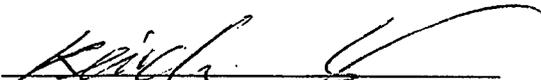


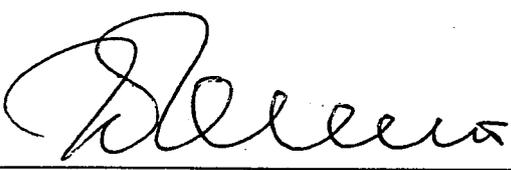
**RECORD OF DISCUSSIONS  
BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY  
AND  
AUTHORITIES CONCERNED OF  
THE GOVERNMENT OF THE REPUBLIC OF INDONESIA  
ON THE JAPANESE TECHNICAL COOPERATION  
FOR  
COMMUNITY EMPOWERMENT PROGRAM  
WITH CIVIL SOCIETY IN INDONESIA  
(PKPM-BAPPENAS-JICA)**

With reference to the technical cooperation program concerning Community Empowerment Program with Civil Society in Indonesia (hereinafter referred to as "the Project"), the Resident Representative of Japan International Cooperation Agency (hereinafter referred to as "JICA") in Indonesia exchanged views and had a series of discussions with the Indonesian authorities concerned with respect to desirable measures to be taken by JICA and the Government of the Republic of Indonesia for the successful implementation of the above-mentioned Project.

As a result of the discussions, JICA and the Indonesian authorities concerned agreed to recommend to their respective Governments the matters referred to in the document attached hereto.

Jakarta, December 22, 2003

  
Mr. Keiichi Kato  
Resident Representative,  
JICA Indonesia Office,  
Japan International Cooperation Agency

  
Ir. Tatag Wiranto, MURP  
Deputy Minister of Local Autonomy and  
Regional Development, National Development  
Planning Agency (BAPPENAS)  
Republic of Indonesia

## ATTACHED DOCUMENT

### I. COOPERATION BETWEEN JICA AND THE GOVERNMENT OF INDONESIA

1. The Government of the Republic of Indonesia will implement Community Empowerment Program with Civil Society in Indonesia ("PKPM") (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

### II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures according to the normal procedures under the Colombo Plan Technical Cooperation Scheme.

#### 1. DISPATCH OF JAPANESE EXPERTS

JICA will provide the services of the Japanese experts as listed in Annex II.

#### 2. PROVISION OF MACHINERY AND EQUIPMENT

JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex III. The Equipment will become the property of the Government of Indonesia upon being delivered C.I.F. (cost, insurance, and freight) to the Indonesian authorities concerned at the ports and/or airports of disembarkation.

#### 3. TRAINING OF PERSONNEL OF INDONESIA IN JAPAN

JICA will receive the Indonesian personnel connected with the Project for technical training in Japan or a third country(ies) according to the necessity.

### III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF INDONESIA

1. The Government of the Republic of Indonesia will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through the full and active involvement in the Project by all related authorities, beneficiary groups and institutions.

2. The Government of the Republic of Indonesia will ensure that the technologies and knowledge acquired by Indonesian nationals as a result of Japanese technical cooperation will contribute to the economic and social development of the Republic of Indonesia.
3. The Government of the Republic of Indonesia will grant in Indonesia the privileges, exemptions and benefits to the Japanese experts referred to in II-1, above and their families, which are no less favorable than those accorded to experts of the third countries working in the Republic of Indonesia under the Colombo Plan Technical Cooperation Scheme.
4. The Government of Indonesia will ensure that the Equipment referred to in II-2 above will be utilized effectively for the implementation of the Project in consultation with the Japanese experts referred to in Annex II.
5. The Government of the Republic of Indonesia will take necessary measures to ensure that the knowledge and experience acquired by the Indonesian personnel through training in Japan or a third country (ies) will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in the Republic of Indonesia, the Government of the Republic of Indonesia will take necessary measures to provide at its own expense:
  - (1) Services of the Indonesian counterpart personnel and administrative personnel as listed in Annex IV,
  - (2) Land, Buildings and facilities as listed in Annex V,
  - (3) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II-2 above.
7. In accordance with the laws and regulations in force in the Republic of Indonesia, the Government of Republic of Indonesia will take necessary measures to meet:
  - (1) Expenses necessary for the transportation within the Republic of Indonesia of the Equipment referred to in II-2 above as well as for the installation, operation and maintenance thereof;
  - (2) Customs duties, internal taxes and any other charges, imposed in the Republic of Indonesia on the Equipment referred to in II-2 above; and

- (3) Running expenses necessary for the implementation of the Project.

#### **IV. ADMINISTRATION OF THE PROJECT**

1. The Deputy Minister of Local Autonomy & Regional Development, the National Development Planning Agency (BAPPENAS), as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
2. The Director of Cooperation for Sectoral & Regional Development of BAPPENAS, as the Project Manager, will be responsible for the managerial and technical matters of the Project.
3. The Japanese experts will provide necessary recommendations and advice to the Project Director and the Project Manager on any matter pertaining to the implementation of the Project.
4. The Japanese experts will give necessary technical guidance and advice to Indonesian counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective, efficient and successful implementation of technical cooperation for the Project, the Joint Coordination Committee will be established whose functions and composition are described in Annex VI.

#### **V. JOINT EVALUATION**

Evaluation of the Project will be conducted jointly by JICA and the Indonesian authorities concerned, at the middle and during the last six months of the cooperation term in order to examine the level of achievement.

#### **VI. CLAIMS AGAINST JAPANESE EXPERTS**

The Government of the Republic of Indonesia undertakes to bear claims, if any arise, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Republic of Indonesia except for those arising from the willful misconduct or gross negligence of the Japanese experts.

## **VII. MUTUAL CONSULTATION**

There will be mutual consultation between JICA and the Governments of the Republic of Indonesia on any major issue arising from, or in connection with this Attached Document.

## **VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT**

For the purpose of promoting understanding of and support for the Project among the people of the Republic of Indonesia, the Government of the Republic of Indonesia will take appropriate measures to make the Project widely known to the people of Republic of Indonesia.

## **IX. TERM OF COOPERATION**

The duration of technical cooperation for the Project under this Attached Document will be three (3) years from January, 2004.

## ANNEX

- ANNEX I      MASTER PLAN
  
- ANNEX II     LIST OF JAPANESE EXPERTS
  
- ANNEX III    LIST OF MACHINERY AND EQUIPMENT
  
- ANNEX IV    LIST OF INDONESIAN COUNTERPART AND ADMINISTRATIVE  
PERSONNEL
  
- ANNEX V     LIST OF LAND, BUILDINGS AND FACILITIES
  
- ANNEX VI    THE JOINT COORDINATION COMMITTEE

## ANNEX I

### MASTER PLAN

#### 1 TITLE OF THE PROJECT

The title of the Project is "Community Empowerment Program with Civil Society in Indonesia (*"Pengembangan Kemitraan untuk Pemberdayaan Masyarakat: PKPM"*)".

#### 2 COVERAGE OF THE PROJECT

The Project will be implemented by the BAPPENAS in Jakarta and the target areas are ten (10) provinces of the eastern part of Indonesia, i.e. South Sulawesi, Central Sulawesi, South East Sulawesi, Gorontalo, North Sulawesi, Maluku, North Maluku, West Nusa Tenggara, East Nusa Tenggara and Papua province. Four (4) pilot projects areas will be selected from these ten provinces.

#### 3 OVERALL GOAL

The policy and projects/programs of community development will be formulated and implemented with participatory approach.

#### 4 PROJECT PURPOSE

The collaboration among BAPPENAS and relevant institutions, local governments of pilot project area, community based organization (CBO) will be improved in "model(s) for community development project".

#### 5 DURATION OF THE PROJECT

The duration of the Project will be three (3) years. JICA and the Indonesia side agreed that the Project will start in January, 2004.

