

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

**Quarterly Report  
October 1 – December 31, 2001**

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

**USAID Quarterly Report – 4th Quarter 2001**

*October 1 – December 31, 2001*

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## **I. Introduction**

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

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

During this quarter, four out of the eight Resource Cities Partnerships completed their second exchanges, and first exchanges were scheduled for two more partnerships. Major breakthroughs were made with the Indonesian local government associations in the areas of newsletter development and advocacy. Although the authorized evacuation kept the Association and Advocacy Advisor and Program Manager away from post, BIGG/LGSPP staff were able to successfully facilitate and complete the Indonesian association tour in the United States. BIGG/LGSPP staff continues to help the Indonesian associations capitalize on the new knowledge they gained in the United States.

## **II. Major Accomplishments This Quarter**

### **A. Project Administration**

#### **A.1 Project Workplan**

On December 19, 2001, BIGG/LGSPP submitted a six-month Activity Plan outlining the activities and timeline of the project through June 30, 2002.

#### **A.2 Management**

BIGG/LGSPP staff, who were under evacuation status in Washington, DC, returned to post on November 30, 2001.

*Activities during evacuation period:* Prior to returning to post, BIGG/LGSPP Association Advisor and Program Manager spent two months in Washington, DC in compliance with the terms of the authorized evacuation issued by the US Embassy in Jakarta. While this clearly posed a challenge to the effective management of the program, BIGG/LGSPP Washington- and Jakarta-based staff used a number of ways to ensure the program was effectively implemented during this time:

- BIGG/LGSPP staff kept in regular contact through conference calls and individual phone calls to discuss program implementation and other pending issues.
- BIGG/LGSPP Program Manager met with Partnership Management staff during their Resource Cities exchanges to the US. Specifically, one Partnership Manager was flown to Washington to discuss concerns and next steps for recruiting and implementing the Resource Cities program both in Indonesia and the US in the wake of the September 11 attacks. In addition, the Program Manager participated in 2 exchange visits in Oregon, met with 2 Partnership Managers to maintain contact and ensure that the activities in Indonesia were continuing, and met with US Resource Cities partners that had not yet traveled to Indonesia to answer their concerns about safety and other issues.
- BIGG/LGSPP Association Advisor arranged TDYs for the ICMA Communications and Training Advisor and for the Legislative Director of the League of Oregon Cities to travel to Indonesia to work with the associations to build upon their experiences at the ICMA Annual Conference in Salt Lake City. Because TDY travel was allowed under the evacuation, these individuals were able to continue the valuable work they had been doing with the associations, thus allowing the BIGG/LGSPP program to keep running.
- While in Washington, the BIGG/LGSPP staff took advantage of the time they had with both ICMA/Washington staff and the USAID CTO – who was also in Washington under the evacuation – to evaluate the progress of the program to-date and begin making plans for the next phases of the program. A number of activities and objectives were proposed and vetted with USAID (see BIGG/LGSPP retreat, below). These items were developed from the lessons learned from Year 1 of the project and the new realities faced after September 11.

*BIGG/LGSPP Retreat:* Immediately upon their return to post, ICMA's Deputy Director for International Municipal Programs joined the BIGG/LGSPP Advocacy and Association Advisor and the Program Manager in Jakarta. During her TDY, the Deputy Director facilitated a retreat for the BIGG/LGSPP team. The purpose of the retreat was 1) team-building and "regrouping" after the two month absence of two key staff members, and 2) redefining and rewriting program objectives to reflect realistic expectations and outcomes. The USAID CTO participated in part of this two-day event to ensure that the objectives BIGG/LGSPP was defining matched the priorities of the Decentralized Local Government Office at USAID. The result was a clearly defined set of objectives and activities for the next 6 months, which were developed through an inclusive and participatory process involving the entire BIGG/LGSPP staff.

The new objectives established at the retreat are (these objective are discuss in greater detail in the 6-month activity sheet, submitted to USAID December 19, 2001):

Overall BIGG/LGSPP program Objective: Developing the capacity of decentralized and participatory local governments and the organizations that represent them.

*IRCP Objective:* Building management capacity for improved service delivery.

IRCP subobjectives:

- Providing practical tools and experiences
- Promoting information sharing and public diplomacy
- Promoting inter-governmental coordination in one functional area in the province of East Kalimantan
- Promoting sustainable partnerships

*Association Objective:* Establishing effective, representative, and independent local government associations.

Association subobjectives:

- Building the capacity of associations to advocate on behalf of their membership
- Developing organizational management capacity at all levels of the association (board, Executive Directors and staff) to promote sustainability
- Improving two-way communications between associations and their members
- Strengthening association service delivery to their membership in order to improve local government services

## **B. Program Activities and Management – Progress and Highlights**

### **B.1 Resource Cities – Indonesia**

- Second exchanges between three partners (Bekasi, Bitung, and Pasir) took place.
- BIGG/LGSPP identified the two new local governments for the second round of Resource Cities: Yogyakarta and East Kalimantan Province
- Current partnerships and exchange dates include:

<b>Indonesian Local Government</b>	<b>US Partner</b>	<b>1<sup>st</sup> Exchange</b>	<b>2<sup>nd</sup> Exchange</b>	<b>3<sup>rd</sup> Exchange</b>
Kabupaten Pasir, East Kalimantan	Coquille, Oregon	June 28 – July 8, 2001	November 4 – 12, 2001	February 2002
Kota Bekasi, West Java	Gresham, Oregon	July 23 – August 2, 2001	October 6-13, 2001	February 2002
Kota Bitung, North Sulawesi	Coos Bay, Oregon	August 30-September 8, 2001	November 10 – 18, 2001	March 2002
Local Government Associations	League of Oregon Cities	July 18 – August 1, 2001	September 26 – October 6, 2001	February/March 2002
Kabupaten Kutai	Washington County, Oregon	February 7 – 20, 2002	TBD	TBD
Kota Samarinda	Tigard, Oregon	February 7 – 20, 2002	TBD	TBD
Kabupaten Bandung	Santa Clarita, California	January 26 – February 2, 2002	TBD	TBD
Kota Balikpapan	TBD	Before April 1, 2002	TBD	TBD
East Kalimantan Province	TBD	Before April 1, 2002	TBD	TBD

