director, has been elected to the local DPRD and has relinquished his role, and 2 other staff members have joined the local civil service, possibly using an 'if you can't beat them, join them' strategy, not unfamiliar in Papua. In May 2004 the organization requested CSSP's help to redevelop its strategic plan, and this was done with the help of 2 strategic planners from Manokwari and Sorong.

7. FOKER LSM (Forum Kerja Lembaga Swadaya Masyarakat)

FOKER LSM is an association of more than 30 CSOs from across Papua, working as a network with a secretariat in Jayapura. The FOKER secretariat changed hands in 2002, shortly after the completion of a grant project from CSSP, and took a new direction, more focused on strengthening of member CSOs than on running projects centrally. This should be good for the network in the long run. Long term support by the Dutch donor Hivos finished in 2004, so now FOKER needs to review its position again.

Under the 2001-02 grant from CSSP, Foker mounted public service campaigns against violence and for acceptance of a multi-ethnic and multi-religious society. Two general mechanisms were used to raise awareness, public service announcements (PSAs) & awareness materials, and interactive dialogues on radio and television. Primary activities took place in four districts and one township: Jayapura, Manokwari, Merauke and Sorong. However, the reach and impact of the program went far beyond these 4 locations alone.

For the awareness materials, PSAs were placed in print and electronic media in Jayapura and Sorong, and brochures, leaflets and stickers were distributed in all 4 project locations. In addition, T-shirts with printed messages of peace were handed out, in some cases using local languages of the location concerned. Banners were also hung at strategic locations and events. Indicators of impact for this part of the project included the fact that for the public dialogue activities, Foker initiated regular open discussions on the positive value of religion in building a civilized society. It ran broadcasts of these interactive dialogues on public radio involving *adat* leaders, academics, government, community organizations, activists, political parties and others. These dialogues were conducted once a month for 12 months, with Papuans calling in to voice their opinions. It was the first opportunity for most of the participants to express their ideas, concerns, fears and even anger in a forum that included representatives of the state.

Foker also organized interactive dialogues on public television about methods of resolving conflicts in Papua, with military, police, religious, and community leaders as well as the press. Overall, these dialogues were considered highly successful. Local government participation in the dialogues increased steadily as the project progressed. In the end, governments in all the project locations recognized the value of participating in such dialogues.

Since the grant project finished, the messages of the campaign continue to echo, and as Papua is still going through political turbulence, its impact remains important.

8. AIDP (Alliansi Demokrasi Papua)

AIDP is a relatively new CSO working on human rights cases and on human rights education from its base in Jayapura.

According to a group of its stakeholders, AIDP has distinguished itself amongst human rights CSOs in Papua by focusing not only on investigation and documentation but also on civic education and awareness-raising as a means of preventing abuses. They believe that AIDP is the only organization that reaches grassroots communities and transfers rather than just receives information.

Generally, AIDP believes that the groups it worked with during the course of the grant project are now better equipped to prevent human rights violations, due to their increased awareness and bargaining power. It concedes that more needs to be done to reach the point of considering litigation for key cases at least. Stakeholders are in general agreement that more cases needed to be brought to closure, to prove that this can be done and to motivate others.

The report AIDP produced under its grant on cases of egregious human rights violations in 5 districts was shared at a seminar with 80 participants, in addition to being sent to key people in the government, military and police, as well as to community and religious leaders in each of the districts concerned. The week after the seminar publicized the report, the Deputy Governor of Papua, Constans Karma, officially cited the results and data from AIDP's research as driving forces behind the need to establish a human rights court and human rights commission in Papua. The report was also used in Cendrawasih University seminars on human rights and conflict resolution, by a Catholic student congress in Palu, and for a human rights seminar organized by KONTRAS.

Since AIDP's grant with CSSP, the national Human Rights Commission has taken up the Wasior human rights issue, in large part prompted by AIDP. AIDP has also taken a leading role in reporting on the May 2003 incident in Wamena, when an alleged gun theft led to subsequent loss of life. When the national Human Rights Commission came in to investigate, Iwan from AIDP was asked to accompany the team. This indicates high-level recognition for the work AIDP has done.

AIDP has worked on several programs with the International Catholic Migration Commission (ICMC) dealing with support to victims of torture, and is set to receive a small grant from ICMC.

Appendix 9 Global Development Alliance Program Report

Civil Society Support and Strengthening Program & USAID/DDG's Global Development Alliance Program in the Bird's Head Area of Papua, Indonesia

October 1, 2002 – July 30, 2004

FINAL REPORT AND RECOMMENDATIONS

I. Background

A. The Global Development Alliance: BP and USAID Indonesia

CSSP received \$400,000 from USAID/GDA, to be used over a 2-year period (2002-2004) for a distinct project within CSSP to support and strengthen civil society organizations (CSOs) in the Bird's Head area of Papua, as part of the work of the USAID-BP Bird's Head Alliance. The aim was to create a stable and sustainable civil society in the Bird's Head area, which could accommodate and respond positively to the social and economic impact of the BP Tangguh project. This work, undertaken in close consultation with USAID/CPT and other USAID Teams, has been done through provision of services to CSOs during the 2 years of the project as well as in the medium and long term, so that civil society in the area is stable and sustainable.

The project draws upon the strengths of CSSP's mainstream work to date in other parts of Papua and beyond. This includes support for intermediate-level NGOs, groups and associations, and also support for institutions at the village level. The primary geographic focus of the project is on CSOs in the districts of Sorong, Manokwari and Fakfak, with a secondary focus on service providers and other civil society organizations able to give groups in the primary focus area ancillary training and support. CSSP used a combination of grants, support to small activities, and technical assistance and training.

B. Key issues in the Bird's Head

- Lack of connectivity in terms of transport and communications. With no roads between major towns, infrequent, unreliable plane and boat transportation, and poor telephone and internet access, development and monitoring of program work in the area is greatly impeded.
- Very little infrastructure or government service provision outside of major towns.
- Political fragmentation- decentralization has resulted in the establishment of a number of new Districts in the Bird's Head, with new governments set up virtually overnight, and the central government's controversial policy to divide Papua into three provinces led to the establishment of the new Governor of West Irian Jaya in Manokwari, still contested by many and a source of province-wide conflict.

C. The state of CSOs at the start of CSSP's GDA program

Apart from a few exceptions, CSOs in the Bird's Head had little chance to develop themselves prior to CSSP's intervention. Few had strong constituencies, most lacked strategy and resources, many had no official premises, and few had managed donor-funded programs, though several had been contracted by the government to work on local development projects. At the district level CSOs were loosely networked, more so in Manokwari where civil society was much more dynamic and well established than elsewhere. At the Bird's Head level however difficulties in communication and transportation meant that there was little sharing and networking between CSOs, and those in Fakfak were particularly isolated. Only ELPERA, which had an office in Jayapura, had been able to make itself known to the world outside Fakfak.

III. Program Impacts

At the time of intervention, civil society was an underdeveloped concept in the Bird's Head (with the exception of Manokwari) and CSOs had had few opportunities to build capacity and to network. CSSP was able to address this from the ground up by working with those organizations most directly linked to their communities. This had major impact on the CSOs concerned and on CSSP's approach to programming. CSSP combined basic capacity building interventions based on identified needs with a responsive program dealing with local issues put forward by partners.

CSSP worked intensively with 23 CSOs based in Sorong, Fakfak and Manokwari to increase CSO capacity in the Bird's Head. These included:

- 6 advocacy and gender CSOs
- 1 adat CSO
- 10 community/economic development CSOs
- 4 environment CSOs
- 2 health CSOs

In partnership with these CSOs and through project offices in Sorong, Surabaya and Jakarta, CSSP awarded 2 grants and arranged for or provided 5 workshops, 6 training courses and 3 study visits. As a result of CSSP's interventions:

- All CSO partners now have strategic plans and clearer focus.
- All CSO partners have a grasp of financial management and can set up systems and make accurate reports.
- There is a greater awareness of human rights and advocacy amongst CSOs and an increased ability to take issues forward.
- There are more tightly knit CSO communities at the district level and increased communication and awareness of each others' mandates.
- There is increased networking between CSOs at the provincial level, especially between those focusing on similar issues such as health and human rights.
- All CSO partners have stronger constituencies as a direct result of the training of trainers in community organizing.
- All CSO partners are equipped with the skills necessary to mobilize resources and access external funding.

IV. Program Activities at a Glance: Grants and Capacity Building

CSSP's work in the Bird's Head focused on basic capacity building of civil society organizations (CSOs). More than 20 CSO partners with a variety of focus issues have had opportunities to develop their organizational strategic plans, to improve financial management skills, to increase their knowledge of human rights and advocacy work and perhaps more importantly they have been encouraged to work together on behalf of the constituents they represent. This has recently been demonstrated in Sorong when a group of four CSSP partners successfully obtained funds from UNDP to deliver voter education in March 2004, and were able to stand together facing 1300 senior high school students in the stadium to explain how the voting process was to work.

In addition to this CSSP has given grant funds to two CSOs, LP3BH and ELPERA, both of which are relatively well-established CSOs working on development planning related issues. LP3BH used a media campaign to bring about discussions on provincial development projects, while ELPERA focused on working with villages in Fakfak to enable them to prepare their own development plans based on their own identified needs and potential. These plans were subsequently submitted to Fakfak district government and accepted for funding in 2005. ELPERA is to receive follow-on funding through 2004 from the Partnership for Governance Reform, based on a series of discussions between CSSP and the Partnership.

A. Grants

- Grant to ELPERA, Fakfak, on participatory village development planning, focusing on 8 model villages
- Grant to LP3BH, Manokwari, on increasing public participation in monitoring development planning through media campaign

B. Capacity Building

- Workshop on Women in Politics, June 2003, with FKP3 Sorong
- Workshop and focus group discussion on village governance and the role of the Baperkam (Badan Perwalikan Kampung, the local equivalent of BPDs) in Raja Ampat, with KONPERS, September 2003
- Workshops with church communities on social issues in Babo, Bintuni and Ayawasi, with SKP (Catholic Church). Bintuni workshop took place in May 2004.
- Workshop on election planning, November 2003, in Sorong, with YNWS. Resulted in a UNDP-backed election management plan for the area.
- Workshop on developing an advocacy strategy for improving situation regarding women and children's rights, April 2004, with LBH HAM and a multi-stakeholder group, including FKP3, KPPD Surabaya, and LP3AP (Lembaga Pengkajian dan Pemberdayaan Perempuan dan Anak Papua) Jayapura
- Strategic planning for 20 CSOs June –August 2003
- Financial management training for 20 CSOs
- Training of trainers in community organizing for 20 CSOs November 2003, organized by YALHIMO.
- Advocacy training in Sorong, November 2003, with LBH HAM
- Participants from various Bird's Head CSOs have attended training in program management, database management, proposal writing outside the Birds Head