#### 6 OUTPUT OF THE PROJECT

- (1) The BAPPENAS and relevant institutions, CBOs concerned with the Project will improve their participatory approach for community development.
- (2) Pilot projects of "model(s) for community development project" will be demonstrated and jointly implemented based on the "Community Empowerment Program" (CEP) which has been implemented by JICA and community empowerment programs implemented by the government of Indonesia.
- (3) The good practices of community development projects in target areas will be accumulated.

#### 7 ACTIVITIES OF THE PROJECT

- (1) Output-1. To promote the participatory approach for community development activity.
  - (1.1) To conduct seminar/workshop for the relevant staffs of BAPPENAS

and relevant institutions, local governments, CBO concerned with the Project on participatory approach for community development.

- (1.2) To promote common understanding on CEP and other related projects implemented by other donors in the field of community development among the relevant staffs of BAPPENAS and relevant institutions, local governments, CBOs concerned with the Project.
- (2) Output-2. To conduct pilot project of “model for community development”.
- (2.1) To prepare pilot project of “model for community development”.
    - 2.1.1 To conduct basic research for development of “model for community development”
    - 2.1.2 To formulate “model for community development project”
    - 2.1.3 To produce guidelines and manuals necessary for implementing pilot projects
    - 2.1.4 To conduct seminar/workshop on the model(s), including mechanism, guidelines and manuals described above
    - 2.1.5 To provide support for socialization on the model(s) towards relevant parties
  - (2.2) To implement pilot projects based on the model(s)
    - 2.2.1 To implement pilot projects
    - 2.2.2 To conduct seminar/training course on the necessary skills for management and facilitation of pilot projects
    - 2.2.3 To carry out monitoring and evaluation of pilot projects
  - (2.3) To make adjustments of the model(s)
    - 2.3.1 To conduct evaluation on the result of the pilot projects
    - 2.3.2 To modify the model(s), including guidelines and manuals based on the evaluation
- (3) Output 3. To feed back good practices and the model(s) for community development policy, projects/programs in Indonesia
- (3.1) To analyze good practices and the model(s) accumulated in the project.
  - (3.2) To analyze similar good practices and the model(s) other organizations have developed through their activities
  - (3.3) To feed back the result of analysis to community development policy, projects/programs
  - (3.4) To advise regarding formulating strategy to utilize the model(s) after the completion of the Project

## ANNEX II

### LIST OF JAPANESE EXPERTS

1. Long-term experts
  - (1) Expert on Community Development
  
2. Short-term experts  
Short-term experts will be dispatched as necessity arises:
  - (1) Expert on Community Development Policy
  - (2) Expert on Facilitator Training
  - (3) Expert on Participatory Method
  - (4) Expert on Civil Society Resource Management (i.e. fund raising, self-reliance)
  - (5) Others

Note:

Field, number and terms of assignment of short-term experts will be decided in consideration of the progress of the Project through mutual consultations for each Japanese fiscal year.

## ANNEX III

### LIST OF THE EQUIPMENT

1. The equipment for training  
The number and detailed specifications of equipment for training will be agreed upon between both sides; however, expendable materials will not be provided.
  
2. The equipment for the activities of the Japanese experts  
The equipment necessary for the activities of the Japanese experts and to be used in the Project offices.
  
3. Other materials and equipment mutually agreed upon as necessary will be provided.

#### Notes:

Contents, specifications and quantity of the above-mentioned equipment will be decided through mutual consultations within the allocated budget of the Japanese fiscal years.

## ANNEX IV

### LIST OF INDONESIAN COUNTERPART AND ADMINISTRATIVE PERSONNEL OF INDONESIA

#### 1. Counterpart personnel

The Indonesia side (BAPPENAS) will assign counterpart personnel for the effective operation of the Project. The list of counterpart personnel as agreed is as follows:

##### (1) Project Director

The Deputy Minister of Local Autonomy & Regional Development, BAPPENAS

##### (2) Project Manager

The Director of Cooperation for Sectoral & Regional Development (KPSD), BAPPENAS

##### (3) Counterpart Personnel

- Head of Sub-Directorate Development Harmonization, BAPPENAS
- Division Head of Cultural Cooperation & Foreign Private Organization Bureau for International Technical Cooperation, State Secretariat (SETNEG)

##### (4) Project Manager in province

The Indonesian side agreed to assign regional coordination unit by own expenses in four (4) selected pilot projects in each province.

The regional coordination unit in province will support to ensure the effective operation of the Project, and to make efforts to cover the remuneration of these support personnel as much as possible.

#### 2. Administrative support personnel

The Indonesian side agreed to assign administrative support personnel to ensure the effective operation of the Project, and to make efforts to cover the remuneration of these support personnel as much as possible. The list of personnel as agreed is as follows.

- In house consultant/ Assistant (7), from BAPPENAS, SETNEG, Directorate General of Regional Development of Ministry Home Affair, Directorate General Community and Rural Empowerment of Ministry of Home Affair
- Secretary (1)
- Driver (1)

## ANNEX V

### LIST OF LAND, BUILDINGS AND FACILITIES

1. Land, building and facilities necessary for the implementation of the Project and any other facilities necessary for Japanese experts to hold office.

Land, building and facilities allocated for the Project by Indonesia side is;

BAPPENAS-M5 office

Kimangun Sarkoro S.H No. 5, Menteng Jakarta Pusat 10310

Tel: 021-314-2757 and 021-31903862

2. Building, Facilities and necessary for the installation and storage of the equipment provided by the JICA and services such as electricity, water supply, telephone and furniture necessary for the Project activities
3. Other facilities mutually agreed upon as necessary

## ANNEX VI

### THE JOINT COORDINATION COMMITTEE

#### 1. Functions

The Joint Coordination Committee (hereinafter referred to as "JCC") will be established for the effective and efficient implementation of the Project. JCC will meet every six (6) months or whenever necessity arises, in order to fulfill the following functions:

- To supervise the annual work plan of the Project in line with the Plan of Operation and Project Design Matrix that will be formulated based on the Record of Discussions.
- To review the annual and overall progress of the Project, and to evaluate the accomplishment of annual targets and achievement of the objectives.
- To review and discuss issues that may arise during the implementation of the Project.
- To find out proper ways and means for the solution of major issues arising from or in connection with the Project, and
- To suggest the result of project to PKPM national coordination board established by Minister of National Development Planning.

#### 2. Composition

##### a. Chairperson

- Director of Cooperation for Sectoral & Regional Development, BAPPENAS

##### b. Members on the Indonesia side:

- Head of Bureau for International Technical Cooperation, State Secretariat.
- Head of Bureau for NGO Relation, State Secretariat
- Director of Directorate for Synchronizes of Regional Development, Directorate General of Regional Development, Ministry Home Affair
- Director of Directorate for Community Institution and Training, Directorate General of Community & Rural Development, Ministry Home Affair
- Director of Directorate for Community Economic Entrepreneur, Directorate General of Community & Rural Development, Ministry Home Affair
- Heads of Regional coordination unit

##### c. Members on the Japanese side:

- Long-term expert of the Project
- Representative(s) of JICA Indonesia office
- Secretary of the Embassy of Japan in Jakarta, Indonesia
- Other personnel concerned, to be assigned by JICA, as necessary

#### Note:

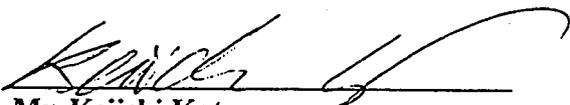
Official(s) of the Embassy of Japan may attend the Joint Coordinating Committee meetings as observer(s).

**MINUTES OF MEETING  
BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY  
AND  
AUTHORITIES CONCERNED OF  
THE GOVERNMENT OF THE REPUBLIC OF INDONESIA  
ON THE JAPANESE TECHNICAL COOPERATION PROJECT  
FOR  
COMMUNITY EMPOWERMENT PROGRAM  
WITH CIVIL SOCIETY IN INDONESIA  
(PKPM-BAPPENAS-JICA)**

Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Indonesian authorities concerned (hereinafter referred to as "the Indonesian side") had a series of discussions for the purpose of working out the details of the technical cooperation program concerning Community Empowerment Program with Civil Society in Indonesia (hereinafter referred to as "the Project").