### **Updates on Partnerships**

#### **Pasir, East Kalimantan – Coquille, Oregon**

*Second Exchange:* November 4 – 12, 2001 in Coquille, Oregon

*Pasir Delegation:* Faturrahman – Pasir Partnership Coordinator (BAPPEDA), Abdul Azis – Head of Forestry Department, and Azhar Bachruddin – Vice Chairman of DPRD

*Summary:* The agenda for the second exchange between Bekasi and Gresham focused on the three key areas: improving administrative procedures, developing methods of forest protection, improve relations between potential investors and local indigenous communities, and developing mechanisms for public participation and empowerment, defined in the workplan formulated during the first exchange.

Upon their return from Coquille, the delegation met with the Bupati who supported the implementation of many of their proposed initiatives. The Bupati has authorized the members of the delegation to go forward with the following activities:

***Sustainable Forestry Policy and Regulation.*** The first draft of the forestry regulation in Pasir was submitted to the DPRD prior to the visit to Coquille. In the initial review, the DPRD asked

for a regulation that addressed broader aspects of the forestry sector. The Pasir team decided to address new issues in the proposed legislation, namely environmental performance bonds and forestland revenue sharing after their visit to Coquille. These additional topics will be submitted in a second draft to the DPRD during the next session.

The Pasir team has requested further assistance from Coquille in revising their regulation. BIGG/LGSPP has translated the draft regulation and sent it to Coquille for review. Coquille will review the draft and provide intense technical assistance to Pasir during the next exchange that is tentatively scheduled for February 2002.

**Job Description Refinement.** Currently the Kabupaten administrative office is working on the refinement of job descriptions and organizational structure of the office. In order to assist Pasir with this task, Coquille sponsored a special training session through the League of Oregon Cities - Local Government Personnel Institute to provide the Pasir team with a better understanding of the principles and purposes of job descriptions. The handouts and written material received at the training are now being used by the team as reference material in the writing of the new organizational structure and job descriptions of the administrative office of Kabupaten Pasir.

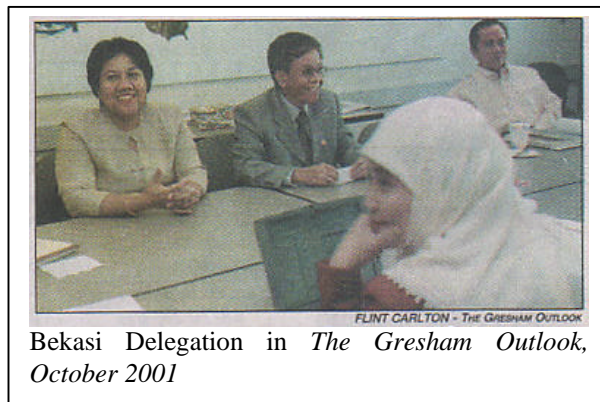
**Public Hearing.** Drs. Azhar Bachruddin, one of the delegation members and Vice Chairman of the DPRD, is currently working to introduce a more open format for public hearings with the Pasir DPRD. Coquille is working with Pasir to help them develop a plan for building consensus among the other DPRD members and to inform them of the benefits of public participation.

**Rotary Club.** During the exchange visit to Coquille, the Coquille Rotary Club invited the Pasir team to attend one of its regular meetings. At this meeting, the Chairman informed the team that the Coquille Rotary Club is willing to make a donation to provide small water treatment facilities for a transmigration site in Pasir that was visited by the Coquille delegation on their initial visit. One condition of this donation is that the funding needs to be channeled through a local rotary **club office** office in Indonesia. BIGG/LGSPP has been in contact with the regional representative in Balikpapan to discuss starting a club in the region. In the next quarter, BIGG/LGSPP will work with Balikpapan and Pasir officials to make the club active.

## **Bekasi, West Java – Gresham, Oregon**

*Second Exchange:* October 6 - 12, 2001 in Gresham, Oregon.

*Bekasi Delegation:* M. Toto Ruchimat – Director of Finance, Setiono – Head of Transportation Division, and Reny Hendrawati – Head of Education and Training Division.



*Summary:* The agenda for the second exchange between Bekasi and Gresham focused on the three key areas of finance, transportation and human resources development defined in the workplan that was formulated during the first exchange.

The Bekasi delegation had the opportunity to observe many of the systems and management strategies implemented by Gresham in these areas. Based on their observations, the Bekasi delegation expressed interest in receiving training and information in the areas of privatization of solid waste collection and management and performance management. Gresham agreed to provide information to Bekasi on request. The BIGG/LGSPP Partnership Manager will follow up with Bekasi to determine their level of need in the two new areas and will determine if the workplan needs to be adjusted to accommodate the new areas.

*Next Steps:* Prior to the next exchange, Gresham will host a staff member from the Bekasi Finance Department for a two-week internship in double-entry accounting (see text box below). In addition, Bekasi will gather its transportation data, sending Gresham input for their modeling software. The purpose of this activity is for Gresham to model the transportation patterns of Bekasi to help them better determine future sites for transportation hubs and roads.

The third exchange, tentatively scheduled for March, will focus on training for double-entry

### **Program Result**

Based on the discussions of the Gresham and Bekasi teams during the second exchange visit, it became clear that Bekasi needs to update their accounting system to better track their finances. To this end, Gresham has offered a two-week internship to a member of the Bekasi finance department. The purpose of this internship will be for the staff member to learn double-entry accounting.