- English language training for 10 CSOs in Manokwari, 2003-4, second course started May 2004
- English language training for 6 CSOs in Fakfak, started April 2004
- Monitoring and evaluation training for 20 CSOs in Fakfak, May 2004
- Training in participatory facilitation skills for 20 CSOs in Manokwari, June 2004 (with NRM)
- Within the grant to ELPERA is training in advocacy, financial self-reliance and conflict resolution, all for local CSOs as above. The first two took place in Sorong in February and April 2004, the latter in Sorong in June 2004.
- M&E training for 5 CSO partners in Manokwari and 17 CSO partners in Fakfak
- ToP training by CSSP for 9 Bird's Head CSOs in Manokwari
- Training by Satunama in proposal writing for ELPERA and Eco Papua
- An ELPERA study tour of East Java CSOs, and management training for the head of ELPERA
- A human rights workshop in Manokwari organized by the Jayapura-based CSO ELSHAM (Lembaga Studi Hak Asasi Manusia), on investigative reporting for human rights activists from across the Bird's Head and from Jayapura
- A human rights training course organized by LBH HAM Papua with assistance from PBHI
- A training workshop on human rights for the *adat* community in Babo, site of the base camp of the BP gas project, organized by the Sorong office of SKP
- IT training for the Manokwari-based CSO YALHIMO (Yayasan Lingkungan Hidup Wima Rawana Manokwari)
- English language training for YALHIMO and 22 other CSOs, specially provided by the University of Papua in Manokwari

V. Work with other GDA Programs in the Bird's Head

CSSP aimed to support the work of other programs by strengthening CSOs working on a range of issues including health, environment, economic development and community development as well as with the gender, adat, human rights and advocacy groups that are more obvious partners for CSSP. CSSP built solid capacity in basic skills amongst CSOs in the Bird's Head so that they could interact positively with the communities they represent as well as with local governments and other CSOs in order to create a more vibrant and open civil society. Specific overlap with other USAID GDA programs included:

- CSSP maintained close links with PERFORM and NRM in particular, ensuring that key CSOs and CSO leaders were connected to their programs and had input to local development plans and natural resource management discussions.
- CSSP also connected to NDI and CLGI, though they were starting as CSSP finished. NDI will be including key CSO leaders in its training programs with DPRD representatives, and CLGI will link up with the CSOs CSSP has been working with to establish community priorities.

VI. Recommendations for Future Work in the Region

CSSP's grants and technical assistance ended in July 2004, however there is substantial momentum that needs to be kept up. It is CSSP's hope that other donors and organizations can build off of the current level of skill that has been achieved in the region.

Local CSOs in the Bird's Head now need to be supported in their efforts to:

- Consolidate their own capacity building
- Establish themselves more firmly as CSOs with resources such as office space, equipment, communication and access to information
- Consolidate their links to other CSOs and organizations locally, nationally and internationally
- Reach inaccessible communities (often by boat)

1. Activities

It is recommended that follow on programming in the area should build on the work done by CSSP and address the problems listed above by various forms of capacity building.

a. Training

The unmet needs identified during the course of CSSP's program in the Bird's Head include information technology and English language training. CSOs need to develop and manage databases, set up and use spreadsheets, and use the internet to access and share information. Even Fakfak CSOs now have access to the internet, although it is slow and limited, and all the CSOs need to gear up to access the internet, which of course implies a need for improved English as so much of its content is in English. Improved English language skills plus access to the internet will effectively open doors to the outside world for these groups.

In addition to the above, further consolidation of training given so far would be beneficial to most CSOs in the Bird's Head. The CSSP program reflection workshop in September 2004 for key CSSP CSO partners will provide up to date information on identified needs.

b. CSO training center

INSIST and REMDEC, both Java-based national level CSOs, are working together to establish training centers for CSOs in several places in Indonesia, including Sorong, where they have identified YNWS as a potential partner. This center could absorb all kinds of support, from direct funding to in-kind contributions to support for training activities in terms of modules, materials or expertise. This could then be used as a vehicle for delivering the training identified above, and would indirectly add networking opportunities in the same way the CSSP has over the last 2 years.

c. Work opportunities

In addition to the above, the CSOs would all appreciate opportunities to consolidate their basic skills in management and to prove their capacity, either by having proposals funded, by being tasked with setting up a small program, or by working alongside national or international CSOs. Through funding work on such programs, much needed equipment and office resources could be provided, and the CSOs would be able to secure transportation to communities beyond the reach of public transport. Working with local and international organizations would also serve to strengthen CSO networking at various levels.

d. Scholarship programs

To widen the perspective of CSO activists and increase their critical and analytical skills, it is suggested that a limited number of competitive scholarship opportunities be offered for various types of courses, which could include:

- Short courses in Indonesia and abroad on development related subjects.
- Longer courses such as Masters Degrees on development related subjects.
- Opportunities to represent Papua at national and international meetings and forums on development related subjects.

Several of the brightest individuals in the CSOs would be able to position themselves for foreign scholarship programs if they could have 6-12 months of serious language training, and thus on their return would be able to help take civil society forward in their chosen fields.

2. Partnership and Collaboration

a. Partners

In terms of choices of partners, it is recommended to:

- Work with all Bird's Head CSOs as far as possible to stimulate a vibrant and critical civil society, especially with those that focus on adat and gender issues (including NGOs/LSMs, LMAs, church and religious groups).
- Focus on those CSOs which have demonstrated commitment to their constituents and to capacity building and be aware that most still have low capacity.
- Include CSOs which focus on advocacy and human rights only in terms of general support for capacity building to avoid compromising their independence.

b. Mechanisms for Collaboration

In terms of mechanisms for collaboration

All CSOs need to be made aware of the kind of collaboration and support that is available, and be provided with instructions as to how to take it forward and what the selection process is.

VII. Supplementary Information

List of CSSP CSO partners in the Bird's Head and contact information:

Name of CSO	Address	Phone No.	Fax No.	E-mail Address	Director
I. FAKFAK					
1 Yayasan Tiara Kasih	Jl. Brawijaya No 07 Fakfak	(0956) 23136	(0956) 22452 (Telkom Fakfak)		Alex Tethol
2 Yayasan Mon Inin Kono (YAMIKO)	Jl. Sisingamangaraja Komp. Perum Bea & Cukai No. 2 Wagom	(0956) 23229	(0956) 22452 (Telkom FakFak)		Djijin Suriyadi, SH (081344025437)
3 Yayasan Alfa Omega	Jl. Diponegoro No. 14 Fakfak	08124864169	(0956) 22452 (Telkom FakFak)		Lusi J. Kabes

Name of CSO	Address	Phone No.	Fax No.	E-mail Address	Director
4 Yayasan Lima Cahaya	Jl. Yos Sudarso Wagom	(0956) 22792	(0956) 22452 (Telkom FakFak)		Saskia Madu, S.Sos (081344022578)
5 Yayasan Sosial Pengembangan Kawasan Timur (YASOBAT)	Jl. Yos Sudarso Wagom	(0956) 23934	(0956) 23443		La Ode Harifu (081344027334)
6 Yayasan Bina Mandiri (YBM)	Jl. M. Tata Kelurahan Wagom	(0956) 24590	(0956) 22452 (Telkom Fakkak)		Yance Hara
7 ELPERA	Jl. Ki Hajar Dewantara Puncak Onin – Fak Fak	(0956) 24822	(0956) 24822	elpera@jayapura.wasantara.net.id	Yul Chaidir
II. SORONG					
1. Konservasi dan Pembangunan Raja Ampat (KONPRES)	Jl. Gunung Tamrau	(0951) 323820 (WWF Sorong)	(0951) 323820 (wwf sorong)	konpers_2003@yahoo.com	Ferdiel Balamu
2. Yayasan Nanimi Wa Bili Su (YNWS)	Jl. F. Kalasuat Kel. Malaingkei Malanu	(0951) 322787	(0951) 331102	ynwa@sorong.wasantara.net.id	Ferdinandus Rondong
3. Yayasan Eco Papua Raja 4	Jl. A. Yani 93 B2 Sorong	(0951) 324649	-	ecopapua@yahoo.com	Joris Omkarsba (08124846719)
4. LPSEK Cenderawasi AMNE NIMO (ANIMO)	Jl. Jnd Sudirman Kld Pantai Sorong	(08124880586)	-	-	Jufri Macab
5. Yayasan Sosial Agustinus (YSA)	Jl. RA Kartini No. 02 Kamp. Baru	(0951) 322020	(0951) 322020	-	Suster Zita CB (Kontak Person :Anto 081344008987)
6. Forum Kajian Pemberdayaan Perempuan Papua (FKP3)	Jl. Sultan Hasanudin Klademak II No. 4	(0951) 331303	-	-	Mien Baransano (081344074181)
7. LMA Mala Moi	Jl. Basuki Rahmat Km.07 Remu Selatan-Sorong	(0951) 322787 (YNWS)	(0951) 331102 (YNWS)	Imamoi@yahoo.com	Dominggus Sani
8. YAPALVO	-	-	-	yapalvo@sorong.wasantara.net.id	Elimas Bosawer (08124875465)
III. MANOKWARI					
1. YALHIMO	Jl. Ciliwung No. 1 Sanggeng	(0986) 212014	(0986) 212014	yalhimo@manokwari.Wasantara.net.id	J. Septer Manufandu
2. YBLBC	Jl. Trikora Wosi PO Box 175	(0986) 211330	(0986) 211330	ybbc@jayapura.wasantara.net.id	Sahat Saragih S. Pt.
3. Yayasan Mod Modey	Jl. Barito Sanggeng Dalam No. 1532	-	-	modmodey@yahoo.com	Yance Kambu, SH (081344032436)
4. LP3BH	Jl. Sujarwo Condronogaoro	(0986) 213160	(0986) 213160	Lp3bh@manokwari.wasantara.net.id	Yan Christian Warinussy (08124825144)
5. Perkumpulan Terbatas Peduli Sehat (Pt. Ps)	Jl. Gunung Salju No. 18 Fanindi	(0986) 213185	(0986) 212014 (Yalhimo)	Tati_papua@yahoo.com	Matheus Marisan (081344027411)
6. Mitra Perempuan Papua (MPP)	Jl. Toba Sanggeng Pantai No. 8182	(0986) 214185, 212322	(0986) 212014 (Yalhimo)	anisabami@yahoo.com	Ani TH. Sabami (081344008987)
7. Yayasan Lembaga Studi Hak Asasi Manusia (ELSHAM)	Jl. Gunung Salju No. 18 Fanindi, Manokwari	(0986) 213185	via lp3bh	Pk_elsham_manokwari@hotmail.com	Christian Torey, SH

Description of project grantees: ELPERA and LP3BH:

ELPERA (Lembaga Pengembangan Ekonomi Rakyat), Jayapura and Fakfak

Elpera is a relatively well established CSO with roots in Jayapura and an outreach program in Fakfak where its second generation leadership is taking a lead in civil society work in the area. It has been supported by CSSP solidly since its first grant in 2001.

The second grant from CSSP (made with GDA Bird's Head funding) helped to consolidate the work that ELPERA had done under the first grant, though the scope was reduced from 30 to 8 villages. This had the result of focusing the program, and the aim of using the 8 villages as models for replication looks set to be achieved as local government has demonstrated that the work done by ELPERA will be rolled out to other villages.

ELPERA successfully worked with villagers to establish local needs through PRA and a range of meetings, workshops and training events, which were followed by participatory planning processes. The resulting plans were submitted to the kabupaten and were taken on board for funding of priorities from the plans in 2005.

It is notable that ELPERA has been able to work successfully with PERFORM in Fakfak. This, along with the support to performance based budgeting as provided to the kabupaten government, has meant that Fakfak residents are now starting to benefit from an integrated program of support to planning and budgeting. ELPERA's role has been that of a catalyst, backed by a pro-reform Bupati.

