


MINUTES OF MEETING
 BETWEEN THE JAPANESE MID-TERM REVIEW TEAM
 AND THE AUTHORITIES CONCERNED OF
 THE GOVERNMENT OF THE REPUBLIC OF INDONESIA
 ON THE SULAWESI CAPACITY DEVELOPMENT PROJECT

The Japanese Mid-term Review Team (hereinafter referred as "the Team") organized by the Japan International Cooperation Agency (hereinafter referred as "JICA") headed by Mr. Michio Kanda, visited the Republic of Indonesia from May 10th to June 6th, 2009, for conducting a mid-term review on the Sulawesi Capacity Development Project (hereinafter referred as "the Project").

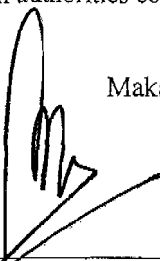
During its visit, the Team had a series of discussions with the Indonesian authorities concerned and other relevant stakeholders in six provinces, consisting of South Sulawesi, Southeast Sulawesi, North Sulawesi, Central Sulawesi, Gorontalo and West Sulawesi.

As a result of the discussions, the Team and the Indonesian authorities concerned agreed on the matters referred to in the document attached hereto.

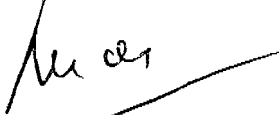
Makassar, June 2nd, 2009




Mr. Michio Kanda
 Leader, Japanese Mid-term Review Team,
 Japan International Cooperation Agency



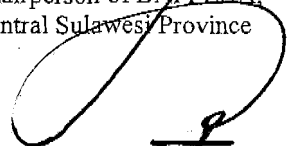
Ir. H. Tan Malaka Guntur, M. Si
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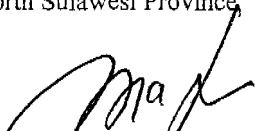
Drs. H. La Ode Ali Hanafi, M. Si
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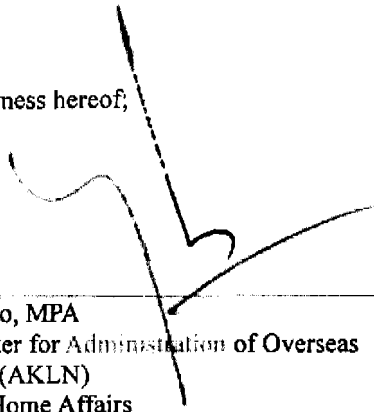


Prof. Dr. Ir. Hj. Winarni Monoarfa, MS
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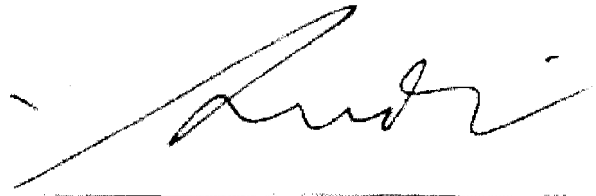


Ir. M. Hatta Latief, M. Eng.
 Chairperson of BAPPEDA,
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And with witness hereof;



Drs. Nuryanto, MPA
Head of Center for Administration of Overseas
Cooperation (AKLN)
Ministry of Home Affairs
Republic of Indonesia



Dr. Arifin Rudiyanto, M. Sc
Director of Regional Development
National Development Planning Agency
Republic of Indonesia



Attached Document:

Mid-Term Review Report

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TABLE OF CONTENTS

1. Introduction
 - 1.1 Background
 - 1.2 Purpose of Mid-term Review
 - 1.3 Review Schedule
 - 1.4 Member of Japanese Mid-term Review Team
 - 1.5 Methodology of Review
2. Project Achievement
 - 2.1 Inputs
 - 2.2 Outputs
 - 2.3 Implementation Process
3. Evaluation by Five Criteria
 - 3.1 Relevance
 - 3.2 Effectiveness
 - 3.3 Efficiency
 - 3.4 Impact
 - 3.5 Sustainability
 - 3.6 Conclusion
4. Recommendations
5. Revision of the Project Design Matrix and Plan of Operation
 - 5.1 Project Design Matrix (PDM)
 - 5.2 Plan of Operation (PO)

ANNEXES:

1. Schedule of Japanese Mid-term Review Team
2. List of Interviewees
3. List of Experts and Project Officers
4. List of Indonesian Counterpart Personnel Assigned
5. List of Equipment Provided by Japanese side
6. List of Local Cost borne by Japanese side
7. List of Participants to Training Courses conducted in Japan
8. List of Participants to Training Courses conducted in Indonesia
9. Evaluation Grid for Mid-term Review
10. Revised Project Design Matrix (PDM) and Plan of Operation (PO)
11. Original Project Design Matrix (PDM) and Plan of Operation (PO)

1. Introduction

1.1 Background

The Sulawesi Capacity Development Project has started on 16th September 2007 for three years based on the Record of Discussion signed between the Resident Representative of JICA Indonesia Office and the Chairpersons of BAPPEDA of 6 provinces in Sulawesi on 7th August 2007.

1.2 Purpose of Mid-term Review

The Mid-term Review team dispatched by JICA visited Indonesia from May 10th to June 6th, 2009, for the purpose of reviewing the achievements of the project with the following viewpoints:

- (1) To verify the accomplishments of the Project compared to the plan,
- (2) To identify promoting and/or constraining factors in the process of the Project,
- (3) To analyze the Project in terms of five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact, Sustainability),
- (4) To make recommendations on the remaining project activities and actions to be taken within the Project period.

1.3 Review Schedule

The review was conducted from May 10 to June 6, 2009.
The details of the review schedule is shown in ANNEX-1.

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1.4 Member of Japanese Mid-term Review Team

Team Leader	Mr. Michio KANDA	Senior Technical Advisor, JICA HQ	May 24-June 3
Deputy Team Leader	Mr. Michiyuki SHIMODA	Senior Advisor (Governance), JICA HQ	May 24-June 4
Program Management / Cooperation Planning	Mr. Koji OSHIKIRI	Director for Southeast Asia Division II, JICA HQ	May 24-June 2
Capacity Development	Dr. Akio HOSONO	Visiting Fellow, JICA Research Institute	May 14-May 22
Capacity Development	Dr. Takaaki KOBAYASHI	Research Fellow, JICA Research Institute	May 14-May 22
Cooperation Planning	Mr. Shuji TOKUMARU	Senior Program Advisor, Makassar Office, JICA	May 11-June 6
Cooperation Planning	Mr. Tomoyuki YAMADA	Representative, JICA Indonesia Office	June 1-June 4
Cooperation Planning	Ms. Sachiko SUZUKI	Program Officer, Makassar Office, JICA	May 11-June 6
Evaluation Analysis -1	Mr. Yasunori MINAGAWA	Senior Consultant, System Science Institute Co., Ltd.	May 10-June 6
Evaluation Analysis -2	Mr. Yoshiaki KAKIZAKI	Chief Operating Officer, Sevana LLC.	May 10-June 6

1.5 Methodology of Review

The Team developed the evaluation grid based on the Project Design Matrix (PDM) and Plan of Operation (PO). The evaluation grid is used to state in detail the data needed for the review and to identify the data collection method so as to visualize what is to be done in the survey (see ANNEX-9).

The Team visited all six provinces in Sulawesi Island for collecting data and information from the people concerned (see ANNEX-2).

2. Project Achievement

2.1 Inputs

2.1.1 Inputs by Japanese Side

The following inputs have been provided by JICA for the Project as planned.

(1) Dispatch of Experts

Currently three Long-term Experts are assigned. In addition, a total of five Short-term Experts have been dispatched (See ANNEX-3).

(2) Trainings in Japan

In total, 26 counterpart personnel participated in training courses conducted in Japan (See ANNEX-7).

(3) Provision of Equipment

Provision of equipment was made for the Project activities including a vehicle to each provincial government in Sulawesi (See ANNEX-5).

(4) Local Cost Expenditure

The local cost, such as training expense, consultation activities, was borne by JICA (See ANNEX-6). Total cost is as follows;

Rp.1,521 million (Actual in JFY2007)

Rp.4,391 million (Actual in JFY2008)

Rp.3,779 million (Planned in JFY2009)

2.1.2 Inputs by Indonesian Side

The following inputs have been provided by the Indonesian side.

(1) Counterpart Personnel

In each province, a Focal Point (FP) is assigned and the Provincial Implementation Committee, headed by the Chairperson of provincial BAPPEDA has been established based on the Governor's Decrees (SK).

(2) Project Office in Each Province

An office space with some equipment is provided for the Project Officer (PO) inside of provincial BAPPEDA office.

(3) Budget Allocation by Provinces

The budget for the Project activities allocated by six provincial governments is as follows in total.

Rp.1,184 million (FY2008)

Rp.1,203 million (FY2009)

(4) Budget Allocation by Districts/Municipalities

The budget for the Project activities allocated by district/municipality governments is as follows.

Rp.486 million (FY2008)

Rp.1,588 million (FY2009)

2.2 Outputs

The achievement of the outputs through the corresponding activities is summarized below.

2.2.1 Output-1: The planning capacity of stakeholders for regional development is enhanced through their understanding of its process of planning and implementation.

For achieving Output-1, the following three training courses were conducted in the Project (see ANNEX-8).

- (1) Seminar for Policy makers (No. of participants; 101 persons)
- (2) Planner Training (No. of participants; 179 persons)
- (3) Community Facilitator Training (No. of participants; 30 persons in Batch I)

* Batch II is being conducted for 22 persons.

According to interviews to PICs and POs who are monitoring the Project activities, the participants of training courses have understood most of training contents. There was a case where the understanding of technical term like Pilot Activity were different among stakeholders. In such case, PO or the Project team gave them an input so that they could share common understanding of a word.

It was confirmed that in 2008, budget for 5 action plans were approved, and in 2009, another 16 action plans have been submitted for its approval in the respective district governments.

2.2.2 Output-2: The management capacity of stakeholders for regional development is developed through experience of Pilot Activities.

There are two plans made by district governments which were approved as a Pilot Activity; a plan by Wakatobi District of Southeast Sulawesi Province and a plan by Tojo Una-Una District of Central Sulawesi Province, both of which have just started their activities. It is too early to evaluate the achievement level of management capacity of stakeholders through Pilot Activities.

However, the following situation was confirmed which influence the enhancement of management capacity of stakeholders;

- (1) There are nine other cases of the candidates of Pilot Activities of district/municipality which are under coordination between PIC and the Project team; and
- (2) Some districts/municipalities have established their own coordination and implementation body for Pilot Activity such as "Growing Together Team" of Palu Municipality and "Collaboration Management Team for Community Empowerment" of Tojo Una-Una district, Central Sulawesi, and CD Implementation Team in Wakatobi District, Southeast Sulawesi.