As a result of discussions, both sides reached the conclusions that are referred to in the attached document which will complement the Record of Discussions signed at Jakarta on December 22, 2003.

Jakarta, December 22, 2003



**Mr. Keiichi Kato**  
Resident Representative,  
JICA Indonesia Office,  
Japan International Cooperation Agency



**Ir. Tatag Wiranto, MURP**  
Deputy Minister of Local Autonomy and  
Regional Development, National Development  
Planning Agency (BAPPENAS)  
Republic of Indonesia

## ATTACHED DOCUMENT

### I. IMPLEMENTING AGENCY

As a result of the discussions, both sides agreed that National Development Planning Agency (hereinafter referred to as "BAPPENAS") would be the implementing agency for the Project.

### II. PROJECT DESIGN MATRIX (PDM)

Both sides agreed to use the Project Design Matrix (PDM) shown in ANNEX I, as a tool for monitoring, evaluation and management of the activities of the Project. The PDM that is drawn up at the planning stage should be modified as needed during the Project implementation stage after mutual consultations between JICA and the Indonesian authorities concerned.

### III. TENTATIVE PLAN OF OPERATION (P/O)

Both sides confirmed the Plan of Operation (P/O) as shown in ANNEX II. In accordance with progress and achievements of the Project, the Plan of Operation would be changed based on an agreement between JICA and the Indonesian authorities concerned.

### IV. COST FOR ACTIVITIES OF THE PROJECT

The Indonesian side will take necessary measures for the followings.

- (1) Expenses of Indonesian personnel
- (2) Maintenance of the facilities
- (3) Electricity and water
- (4) Domestic communications such as telephone charge (except mobile phone), internet charge, facsimile charge
- (5) Operational and maintenance cost of the machinery and equipment
- (6) General administrative costs such as office supplies, etc

### LIST OF ANNEX

ANNEX I Project Design Matrix (PDM)

ANNEX II Tentative Plan of Operation (P/O)

## Project Design Matrix

Project Title: Community Empowerment Program with Civil Society in Indonesia

Target Group: the staff concerned of BAPPENAS and relevant institutions, Local Government in pilot project area, CBO in project area

Implementing Agency: Badan Perencanaan Pembangunan Nasional (BAPPENAS)

Period: January, 2004~January,2007 ( 3years)

Target Area: Eastern part of Indonesia (10 province):South Sulawesi, Central Sulawesi, South East Sulawesi, Gorontalo, North Sulawesi, Maluku, North Maluku, West Nusa Tenggara, East Nusa Tenggara and Papua province

Desember 22, 2003

OVERALL GOAL	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>NARRATIVE SUMMARY</b></p> <p>The policy and projects/program of community development will be formulated and implemented with participatory approach.</p>	<p>1 The number of policy and program which will be formulated and implemented with participatory approach (National, Province/District level)</p> <p>2 Evaluation of above-mentioned process of formulation and implementation</p>	<p>1 Official documents on Community Empowerment/Development Policy (National, Province/District level): e.g., official reports, legal documents</p> <p>2 Interview</p>	<p>Policy and system of local administration, community development, community participation/organization will not be changed drastically.</p>
<p><b>PROJECT PURPOSE</b></p> <p>The collaboration among BAPPENAS and relevant institutions, local governments of pilot project area, community based organization (CBO) will be improved in 'model(s) for of 'community development project'.</p>	<p>1 Improvement of model for 'community development project' in pilot project area</p> <p>2 Improvement of situation of collaboration among government (National, Regional/District in pilot project area) and CBOs</p>	<p>1-1 Comparison with baseline study</p> <p>1-2 Interview with the parties concerned with the Project guideline(s)/manual(s) necessary for implementing pilot projects (evaluation of the process of development/modification)</p> <p>1-3 Official documents on Community Empowerment/Development Policy of local government in pilot project area</p> <p>2-1 Relevant documents of pilot project (good practices, evaluation report, project report)</p> <p>2-2 Interview with the parties concerned with the Project</p> <p>2-3 Third party evaluation</p>	<p>Existing policy and system of local administration, community development, community participation/organization (e.g. NGO) will not be changed drastically and they will not influence participation by and collaboration with CBO in community development projects.</p>
<p><b>OUTPUTS</b></p> <p>1 The BAPPENAS and relevant institutions, local governments, CBOs concerned with the Project will improve their participatory approach for community development.</p> <p>2 Pilot projects of 'model(s) for community development project' will be demonstrated and jointly implemented based on the 'Community Empowerment Program' (which has been implemented by JICA) and community empowerment programs implemented by the government of Indonesia.</p> <p>3 The good practices of community development projects in the target area will be accumulated.</p>	<p>1-1 The number of trainee of seminar/training course on participatory development approach</p> <p>1-2 Improvement of understanding on participatory development among stakeholders engaged in community development (The BAPPENAS and relevant institutions, local governments, CBOs concerned with the Project)</p> <p>1-3 The number of personnel who can coach on participatory development approach</p> <p>2-1 Guideline and manual formulated for implementing the pilot project of model for community development</p> <p>2-1 The number and process of pilot projects of model for community development</p> <p>3-1 Good practices of pilot projects</p> <p>3-2 Good practices of participatory community development in 10 province</p>	<p>1-1 Participants list of seminar/training</p> <p>1-2-1 Action plan formulated by participants of seminar/training</p> <p>1-2-2 Follow-up survey report of seminar/training</p> <p>1-2-3 Interview</p> <p>1-3-1 Follow-up survey report of seminar/training</p> <p>1-3-2 Interview</p> <p>2-1 guideline(s)/manual(s)</p> <p>2-2-1 Project report</p> <p>2-2-2 Project evaluation report</p> <p>2-2-3 Interview with the parties concerned with the pilot project</p> <p>3-1 Report of good practices of pilot projects</p> <p>3-2 Case study report of good practices of participatory community development projects/programs</p>	<p>1 Existing policy and system of local administration, community development, community participation/organization (e.g. NGO) will not be changed drastically.</p> <p>2 Social unrest and deterioration in the pilot project area, including community level.</p> <p>3 Mandate of relevant institutions will not be changed remarkably in the area of community development and collaboration with CBO (including NGO/NPO) by change of administration, revision of relevant law of local administration and reorganization of government ministries/institutions</p>