This grant program was intended to be co-funded by the Partnership for Governance Reform. Unfortunately, Partnership funding was slow to come through and at the end of the project it was still pending. This meant that the much-needed advocacy work to ensure that this planning process was written into local legislation in the form of a Perda has not yet happened.

In addition to its work on planning, ELPERA took on a service provision role in the Bird's Head under this grant program, aiming to help build the capacity of local CSOs. They offered training courses for CSSP partners on advocacy, conflict resolution and financial self-reliance, and the feedback from participants indicates enthusiasm and an increased commitment to working together. ELPERA then put together a handbook on CSSP CSO partners for their reference and for donors.

Note: prior to this grant program, ELPERA worked under contract with CSSP to run a three-stage training course for facilitators of strategic planning. This resulted in all CSSP partners either developing or revising their plans, and formed the basis for all of CSSP's work in the Bird's Head under the GDA program. Several of the new facilitators have since used their skills to facilitate strategic plans in other CSOs.

LP3BH (Lembaga Penelitian, Pengkajian dan Pengembangan Bantuan Hukum), Manokwari

LP3BH is a legal aid group working on human rights cases and more generally on advocacy programs in Manokwari. Well linked to the local university, Universitas Papua, and with two

practicing lawyers on the team, this CSO is well placed to take up issues in the new province of Irian Jaya Barat.

LP3BH's grant was made with GDA Bird's Head funding, and in view of the capacity of the CSO the grant was a small one.

By the end of the grant period, LP3BH had taken strides in capacity building, and had attended every training opportunity made available by CSSP. Of particular note, the finance team had become effective after starting from very basic bookkeeping to advanced use of QuickBooks. In addition, Uria, the program manager, was able to put his new strategic planning facilitation skills to the test when he assisted YABIMU with their plans in May 2004.

The fact that the grant objectives were not completely fulfilled is not disappointing in this context, and also given the difficulty of working in the political wasp's nest that is Manokwari as it struggles to become a new and controversial province.

LP3BH did complete all of the activities in their work plan, and managed to raise the issue of public participation in development planning and budgeting with a wide audience. They produced a model for participatory monitoring of the process. It is to be hoped that they will be able to put this into practice more fully after the grant period has ended. They will be in a good position to do this given the public role they are able to play in Manokwari, and the fact that they have access to a community radio station set up with their support.

Appendix 10

Other specific suggestions for the future

In August 2004, CSSP team members held a short in-office workshop at which they discussed lessons learned from the CSSP experience. The emphasis was on the positive achievements of CSSP, and on lessons that could offer useful insights in improved programming in the civil society sector in the future. The following is the bullet-point list of suggestions generated by the workshop, offering different ideas from different CSSP team members. Where ‘CSSP’ is mentioned what is really meant is ‘any program like CSSP now or in the future’.

1. Strategy

- USAID and CSSP need to have more discussions on strategy towards ‘themes’ or key problems
- CSSP should have more government involvement for more synergy and achievement
- Engaging CSOs, communities and government – all 3 – is important for advocacy
- It is important to develop integrated strategy by theme or geographical area (or both)
- A regional and thematic focus that is set early on will help to achieve targets better
- CSSP should also focus on community-based CSOs who have a great interest in improving their advocacy capacity.
- Do Regional Specialists need to live in the province they work in? should there be more regional offices?
- The role of grant book-keeper is particularly significant for CSO capacity building
- Partner CSOs find CSSP tools simple and useful
- CSSP should ensure a more strategic use of the SAF
- Programs for advocacy in NRM and governance are particularly important
- It is important to develop local Service Providers
- CSSP should have carried out a baseline survey early on
- CSSP should define key concepts such as civil society and constituency very clearly

2. Grant selection & development

- Use Health Cards systematically at both the beginning and the end of all grants
- Regional Specialists should know Log Frame Analysis or similar very well
- Expert input at the grant development stage is very important.
- It is important to get a full picture of a CSO’s various sources of income during the grant making process.
- The grant selection process should be completely consistent and transparent.
- When necessary CSO partners should be encouraged to hire a qualified accountant
- Grantees learn a lot from Institutional Development Framework (IDF) workshops, which should be organized at the grant development stage
- There must be clear criteria for CSO trainee selection.

3. CSO capacity building

- Full support for capacity building is important for potential grantees
- CSSP should provide technical assistance in the areas required by grantees
- Training to strengthen a CSO can and often should be provided to during the grant processing period
- The technical support unit in the CSSP team should be closely linked to the grant unit
- Financial management training should be done before a Grant Agreement’s signed

4. Training

- There is a need for CSSP to be a good host besides being a donor
- A thorough pre-training check of preparations with a training organizer is important
- Pre-prepared visual materials for training courses are very beneficial
- It is important to set out pre-required skills for training participants
- There is a need to make more use of specific local experiences in training
- Training benefit from participatory methods
- Training and technical assistance (TA) should be based on participants' needs

5. Grant administration and correspondence

- Finance regulations should be provided in Indonesian
- Grant Agreement should be in Indonesian to ensure the CSO's full understanding
- A financial & admin manual in Indonesian should be developed for grantees
- The close out process prior to the end of a grant should be better defined
- A more comprehensive financial review should be done quarterly for grantees
- A grant manual for grant team members is needed
- There is a need for divided files in respective grantees' hard-copy file folders for easy tracking
- Conducting extension audits is a good way to ensure accountability

6. M&E

- CSSP must plan program evaluations well
- It is important to use full and clear M&E systems in grant management
- It is important to subject grantees to external financial audit and project evaluation
- M&E plans should be mandatory before Grant Agreements are reached
- Ideally, there must be a budget for the evaluated CSO to attend the evaluation results presentation conducted in CSSP office

7. Knowledge management

- There must be strict agreement on e-file systems for grants, reports, etc.
- All activities should be tracked centrally and in the same way from day one in a simple database and filing system.
- More visual materials on CSOs should be provided in reports & success stories

8. Staff development

- Team building activities should be more frequent, with days off for them
- Training for CSSP staff is necessary even if everyone is understood to be hired as an already-trained specialist
- Good management background is important for Regional Specialists
- Team members should be well inducted into CSSP

9. Relations with USAID

- It's important to build strong relations between SO teams in USAID and CSSP from the start
- Integrated strategy between CSSP and other SOs in USAID is important
- There must be clear understanding on how much CSSP is autonomous from, and reliant on, USAID

Appendix 11
List of Grants Disbursements

CSSP Grant Disbursements				
October 1999 - September 2004				
Grantee (*2nd Grant)	Location	Grant Award Date	Grant Award (\$)	Actual Grant Disbursement (\$)
AMN	Balikpapan	April 2003	\$ 56,636.07	\$ 56,480.12
API	Jakarta	January 2001	\$ 99,112.05	\$ 62,215.37
AJI	Jakarta	October 2000	\$ 31,213.14	\$ 24,110.48
ALDP	Jayapura	February 2002	\$ 123,523.21	\$ 112,701.58
BEBSiC	Samarinda	January 2004	\$ 26,554.37	\$ 26,557.99
BIGS	Bandung	June 2002	\$ 107,133.65	\$ 105,884.40
BIKAL	Samarinda	September 2002	\$ 61,997.68	\$ 60,154.20
Bina Swagiri	Tuban	August 2002	\$ 64,112.76	\$ 64,095.17
Bina Swagiri *	Tuban	September 2003	\$ 112,302.19	\$ 112,328.05
CPPS	Surabaya	April 2001	\$ 77,189.89	\$ 77,189.89
Dutha Tani	Karawang	May 2001	\$ 78,293.49	\$ 77,847.39
Dutha Tani *	Karawang	December 2003	\$ 51,901.90	\$ 51,877.75
ELPERA	Fakfak	October 2001	\$ 271,317.97	\$ 271,317.97
ELPERA *	Fakfak	January 2004	\$ 103,941.86	\$ 103,938.52
Enlightment	Malang	May 2002	\$ 259,541.67	\$ 251,742.26
Foker LSM	Jayapura	June 2001	\$ 233,985.84	\$ 233,985.84
FORUM LSM	Aceh	November 2003	\$ 70,804.26	\$ 68,218.84
FORSA	Salatiga	October 2001	\$ 70,145.15	\$ 69,737.59

Grantee (*2nd Grant)	Location	Grant Award Date	Grant Award (\$)	Actual Grant Disbursement (\$)
ICS	Jakarta	September 2003	\$ 66,593.06	\$ 66,667.75
IDEA	Yogyarkarta	November 2001	\$ 123,095.19	\$ 121,901.57
IDEA *	Yogyarkarta	March 2004	\$ 49,334.68	\$ 49,330.45
INCIS	Jakarta	July 2002	\$ 178,411.06	\$ 178,538.18
ISAI	Jakarta	November 2001	\$ 184,904.28	\$ 181,675.41
JARI	Jakarta	August 2003	\$ 185,214.71	\$ 185,244.18
KBHB	Bengkulu	May 2001	\$ 124,337.63	\$ 124,337.63
KELOLA	Manado	April 2004	\$ 65,540.67	\$ 65,540.67
KONTRAS	Papua	November 2003	\$ 65,502.85	\$ 61,058.13
Koak	Lampung	June 2001	\$ 191,493.52	\$ 191,271.59
Koalisi NGO	Aceh	June 2000	\$ 243,184.04	\$ 243,184.04
KPMS	Makassar	April 2001	\$ 53,133.15	\$ 53,133.15
KPPD	Surabaya	March 2003	\$ 47,860.17	\$ 47,860.17
LAKPESDAM NU, Jatim	Surabaya	February 2002	\$ 45,605.18	\$ 45,571.74
LBH APIK	Aceh	November 2001	\$ 69,187.99	\$ 66,929.61
LEKSIP	Samarinda	June 2001	\$ 67,338.89	\$ 65,757.65
LKM Media	Surabaya	January 2001	\$ 49,805.91	\$ 42,987.17
LPAD	Riau	September 2001	\$ 102,172.67	\$ 101,355.24
LPKP	Malang	June 2002	\$ 57,762.88	\$ 56,160.94
LPPMA	Jayapura	October 2001	\$ 107,502.06	\$ 100,144.48
LP3BH	Manokwari	August 2003	\$ 34,081.36	\$ 34,069.34
Mitra Dieng	Central Java	August 2002	\$ 67,489.70	\$ 67,489.70
Peka	Manado	July 2002	\$ 72,682.14	\$ 70,576.61