2.2.3 Output-3: Supporting networks among stakeholders are formulated to share and utilize information and resources

GPCS (Good Practice Case Study) was carried out for the purpose of improvement of management capacity of PIC and of sharing experience of good practice cases in 6 provinces of Sulawesi. One good practice case in each province was selected and analyzed.

The study report was elaborated and joint presentation workshop was held on Jan 2009 for sharing the result of the study among stakeholders.

For information exchange and dissemination, the following actions have been taken;

- (1) News Letter; is published every three months. News Letter No.5 is being prepared.
- (2) Project Website; A homepage for Japanese and for Indonesian language was established.
- (3) Dissemination; Presentation to Central Government (Ministry of Home Affairs), Donor Group (SOfEI) and Sulawesi Regional Development Coordination Board (BKPRS);
- (4) JICA Technical Exchange Program; Acceptance of other JICA Project team from other countries.

2.3 Implementation Process

2.3.1 Management System

In the monitoring system of the Project, the following were done;

- (1) Each province established Provincial Implementation Committee (PIC), headed by the Chairperson of Provincial BAPPEDA, authorized by the Governor's Decree (SK). The official meeting of the PIC is held every 1-2 months and project activities are monitored.
- (2) Daily communication and coordination is done between the Project Officer (PO) from the Project and the Focal Point (FP) of PIC.
- (3) For cooperation with central government, the 1st Joint Coordination Committee (JCC), chaired by Ministry of Home Affairs, was held in September 2008, the 2nd JCC is scheduled in September 2009.

Each province has established PIC and assigned FP for communication and coordination.

For the selection of participants to training courses of the Project, PIC establishes the selection criteria to ensure transparency.

2.3.2 Progress of Activities

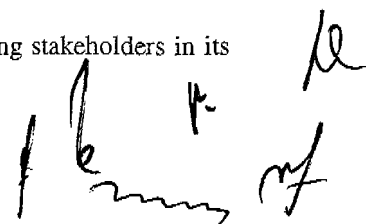
The activities of the Project have been implemented as planned, however some of the activities needs to be adjusted to correspond to the local needs and conditions of the target areas.

In January 2009, nation-wide personnel transfer for local government officials was carried out in Indonesia and some of the members of PICs were transferred. It was reported that due to the above situation, some members who were transferred could not attend regular meetings of PIC. Some measures might become necessary to be taken to sustain the monitoring function of PIC for Pilot Activities of districts/municipalities.

2.3.3 Process Management

In general, the Project has been taking appropriate measures through communication, coordination, and management of the Project, to overcome initial difficulties in its implementation such as frequent transfer of provincial personnel and delay of project activities.

The Project has established effective mutual consultation mechanisms among stakeholders in its



implementation and management. PICs hold a meeting every 1-2 months with the expert team. At the initial stage of the Project, an effective mutual consultation exercise was made for selection of target districts/municipalities and training participants, conducting GPCS study, and general matters for project implementation and management.

Although project management has been carried out well by PICs at its initial stage of implementation as mentioned above, as the Project activities proceed from output 1 to outputs 2 and 3, PICs' monitoring function becomes more and more important. It is necessary to take adequate measures to strengthen functions of PICs through experience-based learning process.

3. Evaluation by Five Criteria

3.1 Relevance

Relevance of the Project is high based on the following reasons.

3.1.1 Needs

Since the political system in Indonesia has changed from the centralized system to decentralized system and the elections of heads of local governments have also changed to the direct election by popular vote, the importance of participatory and bottom-up approach in regional development has become common concern of every stakeholder. The theme of Capacity Development (CD) and establishment of "collaboration mechanism among stakeholders" which the Project is pursuing matches with such political / social changes in Indonesia.

In the formulation stage of the Project, the structural-functional characteristics in 6 provinces in Sulawesi were considered based on the experiences in the former JICA assisted projects. The knowledge in structural-functional characteristics in a local society is reflected in the seminars and trainings for policy makers, planners, and community facilitators. For these reasons, appropriateness of the Project is high.

3.1.2 Policy Priority

In Indonesia, since the revised Local Autonomy Law No.32 and National Development Planning Law No.25 were enacted in 2004, the decentralized system has been promoted. These laws stipulate local government's initiatives, participatory and bottom-up approach as the requirements of planning process for regional development. The approach of the Project is corresponding to the development policy of Indonesia.

Furthermore, the Project has close relevance to the major issues stipulated in the Mid-Term National Development Plan (RPJM 2004-2009), such as East Indonesia development, poverty reduction, and governance.

Japan's Country Assistance Strategy (CAS) includes "Creating a Democratic and Equitable Society" as one of three main pillars which deals with poverty reduction as one of its approaches. In this connection, a policy was proclaimed, in which regional development for poverty reduction is implemented intensively in the Eastern Indonesia from the viewpoint of "selection and concentration,"

and the Northeastern Indonesia Regional Development Program was formulated by the Japanese Official Development Assistance Task Force (ODATF), corresponding to the policy. This Project is recognized as a main project in the Program since then.

With the progress of decentralization in Indonesia, district governments became responsible for the effective development planning coordination process (Musrenbang) starting from village level. They consider that the Project's approach could be highly effective means to enable them to perform the above mentioned new responsibility.

3.1.3 Appropriateness in Terms of Approach

The target areas are 6 provinces in Sulawesi. Although the Project covers huge areas, since the management system has been established promptly, the Project has been implemented smoothly. The Project assigned POs to each province. The provincial governments also established the PIC. The Project team has entrusted the responsibility for selection of target districts to each PIC, which is keeping good relation with target districts.

During the interviews conducted in the review, most people indicated that one of the unique advantages of this Project's capacity development approach is to mobilize locally available resources and capacity towards development of the community, instead of resource-input orientated approach. They gave high marks for comprehensive approach of this Project which involves all the stakeholders in a local society, which is different from the conventional target group approach. As for facilitation skill, many of them mentioned that the Project's approach is more systematic than other approaches and it can be applied even to other projects.

As the election of heads of local governments is done by direct popular vote, local governments are required to correspond to people's needs properly. Also, in the process of Musrenbang, participatory planning is required.

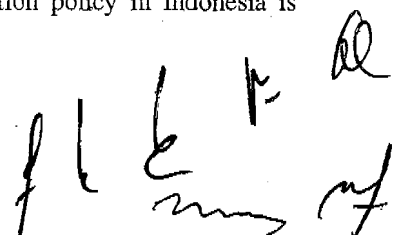
3.2 Effectiveness

Though it is too early to evaluate effectiveness of the Project completely at this stage, it is considered that there is a good possibility for the Project to be highly effective if necessary conditions are met and adequate measures are continued to be taken. The followings are some observations related to the above cited analysis:

Two cases have been approved as Pilot Activities and other nine are candidates to be approved (one out of nine is a proposal from provincial level).

The concept of action flow of the Project, "Training - Action Plan - Pilot Activity," is well understood and shared among the stakeholders. Furthermore, the trainings are designed in such a way to lead to the next stage of Pilot Activities through elaboration of action plans. The Project established 8 selection criteria for Pilot Activities. At the implementation stage of those Pilot Activities, adequate advisory services are provided by the Project.

No change has been observed for an assumption of "Decentralization policy in Indonesia is stable."



In order to verify the level of achievement of the project purpose, evaluation framework of “collaboration mechanism” is needed, which has not been established yet. Since pilot activities are in active stage, it is advisable for both sides to develop it.

As for the possibility of achievement of the project purpose, there are already 2 cases of approved pilot activities and 9 cases of candidate of pilot activities. Furthermore, some local governments may secure budget for their pilot activities from 2009 supplementary budget.

Clear image of collaboration mechanism has not been fully shared by the stakeholders of the Project. It is advisable to develop and share the above-mentioned evaluation framework of collaboration mechanism among the stakeholders.

No factor was confirmed to interfere with the achievement of the project purpose.

3.3 Efficiency

Efficiency of the Project is high based on the following reasons.

3.3.1 Achievement of Outputs

Policy Maker Seminars, Planner Trainings, and Community Facilitator Trainings have been conducted as planned. Remarkable improvements were confirmed in understanding of participatory development among the participants.

There are two cases which have been approved as Pilot Activities and nine more cases in process for approval.

GPCS has been conducted and the results were shared among the stakeholders. No factor was confirmed to interfere with the achievement of the output.

In Policy Maker Seminar and Planner Training, the Project is using “Participatory Local Social Development” (PLSD) training materials localized by JICA project, Strengthening Sulawesi Rural Community Development to Support Poverty Alleviation Programs (1997-2002). The lecturers are those who participated in the project. In Community Facilitator Training, the Project is using the training materials developed by another JICA project, Community Empowerment Program with Civil Society in Indonesia (PKPM) Project (2004-2006) and the lecturers are also those who became master facilitators in the project. Planner Trainings were conducted in Education and Training Agency of North Sulawesi Province and South Sulawesi Province. This idea came from a cooperative relation between JICA and Ministry of Home Affairs of Indonesia developed through another JICA project, Human Resource Development for Local Governance (2002-2007). Thus, the Project has been realized, taking full advantage of the experiences and know-how obtained through JICA projects implemented in Sulawesi region.

3.3.2 Causal Relation

The activities of the Project were taken as planned and sufficient for the achievement of the outputs. However, development of collaboration mechanism is necessary.

The input into the Project were made as planned, such as the dispatch of experts, conducting

training courses and seminars, provision of necessary equipment, local costs expenditure.

It is necessary to conduct training activities for relevant stakeholders including staff of line agencies, and to allocate appropriate budget for Pilot Activities.

The Project is strategically sponsoring 26 participants in a master's course on Community Development in Hasanuddin University (UNHAS). Lectures of the course include those on PLSD theory and the Project itself. It is expected that the alumni of the course will join the activities of the Project in future.

3.3.3 Timing

The inputs have been made timely except at its initial stage.

3.3.4 Cost

It is difficult to compare this Project strictly with other similar projects in terms of cost-effectiveness. However, the Project was designed well based on the experiences and lessons learned in some of previous JICA's similar cooperation projects and started its substantial activities from the beginning.

3.4 Impact

3.4.1 Prospect for Achievement of the Overall Goals

There is high expectation from the central government (BAPPENAS and MoHA) as well as 6 provinces in Sulawesi towards the effective local government system.

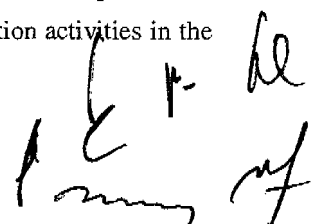
In case that Indonesia changes the policies on decentralization, the Overall Goal will not be achieved in 3-5 years after the Project ends.