This internship will take place in early February, prior to the third Resource Cities exchange visit. On the third visit, the Gresham delegation to Bekasi will work with the intern to train the entire Bekasi Finance Department on the concepts of double-entry accounting.

accounting and continued assistance in transportation planning.

### **Indonesian Local Government Associations – League of Oregon Cities**

See Association Development (Section B.2) below

#### **Bitung, North Sulawesi – Coos Bay, Oregon**

*Second Exchange:* November 10 – 16, 2001 in Coos Bay, Oregon.

*Bitung Delegation:* Leopold Dalope – Director of Finance, James Rompas – Division Head from Bappeda (Planning Agency), and Max Lumempouw – Technical Manager for the Port of Bitung.

*Summary:* The agenda for the second exchange between Bekasi and Gresham focused on the three key areas defined in the workplan formulated during the first exchange: City-Port land use planning coordination and conflict resolution, and the development of a marketing plan for Kota Bitung to help attract investors to the Kota and the port.



During their visit to Coos Bay, the Bitung team was made aware of the role of mediation in resolving conflicts between parties. They expressed a willingness to try mediation techniques to solve the conflicts between the city government and port authorities.

The Bitung delegation had the opportunity to work with the Coos Bay Director of Finance, Janell K. Howard to learn more about the financial management systems that Coos Bay operates.

The third exchange, tentatively scheduled for late February, will involve a delegation from Bitung traveling to Coos Bay. The trip will focus primarily on learning conflict mediation techniques to help resolve issues between the port and the city.

### **Samarinda/Kutai, East Kalimantan – Washington County/Tigard, Oregon**

The first exchange visit of this partnership is scheduled for February 7 – 20, 2002. On this visit, a delegation of four key staff from Washington County and Tigard will travel to Samarinda and Kutai. The delegation will design the workplan to guide the remaining exchanges, sign the MOU with Samarinda and Kutai, and determine the timeframe and focus of the second exchange.

The Partnership Manager and East Kalimantan Coordinator have had the strategic plans of both Samarinda and Kutai translated and sent to Oregon as background material. In addition, Samarinda and Kutai are planning to host a workshop on water rights during the partnership to capitalize on the expertise of Washington County and Tigard.

### **Bandung, West Java – Santa Clarita, California**

The first exchange visit of this partnership is scheduled for January 26 – February 2, 2002. On this visit, a delegation of three key staff from Santa Clarita will travel to Bandung to design the workplan to guide the remaining exchanges, sign the MOU with Bandung, and determine the timeframe and focus of the second exchange.

### **Balikpapan, East Kalimantan - TBD**

Balikpapan was originally partnered with Tacoma, Washington; however, due to the turmoil surrounding the impeachment of President Wahid and the travel warning issued by the US Embassy in Jakarta, the exchange visit scheduled for August 2001 was postponed. Due to this security situation and to major scheduling conflicts for the City of Tacoma, BIGG/LGSPP and Tacoma mutually decided that they would not continue to participate in the Resource Cities Program.

ICMA is actively recruiting another city to be a partner for Balikpapan, however, the political instability in Indonesia, the September 11 attacks, and the size of Balikpapan have made it difficult to find a US partner. Over the past several months, ICMA/Washington and BIGG/LGSPP staff have personally contacted the following cities (through e-mail and follow-up phone calls):

Butte County, CA; Chula Vista, CA; Fremont, CA; Fullerton, CA; Glendale, CA; Hayward, CA; Irvine, CA; Modesto, CA; Oceanside, CA; Oxnard, CA; Pasadena, CA; Pomona, CA; San Bernardino, CA; San Diego, CA; San Jose, CA; San Mateo County, CA; City of Santa Barbara, CA; County of Santa Barbara, CA; Santa Monica, CA; Santa Rosa, CA; Sunnyvale, CA; Thousand Oaks, CA; Yolo County, CA; Pensacola, FL; Winston-Salem, NC; Eugene, OR; Galveston, TX; Garland, TX; Houston, TX; Waste Management Authority, CA; Hampton, VA; Richmond, VA; Camas, WA; and many others.

In addition, ICMA has placed advertisements on the National League of Cities website (circulation of 33,000 members), in the ICMA newsletter (circulation of 8,000), and has sent invitations to participate in the program to over 5,000 ICMA members to-date.

## **B.2 Association Development**

During this quarter, BIGG/LGSPP continued assistance to the associations in three key areas: advocacy, management capacity building, and communications.

### **Association Partnership:**

The second Resource Cities partnership exchange between the Indonesian local government associations and the League of Oregon Cities (LOC) took place September 26 through October 6, 2001. This exchange focused predominantly on the transfer of skills and awareness to the association staff in advocacy and member services. Specific training and working sessions included observation and discussion of the following: advocacy activities and legislative briefings with members; intergovernmental relations between the state and the localities; newsletter development and content; conducting membership surveys and other data collection activities; the role of LOC's *City Center* as a resource; conference timelines and development; and applications of a membership database.

In addition, LOC's Legislative Director provided additional direct technical assistance to the associations by leading the advocacy working sessions that occurred December 3-5, 2001 (see Advocacy below).

The third partnership exchange is scheduled for mid-March, 2002 and will involve a delegation of 2 – 3 LOC Board Members, the Executive Director, and the Legislative Director. The program content stems from lessons learned and needs identified during the Legislative Director's advocacy working sessions in December 2001. The overall goal of this exchange is to improve each association's understanding of the appropriate roles and responsibilities of the board versus the executive director and staff. Another goal is to work with the executive directors to improve their capacity to manage and promote staff talent. This can be achieved through a two-pronged approach: 1) to work with the Boards of Directors to empower the Executive Directors to manage the association and staff, and 2) to work with the Executive Directors to help them understand the value of a professional staff that is empowered to represent the association and its members.