Grantee (*2nd Grant)	Location	Grant Award Date	Grant Award (\$)	Actual Grant Disbursement (\$)
POKJA 30	Samarinda	July 2002	\$ 55,752.68	\$ 54,771.21
Prima Ngawi	Ngawi	May 2002	\$ 69,911.29	\$ 69,808.52
Prima Ngawi *	Ngawi	November 2003	\$ 91,689.60	\$ 90,305.36
PSPK	Jakarta	May 2002	\$ 115,517.90	\$ 112,278.01
Pussbik	Lampung	May 2001	\$ 90,811.04	\$ 64,253.23
Puti Jaji	Samarinda	May 2002	\$ 28,662.91	\$ 25,000.01
Sawarung	Bandung	June 2002	\$ 147,338.60	\$ 141,658.67
SERAT	Manado	September 2002	\$ 124,631.49	\$ 124,631.49
SETAM	Yogyakarta	October 2002	\$ 80,037.52	\$ 80,008.47
SEAPA	Jakarta	February 2001	\$ 84,114.59	\$ 84,089.46
SEAPA *	Jakarta	September 2002	\$ 170,218.20	\$ 161,854.65
Spek Ham	Solo	May 2001	\$ 78,464.14	\$ 76,285.52
Spek Ham *	Solo	March 2004	\$ 28,748.17	\$ 28,728.97
Spektra	Surabaya	May 2002	\$ 90,943.98	\$ 90,943.98
Walhi Aceh	Banda Aceh	September 2000	\$ 174,756.02	\$ 174,756.02
WALHI SULTENG	Palu	May 2001	\$ 110,057.66	\$ 110,057.66
Walhi Sumut	Aceh	September 2000	\$ 100,280.55	\$ 95,896.13
WJCW	Bandung	August 2003	\$ 73,331.77	\$ 71,697.62
YABIMU	Nabire	May 2001	\$ 51,447.58	\$ 38,592.37
YADAH	Banjarmasin	December 2000	\$ 59,115.49	\$ 58,785.04
YAMAJO	Jombang	October 2001	\$ 42,835.53	\$ 42,206.91
YBML	Balikpapan	May 2002	\$ 40,811.81	\$ 40,015.73

Grantee (*2nd Grant)	Location	Grant Award Date	Grant Award (\$)	Actual Grant Disbursement (\$)
YBML *	Balikpapan	August 2003	\$ 100,815.38	\$ 100,756.55
YDS	Manado	December 2000	\$ 64,611.46	\$ 62,984.24
YDRI	Manado	February 2004	\$ 32,672.31	\$ 32,672.31
YLKI	Jakarta	Marych 2001	\$ 68,313.24	\$ 53,830.21
YPMI	Manado	September 2002	\$ 92,651.95	\$ 22,838.66
YPSM	Jember	September 2002	\$ 52,709.63	\$ 52,709.63
YPRI	Yogyarkarta	December 2001	\$ 256,128.01	\$ 247,482.17
YPRK	Medan	December 2001	\$ 256,001.53	\$ 1,557.91
YPSDI,Jatim	Surabaya	February 2002	\$ 75,659.20	\$ 75,628.51
YRBI	Aceh	November 2001	\$ 76,395.93	\$ 75,476.93
YRBI *	Aceh	November 2003	\$ 42,801.26	\$ 42,573.81
		Grand Total	\$ 7,180,179.36	\$ 6,656,304.77

Appendix 12 List of SAF Activities

CSSP Special Activities Fund: Program Details, 1999-2004

Organization and/or Participants	Activity	Description	Objective	Dates	Location
Yayasan SET	Translation and subtitling of the film, <i>Puisi Tak Terkuburkan</i>	Translation, editing and funding for the insertion of English-language subtitles for the Garin Nugroho film <i>Puisi Tak Terkuburkan</i> .	The film, which focused on the massacres during 1965-1966 in Indonesia, was being sent to international film festivals and screenings.	November 1999	Jakarta
International Conference on Religion and Peace (ICRP)	WCRP Meeting in Jordan	Trip by 29 participants from interfaith dialogue groups in Indonesia to the World Conference on Religion and Peace (WCRP) conference in Amman, Jordan. This trip was followed up by the two SAF activities below (member development and workshop), during which participants discussed follow-on activities for Indonesia in inter-faith dialogue and conflict resolution. They also talked about international networking plans.	The conference will afford attendees the opportunity to discuss, strategize, and collaborate on future activities. Focus religious communities on the challenges of common living in the next millenium. Explore ways in which religious communities can contribute more actively to human progress and security. Examine areas where religius cooperation can build trust and explore strategies for utilizing religions unique capacities in responding to issues of shared moral and social concern.	November 25-29, 1999	Amman, Jordan
ICRP	ICRP-Formating Members	Please see SAF #2		December 14, 1999	Jakarta
ICRP	ICRP-I Workshop	Please see SAF #2		January 28-30, 2000	Puncak

Organization and/or Participants	Activity	Description	Objective	Dates	Location
Various interfaith representatives	Inter-faith Dialogue Assessment (IDA) Draft Report - Panel Discussion	Following the completion of a draft IDA carried out by two CSSP short-term specialists, CSSP convened two panel discussion groups over the course of two weeks to discuss and improve the IDA draft report assessment.	The objectives of these discussion panels were: 1) to recommend how USAID can effectively provide technical assistance both directly and indirectly to interfaith groups and to give some general recommendations on positions on possible programing on the basis of the evaluations conducted; 2) to assess the needs and capacities of selected interfaith groups identified by USAID and outline their major activity interests; and 3) to assess the social climate in Indonesia as it might impact on (or constrain) interfaith activities	February 1, 2000	Jakarta
Various interfaith representatives	IDA Final Report Assessment - Panel Discussion	Please see SAF #2		February 8, 2000	Jakarta
ICRP members and people who had traveled to Jordan (Please see SAF #2)	Dinner with King Abdul Hassan of Jordan (in the context of WCRP)	As another follow-up to earlier supported interfaith dialogue activities, CSSP hosted a dinner for King Abdul Hassan of Jordan and Indonesian representatives from ICRP -- including those that had traveled to Jordan previously.	The objective of this dinner was to follow up recent interfaith dialogue activities and provide the opportunity for the King of Jordan to address Indonesian ICRP members.	February 13, 2000	Jakarta
International Scholar Annual Trialogue (ISAT) and Masyarakat Dialog Antar Agama (Madia)	ISAT-2000 Annual Workshop	Interfaith dialogue workshop led by Madia, a leading CSO in this area that had also taken part in the above IDA and WCRP activities.	To further the interfaith dialogue efforts in Indonesia.	February 14-19, 2000	Jakarta
Yayasan Trimulya and several hundred representatives from adat, local belief and interfaith organizations across Indonesia	Seren Taun -- adat ceremony for nonviolence and understanding	Support for operational costs of this annual event held by Yayasan Trimulya at its center in Cigugur, West Java. Participants came from all over Indonesia and comprised mostly representatives from local belief and adat groups.	Yayasan Trimulya's annual Seren Taun is an event that draws representatives from across Indonesia to come discuss the preservation of their religious or local belief systems and more generally to celebrate their diversity.	March 26-28, 2000	Cigugur, West Java

Organization and/or Participants	Activity	Description	Objective	Dates	Location
CSSP and USAID/CPT teams	CSSP-CPT Retreat	Full-day workshop for CSSP and USAID/CPT staff to discuss the purpose, objectives and operating mechanisms of CSSP -- particularly the grant program and how the two staffs will interact to carry out their respective programs.	The objective of this all-day meeting was to clarify operating procedures and objectives between CSSP and USAID/CPT programs. In addition, to discuss broadly some of the central themes being addressed by these two teams.	February 18, 2000	Jakarta
Yayasan SET	Production of public service announcements (PSAs)	Production of two television PSAs created by Yayasan SET at the request of President Gus Dur's office.	The objective of these two PSAs -- one on the development of democratic institutions and one on nonviolence -- was to help explain to Indonesians the steps in the ongoing political transition and to ask their help in working together peacefully to bring about a more democratic system.	February-March 2000	Jakarta
20 representatives from 15 Indonesian CSOs, plus several CSSP and donor staff	8th Asia-Pacific Fundraising Workshop in Manila	Trip by representatives from 15 Indonesian CSOs to this 4-day workshop, held this year in Manila.	As part of its efforts to increase financial self-reliance (FSR) among Indonesian CSOs, CSSP initiated Indonesian participation in this regional fundraising forum. The main objective was to expose Indonesian CSO training organizations to the subject matter, with the hope of encouraging them to provide such training in Indonesia in the future. An additional objective was to learn about training and service providers in FSR from other countries in Asia.	March 21-25, 2000	Manila, Philippines
47 student members of Kelompok Pecenta Alam Ranita, plus trainers arranged through Walhi	Advocacy training for environmental group by Walhi	A 3-day advocacy training for a collection of "nature lover" groups formed by university students in Jakarta.	The objectives of this training were to raise awareness of the student groups in Jakarta of critical environmental issues, and to upgrade the students' skills in advocacy, related to their priority environmental issues.	April 25-27, 2000	Jakarta
Jubi tabloid staff in Jayapura, plus trainers from Institute Studi Arus Informasi (ISAI) /Jakarta.	Journalist training for Jubi staff by ISAI staff	A 6-day workshop for staff of the weekly tabloid Jubi, based in Jayapura, Papua. Training was provided by members of ISAI, a media-focused CSO based in Jakarta.	The objective of this training was to improve personnel management, marketing, and management of the newly established Jubi weekly tabloid, which covers political, social and cultural topics across Papua province.	April 30-May 11, 2000	Jayapura, Papua Barat

Organization and/or Participants	Activity	Description	Objective	Dates	Location
35 representatives from Indonesian civil society, government, military and police, arranged through Yappika and Komnas HAM.	Study trip to South Africa for truth and reconciliation and conflict management	A series of activities all dealing with learning lessons from South Africa regarding their Truth and Reconciliation Commission and their experiences with conflict resolution during a period of political transition. Events included: study tour to South Africa and follow-up meetings and discussions in Jakarta.	The objective of these activities was to inform the political transition in Indonesia by learning firsthand about the experiences of South Africa in the areas of truth and reconciliation and conflict resolution. In addition, it was hoped that the gained knowledge would be used to improve efforts toward truth seeking, reconciliation and conflict resolution in Indonesia. These efforts were to be carried out by the government, military and civil society decision makers who took part in the trip and subsequent discussions.	May 4-23, 2000	South Africa and Jakarta
About 100 representatives from women's rights CSOs and legal aid organizations from around Indonesia, with a focus on Aceh and Papua. In addition, facilitators from Komnas Perempuan.	Witness protection workshops	A series of workshops and public seminars on witness protection, particularly within the context of bringing to court cases dealing with violence against women. In addition to supporting the workshops' operations and participants, CSSP brought in two international experts from the Balkans and Rwanda as technical resource persons.	The objectives of this workshops were: 1) to increase understanding by decision makers, potential partners and groups already involved with victims and witness of violence of the options for protecting and supporting victims and witnesses; 2) to establish a framework and a strategy for setting up a victim / witness protection and support program in Indonesia; and 3) to provide the National Commission on violence against women with a strategic basis for developing a campaign strategy as part of a confidence building measure for victims of violence.	April-May 2000	Jakarta, Papua and Aceh