3.4.2 Effect

Through interview survey, the following cases were found as unexpected positive influence;

- (1) Besides a pilot activity, some of the participants of Planner Training as well as of Community Facilitator Training have taken actions with their own initiative. The Project should carefully monitor these activities in a systematic manner.
- (2) Some of the participants of Community Facilitator Training are contracted by other projects including donor-assisted ones, due to their superior capacity in facilitation. The facilitators trained by this Project are highly appreciated by many different development institutions.
- (3) Some of the participants of trainings in the Project have a plan to conduct similar training courses for planner in line agencies of the district government as well as for facilitator in NGOs as one of actions in a pilot activity so that the concept and methodology of the Project will spread out throughout the district.

Human resources network developed through the Project, such as the Forum of Chairpersons of BAPPEDA in Sulawesi, has given a positive influence on other technical cooperation activities in the

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Program.

No negative influence was confirmed for the Project.

3.5 Sustainability

3.5.1 Political/Social System Aspect

There are several Governor's Decrees for the establishment of PIC at provincial level and implementing groups of Pilot Activities at district/municipality level.

According to interview with the PIC of Gorontalo Province, they have "BAPPEDA Forum" which functions as a coordination body between provincial BAPPEDA and district/municipality BAPPEDA.

3.5.2 Organizational / Financial Aspect

PIC is an organization established at provincial level for the Project implementation. However, it is advisable to seek certain process to internalize the functions of PICs into proper structure of the provincial government. PICs were established by Governor's Decrees and have own annual budget.

3.5.3 Technical Aspect

There are many cases observed that the participants of training courses are conducting training courses. Some cases were also confirmed that they become facilitators for other projects.

3.5.4 Changes in Capacity

The stakeholders' capacity in planning and management on regional development has been improved to some extent through trainings and other follow-up activities.

It is, however, difficult to assess changes in capacity in a well-defined way without evaluation framework including benchmark data on capacity development.

3.6. Conclusion

With the progress of decentralization in Indonesia, the importance of participatory and bottom-up approach in regional development has become common concern of every stakeholder. The theme of collaboration mechanism among the stakeholders which the Project is pursuing matches with such political/social changes in Indonesia. In addition, government became responsible for the effective development planning deliberation (Musrenbang) which is conducted at all level of governments. Starting from village level, Musrenbang is, indeed, the "venue" where collaboration mechanism exists. Unfortunately, the meeting which is attended by representative stakeholders has been taking place in "participative" rather than "participatory" way. It is considered that the Project could be highly effective means to enable them to perform the above mentioned approach.

The concept of action flow of the Project, "Training - Action Plan - Pilot Activity," is well understood and shared among the stakeholders. Furthermore, the trainings are designed in such a way to lead to the next stage of Pilot Activities through elaboration of action plans. The Project

established 8 selection criteria for Pilot Activities. At the implementation stage of those Pilot Activities, adequate advisory services are provided by the Project.

The inputs and activities described in the PDM have progressed almost as planned. With regard to Output-1, Policy Maker Seminars, Planner Trainings, and Community Facilitator Trainings have been conducted as planned. Remarkable improvements were confirmed in understanding of participatory development among the participants. However, the necessity of training activities for relevant stakeholders including staff of line agencies was confirmed. With regard to Output-2, its initial progress was confirmed such as two cases which have been approved as Pilot Activities and nine more cases which are in process for approval. Since the number of Pilot Activities is expected to increase, additional advisory services will be required to the Project team. With regard to Output-3, GPCS has been conducted and the results were shared among the stakeholders. In spite of its wide target area and many target stakeholders, the Project has been managed well by establishing coordination system through PIC in each province. The Project has utilized the asset of JICA's previous similar projects such as their human resources, training materials and lessons learned.

From now on, the achievement of the project purpose will be monitored and evaluated in a practical manner. For that purpose, it is necessary that the framework for monitoring and evaluation of "Collaboration Mechanism" be developed.

4. Recommendations

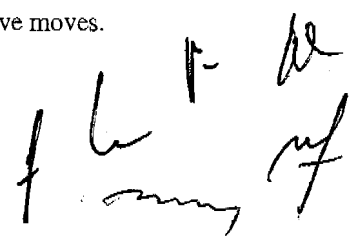
As it has been reported in the previous sections, the mid-term review team confirmed that the Project has started to produce significant impact especially in terms of endogenous development of local governance as well as collaboration mechanisms among different stakeholders of the local society in some of the target areas. However, the team identified some challenges to be overcome and certain adjustments required during the remaining period of the Project implementation, which are described below as recommendations:

(1) Training for the Stakeholders and Extension of the Term of the Training Expert

- 1) As it became evident that the trainings provided by the Project are highly effective and relevant, strong wishes are coming out in many different local governments to disseminate them. As for Community Facilitator Training, some districts decided to give similar trainings to bring up more qualified facilitators on their own. They are calling for some additional assistance so that their efforts can succeed.

As for Planner Training, the training outcomes have been utilized to improve the "Musrenbang" process in some of the districts. Some of them consider it necessary to involve other stakeholders such as line agencies more actively in the process, and thus, are seeking possibilities to provide relevant stakeholders including line agencies staff with similar kind of training.

Bearing in mind those new trends, it is recommended for the Project to review the training plan strategically to achieve maximum impact taking advantage of these positive moves.



- 2) The review team witnessed highly positive phenomena that some of the planners and the facilitators who received the trainings started their own efforts to train their fellow colleagues and other relevant groups. It was also observed that they have tried to train selected community members to become village facilitators.

While the contents and means of these trainings should be defined by themselves, it might be helpful for them if they are provided with some adequate guidance or guidelines when they require, in order to ensure necessary quality of these trainings. It is recommended for the Project to consider some adequate measures to attend to the above mentioned situation.

- 3) Considering all the above cited situation that requires additional attention by the Project in terms of training, it is recommended to consider extension of the term of the Training Management / Local Governance Expert to three years, which is currently two years.

(2) Provincial Implementation Committee (PIC)

- 1) The Provincial Implementation Committees (PICs) of 6 Provinces are the implementing agencies of this Project. It is therefore important to confirm and share among all the stakeholders that all the experience and the capacities accumulated within PICs through the Project activities must be sustained and further developed even after the Project.
- 2) On the other hand, the functions performed currently by PICs such as support to districts/municipalities for their capacity development, facilitation and provision of useful information for them, are important parts of proper responsibility of the provincial government according to the revised Local Autonomy Law No.32 and National Development Planning Law No.25 enacted in 2004.
- 3) Considering above, it is essential to ensure adequate conditions so that the functions of PIC be institutionalized and internalized in the structure of respective provincial governments in one way or the other, and continued as their proper work even after the Project completed.

(3) How to Verify Effectiveness of the Developed Collaboration Mechanisms?

- 1) The Project will identify good practices and/or develop some collaboration mechanisms among stakeholders for regional development through Pilot Activities. However, it does not necessarily mean that these mechanisms are effectively functioning. It is therefore important that the Project develop certain methodology / framework to examine whether the cases can be taken as “good practice” and to measure how effectively each mechanism is functioning, and verify the cases with them.

(4) Need for Extension of the Implementation Period of the Project

- 1) Bearing in mind all the above cited tasks, and taking into account the aspects described below, it is considered necessary to make extension of the Project period:

- Most of the Pilot Activities to establish good collaboration mechanisms of the stakeholders presented and implemented so far are related to “Musrenbang” and other planning and budgeting process. These processes require to be in line with the Country’s fiscal year cycle. This situation obliges the Pilot Activities to be practiced only one cycle a year.
 - On the other hand, it is essential to ensure repeated process of “Action – Reflection”, making feed-back of the experience gained in one cycle to the following one. Thus it requires several years to consolidate the collaboration mechanisms and capacity development of the stakeholders.
 - Moreover, in this Project, it is essential to analyze the experience gained through the above mentioned Pilot Activities very carefully and document them, which require considerable time as well.
 - On the other hand, at the time of the mid-term review, there were some districts/municipalities where Pilot Activities had not been initiated yet. It is probable that it requires some time to facilitate them furthermore, maybe by using the advanced cases of other districts/municipalities to learn from.
- 2) It is therefore recommended that the final evaluation programmed for mid of the next year should examine all the above mentioned elements together with the extent of achievement of the Project outputs by that time, and agree upon adequate length of extension of the Project period.

5. Revision of the Project Design Matrix and Plan of Operations

As part of the mid-term review, the Project Design Matrix (PDM) and Plan of Operations (PO) have been revised to better manage the Project (see ANNEX-10, 11).

5.1 Project Design Matrix (PDM)

For practical project management to achieve the Project purpose, the PDM has been revised as follows.

(1) Revision of the Narrative Summary of the Project Purpose

According to the original PDM, the achievement of the project purpose is to be monitored and evaluated from the viewpoint of number of cases of the established mechanisms of collaboration among stakeholders. However, the “Narrative Summary” of the project purpose does not mention the mechanisms of collaboration among stakeholders. In order to keep consistency between “Narrative Summary” and “Objectively Verifiable Indicators”, a description of “and the mechanisms of collaboration among stakeholders are developed” was added in the “Narrative Summary.” In line with the revision, minor additions were made such as addition of “PIC” in the “Narrative Summary” and “Record of Mechanism approval by PIC and the Project Team based on the monitoring and evaluation documents” in the “Means of Verification.”

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- (2) Addition of an Indicator and “Means of Verification” in Output 1.

The Output1 aims at the enhancement of stakeholders’ planning capacity. In order to monitor and evaluate any follow-up activities by the training participants, an indicator of “Number of post-training activities initiated by the training participants” was added for Output1. In line this addition, “Monitoring Report by the PIC” was added in the “Means of Verification” as well.

- (3) Additional Activity in Activity3

“Development of methodology of monitoring and evaluation on Pilot Activities” was added as one of the activities in Activity3 as 3-1, which was pointed out in the review as a necessary activity to be carried out in the second half of the Project period.

- (4) Others

Some minor changes were made mainly in “Objectively Verifiable Indicators” and “Means of Verification” such as re-numbering of items and the addition of information sources corresponding to each indicator.

5.2 Plan of Operation (PO)

The PO is dully adjusted in accordance with the modification of PDM.