The LOC exchange in the U.S. was successful because awareness was greatly increased about a wide range of association activities in advocacy, member services, research capabilities, technical assistance delivery to members, and the role of national associations and government clearinghouse centers. APEKSI and APKASI moved up production of their newsletters from January 2002 to December 2001, based on a new understanding of the important role they play in member communications and advocacy. APPSI re-evaluated its timeline for newsletter production and in late December initiated the first draft of a 4-page newsletter. The newsletter will be finalized in January/February 2002, after content and layout review has been provided by ICMA's Communications and Training Advisor.

### **Advocacy:**

*Coalition Building:* Closely following the training on advocacy processes and communications provided during the exchange visit to the US, LOC's Legislative Director led a 3-day series (December 3- 5, 2001 in Jakarta) of working meetings on advocacy designed for the executive directors, key board members and staff of the Indonesian local government associations. The first session focused on identifying each association's internal process to obtain consensus and approval for policy statements. Participants were provided with concepts of good procedures for policy adoption, criteria of policy development, and critical ideas for an internal process (e.g. ownership by members and streamlining the approval process).

The second day of the working meeting centered around developing an advocacy strategy and giving clear guidance to the association leadership and staff on how best to advocate on behalf of the membership. Advocacy tools and methods were identified for the Indonesian context. All parties and players (e.g., DPOD representation, hearings before the Komisi II DPR-RI) who are involved in the legislative process and will be targeted for influence were identified and listed.

During the final working meeting, the participants developed a list of potential external partners in support of regional autonomy issues, and identified champions and methods of coalition building. The last exercise included a discussion of how APEKSI, APKASI, and APPSI can and should work together as a unified voice to support autonomy. This culminated in an agreement by the three association executive directors to approach their boards and formally build a stronger tripartite coalition among the associations starting with a meeting in the beginning of 2002.

BIGG/LGSP, earlier in the quarter, also assisted the associations in developing a joint position statement voicing support of regional autonomy to be presented before the Consultative Group on Indonesia on November 6<sup>th</sup>, 2001. This statement was never shared, however, due to the lack of board approval from APKASI.

BIGG/LGSP will provide continued technical support to facilitate the associations' coalition building and advocacy activities. This support will include the Chief of Party and program staff working with the executive directors and board members to ensure that the introductory meeting with the Komisi II and the coalition meeting of the three organizations achieve intended objectives. BIGG/LGSP will provide facilitation and/or mediation services on an as-need basis as this advocacy activity progresses.

*Advocacy Credentialing:* In an effort to further train and empower association staff to be involved in advocacy, LOC will host one staff member from each of the three associations for one week in February 2002. During this visit, the Indonesian staff will shadow LOC's staff lobbyists and receive a one-on-one tutorial in advocacy skills and activities. LOC's Legislative Director will also develop and deliver group training. Upon completion, the staff will be presented with certificates from LOC that will designate them as "Advocacy Specialists."

Following their credentialing, BIGG/LGSPP will work directly with the newly trained staff to produce a brochure modeled after LOC's "Working With Your Legislator." This brochure will be tailored for the unique types of advocacy activities that association members can conduct in the Indonesian context. BIGG/LGSPP will assist with the brochure content, layout, publication, and distribution. This specific assistance in membership communication is in direct response to a request made by the associations during the advocacy working meetings.

### **Communications:**

*Newsletter training and assistance:* The ICMA Communications & Training Advisor conducted a follow-up visit with each of the three local government associations, APEKSI, APKASI, and APPSI, regarding the preparation of the first edition of their association newsletters. This trip was prompted by APEKSI and APKASI who decided that they would initiate their newsletters in 2001 and instead of 2002, as originally agreed upon in the action plan prepared in cooperation with Clay Wirt in April 2001.

The working meetings facilitated by the LOC Legislative Director also covered the newsletters specifically focusing on the current status, the content, and the details regarding the shape and distribution of the newsletter. An emphasis was placed on the importance of the newsletter as a key two-way communication tool, highlighting the need to make the newsletter reliable, consistent, and high quality so that members begin to expect and rely on the newsletter. The importance of making the newsletter as cost-effective as possible so that it is covered by the operating budget without depending on grants and supplemental funding was also discussed.

As a result of the meetings, APEKSI revised their plan and expanded the first edition of the newsletter to include additional content that was recommended. APKASI's executive director gained awareness that the newsletter needs contribution from many staff. Plans were made to expand the second edition to incorporate additional areas of interest. APPSI committed to following through on the first edition of their newsletter in January 2002, as outlined in the workplan prepared in cooperation with BIGG/LGSPP.

Further assistance and cooperation will take place in the first half of 2002 based on the content and format of the first edition of the newsletters.

*Database training and assistance:* During the LOC exchange visit in September and October 2001, association staff members were shown the applications of a fully functioning association membership database for use in advocacy, member services, mass mailings and information dissemination, and annual conference/training registrations. BIGG/LGSPP took preliminary steps to ensure that each association would upgrade their capabilities with membership databases

by the first of the year. Various software programs were investigated, and it was determined that Microsoft Access, a viable product for Indonesia, provided the best range of features for its cost. The Association Advisor and Program Manager received Access training in order to develop the core database for the associations. Microsoft Access training was offered to association staff in December 2001; however, staff was not available until mid-January due to the holidays. BIGG/LGSPP staff prepared for the development of databases by obtaining current contact listings for all members of parliament, the Ministry of Home Affairs, the Ministry of Finance, Komisi II members, potential coalition partners, and media outlets using the media list created under the press release training conducted in September.

Two staff members from each of the associations will participate in a three-day Access database training session in January 2002. After receiving input from the associations, BIGG/LGSPP program staff will create a core database for transfer to the associations upon completion. Database assistance will be on going as the needs and applications of a membership database expand along with the technical capacity of associations.