Organization and/or Participants	Activity	Description	Objective	Dates	Location
Leaders from civil society, religion and government, brought together and facilitated by Indonesia Masa Depan	Regional dialogues synthesis and compilation workshop	A series of activities carried out by Indonesia Masa Depan as part of its Scenario Development for Indonesia's Future efforts. Over the course of 8 months, CSSP provided support for regional dialogues facilitated by IMD, synthesis of the results of those dialogues and compilation of ideas into the final scenarios for Indonesia's future. Participants included leaders from government, civil society and religious groups from around the country.	The overall objective of the Scenario Development process was to identify the important issues facing Indonesia and envision a set of future situations depending on policy approaches taken over the next 25 years to address those issues. The regional dialogues supported by CSSP had several objectives: 1) to identify approaches to resolve Indonesia's problems and set an agenda for genuine political, social and economic reforms; and 2) to identify a framework and plan with broad-based acceptance to strengthen the reform process. Subsequently, the synthesis workshop sought to: 1) compile all scenarios from the regional dialogues and reach consensus on what had been discussed and agreed upon; and 2) confirm these results with representatives from each region.	May 27-30, 2000	Jakarta
Leaders from civil society, religion and government, brought together and facilitated by Indonesia Masa Depan	Regional dialogues and operational activities	Please see SAF #16		June-December 2000	Nationwide, Indonesia
5 CSO representatives from YLBHI's national network of legal rights organizations.	Attendance at Beijing + 5 Workshop in NYC	Attendance at the UN Beijing+5 workshop on women's rights, held at UN headquarters in New York. CSSP supported 5 staff from legal rights CSOs around Indonesia to take part in this 10-day event.	The objective of the Indonesian representatives attending this conference was to submit for discussion the alternative report drafted by their CSOs in accordance with the UN resolution. In addition, the Indonesians hoped to lobby members of the UN Commission and Special Rapporteur responsible for gender discrimination cases, to convince them to investigate violations against women in Indonesia as called for the optional protocol signed by Minister of Women Empowerment. Finally, there were networking opportunities with international women's NGOs to discuss follow-up of women's conference in Beijing.	May-June 2000	New York City, NY

Organization and/or Participants	Activity	Description	Objective	Dates	Location
Centre for Information & Economic Law Studies (CINLES)	Publication, dissemination, research on commercial courts.	Development and dissemination of a book reviewing the case history and effectiveness of the Indonesian Commercial Courts	The objective of this book was: 1) to research and observe the ways that commercial courts operate in Indonesia; 2) to interview key people involved in commercial courts, including people from the business world; 3) to produce a study in the form of a working paper of the ways that the commercial courts work in practice; 4) to hold two workshops of stakeholders, including senior figures from the legal and commercial world, to discuss the findings of the study and possible measures to improve the functioning of the commercial courts; and 5) to finalize the text of the working paper, print 1000 copies of it in the form of a book and disseminate it to stakeholders.	May-August 2000	Jakarta
WCRP/Temple University	Publication and dissemination of book and pamphlets	Publication and dissemination of a publication and pamphlets developed by WCRP in Philadelphia.	This activity was a follow-on to the earlier interfaith dialogue activities with WCRP and ICRP. The objective was to spread further information on IDA efforts around Indonesia.	June 1, 2000	Jakarta
LP3ES and IFES	Survey for and publication of opinion poll for DPR, with evaluation	Public opinion poll of political issues, plus a follow-up evaluation of the polling methodology, results and analysis.	Objectives were: 1) to carry out a poll or opinion survey of people's aspirations for, and attitudes towards, the duties and obligations of parliament; and 2) to disseminate the results of the poll to the public and within parliament.	June-September 2000	Nationwide, Indonesia
Yayasan SET and other media and public television experts, including TVRI	Press conference & talk show regarding public TV transition	One-time press declaration and press conference concerning the launch of Komunitas Televisi Publik Indonesia (KTVPI) and the transition of TVRI from a government to a public television network.	The objective of this event was to publicize the creation of Komunitas Televisi Publik Indonesia as a new media-watchdog CSO, and to discuss the planned transition of TVRI from a government network to a public television network.	June 14, 2000	Jakarta

Organization and/or Participants	Activity	Description	Objective	Dates	Location
15 representatives from TVRI, media CSOs, print journalists and Yayasan SET	Study tour to U.S., Canada & Korea to study public broadcasting	Study tour for 15 TVRI officials, media CSO representatives, leading print journalists and Yayasan SET staff to three countries to examine their public television and radio networks. In Washington, activities for the study team were arranged by Chemonics and IFES home offices.	The objective of these study tours was for participants to learn about the operations, funding, purposes and political issues surrounding public television and radio networks in 3 countries.	July 7-27, 2000	U.S., Canada, and South Korea
4 representatives from legal reform entities - 2 from civil society and 2 from government	Legal Drafting Training at Tulane University	Legal drafting training for four Indonesians at Tulane University's Public Law Center. Attendees came from LBH, UI Law Faculty, DPR and the Ministry of Laws and Legislation.	The purpose of this training was to provide an opportunity for individuals who will play an important role in drafting legislation in Indonesia to improve their skills and knowledge in this area.	June 13-23, 2000	New Orleans, LA
100+ representatives from civil society, local religious/adat groups and government, organized by Yayasan Trimulya	Workshop and seminar on religious freedom	2-day workshop followed by 1-day seminar and distribution of leaflets and banners to discuss religious freedom in the context of the upcoming MPR Annual Session. Attended by more than 100 representatives from CSOs, government and adat/local belief groups.	The objective of these events was to highlight the importance of religious freedom in Indonesia and to demonstrate to MPR members (in advance of their annual session) that Indonesians support religious tolerance and do not support the Piagam Jakarta regarding the application of Syariah Law and the establishment of Indonesia as an Islamic state.	July 27-29, 2000	Jakarta
Members of the DPR Commission drafting the Human Rights Court Law, organized by the UI Law Faculty's Human Rights Study Center	Specialist training and advice on human rights for DPR Human Rights Court law drafters	Review of the draft Human Rights Court Law by the UI Human Rights Study Center, followed by a 1-day workshop attended by the Special Committee for Human Rights Court Law, representatives of all factions in the DPR, DPR legal drafters, and the Human Rights Study Center.	The objective of this assistance was to offer specialist advice and assistance to DPR Commission members drafting a new law on the establishment of an Indonesia Human Rights Court. Advice and training provided to the DPR included: legal drafting training including legal analysis, legal formulation, and synchornization with existing legislation.	July 2000	Jakarta

Organization and/or Participants	Activity	Description	Objective	Dates	Location
Members of the National Law Commission and invited participants from all walks of society	National Law Commission hearings on legal reform	Four 1-day public hearings carried out by the National Law Commission to discuss legal reform programs and action plans.	The objective of these hearings was to engage the public in discussions of the law reform program being proposed. The results of these hearing were to be incorporated into recommendations to be submitted to the President and would become a part of the overall law reform program to be announced by the President in August 2000.	August 22-23/29-30, 2000	Jakarta
Pact & partner NGOs from around Indonesia	National NGO Conference: NGOs and Democracy	A 4-day workshop for Pact NGO partners from around Indonesia. 185 participants came from approximately 100 organizations.	The purpose of the Pact NGO Conference was: 1) to provide NGO partners with the opportunity to define their future roles vis-a-vis issues of political, economic and social change in Indonesia.; 2) to gather Indonesian NGOs together in a national forum to review experiences and discuss lessons learned from their advocacy work; 3) to provide a broader opportunity for NGO networking and strategic planning; to learn more about Indonesian NGOs' internal strengths and weaknesses and areas where future capacity building is needed.; and 5) to discuss NGO sustainability and the possibility of partnerships within civil society or other sectors to support NGO program goals.	August 1-4, 2000	Bogor, West Java
Staff members from Indonesian CSOs in a range of sectors, arranged by ISAI	Fundraising training: In Search of Sustainability	A 5-day training workshop for 24 CSO representatives on how to carry out fundraising for their organization.	The objective of this training was to increase understanding of fundraising purposes, strategies and methods among CSO representatives.	July 19-23, 2000	Depok, West Java

Organization and/or Participants	Activity	Description	Objective	Dates	Location
Civil society and donor agency/program representatives, arranged by Civicus.	Civicus Regional Assembly 2000	A 3-day conference attended by 82 Indonesian and international civil society representatives from around Indonesia, including some donor agencies. CSSP provided interpreters and funded the participation of partner CSO representatives.	The overall goal of the Assembly was to bring civil society leaders from across the Asia Pacific region to work together to create a stronger civil society, deepened democracy and an enlarged role for citizens. Specific objectives were: 1) to facilitate a viable environment out of which participants would be empowered to return home and undertake organizational and individual action plans; 2) to build and consolidate supportive networks; establish symposiums and inform their local communities, governments and business networks; and 3) to bring together Indonesian CSOs within the framework of an international meeting of CSOs to compare Asian and Pacific perspectives on issues important to civil society in transitional societies.	November 12-14, 2000	Jakarta
Koalisi Perempuan Indonesia (KPI)	Workshop to develop an Action Plan for KPI in East Java	Workshop to strategize on KPI's future programs, given at the request of CPT (PO2)	Was attended by approx. 150 KPI members and supporters	August 2000	Surabaya
23 representatives from CSSP and USAID/CPT's CSO partners	Financial management, reporting and gender workshop for CSSP and USAID/CPT partners	A 3-day training workshop for 23 staff from grantees and candidate grantees of CSSP and CPT. Topics included financial management and reporting, plus a separate focus on gender issues.	The objective of this training was to improve participants' skills in implementing the proper financial management systems and preparing Financial Reports. Trainers educated CSSP's CSO partners in the concepts of internal control and its applications, including: financial and accounting systems and procedures, as well as USAID financial reporting requirements and mandatory standards. A separate portion and objective was to increase understanding of gender issues in CSO operations and programming.	August 28-30, 2000	Jakarta

Organization and/or Participants	Activity	Description	Objective	Dates	Location
6 representatives from Indonesian women's rights CSOs, organized by KPI	Regional Conference of Victimized Countries, Taipei	A 4-day workshop in Taipei organized by the Taipei Women's Rescue Foundation and attended by 6 Indonesia CSO representatives.	The objective of this workshop was to select a panel of chief prosecutors either from each victimized country (including Indonesia) or from other countries. The panel would discuss the mechanics of an international tribunal to deal with cases of violence against women and would meet with victims and survivors to hear out their cases.	September 15-18, 2000	Taipei, Taiwan
2 representatives from Indonesian women's rights CSOs, organized by YLBHI.	Training in Participatory Action Research in Trafficking of Women	A 7-day training workshop in Bangkok on the trafficking of women, organized by the Global Alliance Against Traffic in Women, and attended by 2 Indonesian women's rights representatives.	The objective of this workshop was to enable participants to discuss and understand the principles and methods of feminist participatory action research (FPAR) on issues relating to trafficking women. To discuss the application of the FPAR on future research, surveys or planned actions relating to the trafficking in women	October 30- November 5, 2000	Bangkok, Thailand
5 TVRI and media CSO representatives, arranged by Yayasan SET	International Public Broadcasting Conference in South Africa	A 2-day international conference organized by the South African Broadcasting Corporation and attended by 5 Indonesian representatives from TVRI and media CSOs.	The objective of the Indonesian representatives attending this conference was to get increased exposure to worldwide approaches to public broadcasting and its institutions.	October 15-17, 2000	Capetown, South Africa
IFES	Public service announcements for DPR Commission II	Production and airing of public service announcements on behalf of Commission II of the Indonesian DPR	The objective of these PSAs was to inform and educate citizens concerning participation in the "Fit and Proper" test process for candidates nominated as potential members of the KPU and for candidates nominated for the positions of Chief Justice and Deputy Chief Justice of the Supreme Court.	November 2000- January 2001	Jakarta