ANNEXES

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Schedule of Japanese Mid-term Review Team

Date	Day	JICA Mission	Consultant		Research Institute
			Evaluation Analysis-1	Evaluation Analysis-2	
10-May	Sun		NRT-JKT Evaluation Analysis-1	NRT-JKT Evaluation Analysis-2	Dr. Hosono, Mr. Kobayashi
11-May	Mon		JKT-MKS PM Meeting w/d CD, MFO	JKT-MKS PM Meeting w/d CD, MFO	
12-May	Tue		Meeting w/d CD	Meeting w/d CD	
13-May	Wed		Site visit	Site visit	
14-May	Thu		Site visit	Site visit	NRT-JKT
15-May	Fri		Site visit	Site visit	JKT-MKS PM Meeting w/d CD, MFO
16-May	Sat		Site visit	Site visit	Site visit
17-May	Sun				Reporting
18-May	Mon		Site visit	Site visit	Site visit
19-May	Tue		Site visit	Site visit	Site visit
20-May	Wed		Site visit	Site visit	Site visit
21-May	Thu		Site visit	Site visit	MKS-JKT-NRT
22-May	Fri		Site visit	Site visit	Arr NRT
23-May	Sat		Site visit	Site visit	
24-May	Sun	NRT-JKT	Drafting MM, PDM	Drafting MM, PDM	
25-May	Mon	AM: CC to JICA Id PM: JKT-MKS	Site visit	Site visit	
26-May	Tue	Meeting w/d BAPPEDA SS	Meeting w/d BAPPEDA SS	Meeting w/d BAPPEDA SS	
27-May	Wed	Site Visit	Site Visit	Site Visit	
28-May	Thu	Site Visit	Site Visit	Site Visit	
29-May	Fri	Site Visit	Site Visit	Site Visit	
30-May	Sat	Site Visit	Site Visit	Site Visit	
31-May	Sun	Drafting MM, PDM	Drafting MM, PDM	Drafting MM, PDM	
1-Jun	Mon	Meeting w/d FP	Meeting w/d FP	Meeting w/d FP	
2-Jun	Tue	Discussion w/d BAPPEDA PM: Sign MM MKS-JKT-NRT (Mr. Kanda)	Discussion w/d BAPPEDA PM: Sign MM	Discussion w/d BAPPEDA PM: Sign MM	
3-Jun	Wed	AM: Internal Meeting MKS-JKT (Mr. Shimoda) (MKS-JKT-NRT Mr. Kanda)	AM: Internal Meeting MKS-JKT	AM: Internal Meeting MKS-JKT	
4-Jun	Thu	AM: MOHA, BAPPENAS PM: Internal Meeting JKT-NRT (Mr. Shimoda)	AM: MOHA, BAPPENAS PM: Internal Meeting	AM: MOHA, BAPPENAS PM: Internal Meeting	
5-Jun	Fri	AM: Report to JICA PM: EoJ	AM: Report to JICA PM: EoJ	AM: Report to JICA PM: EoJ	
6-Jun	Sat		JKT-NRT	JKT-NRT	

LIST OF INTERVIEWEES

Schedule of interview 10 May - 5 Juni 2009

Date	Time	Name	Position	Position on the CD Project	Place of Interview
Consultant A					
13-May	13:30-15:30	PIC of Gorontalo Province			PIC Gorontalo Office
		Nana Yuliana Enggoa, SS/Ismawati Gobel	Head of Development Economy and Cooperation Sub Division, Bappeda	Planning Alumni/PIC Member	
		Yusnan Ahmad S.Pt(cadangan)	Head of Program Sub Division, Bappeda	Planner Training Alumni/PIC Member	
		Dedi Ijil	KIM Agropolitan	Facilitator Training Alumni	
14-May	08:30-10:30	Gorontalo Utara District			Bappeda Prov. Gorontalo Office
		Yowan Puluhalawa	Bappeda Staff	Planner Training Alumni	
		Siswan Ahudulu	LSM Forda Pengembangan GU	Facilitator Alumni	
	10:30-12:30	Pohuwato District			Bappeda Prov. Gorontalo Office
		Irifan Saleh, S.Pt	Head of Planning Sub Division, Bappeda	Planner Training Alumni	
			Anshar Akuba	Facilitator	Facilitator Training Alumni
	14:00-16:30	Arusdin Bone	LP2G	Master Facilitator	
15-May	08:00-09:30	Representative of PIC Gorontalo			
18-May	09:00-10:30	PIC of Central Sulawesi Province			Bappeda of Central Sulawesi Province Office
		Drs. Rais Lamangkona MT	Head of Bappeda Central Sulawesi Province	Policy Maker	
		Ir.CH.Sandra, T,MTP	Head of Economy Division, Bappeda	Head of PIC	
		Drs.M. Ramlan Yunus, Msi	Head of Economy II Sub Division, Bappeda	Secretary of PIC	
		Anwar Djanggola, SE	Staff of Ekonoomic II Sub Division, Bappeda	Planner Training Alumni	
11:00 - 12:00	Palu City				Palu City Office
	A.Mulhanan Tombolotutu, SH	Vice of Mayor	Policy Maker		
	Ir.Dharma Gunawan Mochtar, M.Si	Head of Bappeda Palu City	Policy Maker		
	Zulfinachri Ahmad, S.STP, M.Si	Head of Infrastructure Control Sub Division, Bappeda	Planner Training Alumni		
	Ibnu Munshir, SP	Head of Program Sub Division, Bappeda	Planner Training Alumni		
	Gunawan Arsyad AH	Team Percepatan Pembangunan Kota Palu	Facilitator Training Alumni		
13:30-15:30	Parigi Mountong District				Bappeda of Central Sulawesi Office
	Ir. Moh. Idrus, Msi	Head of Bappeda	Policy Maker		
	Helmi Dahlan, ST	Head of Planning I Division, Bappeda	Planner Training Alumni		
	Supriyanto	Staff of Bappeda	Facilitator Training Alumni		

	15:30-17:30	Tojo Una-una District			Bappeda of Central Sulawesi Office
		Ir. Moh. Taslim DP.MM	Head of Bappeda	Policy Maker	
		Dra.Yolanda	Head of Social Culture Division, Bappeda	Planner Training Alumni	
		Arief Rahman, SE	Development Division, of Ampana Sub District	Facilitator Training Alumni	
19 May	10:30-12:00	Head of Bappeda /Representative of PIC Central Sulawesi			PIC Office
22-May	08:30 - 10:30	Sidrap District			Sidrap
		A. Hasanuddin	Secretary	Policy Maker	
		Syamsul Rizal, S.Pi	Staff of Agriculture Agency	Facilitator Training Alumni	
		Abdul Hadi, S. Sos, M.Si (cadangan)	Staff of Development Research, Bappeda	Planner Training Alumni	
	Anwar D.Nurdin(cadangan)	Staff of Economy Development, Bappeda	Planner Training Alumni		
	10:30-12:30	Farmer Group, Towani Village			Towani Village
25-May	08:30-10:30	PIC South Sulawesi Province			Bappeda South Sulawesi Office
		Ir.H.Tan Malaka Guntur, Msi	Head of Bappeda	Policy Maker	
		Drs.A.Irawan Bintang, M.Si	Head of Social Culture Division, Bappeda	PIC Member	
		A. Rahmi Bahariwati, P, ST, M.Si	Head of Cooperation Sub Division, Bappeda	PIC Member	
		Khudri Arsyad	Forum Information Communication Non Organization	PIC Member	
		Ir. Budi Santoso, Msi	Staff of HRD Division, Bappeda	Facilitator Training Alumni	
		Andi Yaniwati S.Sos, MM (cadangan)	Staff of Bappeda	Planner Training Alumni	
		Andi Ambaru Keteng, S.Sos, MSi(cadangan)	Functional of Planner	Planner Training Alumni	
10:30-12:30	Takalar District				Bappeda South Sulawesi Office
		Ir.H Nirwan Nasrullah	Head of Bappeda	Policy Maker	
		Kamaluddin, SE	Staff of Community Empowerment Agency	Facilitator Training Alumni	
		Nur Linda	Field Officer Sisduk Takalar	Facilitator Training Alumni	
		Drs.Jamaruddin	Head of Development Research, Bappeda	Young Leader Training/Planning Alumni	
	13:30-14:30	Ir.H.Tan Malaka Guntur, Msi	Head of Bappeda South Sulawesi Province		Bappeda Office
Consultant B					
13-May	13:30-15:30	PIC of Southeast Sulawesi Province			Bappeda South east Sulawesi Province
		La Ode Muh.Ali Said, SE, M.Si	Staff of Economy Division, Bappeda	Planning Alumni/GPCS Team Member	
		Ir. La Ode Muh. Alwi	Staff of Social Culture Division, Bappeda	Planner Training Alumni	
		Dr. La Ode Nafiu	Lecture of Univ.Haluleo	PIC Member	
		Nur Aisyah Rauf	LSM Equator	PIC Member	

14-May	08:30-10:30	Konawe Selatan District			Bappeda South east Sulawesi Province	
		Arsalim SE	Secretary of Bappeda	Policy Maker		
		Abdul Jalil.S.SOS.M.KES	Head of Development Economy Sub Division,Bappeda	Planner Training Alumni		
		Ab. Maal	NGO, LAPPAM	Facilitator Training Alumni		
			Zulkifii Sarita	Staff of Infrastructure Agency,	Planner Training Alumni	
	10:30-12:30	Wakatobi District				Bappeda South east Sulawesi Province
		Ir.Abd.Manan,MSc.	Head of Bappeda	Policy Maker		
		Ir. Abd. Halim, Msi	Secretary of Bappeda	Master Facilitator		
		Saoruddin, Spi, Msi	Head of ... Division, Bappeda	Facilitator Training Alumni		
		Sunarwan	NGO	Facilitator Training Alumni		
Sariamin, SPd, Msi		Head of Cooperation Sub Division,Bappeda	Planner Training Alumni			
14:00-15:00	Ir. Abd.Halim	Secretary of Bappeda	Master Facilitator	Project Officer Office		
15-May	08:00-09:30	Representative of PIC Southeast Sulawesi			PIC Office	
18-May	09:00-11:00	PIC of North Sulawesi Province			Bappeda North Sulawesi Province	
		Dr.Ir.Adolf Lucky Longdong MEd.	Head of Bappeda	Policy Maker		
		Ir. Mieke Pangkong,M.Si	Head of Development and Research Division,Bappeda	Coordinator of PIC		
		Ir.Bemadetha Emmy Syafii,M.Si	Head of Trade and Industry Division,Trade and Industry Agency	PIC Member		
		DR.Noudy Tendean,M.Si	Official Administrative Bureau	PIC Member		
			Djonny Pabisa,S.Pd,M.Pd	Head of Evaluation and Planning Sub Division, Training and Education Board	Planner Training Alumni	
	13:30-15:30	Boolang Mongondow District				Bappeda North Sulawesi Province
		Drs.Suharjo Makalalag,M.Ed	Head of Bappeda	Policy Maker		
		Verico Ngangi	NGO of Forrum Peduli Masy.Madani	Facilitator Alumni		
	15:30-17:30	Minahasa Utara District				Bappeda North Sulawesi Province
Denny H.Mononimbar,BA		Staff of Control Board	Planner Training Alumni			
Max J Ombeng,BSc		Head of Official Administration Sub Division,Bappeda	Planner Training Alumni			
Drs.Franky Koloud		NGO, Lempalhi Minahasa	Facilitator Training Alumni			
19-May	08:30-10:30	Dr.Ir.Adolf Lucky Longdong MEd.	Head of Bappeda		Bappeda Office	
22-May	08:30-10:30	PIC of West Sulawesi Province			Bappeda Office	
		Ir.Lilies Listiowaty	Head of Cooperation Suub Division,Bappeda	PIC Member		