ACTIVITIES	INPU	JAPAN	INDONESIA	CBOs who have been trained in the Project keep operating in the pilot project area
1 To promote the participatory approach in community development activity	1 Dispatch of Japanese Experts	1-1 Long-term experts a. Expert on Community Development	1 Placement of project counterpart	CBOs who have been trained in the Project keep operating in the pilot project area
1-1 To conducting seminar/workshop for the relevant staffs of BAPPENAS and relevant institutions, local governments, CBOs concerned with the Project on participatory approach for community development	1-1 Long-term experts a. Expert on Community Development	1-1 Long-term experts a. Expert on Community Development	1-1 Project Director (BAPPENAS) 1-2 Project Manager (BAPPENAS)	
1-2 To promote understanding on CEP and other related projects implemented by other donors in the field of community development among the relevant staffs of BAPPENAS and relevant institutions, local governments, CBOs concerned with the Project	1-2 Short-term experts a. Expert on Community Development Policy b. Expert on Facilitator Training	1-2 Short-term experts a. Expert on Community Development Policy b. Expert on Facilitator Training	1-3 Project Coordinator (BAPPENAS/SETNEG) 1-4 Regional Project Manager (Local government/CBO) 1-5 Regional Project Coordinator (Local government/CBO)	
2 To conduct pilot project of 'model for community development project'	2 Provision of machinery and equipment	2 Provision of machinery and equipment	2 Provision of Land, buildings and facilities (including electricity, water supply, sewage and telephone lines)	
2-1 To prepare project of 'model for community development project'	2-1-1 To conduct basic research for development of 'model for community development project'	2-1-1 To conduct basic research for development of 'model for community development project'	2-1-1 To conduct basic research for development of 'model for community development project'	
2-1-2 To formulate 'model for community development project'	2-1-2 To formulate 'model for community development project'	2-1-2 To formulate 'model for community development project'	2-1-2 To formulate 'model for community development project'	
2-1-3 To produce guidelines and manuals necessary for implementing pilot projects	2-1-3 To produce guidelines and manuals necessary for implementing pilot projects	2-1-3 To produce guidelines and manuals necessary for implementing pilot projects	2-1-3 To produce guidelines and manuals necessary for implementing pilot projects	
2-1-4 To conduct seminar/workshop for explanation/publicity on the model(s), including guidelines and manuals described above	2-1-4 To conduct seminar/workshop for explanation/publicity on the model(s), including guidelines and manuals described above	2-1-4 To conduct seminar/workshop for explanation/publicity on the model(s), including guidelines and manuals described above	2-1-4 To conduct seminar/workshop for explanation/publicity on the model(s), including guidelines and manuals described above	
2-1-5 To provide support for socialization on the model(s) towards relevant parties	2-1-5 To provide support for socialization on the model(s) towards relevant parties	2-1-5 To provide support for socialization on the model(s) towards relevant parties	2-1-5 To provide support for socialization on the model(s) towards relevant parties	
2-2 To implement pilot projects based on the model(s)	2-2-1 To implement pilot project	2-2-1 To implement pilot project	2-2-1 To implement pilot project	
2-2-2 To conduct seminar/training course on the necessary skills for management and facilitation of pilot projects	2-2-2 To conduct seminar/training course on the necessary skills for management and facilitation of pilot projects	2-2-2 To conduct seminar/training course on the necessary skills for management and facilitation of pilot projects	2-2-2 To conduct seminar/training course on the necessary skills for management and facilitation of pilot projects	
2-2-3 To carry out monitoring and evaluation of pilot projects	2-2-3 To carry out monitoring and evaluation of pilot projects	2-2-3 To carry out monitoring and evaluation of pilot projects	2-2-3 To carry out monitoring and evaluation of pilot projects	
2-3 To make adjustments of the model(s)	2-3-1 To conduct evaluation on the result of the pilot projects	2-3-1 To conduct evaluation on the result of the pilot projects	2-3-1 To conduct evaluation on the result of the pilot projects	
2-3-2 To modify the model, including guidelines and manuals based on the evaluation	2-3-2 To modify the model, including guidelines and manuals based on the evaluation	2-3-2 To modify the model, including guidelines and manuals based on the evaluation	2-3-2 To modify the model, including guidelines and manuals based on the evaluation	
3 To feed back good practices and the model(s) to community development policy, projects/programs in Indonesia	3-1 To analyze good practices and the model(s) accumulated in the project	3-1 To analyze good practices and the model(s) accumulated in the project	3-1 To analyze good practices and the model(s) accumulated in the project	
3-2 To analyze similar good practices and the model(s) other organizations have developed through their activities	3-2 To advise regarding formulating strategy to utilize the model(s) after the completion of the Project	3-2 To advise regarding formulating strategy to utilize the model(s) after the completion of the Project	3-2 To advise regarding formulating strategy to utilize the model(s) after the completion of the Project	
3-3 To feed back the result of analysis to community development policy, projects/programs	3-4 To advise regarding formulating strategy to utilize the model(s) after the completion of the Project	3-4 To advise regarding formulating strategy to utilize the model(s) after the completion of the Project	3-4 To advise regarding formulating strategy to utilize the model(s) after the completion of the Project	

<Definition> These definition is not necessarily universal, but both sides agreed to use these definitions in the Project.

\*CBO: Organization which implements development activities in area of health, education, income generation and rural infrastructure with participatory approach, e.g. NGO/NPO, university, research institute, customary organization, religious group, etc.

\* community empowerment: Community empowerment is sometimes broader concept than community development and can be partly achieved through process of community development activities.

\* model for community development project: project model(s) which will be developed experimentally through the Project activities, based on CEP and community empowerment program implemented by the government of Indonesia. The model is not necessarily single and adjusted to meet local requirement.

\* pilot project: pilot project implemented through the above-mentioned model for community development project

\* good practice: The community development projects/programs including which has anecdotal cases related to participatory approach and collaboration between the CBO and government.

\* guideline/manual: trial guidelines/manuals for implementing above-mentioned projects. They include both revision of existing ones and development of new one.

Tentative Plan of Operation (P/O)  
 Project Title: Community Empowerment Program with Civil Society in Indonesia

	Year 2004												Year 2005												Year 2006															
	Phase 1				Phase 2				Phase 3				Phase 4				Phase 5				Phase 6				Phase 7				Phase 8				Phase 9				Phase 10			
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
Project Duration : 2004/01/01 to 2006/12/31																																								
1	Promoting the participatory approach in community development activity																																							
1-1	Conducting seminar/workshop toward the relevant staffs of BAPPENAS and relevant institutions on participatory approach for community development																																							
1-2	Common Understanding on CEP and other related projects implemented by other donors in the field of community development																																							
2	Preparation of pilot model for community development project																																							
2-1	Preparation and pilot model for community development project																																							
2-2	Implementation of pilot projects thorough modelThe management of pilot projects will include the followings																																							
2-3	Adjustment of the model																																							
3	Feedback of good practices and model mechanism to community development policy/projects in Indonesia																																							
3-1	Analysis of good practices and model mechanism accumulated in the projects																																							
3-2	Analysis of similar good practices and model other donors have developed through their activities																																							
3-3	Feedback of the result of analysis to community development policy/projects																																							
3-4	Advice for formulating strategy to utilize the model after the completion of the Project																																							

Phase 1. Formation  
 Human Resource Development

Phase 2. Planning  
 Preparation Pilot Project  
 Establish the Project Guide Line

Phase 3. Trial  
 Implement the Pilot Project  
 Establish Management Manual  
 Monitoring and Evaluation

Phase 4. Reflection  
 Project Evaluation

**Project Title: Community Empowerment Program with Civil Society in Indonesia**

	Year 2004												Year 2005												Year 2006															
	Phase 1				Phase 2				Phase 3				Phase 4				Phase 5				Phase 6				Phase 7				Phase 8											
	FY H15				FY H16				FY H17				FY H18				FY H19				FY H20				FY H21				FY H22											
Activities																																								
Project Duration																																								
Input (Budget Allocation)																																								
Output-1.1 Promoting the participatory approach in Community Development																																								
Output-2.2 Preparation of pilot model for community development project																																								
Output-3.3 Feedback of good practices and model mechanism to community development policy/projects																																								
Except Output																																								
1-1 Follow up training evaluation report																																								
2-1 Pilot Project Guide Line & Manual																																								
2-2 Pilot Project Management Manual																																								
2-3 Interim Report & Final Report																																								
3-1 Participatory Approached Community Development Project Report																																								
3-3 Legal Document & Policy Dialog																																								
Evaluation Study Interim & Final																																								

Phase 1. Formation  
Human Resource Development

Phase 2. Planning  
Preparation Pilot Project  
Establish the Project Guide Line

Phase 3. Trial  
Implement the Pilot Project  
Establish Management Manual  
Monitoring and Evaluation

Phase 4. Reflection  
Project Evaluation

Phase 5. Feed Back & Landing  
Sharing the Good Practice  
Preparation to Policy Dialog