### **Management Capacity**

*Business plan training and assistance:* Following the Association Business Plan Workshop and the U.S. exchange visit in September 2001, the executive director of APKASI requested more direct technical assistance from BIGG/LGSPP to review membership dues structures and improve dues collection rates. BIGG's Senior Local Government Management Advisor conducted a preliminary assessment with the association leadership and financial staff to gather more detailed data on the current situation with the organization's financial structure in November. This preliminary investigation revealed that the core issue of concern for the associations is a matter of how to successfully collect dues over and above the typical rate of 50% of the 268 kabupaten.

BIGG will further assess the overall issues of budgeting and diversification of revenues in the first quarter of the next year using the results of this initial review. This more detailed assistance will include identification of ways the association can market its services and improve invoicing and collections.

*Association Conference in Veracruz, Mexico:* In November, the executive directors of APEKSI, APKASI, and APPSI were invited to attend the International Forum on Federalism in Veracruz, Mexico and to meet with the Association of Mexican Municipalities (AMMAC) in Mexico City.

ICMA has worked with AMMAC since its founding and has seen it become a fully self-sustaining organization (AMMAC has never received donor funding) that effectively represents its members at the national level. AMMAC is led by a dynamic executive director, Oscar Vega, who has been at the helm of the organization since its inception. BIGG/LGSPP felt that it would benefit the Indonesian association executive directors tremendously to meet with Mr. Vega and his staff. The purpose of this meeting was to learn about the principles and practices of association leadership from people who, like their Indonesian counterparts, have faced many difficulties (both political and financial) in shaping a successful organization.

APEKSI was the only association able to send a representative due to scheduling constraints of the other APKASI and APPSI. Abdul Munir, the Executive Director of APEKSI, participated in the conference and engaged in meetings with staff of AMMAC. During these meetings, Mr. Munir gained valuable information on successful ideas and international programs that can be tailored or implemented as appropriate in Indonesia. Attendance at the conference provided him with an opportunity to see how an international forum is organized, how various sessions are facilitated, and which participants are involved in the conference. This information will be of direct use to Mr. Munir, when planning APEKSI's annual conference in 2002. Additionally, the knowledge gained on research capacities of a new association can be used to shape the discussion of how the Center for Local Government Innovation can best serve the immediate research needs of APEKSI.

Following the trip, Mr. Munir exhibited a more proactive leadership role in advocacy through his significant participation and voice at the advocacy working meetings of the three local government associations in December 2001.

Mr. Munir will be asked to present "lessons learned" from his meeting with AMMAC at an informal roundtable with the executive directors of APKASI and APPSI during the third LOC exchange in March 2002. The purpose of this roundtable – to be facilitated by the LOC Executive Director – is to highlight various issues associated with the role of the executive in developing a new local government association.

### **B.3 Information Dissemination/Innovative Practices**

See Section B.2 – Communications

### **B.4 Local Government Training**

See Section B.5 – Joint Activities with Task Order

### **B.5 Joint Activities with Task Order**

During this quarter, BIGG/LGSPP staff met with Task Order staff to discuss the regional and national seminars to be held in the next quarter. The BIGG team discussed roles and responsibilities for the associations and determined that BIGG would invite the associations to co-host the events and ask them to issue the invitations to their members. In addition, the BIGG/LGSPP Advocacy and Association Advisor will design a needs assessment exercise for the regional seminars to be facilitated by the association staff. The purpose of this exercise is to give the local government officials the opportunity to discuss their critical needs and positions with association representatives in order to improve communication between the associations and their members. The exercise will also ensure that the positions adopted and actions taken by the associations are more reflective of the needs and opinions of their members.

The BIGG team has also reinstated its bi-weekly management team meetings to maintain its administrative and programmatic coordination efforts.

## **B.6 East Kalimantan Regional Initiative**

The East Kalimantan Partnership Manager continued to meet with local government officials in East Kalimantan to discuss potential areas of collaboration for this initiative. Areas of collaboration identified include natural resources, environmental management, and policy and legislative coordination. In addition, the Governor of East Kalimantan has made interregional cooperation a priority for 2002 and has indicated his willingness to support any legislation developed through this initiative.

During the next quarter, BIGG/LGSPP will conduct the initial exchange visits for Samarinda, Kutai, Balikpapan, and East Kalimantan province. BIGG/LGSPP will also recruit an interregional advisor to work with the East Kalimantan staff to coordinate these efforts.

## **B.7 Coordination with Other Local Government Programs**

*Center for Local Government Innovation:* Throughout the quarter, BIGG/LGSPP facilitated introductions between the local government association executive directors and Leroy Hollenbeck, Director of the Center for Local Government Innovation (CLGI). BIGG/LGSPP also participated in various briefings and roundtable discussions on the potential role of the CLGI. Mr. Hollenbeck participated in the advocacy debriefing to further his awareness of the current status of the associations as advocates, and to discuss appropriate assistance that CLGI could provide in the advocacy arena. BIGG/LGSPP Chief of Party and program staff observed the roundtable discussion in which associations and ministry officials addressed the future role of CLGI.

*National Democratic Institute:* In November, BIGG/LGSPP Chief of Party met with Andrew Ellis, National Democratic Institute (NDI) Senior Advisor, to be briefed on programmatic activities in NDI's work with the legislative associations, as well as to receive an outline on legislative processes at the national parliamentary level. This briefing will be used to guide the associations to appropriate avenues for advocacy.

NDI is now assisting in the development of the newly formed legislative associations and BIGG/LGSPP will work in close cooperation with them to determine appropriate joint training or program activities for the executive and legislative associations. BIGG/LGSPP will also provide any insight or "lessons learned" on approaches used in capacity building with the associations based on its experience with APEKSI, APKASI, and APPSI. Working through NDI, BIGG/LGSPP will investigate the feasibility of providing local government performance-based budgeting training developed by BIGG/LGSPP for the legislative associations.