		Ir.Muh.Aksan MT	Head of Social Culture Division,Bappeda	Alumni of PLSD Nagoya /PIC Member		
		Amran B,S.Ag,M.Pd	Lecture, Univ.Tomakaka	PICMember/Facilitator or Training Alumni		
23-May	08:30-10:30	Mamasa District			Bappeda Polewali Mandar Office	
		Maryam,S.Kel	Staff of Infrastructure Division,Bappeda	Planner Training Alumni		
		Ir.Lestin Msi	Staff of Bappeda	Facilitator Training Alumni		
	10:30-12:30	Polewali Mandar District				Bappeda Polewali Mandar Office
		Ir.H.Bahrin Bando,MM	Head of Bappeda	Policy Maker		
		H.Agusnia Hasan Sulur,SP,M.Si	Head of Official Administration Sub Division,Bappeda	Planner Training Alumni		
		Muhammad Ali	NGO, BLPM	Facilitator Training Alumni		
25-May	08:30-10:30	Program Magister, UNHAS			Program Magister UNHAS	
		Deddy Tikson	Head of Community Development Program			
		Israwanto Masia	Gorontalo Province	Student		
		Ika Frialianty Jusuf	Mamasa District	Student		
	13:30-14:30	Head of Bappeda South Sulawesi Province				
Main Team						
25-May		AKLN,BAPPENAS				
26-May		JICA MFO				
27-May	08:30-09:30	Ir.H.Tan Malaka Guntur,Msi	Head of Bappeda South Sulawesi Province		Bappeda Office	
	15:00-17:00	PLSD Institute				PLSD Ins.
		Prof.Dr.Darmawan Salman	Senior Lecture ,Unhas	PLSD Institute Member		
		Ir.Musran Andi Muchsin,Msi	Staff of Community Empowerment Board	PLSD Institute Member		
		Ir. Sukanto Toding MSP,MA	Head of Economy Sub Division, Bappeda	Alumni of PLSD Nagoya		
28-May	13:30-14:30	PIC Gorontalo (please see the list participant above)			PIC Gorontalo Office	
	15:30-16:30	Ir.Aryanto Hussain,MMP	Head of Economy Division,Bappeda	Focal Point	PIC Office	
29-May	08:30-10:00	Planning Alumni			PIC Office	
		Nana Yuliana Enggoa,SS	Head of Development Economy/Cooperation Sub Division Bappeda	Planning Alumni/PIC Member		
		Yusnan Ahmad S.Pt	Head of Program Sub Division,Bappeda	Planner Training Alumni		
	10:00-11:30	Facilitator Training Alumni				PIC Office
	Dedi Ijii	KIM Agropolitan	Facilitator Training Alumni			
14:00-16:00	Prof.Dr.Ir.Hj.Winarni Monoarfa,MS	Head of Bappeda	Policy Maker		Bappeda Office	
2-Jun		Meeting with Focal Point				
3-Jun		Meeting with Head of Bappeda				

List of Experts and Project Officers

■ Expert (Long-term & Short-term)

Long-term Expert			
Mr. SAKUMA Hiroyuki	Chief Advisor/Regional Development Policy Advisor	Sept. 2007 – Sept. 2010	
Mr. NAKAYAMA Ichizo	Participatory Development/Institutionalization Advisor	June 2009 – Oct. 2010	
Mr. SHINTANI Naoyuki	Training Management/Local Governance	Sept. 2007 – Sept. 2010	
Mr. NAKAJIMA Kosuke	Network Building Advisor/Project Coordinator	Sept. 2007 – Sept. 2010	
Short-term Expert			
Dr. TAKEDA Nagahisa	Collaboration Model Development	Jan. 2008	
Mr. OHAMA Yutaka	Participatory Local Social Development	Mar. 2008	
Dr. TAKEDA Nagahisa	Collaboration Model Development	Jan. 2008	
Mr. NAKADA Toyokazu	Process Evaluation	Jan.-Feb. 2009	
Ms. TANAKA Hiroko	Community Facilitator Training	Jan.-Feb. 2009	
Mr. AKAMATSU Shiro	Pilot Activity Facilitation	Feb.-Mar. 2009	
Mr. WADA Nobuaki	Community Facilitator Training	Mar. 2009	

■ National Expert

Mr. Ashar Karateng	Community Development	Sept. 2007 – Sept. 2010	
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■ Project Officer (PO)

Province	Name
Southeast Sulawesi	Mr. Ruslan DG Situju
Central Sulawesi	Mr. Azis Gapnal
Gorontalo	Ms. Nur Syarhijjah Bone
North Sulawesi	Ms. Noni A Tangkilisan
West Sulawesi	Mr. Manarangga Amir
South Sulawesi	Mr. Kamarrudin Azis


LIST OF INDOONESIAN COUNTERPART PERSONNEL ASSIGNED

No.	September-December 2007	2008	2009	Position
Head of Provincial BAPPEDA				
1	Prof.Dr.Ir.Hj. Winarni Monoarfa MS	Prof.Dr.Ir.Hj. Winarni Monoarfa MS	Prof.Dr.Ir.Hj. Winarni Monoarfa MS	Head of Bappeda Gorontalo Province
2	Dr.S Ruslan	Dr.S Ruslan,MS (move to BAPPERNAS on 10 May 2008)	Ir.H.Tan Malaka Guntur,MSI (start on 15 May 2008)	Head of Bappeda South Sulawesi Province
3	Drs.Muh.Ridwan Zakaria,Msi	Drs.Muh.Ridwan Zakaria,Msi	Drs.La Ode Ali Hanaf,M.SI (start on Agustus 2008)	Head of Bappeda Southeast Sulawesi Province
4	Drs.Anwar Ponulele,Msi	Drs.Anwar Ponulele,Msi	Drs.Rais Lemang(kona,MT (start on December 2008)	Head of Bappeda Central Sulawesi Province
5	Ir.Alex Wowor,MSI	Ir.Alex Wowor,MSI	Ir.Adolf Lucky Longdong (start on Maret 2008)	Head of Bappeda North Sulawesi Province
6	Dr.Ir.Aksan Jalauddin MS (finished on 11 Feb 2008)	Ir. Syarif Burhamuddin (Feb 2008 to 30 Jan 2009)	1. Ir. Syahrir (1 March to 19 May 2009) 2. Ir.M.Hatta Latief,M.Eng. (20 May 2009 until now)	Head of Bappeda West Sulawesi Province
Focal Point				
1	Dr.Fitri S Pillie (Head of Social Welfare Division Sub Division) (September 2007)	Ir.Arianto Husain,M,MP (Head of Economy Planning Division) (start on November 2007)	Ir.Arianto Husain,M,MP (Head of Economy Planning Division)	Focal Point of Gorontalo Province
2	Rahmy Bahariwati	Rahmy Bahariwati (finish on February 2008)	Drs.A.Irwan Binti,M,SI (Head of Human Resource and Institutional Development Division) (start on Feb 2008)	Focal Point of South Sulawesi Province
3	Ir.Abd.Halim	Ir.Abd.Halim (move to Bappeda Kab.Wakatobi)	Ir.J.Rober,M,TP(Head of Social Welfare Sub Division Bappeda Southeast Sulawesi (start on April 2008)	Focal Point of Southeast Sulawesi Province
4	Aly Lasamau, SE, Msi (Sept-Dec 2007)	Ir.GH Sandra,M,TP (Start on December 2007)	Ir.GH Sandra,M,TP (Head of Economic Division)	Focal Point of Central Sulawesi Province
5	Ir.Emmy Syafii	Ir.Emmy Syafii (finish on December 2008)	Ir.Mike Pangkong (Desember 2008-Mei 2009) Alwi Ponto (Head of Research and Development Division, Bappeda Sulu) (from 15 May 2009)	Focal Point of North Sulawesi Province
6	Ir.Lilies Listiowaty	Ir. Lilies Listiowaty	Ir. Lilies Listiowaty (Head of Social Welfare Sub Division)	Focal Point of West Sulawesi Province

LIST OF EQUIPMENT PROVIDED BY JAPANESE SIDE

South Sulawesi Province	Vehicle	Toyota Kijang INNOVA 2.0 G
North Sulawesi Province	Vehicle	DAIHATSU Teriox TX
Southeast Sulawesi Province	Vehicle	DAIHATSU Teriox TX
Central Sulawesi Province	Vehicle	DAIHATSU Teriox TX
West Sulawesi Province	Vehicle	DAIHATSU Teriox TX
Gorontalo Province	Vehicle	DAIHATSU Teriox TX

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List of Local Cost Borne by Japanese Side

Items	2007 Sep - 2008 Mar <Rp>	2008 Apr - 2009 Mar <Rp>	2009 Apr - 2010 Mar (plan) <Rp>
Training expense borne by JICA, including TNA			
Support to implementation of Pilot Activities			
Expence for Information sharing (JCC, GPCS Workshop etc)	1,521,000,000	4,391,000,000	3,779,000,000
Expence for consulation/facilitation to PIC and stakeholders in Districts			
Master course "Community Development" Hasanuddin University			
Other expence for office supply in 6 provinces.			