IN/SC 059 J

Input

PROJECT TITLE: Community Empowerment Program with Civil Society in Indonesia

PHASE JICA Physical Year	Year 2004												Year 2005												Year 2006																	
	Preparation			Phase I			Phase II			Phase III			Phase IV			Phase V			Phase III			Phase IV			Phase V																	
	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
I. PROJECT DURATION																																										
II. INPUTS BY INDONESIA																																										
1 Assignment of Counterpart																																										
1-1. Output-1. Project Manager (SETNEG)																																										
1-2. Output-2. Project Manager (BAPPENAS)																																										
1-3. Output-3. Project Manager (BAPPENAS)																																										
2 Assignment of Administrative Personnel																																										
3 Buildings & Facilities																																										
4 Furniture & Consumable Material																																										
5 Allocation of Budget																																										
III. INPUTS BY JAPANESE SIDE																																										
1 Long-Term Expert																																										
2 Short-Term Experts																																										
3 Provision of Equipments																																										
4 In country Training																																										
4 Counterpart Training in Japan																																										
5 Third Country Training																																										
6 STUDY TEAMS (Monitoring, Evaluation)																																										
Allocation of Budget																																										
IV. JOINT COORDINATING COMMITTEE																																										

プロジェクト・デザイン・マトリックス (PDM)

Project Title : 市民社会の参加によるコミュニティ開発

Implementing Agency : 国家開発企画庁インテグレーション・セクター地域開発協力局 (KPSD)

Target Area : インドネシア共和国東部インドネシア 10 州

Target Group : 国家開発企画庁 (BAPPENAS) 及び関連機関、パイロットプロジェクト対象地方政府、住民組織 (CBO)

Period : January, 2004 ~ December, 2006 (3years) Version : PDM-0

Date : 10, November, 2003

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Overall Goal</b> 参加型のコミュニティ開発政策及びプロジェクト・プログラムが策定・実施される</p>	<p>1. 参加型によって形成されたコミュニティ開発政策及びプロジェクト・プログラムの数 (中央、地方) 2. 上記形成・実施プログラムの評価</p>	<p>1. 報告書・法令/条例等コミュニティ開発関連の公文書 (中央、地方 - 対象 4 州以外も含む) 2. インタビュー調査</p>	<p>地方自治、コミュニティ開発、住民参加・組織化 (NGO 等) に関する政策・制度が大きく変化しない。</p>
<p><b>Project Purpose</b> 「コミュニティ開発事業モデル」における、BAPPENAS 及び関係機関、パイロット事業対象地方政府、プロジェクト関連住民組織 (Community Based Organization : CBO) との連携が改善される。</p>	<p>1. 4 つのパイロット事業対象州におけるコミュニティ開発事業モデルの改善 2. 政府 (中央、パイロット事業対象州) と CBO の連携状況の改善</p>	<p>1-1 ベースライン調査との比較 1-2 インタビュー調査 (プロジェクト関係者) 1-3 (パイロットプロジェクト実施後) ガイドライン・マニュアル 1-4 対象 4 州の地方政府の公文書 2-1 パイロット事業関連文書 (事例集・評価報告書・報告書) 2-2 インタビュー調査 (プロジェクト関係者) 2-3 第三者評価</p>	<p>地方自治、コミュニティ開発、住民参加・組織化 (NGO 等) にかかわる政策・制度が大きく変化せず、CBO のコミュニティ開発事業への参画・連携に支障を来さない。</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Outputs</b></p> <p>1. BAPPENAS及び関連中央行政機関、地方政府、CBOのコミュニティ開発における参加型開発手法が改善される。</p> <p>2. (JICAで実施された)コミュニティ・エンパワメント・プログラム (CEP) 及びインドネシア政府が実施しているコミュニティ開発事業を基に、コミュニティ開発事業のモデルが試作され、共同で実施される。</p> <p>3. インドネシア東部10州におけるコミュニティ開発事業のグッドプラクティスが蓄積される。</p>	<p>1-1 参加型手法関連の研修・セミナー受講者数</p> <p>1-2 コミュニティ開発に携わるステークホルダー (BAPPENAS 及び関係機関、地方政府、CBO) の参加型の開発に対する理解の向上</p> <p>1-3 参加型手法について指導できる人材の数 (中央政府、地方政府、CBO)</p> <p>2-1 コミュニティ開発事業モデル実施のために策定されたガイドライン・マニュアル</p> <p>2-2 パイロット事業の数とプロセス</p> <p>3-1 パイロット事業事例集 (4州)</p> <p>3-2 コミュニティ開発における参加型開発事例集 (全10州)</p>	<p>1-1-1 研修・セミナーの参加者リスト</p> <p>1-2-1 研修員作成のアクションプラン</p> <p>1-2-2 研修・セミナーフォローアップ調査報告書</p> <p>1-2-3 インタビュー調査</p> <p>1-3-1 研修・セミナーフォローアップ調査報告書</p> <p>1-3-2 インタビュー調査</p> <p>2-1 パイロット事業実施ガイドライン・マニュアルの成果品</p> <p>2-2-1 パイロット事業報告書</p> <p>2-2-2 パイロット事業評価報告書</p> <p>2-2-3 インタビュー調査 (パイロット事業関係者)</p> <p>3-1 コミュニティ開発事例集の成果品 (事業報告書の分析報告書)</p> <p>3-2 参加型開発手法事例集の成果品</p>	<p>1. コミュニティ開発、住民参加・組織化 (NGO等) にかかわる政策・制度が大きく変化しない (例: NPO法が廃止とならない)。</p> <p>2. コミュニティレベルを含み、対象地域で治安悪化・社会不安が発生しない。</p> <p>3. 政権交代、地方分権2法の改正、省庁再編等により、コミュニティ開発、CBO (NGO/NPOを含む) 連携に関する関係機関の所掌が大きく変化しない。</p>
<p><b>Activities</b></p> <p>1-1 BAPPENAS 及び関連中央行政機関、パイロット事業対象地方政府、CBOの人員に対し、参加型手法のセミナー・ワークショップを実施する。</p>	<p><b>Inputs</b></p> <p>(日本側)</p> <p>1. 長期専門家</p> <ul style="list-style-type: none"> <li>・コミュニティ開発</li> </ul>	<p>(インドネシア側)</p> <p>1. 人員</p> <ul style="list-style-type: none"> <li>・プロジェクトディレクター (BAPPENAS)</li> <li>・プロジェクトマネージャー (BAPPENAS)</li> </ul> <p>Preconditions</p>	<p>訓練を受けたCBOが対象事業地域で活動する。</p> <p>Preconditions</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>1-2 BAPPENAS 及び関係機関、パイロット事業対象地方政府、CBOの人員に対し、CEP 及びその他のコミュニティ開発関連プロジェクトについての理解を促進する。</p> <p>2-1 「コミュニティ開発事業モデル」のパイロット事業実施のための準備</p> <p>2-1-1 「コミュニティ開発事業モデル」形成のための基礎調査を行う。</p> <p>2-1-2 「コミュニティ開発事業モデル」のパイロット事業を形成する。</p> <p>2-1-3 事業実施に必要なガイドライン及びマニュアルを作成する。</p> <p>2-1-4 上記事業に関する説明・広報のためのセミナー、ワークショップを開催する。</p> <p>2-1-5 関係者に対する上記事業モデルの広報活動を行う。</p>	<p>2. 短期専門家</p> <ul style="list-style-type: none"> <li>・ コミュニティー開発政策</li> <li>・ ファシリテーター育成</li> <li>・ 参加型手法</li> <li>・ NPO マネージメントほか (必要に応じ)</li> </ul> <p>3. 機材供与</p> <p>専門家の活動に必要な機材</p> <p>4. 本邦研修</p> <ul style="list-style-type: none"> <li>・ NGO マネージメント</li> <li>・ 参加型手法</li> </ul> <p>5. ローカルコスト：パイロット事業費を含む</p>	<ul style="list-style-type: none"> <li>・ プロジェクトコーディネーター3名 (BAPPENAS / 国家官房庁 (SETNEG))</li> <li>・ 地方プロジェクトマネージャー (地方政府・CBO) 2名</li> <li>・ 地方プロジェクトコーディネーター (地方政府・CBO) 2名</li> </ul> <p>2. 施設・設備 (電気、給水、下水及び電話回線を含む)</p> <ul style="list-style-type: none"> <li>・ 中央事務所</li> <li>・ 地方事務所 (パイロット事業4州)</li> </ul> <p>3. ローカルコスト：パイロット事業費・研修セミナー経費の分担を含む</p>	