Organization and/or Participants	Activity	Description	Objective	Dates	Location
13 Indonesian victims, prosecutors and CSO and media representatives, arranged by Koalisi Perempuan	International Women's War Crimes Tribunal 2000 in Tokyo	A 6-day international conference in Tokyo attended by 13 Indonesian representatives, including survivors, prosecutors, CSO activists and media members.	The objective of this conference was to receive from each country evidence highlighting the grave nature of the crimes committed against comfort women during World War II and to clarify the responsibility of the Japanese government and military. Indonesian prosecutors and survivors attended and took part in the proceedings, which included efforts to involve the international community on the nature of these crimes around Asia. To some extent, this conference was a follow-on to the one held in Taipei (see above). Other objectives included networking opportunities for women's rights groups around the region.	December 7-12, 2000	Tokyo, Japan
28 representatives from civil society, government, religious organizations and the military, organized and presented by Aliansi Demokrasi untuk Papua	Civil rights workshop/seminar for Papua	One-day workshop/seminar on strategies to protect civil rights in Papua, attended by 28 participants from civil society, government, military and religious organizations	The objective of this event was to discuss the vision of civil rights, the legal background for civil rights and how civil rights law can be implemented in Papua.	February 14-16, 2001	Jayapura, Papua
75 participants from civil society and government, arranged by the Center for Local Autonomy at UniBraw. In addition, several speakers and resource persons.	Workshop on local autonomy	3-day workshop on local autonomy, organized by the Center for Local Autonomy at the University of Brawijaya, Malang. Attended by 75 participants from civil society and government.	The objective of this workshop was to discuss the topics concerning the implementation of local autonomy, including power sharing issues, institutionalization and management of local government, legal structures at the local level based on local values, and the balance of budgets between the central and local government.	February 18-20, 2001	Malang, East Java
LP3ES and its polling staff, in cooperation with IFES and CSSP	LP3ES polling survey & Manila training	A national political survey of Indonesia, combined with training in effective polling for LP3ES staff.	The objectives of this activity were: 1) to carry out a national public opinion survey of people's aspirations for, and attitudes toward, the duties and obligations of parliament; 2) to disseminate the results of the opinion survey to the public and within the parliament; and 3) to strengthen cooperation between government organizations and NGOs and CSOs.	February-August 2001	Jakarta and Manila

Organization and/or Participants	Activity	Description	Objective	Dates	Location
Over 200 CSO representatives from CSSP and CPT partners, arranged by Bina Swadaya	9th Asia-Pacific Fundraising Workshop in Bali	A 5-day workshop on fundraising and financial self-reliance, attended by CSO representatives from around the country, including 126 supported by CSSP.	This workshop was the annual follow-on to the Manila event held the previous year (Please see SAF #39). The objectives were to provide CSOs in Asia who are interested in resource mobilization with an opportunity to learn about the resources available to them and to network with other groups that share a common interest.	April 23-27, 2001	Bali
22 Sekretariat Keadilan dan Perdamaian, Keuskupan Jayapura (SKP) and community leaders from around Papua, organized by SKP Jayapura and with training assistance from International Catholic Migration Commission (ICMC)	Training of trainers in how to deal with traumatized communities	A 9-day training workshop for 22 trainers from Sekretariat Keadilan dan Perdamaian, Keuskupan Jayapura. The topic was how to deal with traumatized communities, and the trainer was provided by ICMC.	The objective of this course was to better equip key church personnel who have broad outreach to their community with improved skills to conduct trauma counselling so that stressed communities will have an outlet to alleviate their stress and fear.	May 22-30, 2001	Sentani, Jayapura, Papua
3 Indonesian CSO representatives	Peacebuilding Training at American University	A 12-day course on Peacebuilding and Development provided by American University's School of International Service in Washington, D.C.	The objective of this course was to provide an opportunity for individuals who play an important role in conflict resolution and peace building in Indonesia to improve their skills and knowledge in these areas. In addition, to offer the chance to network with practitioners from other countries.	July 5-26, 2001	Washington, DC
Staff from USAID/CPT, other SO teams, CSSP and partner CSOs, primarily those dealing with the media	USAID Media Coordination Meeting	A 1-day meeting to discuss the Indonesian media -- its potential uses and development. Attended by approximately 90 representatives from USAID, CSSP, CSOs and the media.	The objective of this meeting was to discuss the uses of media to achieve CSO objectives and USAID program goals, and to examine programs to strengthen and improve the media in Indonesia. In addition, significant networking took place among participating CSOs.	June 14, 2001	Jakarta
63 community, adat, religious and CSO leaders from around Papua, arranged by LP3BH and the Pece Studies Center and Universitas Duta Wacana (Yogyakarta)	Conflict resolution and peacebuilding training for CSO and community leaders	A 5-day training course in conflict resolution and peacebuilding. Held in Manokwari attended by 63 community, CSO and religious representatives.	The objective of this course was to develop CSO and community skills in managing conflict. In addition, to teach adat communities how to advocate to protect their rights and resources.	July 22-27, 2001	Manokwari, Papua

Organization and/or Participants	Activity	Description	Objective	Dates	Location
85 representatives from civil society and academia, arranged through the Konsorsium Pembaruan Agraria	Agrarian Reform Law Seminar	A 6-day seminar to discuss the Basic Agrarian Law and possible revisions to that law. Participants included academics, civil society representatives and government officials. CSSP supported the attendance of 85 civil society and academic participants.	The objective of this seminar was to put forth assessments, inputs, and criticisms to the two proposed draft revisions of Indonesia's Basic Agrarian Law.	August 20-25, 2001	Bandung, West Java
Staff of Jubi tabloid in Papua, together with staff of Yayasan Riau Mandiri in Pekanbaru and LPPMA in Papua.	Study tours on local community newspapers (koran adat) in Riau and Papua	A series of 2 study visits by Jubi staff. First was a trip to Riau to meet with Yayasan Riau Mandiri and its local village constituencies. Next was a follow-up trip around Papua to meet with adat communities and present results and ideas based on the Riau experience.	The objective of these two trips was to learn about the experiences of Riau Mandiri in setting up local community newspapers in that province as a basis for developing 'Koran Adat' in five kabupatens in Papua, and to visit those Papua kabupatens to transfer the knowledge gained in Riau to prospective partners (lembaga adat).	August-November 2001	Riau and Papua
19 community, adat and religious leaders from Wamena and the Baliem Valley, organized by SKP Jayapura and its Wamena representatives	Trauma training for local community leaders in Wamena, Papua	A 6-day training course for 19 participants in dealing with traumatized communities in and around the Baliem Valley. This training was the first follow-on to the training of trainers supported by CSSP (Please see SAF #41), and the trainers in this case were graduates from that Sentani course.	The objective of this activity was to train adat and religious leaders in the Wamena region in how to deal with trauma caused by incidences of violence and human rights violations.	August 25-30, 2001	Wamena, Papua
29 staff members from CSOs in Kab. Merauke, including Yasanto network partners. Training provided by YIS/Solo.	Management training for CSO staff in Kab. Merauke	A 5-day training course in CSO management, attended by 29 staff members from groups around Kab. Merauke. Facilitation and materials provided by Yayasan Sejahtera Indonesia from Solo.	The purpose of this course was to Improve the management of local CSOs in Kab. Merauke to allow them to play a more effective role representing the interests of constituent communities.	November 5-9, 2001	Merauke, Papua
Various civil society and government stakeholder groups, organized and facilitated by Walhi East Java.	Energy policy roundtable discussions	A series of roundtable meetings organized across East Java by Walhi Jawa Timur.	The objective of these roundtable meetings was to advocate for changes in energy policy that support the poor and promote use of alternative energy sources and energy conservation.	October-November 2001	Locations in East Java

Organization and/or Participants	Activity	Description	Objective	Dates	Location
2 regional staff of the Papua Diocese's Sekretariat Keadilan dan Perdamaian (SKP), organized by the head office in Jayapura	Apprenticeship for Agats & Sorong staff of SKP	One-month apprenticeships in the Jayapura central office for two staff members of SKP's regional offices in Sorong and Agats, Papua.	The objective of these apprenticeships was to improve the capabilities and expand the experience of SKP staff from the regions by involving them in program planning, implementation and management efforts carried out in Jayapura.	October-November 2001	Jayapura, Papua
25 representatives from the Indonesian Catholic Conference, network church members and Islamic organizations, arranged by the Konferensi Waligereja Indonesia and carried out with ICMC.	Refugee training and network strengthening for church-based and Islamic organizations in refugee/IDP areas. Trainers were provided by ICMC.	A 5-day training in course in how to deal with refugee and IDP populations in selected regions of Indonesia. Attended by 25 representatives from church-based and Islamic organizations. This training was followed by a network development activity for the Indonesian Catholic Conference.	There were two main objectives for these activities: 1) to educate members of KMP-KWI, network members from the Catholic Church and Islamic organizations -- all working in areas with refugees and IDPs -- in how to deal with refugee and IDP populations; and 2) to strengthen the KWI network in terms of programming and coordination.	November-December 2001	Yogyakarta
100 women from Surabaya, brought together through Yayasan Mardi Putera.	Women's energy meeting	A 1-day workshop for women to discuss the impacts of increased petrol prices and alternative sources of energy and household income.	The purpose of this workshop was to gather opinions and from local women on how the increase in petrol prices has affected their lives, and to explore new possibilities for increasing household income and initiating alternative energy sources. The intended output was that a women's discussion group on energy policy would be established and their opinions gathered so that an initiative on alternative energy could be developed.	July 28, 2001	Surabaya, East Java
Several dozen representatives from local government, villages, CSOs and community groups in and around Pekanbaru, Riau, arranged by Kaliptra	Temu Kampung meetings to discuss impacts of subsidy lifting on energy prices and local development	A series of meetings and discussions broken down as follows: Village meetings (Temu Kampung) in 3 locations, 4 radio talk shows, and a 1-day seminar in Pekanbaru.	The purpose of these meetings was to identify the impacts of petrol price increases on village residents, provide a space for dialogue between the community and the government, and provide inputs to the government on educating the public about price increase policies.	August-September 2001	In and around Pekanbaru, Riau
24 representatives from local government, farmers' unions and CSOs from East Java, arranged by Yayasan Cakrawala Timur	Farmers meeting to discuss development and local policy issues with government	A 5-day strategic planning workshop for this farmer's union in East Java.	The objective of this workshop was to develop a strategic plan for the East Java Farmer's Union to work together and achieve the organization's vision and mission.	June 23-27, 2001	Tretes, East Java