List of Participants to Training Courses Conducted in Japan

Name of Training	Date	No of Participant	Name of Participant/Position
Regional Development Management Training Course	22 Jan - 20 Feb 2008	2 persons	<ol style="list-style-type: none"> 1. M.Ramlan Yunus, M.Si (Head of Sub Division for Education and Culture, BAPPEDA of Central Sulawesi Province Government) 2. Moh. Fadhly, SH (Staff of Bappeda Central Sulawesi Province Government)
PLSD: Theories and Practices	28 Jan - 21 March 2008	2 persons	<ol style="list-style-type: none"> 1. Ir. Aryanto Husain, MMP (Head of Economy Planning Division, BAPPEDA of Gorontalo Province Government) 2. Rina Syarini, ST, MA (Staff of Social Culture Sub Division, BAPPEDA Southeast Sulawesi Province government/ She has moved to Central Government)
Collaboration between Local Governments and Civil Society Organization for Asia	6 - 19 July 2008	2 persons	<ol style="list-style-type: none"> 1. Sariamin Sahari, S.Pd, M.Si (Staff of BAPPEDA Kab. Wakatobi) 2. Hamiruddin Udu, S.Pd, M.Hum. (Director of Coastal Community Development Study, Wakatobi, Southeast Province)
PLSD: Project Planning and Management	28 July - 5 Sept 2008	2 persons	<ol style="list-style-type: none"> 1. Ir. Sukanto Toding, MSP, MA (Head of Economy Division, BAPPEDA of Southeast Sulawesi Province) 2. Drs. Suharjo Makalalag, M.Ed (Head of Social Culture Division, BAPPEDA of Bolaang Mongondow District Government (Now as Head of BAPPEDA Bolaang Mongondow District government)
Counterpart Training Sulawesi Capacity Development Project	23 Oct - 5 Nov 2008	5 persons	<ol style="list-style-type: none"> 1. Ridwan Zakariah Muhammad (Head of Regional Inspectorate Board of Southeast Sulawesi Province Government/ Former Head of Provincial BAPPEDA) 2. Prof. Winarni Monoarifa (Head of BAPPEDA, Gorontalo Province Government) 3. Syarif Burhanuddin (Head of BAPPEDA, West Sulawesi Province/ He has moved to South Sulawesi Provincial Government) 4. Anwar Ponulele (Head of BAPPEDA, Central Sulawesi Province Government) 5. Ferdinand Mewengkang (Assistant of Regional Secretary for Administration Affairs, North Sulawesi Province)

Training for Young Leader" in the Field of Local Administration"	4-21 November 2008	9 persons	<p>6. Ir.H.Tan Malaka Guntur, M.Si, Head of BAPPEDA, South Sulawesi Province (cancel led)</p> <p>1. Moh.Andri Apta Nugraha (Staff of Community Empowerment Board, Majene District Government, West Sulawesi Province)</p> <p>2. Zulfinachri (Bappeda of Palu Municipality Government)</p> <p>3. Irfan Saleh (Bappeda of Pohuwato District Government, Gorontalo Province)</p> <p>4. Ratuwati (Bappeda of Boolang Mongondow District Government, North Sulawesi Province)</p> <p>5. Ibnu Mundsir (Secretary of Donggala Kodi Town, Palu Municipality, Central Sulawesi Province)</p> <p>6. Juslan Dimda Thamrin (Bappeda of Konawe Utara District Government, Southeast Sulawesi Province)</p> <p>7. Saparuddin Santa (Staff of secretariat of Takalar District Government, South Sulawesi Province)</p> <p>8. Jamruddin (Bappeda of Takalar District Government, South Sulawesi Province)</p> <p>9. Muh.Suharjo (Bappeda of Selayar District Government, South Sulawesi Province)</p>
PLSD: Theories and Practices	26 Jan-14 March 2009	3 persons	<p>1. Muhammad Aksan Muin (Head of Division for Development and Research, BAPPEDA of West Sulawesi Province)</p> <p>2. Iffat ,S.PI,MT (Staff of Sub Division for Cooperatives Trade, and Agriculture, BAPPEDA of Central Sulawesi Province)</p> <p>3. Setiawan Aswad (Head of Sub division Standardization and Accreditation, Human Resources Development Board for Local Apparatus, South Sulawesi Province)</p>

LIST OF PARTICIPANTS TO TRAINING COURSES CONDUCTED IN INDONESIA

TRAINING FOR PLANNERS			FACILITATORS		POLICY MAKERS	
No	Name	Position	Office	No	Name	Position & Office
1st, 2nd, and 3rd BATCH						
South Sulawesi Province						
1	Muh Anshar	Staff of Economical Organization Department	Bappeda (Regional Development Planning Bureau)	1	Ir. Budi Santoso, M.Si	Staff of HRD, Bappeda
2	Andi Muth. Yusuf, S.STP	Staff of HRD	Bappeda			2 Andi Patadjang Secretary of Official Human Resources Development Bureau (BPSDMA)
3	Andi Ambaru Keteng, S.Sos, M.Si	Functional Planner	Bappeda	2	Muchlis Mori	3 Massalangka Tjulung Head of South Sulawesi Community Empowerment Bureau
4	Huderial, SE	Functional Planner	Bappeda	3	Arham	4 A. Rahmi Bahariwati Head of Cooperation Section, Bappeda
5	Andi Yaniwati S.Sos, MM	Staff	Bappeda	4	M. Djunaidi Umar	5 Budi Santoso Staff Of HRD, Bappeda
6	Simon Petrus, SE	Staff	Community Empowerment Bureau (BPM)			6 Muchlis Mori Staff of Economy Department, Bappeda
7	Drs. Ahmad Harris, M. Pd	Head of Community Security Trainings Sub-section	Official Human Resources Development Bureau (BPSDMA)			7 H. Mardiana K Head of Institutional Development, Bappeda
8	Dra. A. Mutmainnah, Msi	Head of Functional Experties Trainings Sub-section	Official Human Resources Development Bureau (BPSDMA)			8 Muth. Haisani Staff of Bappeda
9	M. Idrus	Head of Cader Trainings Sub-section	Official Human Resources Development Bureau (BPSDMA)			9 Abd. Azis Staff of Community Empowerment Bureau (BPM)

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22	Andi Nadiaman	Staff	Housing and Regional Infrastructure Dinas						
23	Andi Surviani,SE,M.Si	Staff	Bappeda						
Selayar District II									
24	Dra.Sitti Johrah	Head of Economy Section	Community Empowerment Bureau of Transmigration and Labor Dinas	8 Mastan M.SPI	NGO Srilandi	15 Nur Syamsinah A.	Vice Bupati		
25	Muh.Suhadriyar,S.PI	Staff	Bappeda			16 Gazali Wahab	Head of Economy Department, Bappeda		
26	Said Abd.Gani,ST	Head of Physical and Infrastructure Sub-Division (Temporary Official)	Bappeda			17 H.Ruslan Nur	Chairman of District Parliament (DPRD)		
27	Muhammad Taufik Kadir,ST	Staff	Regional Development and Research Office						
28	Aleksander,ST	Staff	Mining and Energy - Industry and Trade Dinas						
Bone District III									
29	Hj.Jamaluddin,S.Sos	Head of Facility and Infrastructure Economic Data Sub-Division	Bappeda			18 A.Hasanuddin AM	Head of Monetary Sub-Division, Bappeda		
30	A.Ridayani SP,MP	Head of Economy Sub-Division	Bappeda						
31	A. Andre Pratama,SH	Staff of Economy Department	Bappeda						
West Sulawesi Province									
32	Hj.Asfiani Tashan,STP	Staff of Economy Department	Bappeda	9 Anran HB	Stisipol University	19 Tashan Burhanuddin	Sekretaris Daerah		
33	Drs.Arthady S	Head of Fuctional Sub-Division	Official Human Resources Development and Trainings Bureau	10 Yusuf	NGO Arus	20 Atyulliah Tajo	Head of Economy Department, Bappeda		

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34	Oktavianus Masnang	Head of Settlement and Infrastructure Sub-Division	Environment and Spatial Dinas	11	Mirfan	NGO Nation's Youth Voices Organization (EISAB)	21	Lilites Listiowati	Head of Social Cultural Sub-Division, Bappeda
35	Mustari S.Sos,SH,MH	Head of Monetary and Programming Sub-Division	Official Human Resources Development and Trainings Bureau						
36	Muh.Ansar,S.Hut	Staff	Forestry and Plantation Dinas Bappeda						
37	Rosmini,S.Sos	Staff	Agricultural and Animal Husbandry Dinas Bappeda						
38	Achmad Ervan Paturusi,STP	Staff of Programming and Monetary Division							
39	AbdulMutalib	Staff of Economic Social Cultural Department							
Mamasa District I									
40	Maryam,S.Kel	Staff of Physical and Infrastructure Division	Bappeda	12	Ir.Lestin,Msi	Staff of Bappeda			
41	Fransina,SPD	Head of Social Cultural Department	Bappeda						
42	Dorkas I.D,SE	Staff of Monetary Sub-Division	Bappeda						
Polewali Mandar									
43	Budiman S,PI	Staff of Planning and Monetary Department	Maritime and Fishery Dinas	13	Muhammad Ali	NGO BLPM	22	Drs.H.M.Natsir Rachmat,MM	Regional Secretary
44	H.Agusnia Hasan Sulur,SP,Msi	Head of Public and Employment Department	Bappeda				23	Ir.H.Bairun Bando,MM	Head of Bappeda
45	Abd.Salam,SP	Head of Planning and Animal Husbandry Sub-Division	Agricultural and Animal Husbandry Dinas				24	Drs.H.Bustamin Baddolo	Vice Chairman of District Parliament (DPRD)
46	Sundusa,S,tp	Head of Development and Research Section	Agricultural Disease and Food Security Office						
47	Bariyang,SE	Head of Natural Resources and Effective Technology section							
Majene District II									
48	Abdi Manaf,ST,MT	Staff of Research and Reports Department	Bappeda	14	Retno Dwi Utami	NGO Yanmarindo	25	Lukman	Vice Chairman of District Parliament

49	Albar Mustar,S.Sos.M.Si	Head of Areal Planning Sub-Division Staff	Bappeda						
50	Uifah Diana Sagena,S.Sos,MM		Bappeda						
51	Suci Jama'ah Lestari S.Sos	Head of Public Governance Sub-Division	District Secretariat						
52	Moh.Andri A.Nugraha.S.STP.M.Si	Head of Village Governance Section	Village's Community Empowerment Office						

Mamuju District III

53	M.Delfi Poli,SE	Staff of Bappeda	Bappeda	15 Didik Santoso	Staff of Bappeda	26 Aldiar	Regional Secretary
54	Tajuddin Hasan Sulur,SE,MS	Staff of Bappeda	Bappeda			27 Idham Hasib	Head of Bappeda
55	Nurrahmah,S.SOS, M.Si	Head of Evaluation Planning and Reports Sub-Division	Bappeda			28 H.Muh.Rusli	Vice Chairman of District Parliament (DPRD)
56	Mastihah Syam,SPD	Head of Women Empowerment Department	Community Empowerment Bureau				

North Mamuju District III

57	Ina Rosalina Rachman,STP	Staff of Production and Processing Section	Agricultural, Animal Husbandry, and Fishery Dinas			29 Nur Alam Tahir	Regional Secretary
58	Muh.Syukur S.SP	Staff of Agribusiness Planning	Agricultural, Animal Husbandry, and Fishery Dinas			30 Saifuddin A.Baso,SE	Vice Chairman of District Parliament (DPRD)
59	Hasriadi,S.SOS	Staff of Village's Community Empowerment	Village's Community Empowerment Office			31 Yomil R.M	Members of District Parliament (DPRD)
60	Ni Wayan Sinarwati,SE	Staff of Bappeda	Bappeda			Firman,Sp	Head of Research and Development Department, Bappeda
61	Asrul,SE	Staff of Bappeda	Bappeda				