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>2-2 上記事業モデルに基づくパイロット事業の実施（案件形成、選定からモニタリング、評価までを含む）</p> <p>2-2-1 パイロット事業を実施する。</p> <p>2-2-2 パイロット事業に必要なセミナー、トレーニング及びワークショップを開催する。</p> <p>2-2-3 パイロット事業のモニタリング、評価を実施する。</p> <p>2-3 事業モデルの検証と修正</p> <p>2-3-1 パイロット事業の結果を評価する。</p> <p>2-3-2 評価に基づき、ガイドライン、マニュアルを含む上記モデルを修正する。</p> <p>3-1 上記パイロット事業の実施を通じて蓄積されたグッドプラクティス及びモデルを分析する。</p> <p>3-2 他のドナーを含む関連プロジェクトのグッドプラクティス及びモデルを調査・分析する。</p>			

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
3-3 上記分析結果をコミュニティ開発政策、プロジェクト、プログラムへフィードバックする。 3-4 本プロジェクト終了後のモデル活用の戦略策定について助言を行う。			

定義：本定義は普遍的なものではないが、本プロジェクト実施中は同定義を用いることを合意した。

- ・住民組織：保健・教育・生計向上・農村インフラ分野で開発事業を実施する組織。NGO/NPO、大学、研究期間、慣習組織、宗教組織を含む。
- ・コミュニティ・エンパワーメント：コミュニティ開発より幅広い概念を含むことがあり、コミュニティ開発事業によって部分的に達成されることもある。
- ・コミュニティ開発事業モデル：JICAの実施してきたCEP及びインドネシアのコミュニティ開発事業を基に、プロジェクトで試行的に形成した事業モデル。ただし、対象地域の事情に応じた事業モデルとする。
- ・パイロット事業：上記事業モデルを具体的に実施するパイロット事業。
- ・グッドプラクティス：参加型開発手法・CBOと政府の連携に関し、先例的な事例を有するコミュニティ開発事業。
- ・ガイドライン・マニュアル：上記事業モデル実施のために試作されるガイドライン（事業モデルの目的・方針・概要を記載）、マニュアル（実際のパイロット事業運営のための実施要領）。地域によって、新規に策定する場合、既存のものを改訂する場合があります。

実行計画 (PLAN OF OPERATION)  
 案件名：市民社会の参加によるコミュニティ開発

別添資料 2

	Year 2004												Year 2005												Year 2006																							
	フェーズ1						フェーズ2						フェーズ3						フェーズ4						フェーズ5																							
	2003年度												2004年度												2005年度												2006年度											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
協力期間:2004年1月1日～2006年12月31日まで																																																
1 コミュニティ開発分野における参加型手法を普及する。																																																
1-1 BAPPENAS及び関係機関、パイロット事業対象地方政府、CBOの人員に対し、参加型手法のセミナー、ワークショップを実施する。																																																
1-2 BAPPENAS及び関係機関、パイロット事業対象地方政府、CBOの人員に対し、CEP及びその他のコミュニティ開発関連プロジェクトについての理解を図る(最初Promotionを入れて理解を促進する)。																																																
2 コミュニティ開発モデル確立のためにパイロット事業を実施する。																																																
2-1 コミュニティ開発パイロット事業実施のための準備(実施ガイドライン、実施マニュアルの作成)																																																
2-2 パイロット事業の実施(案件形成・選定からモニタリング・評価までを含む)																																																
2-3 事業モデルの検証と修正																																																
3 グッドプラクティス及びモデルをインドネシアのコミュニティ開発政策及びプロジェクト・プログラムにフィードバックする。																																																
3-1 パイロット事業の実施により蓄積されたグッドプラクティスとモデルを分析する。																																																
3-2 他のドナーの関連プロジェクトのグッドプラクティス・モデルを調査、分析する。																																																
3-3 分析結果をコミュニティ開発政策、プロジェクト・プログラムへフィードバックする。																																																
3-4 技術協力プロジェクト終了後のモデル活用戦略策定について助言を行う。																																																

フェーズ1:フォアメーション  
 プロジェクト実施関係者育成  
 フェーズ2:プランニング  
 パイロット事業準備  
 ガイドライン、マニュアルの作成

フェーズ3:トライアル  
 パイロット事業の実施  
 運用マニュアルの整備  
 モニタリング・評価

フェーズ4:リフレクション  
 プロジェクト評価

フェーズ5:フィードバック&ランディング  
 事例の紹介と共有  
 政策策定に向けてのアクションプランの作成



投入計画	PHASE JICA Physical Year 担当組織・若手職	Year 2004												Year 2005												Year 2006												
		Phase I						Phase II						Phase III						Phase IV						Phase V												
		10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10
<b>血 日本開発人</b> 1 長期 コミュニティ開発 2 短期 コミュニティ開発政策 3 短期 参加型開発 4 短期 NGO/NPOマネージメント 5 短期 フランチャイター育成 6 短期 モニタリング評価 7 機材供与 8 現地国内研修 9 本邦研修(NGOマネージメント) 10 在外研修(参加型開発事例) 11 調査団(中間評価・終了評価) <b>現地業務費</b> IV. プロジェクト支援委員会 1 a. Joint Coordination Committee b. Steering Committee (Advisor board) 2 本邦国内支援委員会(設立検討中)	担 割 役割	プロジェクトで実施する、地方のマイクロプロジェクト及びグッドプラクティス調査の結果を政策に反映するための適切な提議・助言を行う参加型手法に関する正しい理解と手法の普及・啓発を行う。 プロジェクト(PKPM)で実施するOBO(NGO、地方行政)に対して、「住民組織(NGO/NPO)の役割、組織運営マネージメントについての理解を深めるためにコミュニティ開発に際しての理解を深めるために、コミュニティ開発に際しての理解を深めるために、理解と知識を向上させる。 マイクロプロジェクト実施対象4地域の事業モニタリングと評価を行う。 1. PKPMプロジェクトオフィスに必要な機材 (Jakarta) 2. マイクロ事業の管理運営に必要な機材(地方4州) 3. 東部インドネシア(10州)における情報整理に必要な機材 4. 参加型開発手法(概念、手法の理解) 5. コミュニティ開発(スナックホルダーの役割) 6. フランチャイター育成(能力、技術の向上) 7. 国内研修案件の比較検討(事例研究) A. NGO/NPOマネージメント(1ヶ月) B. NGO事業強化(2週間) C. NGOの類似案件の比較検討(事例研究) 近隣国の類似案件の比較検討(事例研究) e.g. India, Thailand, Philippines, Bangladesh, Nepal 「マイクロ事業経営(現地適用化事業費)」 1- 一般現地業務費 2- カミナー・ワークショップ経費(原拠、交通費)及び 3- 空運使用料のおおむね	国家開発銀行、国家開発内務省地域開発総局、内務省村務開発能力向上の高長(エストロン1)により形成。 コミュニティ開発、参加型開発、NGO連携、NPO法などの専門家に より形成。																																			

案件名：市民社会の参加によるコミュニティ開発

事項	Year 2004												Year 2005												Year 2006											
	フェーズ1			フェーズ2			2004年度						フェーズ3						2005年度						フェーズ4			フェーズ5								
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
協力期間																																				
投入(予算計画)																																				
Output-1. BAPPEMAS及び関係機関、地方政府、CBOのコミュニティ開発に対する参加型開発手法が改善される。																																				
Output-2. (JICAで実施された)Community Empowerment Program (CEP)及びインドネシアで実施されているコミュニティ開発事業をもとに、コミュニティ開発事業のモデルが試作され、インドネシア朝比共向で実施される。																																				
Output-3. モデルメカニズムを通じて、コミュニティ開発事業のグッドプラクティスが蓄積される。																																				
成果物提出																																				
1-2-1 研修員作成のアクションプラン																																				
1-2-2 研修セミナーフォローアップ調査報告書																																				
2-1 パイロット事業実施ガイドライン・マニュアル																																				
2-1 パイロット事業実施ガイドライン・マニュアル 修正版・改訂版																																				
2-2-1 パイロット事業報告書 (事前評価調査報告書を含む)																																				
2-2-2 (終了時・後)																																				
3-1 コミュニティ開発事例集の成果品 (事業報告書の分析報告書)																																				
3-2 参加型開発手法事例集																																				
3-3 条例、法令(案)、提言公文書																																				
プロジェクト活動報告書 (業務経費精算報告書)																																				
評価調査(中間評価、終了時評価)																																				