*Vereniging van Nederlandse Gemeenten (Netherlands Association of Municipalities) - VNG:* In December, the Chief of Party and Association Advisor participated in a donor community comment session to respond to VNG International's revised proposal for assistance to APEKSI and ADEKSI. The Chief of Party and Association Advisor met independently with Kismet Kosasih of UNDP-Build, following this group meeting. The purpose of this independent session was to provide more specific verbal remarks on areas of potential overlap and duplication of

program activities, as well as to identify areas of close coordination. These remarks were also outlined in a letter sent to UNDP-Build and VNG International on December 2, 2001.

Throughout the quarter, the BIGG/LGSPP Chief of Party and program staff will continue to hold coordination meetings and participate with various other assistance programs such as NDI, CLGI, and UNDP for the purpose of identifying areas for cooperation and ensuring that program activities are not in conflict or duplicative.

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

*Resource Cities Recruitment:* The tragedies of September 11, 2001, and the continued threats against American interests both in Indonesia and throughout Asia have made recruitment of US Resource Cities partners for the final three local governments difficult.

ICMA continues to use its Resource Cities “alumni” to talk to potential US cities to promote the program and discuss safety issues with them. One of our main recruiting partners is the League of Oregon Cities. Dick Townsend, the LOC Executive Director, has been in contact not only with local governments, but also with his colleagues in California and Texas.

In addition to these efforts, USAID has offered continued assistance to ICMA in its recruitment efforts through letters and phone calls to potential US cities to discuss safety issues and the general situation in Indonesia (see Balikpapan, East Kalimantan - TBD in Section B.1).

*Programming Association Resources:* One of the results of the advocacy sessions facilitated by the LOC Legislative Director was a new awareness of the true lack of power of the Indonesian association executive directors and the monopoly on power of their boards of directors. To this end, BIGG/LGSPP is exploring ways to reprogram some of the funds originally intended for developing the capacity of the executive directors, into improving the relations between the executive directors and the boards of directors. BIGG/LGSPP now makes every effort to have Board members present at key trainings and advocacy sessions. BIGG/LGSPP is also tailoring the next Resource Cities exchange with the League of Oregon Cities to address the issue of board-staff relations, with the hope that the associations’ boards of directors will empower the association executive directors to make more decisions on behalf of the associations.

Rather than perceiving this as a shift away from the development of the association staff and executive directors, BIGG/LGSPP believes that working with the boards of directors to help them understand the value of having a strong, skilled, and empowered staff in advancing the mission of their organizations.

*Authorized Evacuation to Washington, DC:* Please see section A.2 above.

### **D. Projected Activities for the Next Quarter**

#### **D.1 Project Workplan**



- Submit a Monitoring and Evaluation (M&E) plan for the BIGG/LGSPP program to USAID for approval.
- Pending approval of M&E plan, submit a revised workplan to conform to the M&E framework.

## **D.2 Management**

- Hire Assistant Coordinator for East Kalimantan.

## **D.3 Resource Cities – Indonesia**

- BIGG/LGSPP will continue recruitment for a US partner city for Balikpapan.
- Sign MOUs between BIGG/LGSPP and 2 new local governments
- Conduct diagnostics on 2 new local governments
- BIGG/LGSPP will recruit partner local governments for Yogyakarta and East Kalimantan Province.
- The third partnership exchanges for Bekasi, Bitung, and Pasir will occur during this quarter.
- The initial exchanges for Bandung, Samarinda, Kutai, Balikpapan, Yogyakarta, and East Kalimantan Province will occur during this quarter.
- The City of Gresham, OR will sponsor a two-week internship for a staff member from Bekasi. The selected staff member, Ms. Melda Listi, will study and observe double-entry accounting practices in Gresham and will help to teach these practices to her colleagues in Bekasi upon her return. The training will coincide with the third exchange visit of the partnership (in Bekasi).
- BIGG/LGSPP will deliver computers and establish Internet accounts for all Resource Cities with English-speaking staff already identified to serve as contact persons for their local governments. Each local government will receive one computer and one Internet account, funded for the life of the Resource Cities Exchange. Cities with staff already identified include Bekasi, Bitung, Samarinda, Balikpapan, and Bandung.
- BIGG/LGSPP Partnership Managers will work with the Rotary Club of Indonesia to determine if it is feasible to start Rotary Clubs in or near Bitung and Pasir. The Rotary Club of the Coquille/Coos Bay area has expressed interest in funding small water treatment projects in these cities, but Rotary International requires that the funding be channeled through a local chapter in the area.
- BIGG/LGSPP will recruit an Interregional Advisor to work with the Province of East Kalimantan and its *kota* and *kabupaten* to develop interregional agreements, legislation, and policies. BIGG/LGSPP anticipates that the first TDY of the consultant will take place in March or April.

## **D.4 Association Development**

- Conduct half-day training sessions/meetings on business planning and revenue collection.
- Partnership exchange with League of Oregon Cities.
- Staff credentialing program with LOC.
- Continued assistance in coalition building.
- Database training and development.
- Explore ways to train association staff as budget and finance training experts.

- Continued communications and newsletter assistance.
- Monitor the progress of the formation of a Finance Officers Association and provide assistance as appropriate.

**D.5 Information Dissemination/Innovative Practices**

- Explore ways of communicating to local governments (through associations) via radio and other forms of mass media.
- Publication and dissemination of association newsletters.

**D.6 Local Government Training**

- Develop East Kalimantan collaboration and training program.
- Double entry accounting for Bekasi Finance Department.
- Workshop/Seminar on water issues for East Kalimantan.
- See Regional Seminars and National Conference in Section D.7.

**D.7 Joint Activities with Task Order**

- Regional Seminars to be co-hosted by association.
- Association participation in national conference.
- Recruit joint coordinator for Balikpapan budget and finance and Resource Cities activities (including Pasir).
- Continue to provide update to *The BIGG Picture* and the BIGG Program website
- Work with Task Order to develop brochure for Year 2.