South East Province

62	Mujito,ST	Staff of Bappeda	Bappeda	16 Indra Sakti Akbar	NGO Siktus Kendari	32 Drs.Ridwan Zakariah	Head of Bappeda
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63	Muh.Syukri,ST	Staff of Areal Development and PISP Network Management	Bappeda	17 Ricca Rahum	NGO Equator	33 Ir.Abdul Halim	Head of Social Cultural Sub-Division, Bappeda	
64	Suhardin Djama Suke,S.Pi	Head of Planning and Monetary Sub-Division	Agricultural, Forestry, and Maritime Dinas	18 Husnawati	NGO Female Alliance	34 Dr.Ruslan	Head of Social Cultural Division, Bappeda	
65	Ir-Laode Muh.Aliwi	Staff of Social Cultural Department	Bappeda	19 Hariani	NGO Female Solidarity			
66	Fita Bidhan,SE	Staff of Social Cultural Department	Bappeda	20 Abd.Maal	NGO LAPPAM			
67	Nurbiyah,S.STP	Staff of Areal Development Department	Bappeda	21 Ja'faruddin	NGO Environment-concerned Community			
68	La Ode Muh.Ali Said,SE,M.Si	Staff of Economic Department	Bappeda	22 Indra Sakti Akbar	NGO Siklus Indonesia			
69	A.Muchtar Syamsuddin,STP	Staff of Economic Department	Bappeda					
Bau-Bau City I								
70	Aliman,SE,M.Si	Staff of Infrastructure Division	Bappeda	23 Ahmad	NGO Respect	35 Drs.Halaka Manarifa	Vice Mayor	
71	Drs.La Ode Tasrif	Head of Administrative Department	Community Empowerment Bureau (BPM)			36 Drs.Sujitno,MM	Head of Bappeda	
72	Drs.Muhammad Yunus,M.Si	Head of Administrative Department	Tourism, Art, and Culture Dinas			37 Mustafa Sain SE,MM	Secretary of Bappeda	
73	Yamin Safnu,S.Sos	Head of Planning and Monetary Sub-Division	Industry and Trade Dinas - Cooperative and Small and Medium Industry			38 La Ode Abd.Munafi,SPd,Msi	Vice Chairman of District Parliament (DPRD)	
							39 Moh. Abdoh,STP,Msi	Head of Analysis and Data Sub-Division, Bappeda
Wakatobi District I								
74	Sariamini Sahari,S.PD,M.Si	Staff	Bappeda	24 Saortuddin	Head of Economic Sub-Division, Bappeda	40 Ir.Hugua	Bupati of Wakatobi	
75	La Ode Mastu S.Pd	Staff	Transmigration and Labor-Cooperative and Small and Medium Industry-Industry and Trade Dinas			41 Ir.Abd.Manan,M.Sc.	Head of Bappeda	

76	Oktawinus,SP	Head of Irrigation Monitoring and Controlling Section	Maritime and Fishery Dinas						
77	Sudia,SE	Head of Statistical Investment Cooperation Division	Bappeda						
78	Muh.Yusuf,S.IP	Head of Monetary Planning Sub-Division	Tourism and Culture Dinas						
North Konawe District II									
79	A.Yani Sumarata,SP	Head of Development Sub-Division	Regional Secretariat	25	Yulia Ikayanti	NGO Wasmastra	42	H.Sudiro,SH	Head of Bappeda
80	Juslan,SE	Staff	Bappeda						
81	Haeruddin	Staff	Bappeda						
South Konawe District III									
82	Zulkifli Sarita	Head of Economic Sub-Division	Bappeda					43	Syarif Sajang
83	Abdul Jalil,S.SOS,M.KES	Head of Development Sub-Division on Economic Development Field	Bappeda					44	Drs.Iputu Darta MT
84	Adijaya Liata,ST,MM	Head of Investment Section	Small and Medium Industry and Cooperative					45	Abdul Jalil S.Sos,M.Kes
85	Jusri,SE	Staff of Industry and Trade Department	Industry and Trade Dinas					46	Surtunuddin Dangga
North Buton District III									
86	Sahrul Akri,SP	Head of Agricultural Division	Agricultural, Plantation, and Animal Husbandry Dinas					47	Kasim SH
87	Drs.Kusnan Suria	Secretary	Mining and Nenergy Dinas					48	Syarifuddin Madi
88	Drs.Muhammad Yasin	Secretary	Bappeda					49	Ramadio,SE
89	Djumarlin	Staff	Bappeda						
90	Ladamu	Head of Human Resource Development Section	Maritime and Fishery Dinas						
North Sulawesi Province									

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91	Ir. Yusak, I. Kamagi	Head of Economy Sub Division, Research Division	Regional Development Planning Board (Bappeda)	26	Verico Ngangi	Forum Peduli Masyarakat Pesisir (Coastal Community Solidarity Forum) NGO	50	Marieta Kuntag	Assistant for Economic Development, District Secretary
92	Dra. Geska Roosje	Staff	Bappeda	27	Iron Sumapow	Yayasan Karya Mada Pembaharuan NGO	51	Sonny Fj Anilaba	Head of Curriculum Sub Division, Training & Education Board (BADIKLAT)
93	Jane Mantik	Staff	Bappeda	28	Rulli Jerry Ator	Tri Prasegya NGO	52	Fientje Polualam, S.Sos	Head of Cooperation Sub Division, Administration Bureau
94	Djonny Pabisa, S.Pd, M.Pd	Head of Planning & Evaluation Sub Division	Training & Education Board (Badiklat)	29	Meryn Neyland	Screen NGO	53	Oris Djuuna	Head of Technology Sub Division, Bappeda
95	Semuel Sepang, SE	Head of Planning & Evaluation Sub Division	Community Empowerment Board - Village Administration (BPM - PD)	30	Miste Essing	YLP3ST Secretary	54	Emmy Syafii	Head of Research Division, Bappeda
96	Drs. Berty Samuel Sulangi	Head of Section	Dinas of Industry & Trade						
97	Ferry F. Rumengan, SE	Head of Administration Sub Division	Dinas of Education						
98	Joachim Elias, S.Pd, MAP	Staff	Training & Education Board (Badiklat)						
99	Agus Priyono, SE	Staff	Bappeda						
South Minahasa District I									
100	Chermain Sengkey, SE	Head of Planning Economy Sub Division	Regional Development Planning Board (Bappeda)	31	Danny Repi	Regional Development Planning Board (Bappeda)	55	Tantje Wauran	Head of Regional Development Planning Board (Bappeda)
101	Albert Noldi Tumbel STP	Head of People Welfare & Demography	Bappeda	32	Drs. Franky Koloud	Minahasa Lempahhi (Indonesian Natural & Living Environmental Conservation) NGO	56	Roly Malkaul	Chairman of District Parliament (DPRD)
102	Eloni Sumanpow, SH	Implementing Officer	Bappeda						

103	Franky Royke Lukar,ST	Implementing Officer	Dinas of Public Works						
Bolaang Mongondow District I									
104	Drs.Suharto A.Agoan	Staff of Village Administration Division	District Secretariat	33	Andi D Mokoginta,SE	Economic Division of District Government	57	Taufik Mokogi	Head of District (Bupati)
105	Drs.Suharjo Makalalag,M.Ed	Head of Social & Cultural Division	Regional Development Planning Board (Bappeda)				58	Suharjo Makalalag	Head of Social & Cultural Division, Bappeda
106	Samidin Korompot,S.STP	Head of Government Administration Sub Division	District Secretariat						
107	Ratnawati,SE	Staff of Bappeda	Bappeda						
Talaud Archipelagic District II									
108	Marly Matengan Meganza,S.PI	Head of Catching Section	Dinas of fishery & Marine				59	Alex Ritung	Deputy Chairman of District Parliament (DPRD)
109	Hernatomi Halean,S.PI	Staff of Bappeda	Regional Development Planning Board (Bappeda)				60	Djemi Gagola	Head of Regional Development Planning Board (Bappeda)
110	Julianto Parauba	Staff of Bappeda	Bappeda						
111	Rony Tuage,S.IK	Staff	Bappeda						
112	Feiby Chandra Laudeng,S.IK	Head of Arrangement Sub Division	Bappeda						
Tomohon City III									
113	Sartje E.Roning,SH	Head of Conservation Sub Division	Dinas of Mining & Energy (Distamben)	34	Ivan Rau,SE	Staff of Tomohon Bappeda	61	Edang H.Katele	Deputy Chairman of City Parliament (DPRD)
114	Marten T.Wenur,ST	Head of Spatial Management Division	Dinas of Spatial Plan, Park & dan Waste Management						
115	Paula Vera Pontoh,SP	Head of Program Planning Sub Division	Dinas of Agriculture & Fishery						
116	Febian O.S.Poli,S.Sit	Head of Public Works, telecommunication & Cultural Tourism	Regional Development Planning Board (Bappeda)						
North Minahasa District III									
117	Chresto F.Palandi,Stp	Head of Program Arrangement Sub Division	Development Division, District Secretariat				62	Lext Mentang	Regional Development Planning Board

118	Denny H. Mononimbar, BA	Head of Effective Technology Utilization	Community Empowerment Board (BPM) Bappeda						
119	Max J Ombeng, BSc	Kasubid Umum dan Kegawalan	Dinas of Manpower & Transmigration						
120	Marian G Palar, S.Sos	Head of General Affairs Sub Division	Bappeda						
121	Deby Vivi Pandi, SE	Staff of Bappeda							
Gorontalo Province									
122	Nana Yuliana Enggosa, SS	Head of Cooperation & Development Economy Sub	Regional Development Planning Board	35 Johni Yantu	Staff of Villager Empowerment Board	63 Winarni Monoarfa	Head of Regional Development Planning		
123	Yusnan Ahmad S.Pt	Head of Program Sub Division	Bappeda	36 Mohammad Rachim	Agropolitan Community Information Group (KIM Agropolitan)	64 Bonny MM Ointu	Asistant III, Provincial Secretary		
124	Irwan Alintuka, SKM	Head of Planning Sub Division	Dinas of Health	37 Ansar Tuloli	Staff of Poverty Alleviation Division	65 Arianto Hussain	Head of Economic Division, Bappeda		
125	Agus Irwin Sumba, SE	Head of Evaluation & Reporting Sub Division	Bappeda	38 Prana Agustian Bilondatu	LP2G	66 Sun Bliki	Deputy Chairman of Provincial Parliament (DPRD)		
126	Hj. Isnawati	Head of Industry-Trade, Staff	Bappeda	39 Azis Husain	Eastern Indonesia (KTI)	67 Isnak Ntoma	Head of Community		
127	Peri Hhulukati, SE		Villager Empowerment Board - Poverty Alleviation (BPM-D-PK)	40 Kusmawati Matara	Women Institute Research and Empowerment of Gorontalo NGO (Wire G)	Sagita	Staff of Economy & Development Bureau		
128	Syafrie. A.B Kasim	Head of Mining-Energy, Agriculture & Forestry Sub Division	Bappeda						
129	Suprano Isa	Head of Land Management Section	Dinas of Agriculture & Food Security			68 Istawanto	Staff of Bappeda		
Pohuwato District I									
130	Dariatno Djuba, ST	Head of Regional Infrastructure & Transportation	Regional Development Planning Board (Bappeda)	41 Anshar Akuba	Area Development and Study Organization	69 Syarif Mbuinga	Chairman of District Parliament (DPRD)		
131	Rustan Melleng, SH	Head of Financial Sub Division	Bappeda			70 Zainuddin Hasan	Head of District (Bupati)		