Organization and/or Participants	Activity	Description	Objective	Dates	Location
12 CSO representatives from the Kutai region in East Kalimantan, arranged by CSSP and facilitated by USC Satunama from Yogyakarta.	Introduction to Civil Society training workshop	A 4-day workshop provided by CSSP to 12 representatives from 10 CSOs in the Kutai region of East Kalimantan.	The objective of this workshop was to introduce to a group of relatively new CSOs the basic concepts, roles and mechanisms of civil society and the transition to a more open system of governance. In addition, there were networking and constituency building aspects to the activity.	March 18-21, 2002	Bontang, East Kalimantan
40 adat and religious leaders, women's group members and village residents in Ilaga and Bidogai, Papua central highlands. Arranged and facilitated by SKP Jayapura.	Human rights training and dialogues in Ilaga, Puncak Jaya, and Bidogai, Nabire.	Two training dialogues for adat communities in the central highlands of Papua. 1) Human rights identification and training in Ilaga, Kab. Puncak Jaya. 2) Women's rights identification and CSO support in Bidogai, Kab. Nabire.	The purpose for both of these dialogues was to identify priority problems, educate people about their rights and generate ideas for building effective civil society institutions and ending the cycle of violence in these conflict-prone areas.	March 1, 2002	Ilaga and Bidogai, Papua
AJI Jayapura	Strategic Planning for AJI Papua			June 1, 2002	Jayapura, Papua
JARI	Monitor the management of fuel subsidy funds	3-month program on the management of fuel subsidy funds	The objective of this activity was to test public's vision of a grand strategy for Just/Fair Fuel Management concept from academic as well as legislative views.	November 2002-2003	Various locations
Almost 50 representatives from various CSOs in Indonesia, arranged by CPT and CSSP.	Pre-election Assessment Workshop	1-day workshop to review the lessons of 1999 elections and identify requirements for transparent elections in 2004	To assist donors in formulating recommendations for election support initiatives that contribute to the long-term development of democratic Indonesian institutions of governance	October 15- November 8, 2003	JKT, SBY, Medan, Manado
BPD & KSM from various locations arranged by YAPSEM	Workshop to empower BPD and KSM	Workshop to strengthen BPD and KSM	To promote good governance at the village level by empowering BPDs and KSMs to be able to effectively participate in village governance including providing them with tools to encourage broad participation among their constituents.	December 16-24, 2002	Lamongan, East Java
35 people from BPDs in Bolmong, Minahasa and Sangir, arranged by Yayasan Dian Rakyat Indonesia (YDRI)	Workshop to empower BPD	2-day workshop to reflect and draft a follow up plan on BPD network in North Sulawesi	Establishing participatory local government through empowering human resources to manage village potential for community welfare with the following objectives: 1) Meeting participants recognize successes and failures of their program of the last 7 months (the last workshop was held in March 2002); 2) Strategy and activity plan for work with BPDs drafted; and 3) BPD network formed.	January 15-16/22, 2003	Bolmong, Sangir and Minahasa

Organization and/or Participants	Activity	Description	Objective	Dates	Location
35 members of the community in Musatfak and Iwur. Organized by Sekretariat Keadilan dan Perdamaian (SKP) Jayapura	Workshop on Human Rights and Social Reflection	6-days human rights and social reflection training and discussions, facilitated by SKP and local leaders	Community has clearer idea of its position and potential role, information is shared that helps people understand, SKP can maintain close link and understand the issues, establish simple network of individuals that can deal with issue in future.	June 23-28, 2003	Musatfak - Wamena and Iwur in Mount Bintang, Papua
SKP Sorong	Training/Workshop on Human Rights and Social Reflection in Babo	Among first positive collaborations between civil society and Babo.	To conduct workshop on human rights and social reflection and begin discussions. Also focussed on issues specifically relating to how to deal positively with incoming investors.	August 25-29, 2003	Babo, Bird's Head
40 people from various district in Bulungan and organized by Yayasan Pionir Bulungan	Workshop to form working group in Bulungan, East Kalimantan	2-day Wprkshop to initiate the formation of Forest and Land Rehabilitation Working Group	The Working Group established will become government's partner and performance evaluator in developing and implementing FLR programs in Bulungan.	June 16-17, 2003	Bullungan, East Kalimantan
Members of KSM from Lamongan, and arranged by YAPSEM	Advocacy training for women's political rights	3-day training courses for a total of 200 women on the role of CSOs in political education, democratization, conflict management, participation, and village organizing and development	Women more able to participate in good governance through increased understanding of participation, transparency, accountability, their own political rights and how to advocate for them to influence local policymaking.	July 2003	Lamongan, East Java
40 people from various district in Malianau. Organized and cost shared with WWF Kayan Mentarang	Natural Resources Policy Advocacy Training	3-day training to improve knowledge, skill and attitude of Kayan Mentarang National Park stakeholders on their advocacy	The KMTN stakeholder understand the advocacy basic concept, basic principles, steps and know how to do basic advocacy practice and necessary steps taken toward successful advocacy program.	July 8-10, 2003	Malinau, East Kalimantan

Organization and/or Participants	Activity	Description	Objective	Dates	Location
40 people from various women organization incl 6 men from adat community and organized by Forum Kajian Pemberdayaan Perempuan Papua (FKP3) Sorong.	Workshop on increasing women involvement in politics	3-day discussion and panel on political participation	The objectives of this activity are: 1) Increased understanding and public awareness of democracy; 2) Women more aware of need and ways of participating in political life; 3) Reduced discrimination against women; 4) Increased gender perspective in policymaking; 5) Increased communication between women and political parties; 6) Political parties take on board gender perspective; and 7) Women more aware of needs and ways in participating in political, increase gender perspective in policymaking and increase communication between women&political parties.	July 28-30, 2003	Sorong, Papua.
Adat communities in Depapre, Jayapura and organized by DPMA-DU.	Village training for adat community development	Series of training to empower adat communities of 11 villages to be able to manage their own resources and contribute to development plans.	Community has facilitators trained, participatory village development plans can be developed and program taken on board by District government.	July - September 2003	Depapre, Jayapura - Papua.
Indonesian and International participants and organized by American Center for International Labor Solidarity (ACILS)	Interpreter for Conference to Counter Trafficking of Indonesian Women and Children	2-day conference focuseing on a series of practical topics designed to increase knowledge and cooperation against trafficking	A better shared understanding of the actions needed to prevent trafficking of women and children in Indonesia among key local constituents and international interest groups and partners, and agreed action on further steps to be taken under the aegis of the National Action Plan on this issue.	July 28-30, 2003	Jakarta
NGOs, Universities, based communities and organized by Institute for Civil Strengthening (ICS)	Workshop on Implementation of Democracy through the 2004 Election	2-day workshop to 1) analyze successes and failures of last election in 1999, 2) agree on ways to move forward, and 3) discuss strategies and agenda	To find a shared perception and strategy for CSO's and academics in order to be able to work together towards a successful democratic election in 2004.	August 25-27, 2003	Jayapura, Papua
NGOs, Academics, media, governmetns & stakeholders and organized by Indonesia Media Law and Policy Centre (IMLPC)	Freedom of Information roadshows and seminar clinics in 7 different cities	Clinics and seminars will be held in CSSP's 6 target regions to coordinate efforts in advocacy and lobbying in realization of the transparency law.	Gain support from public and developed public opinion on freedom of information, and to coordinate efforts to advocate and lobbying in realization for the transparency law.	August-December 2003	Jakarta, Bandung, Medan, Malang, Balikpapan, Jayapura and Manado

Organization and/or Participants	Activity	Description	Objective	Dates	Location
Institute for Social Transformation (INSIST)	Strengthening Existing Service Provider	Review, update and publication of training manuals to improve communications and information technology capacity of CSOs and other Indonesian organizations.	Enhanced role of civil society in achieving sustainable development, democratization and society.	September -December 2003	Yogyakarta
SATUNAMA	Strengthening Existing Service Provider	Formulation of best practice case studies in management for NGOs capacity building	A new training module on organizational management of CSOs will be developed based on case studies that will focus on the best practices of selected Indonesian CSOs. This will include case studies on governance and board, financial management, resource mobilization, constituency building, etc.	September -December 2003	Yogyakarta
Adat communities, Baperkam in Raja Ampat area and organized by Konservasi dan Pembangunan Raja Ampat (KONPERS)		FGD and 2-day workshop on capacity building	Increase understanding of democracy and the role of Baperkam. To increase the capacity and role of the Badan Perwakilan Kampung (Baperkam) in the Raja Ampat area.	August 25-27, 2003; September 15-16, 2003	Semate Sorong, Papua
Yayasan Bumi Nunukan	Workshop on Community, Government and Legislative members of Nunukan District	Workshop on current and future NRM mechanisms in Nunukan and to initiate Nunukan NRM Working Group, and Nunukan NRM Working Group meetings to produce participative NRM regulation draft to be delivered to local government	To promote a collaborative mechanism in drafting local regulations related to NRM in Nunukan District. 1) Government's commitment to a sustainable natural resources management in Nunukan; 2) New participative natural resources management regulations; and 3) Spirit of togetherness and commitment in natural resources management in Nunukan.	September -December 2003	Nunukan
Executive/Legislative members, GOs officials by PP OTODA Universitas Brawijaya	Legislative Drafting Training for the executives/legislative members	Theory sessions in exercises on academic paper writing and draft of law writing.	Participants be able to draft law accordance to the principles of national law making, peoples needs and understand the principle of assessing.	September 15-19 2003	Malang, E. Java
Individual from BH and central mountains area of Papua by Komisi untuk Orang Hilang dan Korban Kerasan (KONTRAS) Papua	Human Right Violation workshop	Training course on increasing local capacity in key areas to handle human rights issues	The objective of this activity are: 1) that Local community will understand human rights and responsibilities and how to investigate and report violations; and 2) Individuals representing areas trained are able to network and to investigate cases as they arise.	September 2003	Wamena, Papua

Organization and/or Participants	Activity	Description	Objective	Dates	Location
National Adat Congress communities&organizations , NGOs by Aliansi Masyarakat Adat Nusantara (AMAN) Jakarta	Workshop on National Adat Community Congress	Workshop in 17 area and 11 provinces on establishing foundation for enhancement of Political Participation (democracy) in Adat community.	Strengthening Position and Role of Adat community in governance implementation in Regional Autonomy era through the following objectives: 1) Adat community is well consolidated; 2) Have bigger political bargaining power in the implementation of regional autonomy; 3) Increased awareness on Democracy and governance; 4) Effective organizational Structure; and 5) Issue-issue on Adat community are well understood by public in general and accommodated in national political agenda.	September 19-25, 2003	Tanjung, Mataram Sumbawa
NGOs partners by Yayasan Pelita Kasih Abadi (PEKA)	Training on Conflict Prevention	4-day training on Conflict Prevention	To have better understanding on conflict prevention and efforts to prevent conflict in North Sulawesi, resulting in: 1) Increased knowledge of participants on conflict prevention especially potential conflicts in North Sulawesi; and 2) Increased capacity of the participants in their efforts to prevent conflict in North Sulawesi.	October 6-20, 2003	Tomohon, Mandao N.Sulwaesi
International participants by Mitra Emisi Bersih (MEB) /USAEP	Integrated Vehicle Emission Reduction Strategy Conference	3-day conference with workshops discussing: fuel, vehicle technology and emission standards, sustainable transportation, vehicle inspection and maintenance, traffic management	The objectives of this activity are: 1) Commitment of stakeholders to take further actions to reduce the detrimental impact of air pollution – on health, productivity, economy and social equity; 2) Proceeding of the workshop presenting a synthesis of each session, the report of each working group and any official declaration made by government representatives; 3) A schedule to monitor the progress being made by the various individuals or agencies on air pollution reduction efforts; and 4) Introduction of systems and technologies that can reduce air pollution.	October 7-9, 2003	Jakarta
ICMA associates, CSSP grantees by Roxas Found.	TOP Training for the Staff of APKASI, APEKSI and APPSI	A TOP course will be conducted by two highly skilled trainers from the Gerry Roxas Foundation in the Philippines to enhance role of local govts associations with strong facilitation skills.	Enhance the role of local government associations as a voice in the intergovernmental debate on the direction and application of decentralized local governance, and at least 12 key staff of three local government associations provided with strong facilitation skills.	October 15-17, 2003	Jakarta