## **Annex 1: Financial Information**

## **Annex 2: Deliverables Submitted**

## Deliverables Submitted

Title	File Type	Date Submitted to USAID	Format
“Pemda Sukses” Local Government Support and Partnership Program Quarterly Report October 1, 2000 – December 31, 2000	Quarterly Report	February 28, 2001	E-mail
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report January 1, 2001 – March 31, 2001	Quarterly Report	May 30, 2001	E-mail and hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program in Indonesia <i>USAID Quarterly Report – 2<sup>nd</sup> Quarter 2001</i>	Quarterly Report	August 14, 2001	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report July 1, 2001 – September 30, 2001	Quarterly Report	December 31, 2001	Hard copy
Memorandum of Understanding between ICMA and APEKSI	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APEKSI	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APKASI	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APPSI	MOU/Report Annex	May 30,2001 (resubmitted November 19, 2001)	E-mail and hard copy

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

Local Government Diagnostic – Balikpapan	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Bandung	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Bekasi	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	E-mail and hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Local Government Diagnostic – Bitung	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Kutai	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Pasir	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Samarinda	Diagnostic Report/Report Annex	May 30,2001 (resubmitted November 19, 2001)	E-mail and hard copy
Association Milestone Index – APEKSI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
Association Milestone Index – APKASI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
Association Milestone Index – APPSI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
East Kalimantan Background Material and Report	Background Materials/Report Annex	May 30, 2001	E-mail and hard copy
Manila Association Capacity Building Conference Report	Memo/Report Annex	May 30, 2001	E-mail and hard copy

Coquille, OR – Pasir Workplan	Draft Planning Document	July 7, 2001 (resubmitted November 24, 2001)	E-mail
Gresham, OR – Bekasi Workplan	Draft Planning Document	August 1, 2001 (resubmitted November 24, 2001)	E-mail
League of Oregon Cities – Indonesian Associations Workplan	Draft Planning Document	November 24, 2001	E-mail

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Coos Bay, OR – Bitung Workplan	Draft Planning Document	November 24, 2001	E-mail
Six-Month Activity Plan December 14, 2001 – June 30, 2002	Workplan	December 19, 2001	Hard copy
Strategic Plan – APEKSI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy
Strategic Plan – APKASI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy
Strategic Plan – APPSI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy

Priority Areas for Cooperation Between the 3 Local Government Associations	Memo	December 14, 2001	Hard copy
The Involvement of ICMA in Building the Institutional Capacity of the Associations	Memo	December 14, 2001	Hard copy
Highlight on the Association's Cooperative Agreement Program	Memo	December 14, 2001	Hard copy
Response to UNDP Proposal for assistance to APEKSI, Diane Crosby	Memo	January 25, 2002	Hard copy

Communication and Media Workshop Materials	Workshop Materials	July 17, 2001	E-mail
Summary of Proceedings - Advocacy Seminars	Workshop Proceedings	December 14, 2001	Hard copy
Summary of Proceedings – Budget and Finance Training	Workshop Proceedings	December 14, 2001	Hard copy



<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Exchange Visit Agenda – ICMA Annual Conference	Agenda	December 14, 2001	Hard copy
Exchange Visit Agenda – League of Oregon Cities Visit	Agenda	December 14, 2001	Hard copy
Exchange Visit Agenda – Washington, DC	Agenda	December 14, 2001	Hard copy

Kabupaten Pasir and City of Coquille, Oregon: July 2001	Trip Report	December 14, 2001	Hard copy
City of Gresham, Oregon and City of Bekasi, Indonesia: August 2001	Trip Report	December 14, 2001	Hard copy
City of Coos Bay, Oregon and City of Bitung, Indonesia: September 2001	Trip Report	December 14, 2001	Hard copy
City of Coos Bay, Oregon and City of Bitung, Indonesia: November 2001	Trip Report	December 14, 2001	Hard copy
Regional Workshop Resource Cities Partnership: Performance Budgeting	Trip Report	December 14, 2001	Hard copy
Seminar: the Position of Regional Governments on Financial Apportionment Between Central and Regional Governments: In the Framework of Fiscal Decentralization and Regional Autonomy	Proceedings/Summary Report	December 14, 2001	Hard copy
Summary of Association Advocacy Activities	Proceedings/Summary Report	December 14, 2001	Hard copy
APPSI Activity Record: Note from the Meeting on Coordination between Local Government Association with ICMA	Association Activity Report	December 14, 2001	Hard copy
APPSI Activity Record: Activity Report on Inter-Institutional Cooperation	Association Activity Report	December 14, 2001	Hard copy
APPSI Activity Record: Importance of Communication for APPSI	Association Activity Report	December 14, 2001	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day One	Trip Report	December 14, 2001	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Working Meetings on Advocacy – ICMA/BIGG: Day Two	Trip Report	December 14, 2001	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day Three	Trip Report	December 14, 2001	Hard copy
Summary of Natural Resource Management and Financial Balances in Local Autonomy	Trip Report	December 14, 2001	Hard copy
Summary of the Launching of Indonesia’s Autonomy Expo 2001	Trip Report	December 14, 2001	Hard copy
Indonesia City Council Association – Founders meetings	Trip Report	December 14, 2001	Hard copy
Report on Salzburg Seminar: Session 388 “Sustaining Democracy in the Modern World”	Trip Report	December 14, 2001	Hard copy
Training on Oil Gas and Non-Oil Gas Product Sharing Calculation	Trip Report	December 14, 2001	Hard copy
The Establishment of Kabupaten (County) Council Association	Trip Report	December 14, 2001	Hard copy
Work Meeting: Komisariat Wilayah VI (Regional Office VI)	Trip Report	December 14, 2001	Hard copy
Work Meeting: Komisariat Wilayah III (Regional Office III)	Trip Report	December 14, 2001	Hard copy
Melalui Raker Ke I Komwil II APEKSI Sumatera Selatan	Trip Report	December 14, 2001	Hard copy
Report on “Otonomi Indonesia Expo 2001”	Trip Report	December 14, 2001	Hard copy
Trip Report on the First National Work Meeting of the Indonesia City Council Association	Trip Report	December 14, 2001	Hard copy
Laporan Perjalanan Orientasi Ke Kantor Pusat ICMA, Washington, DC	Trip Report	December 14, 2001	Hard copy
Meetings with Kabupaten Bogor and Kota Bekasi	Trip Report	December 14, 2001	Hard copy
US Study Tour 2001: ICMA Annual Conference, League of Oregon Cities, and Washington, DC	Trip Report	December 14, 2001	Hard copy
APKASI Membership Dues Structure Memo #1: November 6, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Ann Bueche: November 2001	Trip Report	December 14, 2001	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Trip Report of Amanda Lonsdale: September – November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Diane Crosby: September – November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of David Barenberg: December 2 – 6, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Clay Wirt: Strategic Planning/Action Planning with APPSI, APKASI, and APEKSI	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: April 19 - May 20, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Phil Rosenberg: May 7 - May 23, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: June 20 - July 20, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: June 20 – July 27, 2001	Trip Report	December 14, 2001	Hard copy
Results of the Technical Working Meeting on Regional Finances, September 2001	Association Activity Report	January 25, 2002	Hard copy
Trip Report #2 – City of Gresham, Oregon and Kota Bekasi, Indonesia, October 2001	Trip Report	January 25, 2002	Hard copy
Nota Dinas: Laporan menghadiri Koferensi Internasional City/County Management Association 87 <sup>th</sup> Annual Conference dan Kunjungan ke Asosiasi Pemerintah Daerah di Amerika Serikat mulai September – 6 Oktober 2001, Farida M.	Trip Report	January 25, 2002	Hard copy
Trip Report: Local Government Support and Partnership Program – Veracruz and Mexico City, Mexico, Jami Sachs	Trip Report	January 25, 2002	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Letter from APKASI: 5 July 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APEKSI: 29 August 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APEKSI: 7 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from Lori Forman, Assistant Administrator, USAID: 20 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APPSI: 6 December 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter of thanks from APKASI to Amanda Lonsdale for BIGG/LGSPP sponsorship of the publication of the APKASI <i>Focus</i> newsletter	Letter of Appreciation	January 25, 2002	Hard copy
Letter of thanks from APKASI to Endi Rukmo for BIGG/LGSPP sponsorship of the publication of the APKASI <i>Focus</i> newsletter	Letter of Appreciation	January 25, 2002	Hard copy