フェーズ1:フォーメーション  
プロジェクトPlayer育成

フェーズ2:プランニング  
パイロットプロジェクト準備  
ガイドライン、マニュアルの作成

フェーズ3:トライアル  
パイロット事業の実施  
運用マニュアルの整備  
モニタリング/評価

フェーズ4:リフレクション  
プロジェクト評価

フェーズ5:フィードバック&ランディング  
事例の紹介と共有  
政策策定に向けてのアクションプランの作成

5. 国家コミュニティー開発政策協議委員会 (BAPPENAS 大臣令)



MENTERI NEGARA  
PERENCANAAN PEMBANGUNAN NASIONAL/  
KEPALA BAPPENAS

KEPUTUSAN  
MENTERI NEGARA PERENCANAAN PEMBANGUNAN NASIONAL/  
KEPALA BADAN PERENCANAAN PEMBANGUNAN NASIONAL  
NOMOR : KEP. 002 /M.FPN/01/2004  
TENTANG  
TIM KOORDINASI KERJASAMA TEKNIK  
UNTUK PROGRAM PENGEMBANGAN KEMITRAAN  
DALAM PEMBERDAYAAN MASYARAKAT DI INDONESIA

MENTERI NEGARA PERENCANAAN PEMBANGUNAN NASIONAL/  
KEPALA BADAN PERENCANAAN PEMBANGUNAN NASIONAL,

- Menimbang :
- a. bahwa dalam rangka mendukung pembangunan ekonomi regional, pemerataan pembangunan dan pemberdayaan masyarakat desa serta mengurangi kemiskinan di perdesaan diperlukan pengembangan model kebijakan dan program pemberdayaan masyarakat berbasis kerjasama lintas pelaku;
  - b. bahwa untuk pelaksanaan pengembangan model kebijakan dan program pemberdayaan masyarakat sebagaimana disebut dalam huruf a di atas telah ditetapkan Program Pengembangan Kemitraan dalam Pemberdayaan Masyarakat di Indonesia (*Technical Cooperation for Community Empowerment Program with Civil Society in Indonesia*) melalui kesepakatan antara Pemerintah Indonesia dengan JICA (*Japan International Cooperation Agency*);
  - c. bahwa untuk kelancaran proses pengelolaan program sebagaimana tersebut pada huruf a di atas perlu dibentuk Tim Koordinasi Kerjasama Teknik untuk Program Pengembangan Kemitraan dalam Pemberdayaan Masyarakat di Indonesia yang merupakan tim koordinasi di tingkat pusat;
  - d. bahwa pejabat yang tercantum dalam Lampiran Keputusan ini dipandang memenuhi syarat untuk melaksanakan tugas sebagai tim koordinasi tersebut pada huruf b di atas;

Mengingat : ...

- Mengingat :
1. Undang-undang Nomor 22 Tahun 1999 tentang Pemerintahan Daerah;
  2. Undang-undang Nomor 25 Tahun 1999 tentang Perimbangan Keuangan Antara Pemerintah Pusat dan Daerah;
  3. Undang-undang Nomor 28 Tahun 2003 tentang Anggaran Pendapatan dan Belanja Negara Tahun Anggaran 2004;
  4. Keputusan Presiden Nomor 42 Tahun 2002 tentang Pedoman Pelaksanaan Anggaran Pendapatan dan Belanja Negara;
  5. Instruksi Presiden Nomor 5 Tahun 1993 tentang Peningkatan Penanggulangan Kemiskinan;
  6. Keputusan Menteri Negara Perencanaan Pembangunan Nasional/Kepala Badan Perencanaan Pembangunan Nasional Nomor: KEP. 050/M.PPN/03/2002 tentang Organisasi dan Tata Kerja Kantor Menteri Negara Perencanaan Pembangunan Nasional/Badan Perencanaan Pembangunan Nasional;

Memperhatikan : *Record of Discussions Between Japan International Cooperation Agency and Authorities Concerned of the Republic of Indonesia on Japanese Technical Cooperation Project for Community Empowerment Program with Civil Society in Indonesia (PKPM-BAPPENAS-JICA), Desember 22, 2003;*

MEMUTUSKAN :

Menetapkan : KEPUTUSAN MENTERI NEGARA PERENCANAAN PEMBANGUNAN NASIONAL/KEPALA BADAN PERENCANAAN PEMBANGUNAN NASIONAL TENTANG TIM KOORDINASI KERJASAMA TEKNIK UNTUK PROGRAM PENGEMBANGAN KEMITRAAN DALAM PEMBERDAYAAN MASYARAKAT DI INDONESIA.

PERTAMA : Membentuk Tim Koordinasi Kerjasama Teknik untuk Program Pengembangan Kemitraan dalam Pemberdayaan Masyarakat di Indonesia, untuk selanjutnya disebut Tim Koordinasi dengan susunan keanggotaan sebagaimana tercantum dalam lampiran keputusan ini.

KEDUA : Tim Koordinasi terdiri dari Tim Pengarah dan Tim Pelaksana.

KETIGA : ...

- KETIGA : Tim Pengarah bertugas dan bertanggung jawab :
- a. Mengadakan koordinasi antar sektor dan antar instansi di tingkat pusat dan daerah berkenaan dengan Kerjasama Teknik untuk Program Pengembangan Kemitraan dalam Pemberdayaan Masyarakat di Indonesia.
  - b. Memberikan arah kebijakan kepada Tim Pelaksana mengenai penyusunan rencana Kerjasama Teknik untuk Program Pengembangan Kemitraan dalam Pemberdayaan Masyarakat di Indonesia, sesuai dengan sasaran pembangunan daerah yang berbasis pemberdayaan masyarakat.
  - c. Melakukan evaluasi atas laporan dari Tim Pelaksana mengenai perkembangan dan hasil pelaksanaan pengelolaan Kerjasama Teknik untuk Program Pengembangan Kemitraan dalam Pemberdayaan Masyarakat di Indonesia, guna penyempurnaan lebih lanjut.
- KEEMPAT : Tim Pelaksana bertugas dan bertanggung jawab :
- a. Melakukan koordinasi perencanaan dan penganggaran proyek serta sinkronisasinya dengan program pembangunan daerah dan sektoral dalam rangka pemberdayaan masyarakat.
  - b. Melakukan pelaksanaan, monitoring, dan evaluasi serta menyusun laporan dari hasil kegiatan Kerjasama Teknik untuk Program Pengembangan Kemitraan dalam Pemberdayaan Masyarakat di Indonesia.
  - c. Melakukan koordinasi dalam menindaklanjuti pemecahan masalah-masalah yang ditemukan dalam pelaksanaan.
  - d. Melakukan koordinasi di Tingkat Pusat, Propinsi, dan Kabupaten dalam rangka pelaksanaan Kerjasama Teknik untuk Program Pengembangan Kemitraan dalam Pemberdayaan Masyarakat di Indonesia.
  - e. Memberikan dukungan administrasi bagi kegiatan perencanaan kegiatan, penyusunan laporan pelaksanaan kegiatan, serta pemantauan pelaksanaan kegiatan oleh Pemerintah Propinsi dan Pemerintah Kabupaten.
- KELIMA : Dalam melaksanakan tugas Tim Pelaksana dibantu oleh Kelompok Kerja, yang ditetapkan oleh Ketua Tim Pengarah.

KEENAM : ...

KEENAM : Biaya yang diperlukan untuk pelaksanaan tugas Tim Koordinasi, dibebankan kepada Anggaran Pendapatan dan Belanja Negara (APBN).