Organization and/or Participants	Activity	Description	Objective	Dates	Location
USAID/DG partners by PVO Financial Managers.	Working with USAID: From Proposal to Closeout Workshop	To know and begin and/or sustain a good working relationship with USAID.	To provide solid understanding of how USAID works, a good sense of where to find resources, practical advise through hands on work.	October 13-15, 2003	Bangkok, Thailand
BPD Reps and networks throughout East Java by PP Otda	Facilitation and consultation for BPDs in East Java.	1) Promotion of the services offered, through media including CSSP networks; 2) Stakeholder identification; 3) Provision of consultation facilities and resources at PPOTODA; and 4) Visits from PPOTODA team to villages and village meetings.	To provide consultation services to BPD representatives to facilitate BPDs throughout East Java through 1) Assistance to BPDs facing problems in village governance; 2) Transfer of knowledge to BPDs to encourage independence; and 3) Strengthened communication and shared knowledge between BPDs.	October-March 2004	East Java
Yayasan Lingkungan Hidup Humeibou	Training of Trainers (TOT)	Yalhimo to host a 3 day TOT for community organizers.	To empower Bird's Head CSO's in the skill of training so that they can ultimately empower their constituents with staff trained in various techniques which will help them empower their constituents and be more effective as an organization and more able to sustain itself.	October 19-23, 2003	Rumberbon Island, outside of Manokwari, Bird's Head Region, Papua
SERAT	PERDA drafting Workshop	Yayasan SERAT to conduct a 5-day workshop on drafting of local PERDA on civic participation in policy making.	The objectives of the activity are 1) Draft local PERDA on civic participation in policy making; and 2) Increased knowledge and experience of the participants in drafting local PERDA.	October 2003	Manado and Bintung
Lembaga Bantuan Hukun Hak Asasi Manusia (LBH HAM)	Training in law and human rights for human rights defenders in the Bird's Head	3-day training for a mixed group of human rights activists with representatives of media, local government, the church, youth and women's groups, focusing on the following areas: Human rights in Indonesia; human rights courts; militarism and human rights abuse in Papua; advocacy, investigation and victim support techniques; human rights and Indonesian law.	Increased knowledge of human rights, advocacy, investigation, and victim support, strengthened networks striving for peace. Increased citizen's participation in governance.	October 29-November 3, 2003	Sorong, Papua
LBH Papua	Personal Security Training for Human Rights Activists	2-day personal security training including inputs from ICMC.	To provide activitsts with skills and knowledge that will protect themselves as they go about their work.	November 19-21, 2003	Jayapura, Papua

Organization and/or Participants	Activity	Description	Objective	Dates	Location
United in Diversity	Achieving Indonesia's Progress Against All Odds "How the Business Sector Can Play a Role with Civil Society and the State"	3-day conference intended to bring together 350 Indonesian and international participants from public, private and civil society sectors.	To network among 3 sectors and discuss how to address future of Indonesia.	December 6-9, 2003	Kuta, Bali
Yayasan Nanimi Wabili Su (YNWS)	Preparation workshop for 2004 elections	Workshop for CSOs looking at lessons learned from 1999, changes in electoral system since then, direct presidential elections, the DPD and the roles of the KPUD and Panwasda.	Sorong CSO's will agree on a collaborative approach to the 2004 election preparation, networks will be strengthened, and increased collaboration between CSO's in run-up to election will ensure democratic process occurs.	November 2003	Sorong, Papua.
Swara Wanua	Community Strengthening on Natural Resource Management	Conduct problem analysis and meetings in 5 villages, including community members, local government officials and BPDs	To increase involvement and active participation of communities in handling natural resource management and living environment problems in and around villages and the wider district. To strengthen communication networks, information and co-ordination by stakeholders, i.e., between village communities and regional government, commencing at village level and rising to connected institutions at district and provincial level.	December 2003- May 2004	5 villages in South Sulawesi: Tatelu, Tatelu Rondor, Wasian, Talawaan, and Warukapas
PERFORM	Social Enterprise Training	Training of Social Enterprises for NGOs in Cimahi, West Java. Perform and CSSP will fund this training and also Perform and CSSP will be sending trainers and develop manual for the training. CSSP particularly will use one or two trainers from CSSP partners to facilitate the training.	To give a better understanding of the importance of clear framework of NGO and to give the knowledge of how to be self-financing.	December 2003	Cimahi, West Java
Sekretariat Keadilan dan Perdamaian Keuskupan (SKP) Sorong	Human Right Violation workshop, PART 2	6-day training course with facilitators from SKP and LBH HAM Sorong	Raised awareness of human rights and how to deal with social change; increased critical thinking. At the same time, increased awareness for SKP of issues in Aifat and open communication lines.	December 2003	Sorong, Papua.

Organization and/or Participants	Activity	Description	Objective	Dates	Location
Forum LSM	Strategic planning	A strategic planning session to improve the capacity of Forum LSM Aceh and its members in developing their strategic plans and in developing future program proposals.	To improve knowledge of Forum LSM director to make better program plan to promote good governance in the villages; to encourage a better understanding of Forum LSM members in the strategic planning issues and methodologies; to develop short, medium and long terms strategic plans for Forum LSM Aceh.	May 2004	Medan
Pionir	Strategic planning	A 3-day strategic planning workshop to develop a master plan for Bulungan Forest and Land Rehabilitation Group.	By the end of the workshop, attendees will solidify a working group and have a draft master plan to be used as a guideline in management of the Forest.	May 2004	Bulungan, East Kalimantan
Alfa Omega	English Language Training	Intense training in the English language for members of CSO Alfa Omega	To strengthen the capacity of Bird's Head CSOs in English language; to enable them to access the wider world of information and donors.	April 2004	Fak Fak, Papua
Yayasan Lingkungan Hidup Humeibou (Yalhimo)	English Language Training	Intense training in the English language for members of CSO Yalhimo	To strengthen the capacity of Bird's Head CSOs in English language; to enable them to access the wider world of information and donors.	April 2004	Manokwari, Papua
Lembaga Bantuan Hukum Hak Asasi Manusia (LBH HAM)	Human Rights training - abuse against women and children	A 3-day workshop for human rights activists.	Increased awareness of the rights of women and children and increased ability to advocate on their behalf; Strategy in place to set up a women's crisis center in Sorong with multi-stakeholder participation, collaboration and commitment.	April 2004	Sorong, Papua
Sekretariat Keadilan dan Perdamaian Keuskupan (SKP) Sorong	Human Rights training - social reflection, esp. in area of gender	A 6-day training course to enable the community to better cope with social change and be more aware of their human rights and of gender issues.	Raised awareness of gender issues, human rights and how to deal with social change; increased critical thinking. At the same time, increased awareness for SKP of issues in Aifat and open communication lines	May 2004	Sorong, Papua.
Satunama	Capacity Building - Transparency Training	Through Satunama, TANGO will train select CSOs in Indonesia that are concerned about the issues of Transparency and Accountability.	Improve the management capacity of NGOs to implement the principles of accountability and transparency. The development and refinement of an assessment instrument which NGOs can use to assess their level of transparency and accountability, and identify capacity building needs in this regard.	May 2004	Yogyakarta

Organization and/or Participants	Activity	Description	Objective	Dates	Location
Pembedayaan Hareukat Inong Aceh (PHIA)	Strategic planning	Conduct a 5-day strategic planning workshop in Medan.	The workshop will improve staff capacity in planning. From the event activists in PHIA and their constituents will produce a strategic plan for the organization.	May 2004	Medan
Aliansi Pemantau Kebijakan Sumber Daya Alam (APKSA)	Strategic planning	A 3-day strategic planning workshop for the APSKA coordinators in East Kalimantan.	Through strategic planning the group will select a new Coordinator and develop new advocacy strategy and action plan for period of 2004-2006.	May 2004	Samarinda, East Kalimantan
Pusat Pengembangan Otonomi Daerah, Fakultas Hukum Universitas Brawijaya (PPOTODA UNIBRAW)	Participatory development of regulations affecting villages	3-day expert meeting among representatives from villages, CSSP partners, and regional experts in East Java to discuss proposed revisions to law 22/99	Central government uses this draft or parts of it in the final revised UU22/99	May 17-19, 2004	Malang, East Java
Yayasan Pelita Kasih Abadi (PEKA)	Pluralism, Democracy and Good Governance strengthening in 5 villages in North Sulawesi	2-month series of activities encouraging participative governance in North Sulawesi including training of trainers (TOT), strategic planning, and training in PERDES drafting for members of 5 villages	Justice and peace condition in Minahasa condition as a result of strengthened pluralism, democracy and good governance in Minahasa, resulting in: 1) Increased knowledge capacity of Yayasan Peka; 2) Pluralism and democracy value disseminated in community villages; 3) Strengthened civil society groups in the village; 4) Improved functional relationship between community and BPD; and 5) Improved functional relationship between BPD and Villages executives.	May-June 2004	Manado
LAPPERA; BPD, village heads, district administrators and local CSOs from Central Java	Post Election Decentralization Assessment : Designing a Refined Village Based Decentralization Development Initiative	A series of FGDs with local stakeholders to get their visions, access local potentials and the status of decentralization practices. This will be a pre condition to form the joint working groups.	To design the development of village based decentralization at Kabupaten level after the 2004 election, so that: 1) Village based decentralization practices are strengthened through rural community servicing; 2) Various aspects of decentralization mechanism are identified and classified, such as systems and procedure, leadership and governance, relationships, legitimacy, identity and vision, performances and results; and 3) Empirical study on decentralization practices are available for strengthening village based decentralization.	May-June 2004	East Java (Blitar), East Kalimantan (Kutai Barat), Yogyakarta

Organization and/or Participants	Activity	Description	Objective	Dates	Location
20 city/district representatives, 6 YRBI community network members, and 6 Solidaritas Gerakan Anti Korupsi (SORAK) Aceh members, facilitated by JARAK (Grass Root Anti-Corruption Network)	Strategic planning workshop	5-day workshop to develop strategic workplan and identify stakeholders.	By the end of the workshop the participants will have identified potential stakeholders to support the anti-corruption movement and to have drafted a strategic work plan to establish a community-based anti-corruption movement.	June 28- July 1, 2004	Banda Aceh
Community, Government and Investors in Nunukan, facilitated by Worldwide Fund for Nature Indonesia, Kayan Mentarang	Public Dialog: Policy on Development of a Road from Nunukan to Malaysia	3-day public dialog regarding the construction of a road from Nunukan to Malaysia via the Kayan Mentareng National Park	The event will strengthen communications between the community, government and investors in Nunukan and hopes to encourage the Nunukan government to reevaluate its current road development plan in light of its likely environmental impact. In addition, the Worldwide Fund for Nature Indonesia will work to improve the capacity of the local CSOs involved as they organize and facilitate a professional event. Members of USAID/NRM will also attend the event.	August 3-5, 2004	Nunukan City, East Kalimantan
Sekretariat Keadilan dan Perdamaian Keuskupan Sorong (SKP)	Human Rights Training	5-day human rights training to be conducted by SKP Sorong. The activity will train 30 people from the church and adat community in Babo to investigate, monitor and report human rights abuses in the Bird's Head region of Papua.	Building understanding of how to monitor human rights, to investigate, monitor and report cases in the area of Babo, in conjunction with SKP.	August 2-7, 2004	Babo, Papua