PowerPoint Presentation delivered to Georgia State University: September 27, 2001	Presentation	December 14, 2001	Hard copy
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APEKSI Newsletter, November 2001	Newsletter	January 25, 2002	Hard copy
APKASI Newsletter, December 2001	Newsletter	January 25, 2002	Hard copy
APPSI Newsletter (draft)	Newsletter	January 25, 2002	Hard copy
APPSI Newsletter (revised)	Newsletter	January 25, 2002	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
APEKSI Flier presented at BIGG Regional Seminars January 2002	PR Materials	January 25, 2002	Hard copy
APKASI Flier presented at BIGG Regional Seminars January 2002	PR Materials	January 25, 2002	Hard copy
<i>"Jangankan Tebang Kayu, Mancing di Hutan Saja Izin"</i> , Kaltim Post. 2 January 2002.	Press Coverage	January 25, 2002	Hard copy
<i>"Tak Ganggu Eksekutif, Sidang Dewan Digelar Malam"</i> , Kaltim Post. 3 January 2002.	Press Coverage	January 25, 2002	Hard copy
English translation of Kaltim Post articles	Press Coverage	January 25, 2002	Hard copy
Hare, Wes. <i>"Resource Cities After September 11"</i> , draft article to be submitted to PM Magazine.	Press Coverage	January 25, 2002	Hard copy
Selected Pictures of 2 <sup>nd</sup> exchange trip to Coos Bay (Indonesian partner: Bitung), November 2001	Photos	January 25, 2002	Hard copy

## Annex 3: Abbreviations and Terminology

## Abbreviations and Terminology

ADEKSI - *Asosiasi Dewan Kota Seluruh Indonesia* (Association of Indonesian City (Kota) Councils)  
AMMAC – Association of Mexican Municipalities  
APEKSI – *Asosiasi Pemerintah Kota Seluruh Indonesia* (Association of Indonesian Municipalities)  
APKASI - *Asosiasi Pemerintah Kabupaten Seluruh Indonesia* (Association of Indonesian Regencies)  
APPSI - *Asosiasi Pemerintah Propinsi Seluruh Indonesia* (Association of Indonesian Provinces)  
BAPPEDA – *Badan Perencanaan dan Pembangunan Daerah* (local department for planning and development)  
BIGG – Building Institutions for Good Governance  
BUILD – Breakthrough Urban Initiatives for Local Development  
CLGI – Center for Local Government Innovation  
DPOD – *Dewan Pertimbangan Otonomi Daerah* (Regional Autonomy Advisory Board – national level)  
DPRD – *Dewan Perwakilan Rakyat Daerah* (legislative body at the local government level)  
DPR-RI – *Dewan Perwakilan Rakyat – Republik Indonesia* (legislative body at the national level)  
ICMA – International City/County Management Association  
IR – Intermediate Result  
IRCP – International Resource Cities Program  
Komisi II – Commission Two of the DPR-RI  
LGSP – Local Government Support and Partnership Program  
LOC – League of Oregon Cities  
M&E – Monitoring and Evaluation  
MOU – Memorandum of Understanding  
NDI – National Democratic Institute  
TBD – To be determined  
UNDP – United Nations Development Program  
USAID – United States Agency for International Development  
VNG – *Vereniging van Nederlandse Gemeenten* (Netherlands Association of Municipalities)  
Yayasan Otda – Local Government Center implemented by Chemonics/Urban Institute