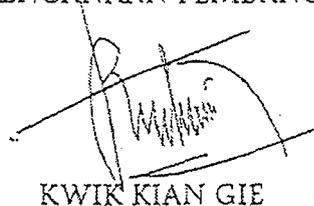
KETUJUHE : Tim Koordinasi bertanggung jawab dan memberikan laporan hasil kerja kepada Menteri Negara Perencanaan Pembangunan Nasional/Kepala Badan Perencanaan Pembangunan Nasional, dengan tembusan kepada Menteri dan Pimpinan Lembaga terkait lainnya.

KEDELAPAN : Surat Keputusan ini berlaku sejak tanggal ditetapkan, dengan ketentuan bahwa apabila di kemudian hari terdapat kekeliruan dalam keputusan ini akan diadakan perubahan dan perbaikan sebagaimana mestinya.

Ditetapkan di Jakarta

Pada tanggal 27 Januari 2004

MENTERI NEGARA PERENCANAAN PEMBANGUNAN NASIONAL/  
KEPALA BADAN PERENCANAAN PEMBANGUNAN NASIONAL,



KWIK KIAN GIE

Tembusan disampaikan kepada Yth :

1. Menko Bidang Perekonomian;
2. Menteri Dalam Negeri;
3. Menteri Keuangan;
4. Menteri Luar Negeri;
5. Sekretaris Negara;
6. Inspektur Utama, Kantor Meneg. PPN/Bappenas;
7. Kepala Badan Pengawasan Keuangan dan Pembangunan;
8. Kepala Kantor Perbendaharaan Kas Negara Jakarta III;
9. Yang Bersangkutan untuk dipergunakan sebagaimana mestinya.

LAMPIRAN  
KEPUTUSAN MENTERI NEGARA PPN/KEPALA  
BAPPENAS  
NOMOR : KEP. 002 /M.PPN/01/2004  
TANGGAL : 27 JANUARI 2004

SUSUNAN KEANGGOTAAN TIM KOORDINASI  
KERJASAMA TEKNIK UNTUK PROGRAM PENGEMBANGAN KEMITRAAN  
DALAM PEMBERDAYAAN MASYARAKAT DI INDONESIA

A. TIM PENGARAH

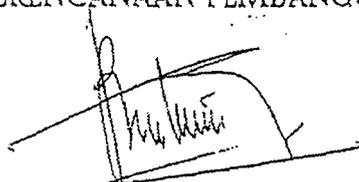
1. Ketua : Deputy Bidang Otonomi Daerah dan Pengembangan Regional, Kantor Meneg. PPN/Bappenas.
2. Sekretaris : Direktur Kerjasama Pembangunan Sektoral dan Daerah, Kantor Meneg. PPN/Bappenas.
3. Anggota : (1) Deputy Sekretaris Negara Bidang Administrasi, Kantor Sekretariat Negara;  
(2) Deputy Sekretaris Negara Bidang Hubungan Lembaga Negara dan Lembaga Masyarakat, Kantor Sekretariat Negara;  
(3) Direktur Jenderal Bina Pembangunan Daerah, Departemen Dalam Negeri;  
(4) Direktur Jenderal Anggaran, Departemen Keuangan;  
(5) Direktur Jenderal Pemberdayaan Masyarakat dan Desa, Departemen Dalam Negeri.

B. TIM PELAKSANA

1. Ketua : Direktur Kerjasama Pembangunan Sektoral dan Daerah, Kantor Meneg. PPN/Bappenas.
2. Anggota : (1) Kepala Biro Kerjasama Teknik Luar Negeri, Kantor Sekretariat Negara;  
(2) Kepala Biro Hubungan Lembaga Swadaya Masyarakat, Kantor Sekretariat Negara;  
(3) Direktur Keserasian Pembangunan Daerah, Ditjen. Bina Pembangunan Daerah, Departemen Dalam Negeri;  
(4) Direktur Kelembagaan dan Pelatihan Masyarakat, Ditjen Pemberdayaan Masyarakat dan Desa, Departemen Dalam Negeri;  
(5) Direktur Usaha Ekonomi Masyarakat, Ditjen Pemberdayaan Masyarakat dan Desa, Departemen Dalam Negeri.

MENTERI NEGARA PERENCANAAN PEMBANGUNAN NASIONAL/  
KEPALA BADAN PERENCANAAN PEMBANGUNAN NASIONAL,

*WIK*



KWIK KIAN GIE

国家開発企画庁大臣令（1月27日付、大臣令2004年第2号）（仮訳）

インドネシア国「連携強化によるコミュニティエンパワメントプログラム（技術協力プロジェクトインドネシア語名：Pembangunan Kemitraan untk Pemberdayaan Masyarakat: PKPM）支援委員会」の設立について

<経緯>

- a. 本委員会は農村、貧困村における公平かつ平等な経済開発、コミュニティ開発の達成のための開発モデル及び政策の実現に基づくものである。
- b. 本委員会は上記政策に基づき、国際協力機構が実施する“Technical Cooperation for Community Empowerment Program with Civil Society in Indonesia”を実施するものである。
- c. 上記プログラムの実施プロセスを円滑に資するためにインドネシア国における「連携強化によるコミュニティエンパワメント支援委員会」を中央政府に設置するものである。
- d. 別添関係貴職については、前述委員会、プログラムへの最大(Memenuhi)の任務に従事するものである。

<関連法案>

1. 1999年22号 地方自治法
2. 1999年25号 中央-地方財政均衡法
3. 2003年28号 2004年度予算法
4. 2002年42号 大統領令 予算執行法
5. 1993年5号 大統領訓令 貧困削減令
6. 2002年50号 BAPPENAS組織法

<留意事項>

2003年12月12日 BAPPENAS-JICA Record of Discussion

<決定事項>

- 第1条 PKPM支援委員会は付属書のとおりとする。
- 第2条 PKPM支援委員会は調整委員会及び実行委員会からなる。
- 第3条 調整委員会の役割と責任
- a. プログラム実施における省庁・セクター間の調整
  - b. 実施委員会による計画の政策提言
  - c. 実施委員会の評価
- 第4条 実行委員会の役割と責任
- a. プロジェクト実施に携わる関係者間の調整
  - b. プロジェクトのモニタリング・評価
  - c. プロジェクト実施上生じた問題の解決
  - d. プロジェクト実施のための中央・地方政府間の調整
  - e. 地方政府が実施する事業への同意（承認）
- 第5条 実行委員会は、事業実施のためのワーキンググループを設立しなければならない。

第6条 実行委員会は、プロジェクト実施のための APBN（国家予算：中央開発予算）による予算措置を行わなければならない。

第7条 調整委員会は、国家開発企画庁長官（大臣）及び関連省庁に対し、事業の責任及び報告義務を負う。

2004年1月27日

C.C.

経済調整大臣

内務大臣

財務大臣

外務大臣

国家官房庁長官

BAPPENAS 監事

同財務・法務室長

ジャカルタ市幹事長 III

関係各位

## 付属書

「連携強化によるコミュニティエンパワメントプログラム（技術協力プロジェクトインドネシア語名：Pembangunan Kemitraan untk Pemberdayaan Masyarakat: PKPM）支援委員会」構成

### A. 支援委員会

1. 委員長 BAPPENAS 地方分権・地域開発担当副大臣（III）
2. 書記長 BAPPENAS 地域開発協力局長
3. 委員 国家官房庁副大臣  
国家官房庁对外援助担当副大臣  
内務省地域開発総局長  
内務省村落開発総局長  
財務省予算局長  
内務省村落開発・エンパワメント局長

### B. 実行委員会

1. 委員長 BAPPENAS 地域開発協力局長
2. 委員会 国家官房庁对外援助局長  
国家官房庁 NGO 連携局長  
内務省村落開発総局地域開発支援局長  
内務省村落開発総局住民訓練局長  
内務省村落開発総局コミュニティ経済局長