132	Irfan Saleh,S.Pt	(caretaker) Head of Planning Sub Division, Economic Division	Bappeda				Darsono R	Head of Infrastructure Division, Bappeda
133	Danny Davincy,ST	Head of Demographic, Manpower-Transmigration & Health Sub Division	Bappeda					
134	Dra-Armin Nusi	Head of Program Division	Dinas of Manpower & Transmigration					
Boalemo District II								
135	U'ul Sri Wulan Yumia Ningsih,SH	Staff of Physical Infrastructure Division	Regional Development Planning Board (Bappeda)	42 Ilyas Banggana	Staff of Villager Empowerment Board (BPMD)	71 Laode Hasnuddin	Vice Head of District (Wakil Bupati)	
136	Kalsum Pagau,SH	Staff of Economy, Social & Culture Staff	Bappeda	43 Kasdin Potutu	Formasi NGO	72 Nizam Dai	Chairman of District Parliament (DPRD)	
137	Yusni Biladali,S.Kom	Staff	Bappeda			73 Doni Lahatti	Head of Regional Development Planning Board (Bappeda)	
North Gorontalo District II								
138	Salma SE	Staff	Regional Development Planning Board (Bappeda)	44 Didi Sumaga	Community Solidarity Forum (Forum Solidaritas Peduli Masyarakat) NGO	74 Alfian Pomalingo	Deputy Chairman of District Parliament (DPRD)	
139	Yowan Puluhulawa	Staff	Bappeda	45 Siswan Aludulu	Regional Forum for North Gorontalo Development (Forda Pengembangan GU) NGO	75 Victor Nanlessy	Secretary of Bappeda	
140	Novicawati Sujito,ST,MM	(caretaker) Head of Planning Section	Dinas of Agriculture & Forestry			76 Abdullah Bakari	Head of Development Division, District Secretary	
141	Yusuf Abdullah Hasan,S.Ag.	Staff	Dinas of Education & Culture					
Gorontalo District III								
142	Rizal Lapananda,S.Sos	Bappeda of Gorontalo District				77 Ab.Karim Sabih	Head of Reporting & Evaluation Sub Division, District Secretary	

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143	Ronal Entengo,S,Kom	Staff	Regional Development Planning Board (Bappeda)				78	Rizal Lapananda	Head of Program Formulation Division, Bappeda
144	Sulistiono,SP	Staff	Dinas of Agriculture						
145	Nur Zubaida Saleh,S,PI	Head of Program Arrangement Sub Division	Dinas of Social Affairs						
146	Romi Alulu,SE	Head of Control Sub Division	Development & Control Division, Secretary of Gorontalo District						
Bone Bolango District III									
147	Udin Kuku	Head of General Affairs & Staffing Sub Division	Regional Development Planning Board (Bappeda)						
148	Nona S. Iahude	Financial Division	Bappeda						
149	Edwin Suryadi Palit	Staff	Bappeda						
150	Wahyudin Usulu	Planning Division	Dinas of Public Works						
151	Nurfitriyah Ch.Said	Head of Planning Section	Dinas of Mining & Energy (Distamben)						
Central Sulawesi Province									
152	Anwar,SE	Staff	Regional Development Planning Board	46	Hj.Iritul Zahra	Yayasan Citra Lingkungan NGO	79	Taswin Borman	Asistant II, Provincial Secretary
153	Mohammad Fadhly,SH,M,Si	Staff of Education, Religion & Culture Sub Division	Bappeda	47	Anran	Yayasan Masyarakat Madani Indonesia	80	Hasan Harris	Tenaga Ahli Gubernur
154	Moh.Yahya,ST,MT	Staff of Planning & Evaluation Sub Division	Bappeda	48	Baharuddin	Jatam NGO	81	H.Murad U.Nasir	Chairman of Provincial Parliament (DPRD)
155	Diana Mashudi, S.Sos	Staff of Planning I,	Villager Empowerment Board	49	Fatmawati	Konfisi Perempuan Indonesia NGO	82	Ramlan Yunus	Head of Education & Religion Sub Division, Gorontalo
156	M. Rifan Burase, SP	Staff of Planning I	Bappeda	50	Igris	Santigi Institute NGO			
157	Ikhd R Ramdinasari,Spt	Staff of Bappeda	Bappeda						
Palu City I									

158	Usman SE	Staff	Regional Development Planning Board (Bappeda)	51	Gunawan Arsyad AH	Development Acceleration Team of Palu City	83	Rusdi Mastura	Mayor
159	Novy Ponggele,ST	Staff	Sub District office of Southern Palu Bappeda				84	Dharma Gunawan	Head of Regional Development Planning
160	Zulfinachri Ahmad,S,STP,M.Si	Head of Physical Infrastructure Control Sub Division							
161	Teguh Priyadi,S,STP	Head of Government Section	Sub District Office of						
162	Ibnu Mundzir,SP	Secretary of Ward	Ward Office of						
Tojo Una-Una District I									
163	Ir.Muh.Idrus,MT	Head of Physical & Infrastructure Division	Regional Development Planning Board	52	Arief Rahman,SE	Staff of Ampana Sub District Development	85	Damsik Ladjalani	Head of District (Bupati)
164	Siti Hasnah Lagimpe	Head of Financial & Asset Sub	Bappeda & Investment				86	Masri DJ L	Chairman of District
165	Rusni Monoarfa,S.Sos	Head of Staffing & General Affairs Sub Division	Bappeda & Investment				87	Moh.Taslim DP	Head of Regional Development Planning
166	Dra.Yolanda	Head of Social & Cultural Division	Bappeda & Investment						
167	Ahdar Rifai,SE	Head of Investment Division	Bappeda & Investment						
Parigi Moutong District II									
168	Muh.Hamsari,S.Sos	Head of Program Sub Division	Regional Development Planning Board	53	Supriyanto	General Secretary of Law & Justice (Hukum)	88	Longki Djanggola	Head of District (Bupati)
169	Yuliasnita Fitria,ST	Staff	Bappeda				89	Nirman J.Winter	Asistant J. District
170	I Ketut Sudana	Staff	Bappeda						
171	Bachrun,SP	Head of Monitoring & Control Sub Division	Bappeda						
172	Helmi Dahlan,ST	Head of Planning I Division	Bappeda						
Donggala District									
173	Moh. Afid Lanakarate, ST. Msi	Head of Living Environment Section, Bappeda	Regional Development Planning Board (Bappeda)				90	Ridwan Yalidjama	Chairman of District Parliament (DPRD)
174	Kaharuddin,SE	Head of Work Program & Program Development Sub Division							
Buol District III									

175	Olivia Yuliani Alui,S.Pt	Head of Information & Electronic Data Sub Division	Regional Development Planning Board (Bappeda)				91	Machmud Baculu	District Secretary
176	Kisman D.Ali S.Sos,M.Kes	Head of Community Health Development & Health Program	Dinas of Health				92	Moh.Nasir D)	Deputy Chairman of District Parliament (DPRD)
177	Marten Pagling,ST	Head of Social & Cultural Planning Sub Division	Bappeda & Investment						
	Total		177				53		92

Evaluation Grid for Mid-term Review: Sulawesi Capacity Development Project

Evaluation Items	5-1 Achievement and Implementation Process		Method	Findings
	Main	Evaluation Questions Sub		
Input done	1) Input from Japan has been done as planned? a. Dispatch of Experts b. Acceptance of Participants of Trainings c. Counterpart (G/P) Training in Japan d. Equipment e. Equipment for trainings f. Local cost expenses	<p>Input from Japanese side has been done as planned so far.</p> <p>See ANNEX-3 See ANNEX-8 See ANNEX-7 See ANNEX-5 See ANNEX-5</p> <p>Rp. 1,521 million (Actual in JFY2007); Rp. 4,391 million (Actual in JFY2008); Rp. 3,779 million (Plan in JFY2009)</p> <p>Input from Indonesia side are as follows: See ANNEX-4</p> <p>A office space with some equipment is provided for the Project Officer (PO) inside of provincial BAPPEDA office</p> <p>The budget for the Project activities allocated by six provincial governments: Rp. 1,184 million (FY2008) Rp. 1,203 million (FY2009)</p> <p>The budget for the Project activities allocated by district/municipality governments: Rp. 486 million (FY2008) Rp. 1,588 million (FY2009)</p> <p>According to interviews to PICs and POs who are monitoring the Project activities, the participants of training courses have understood most of training contents. There was a case where the understanding of technical term like Pilot Activity were different among stakeholders. In such case, PO or the Project team gave them an input so that they could share common understanding of a word.</p> <p>It was confirmed that in 2008, budget for 5 action plans were approved, and in 2009, another 16 action plans have been submitted for its approval in the respective district governments.</p> <p>There are two plans made by district governments which were approved as a Pilot Activity: a plan by Wakatobi District of Southeast Sulawesi Province and a plan by Tojo Una-una District of Central Sulawesi Province, both of which have just started their activities. It is too early to evaluate the achievement level of management capacity of stakeholders through Pilot Activities.</p> <p>However, the following situation was confirmed which influences the enhancement of management capacity of stakeholders: (1) There are other cases of the candidates of Pilot Activities of district/municipality which are under coordination between PIC and the Project team; and (2) Some districts/municipalities have established their own coordination and implementation body for Pilot Activity such as "Growing Together Team" of Patu Municipality and "Collaboration Management Team for Community Empowerment" of Tojo Una-una District, Central Sulawesi, and CD Implementation Team in Wakatobi District, Southeast Sulawesi.</p>	<p>input from Japanese side has been done as planned so far.</p> <p>See ANNEX-3 See ANNEX-8 See ANNEX-7 See ANNEX-5 See ANNEX-5</p> <p>Rp. 1,521 million (Actual in JFY2007); Rp. 4,391 million (Actual in JFY2008); Rp. 3,779 million (Plan in JFY2009)</p> <p>Input from Indonesia side are as follows: See ANNEX-4</p> <p>A office space with some equipment is provided for the Project Officer (PO) inside of provincial BAPPEDA office</p> <p>The budget for the Project activities allocated by six provincial governments: Rp. 1,184 million (FY2008) Rp. 1,203 million (FY2009)</p> <p>The budget for the Project activities allocated by district/municipality governments: Rp. 486 million (FY2008) Rp. 1,588 million (FY2009)</p> <p>According to interviews to PICs and POs who are monitoring the Project activities, the participants of training courses have understood most of training contents. There was a case where the understanding of technical term like Pilot Activity were different among stakeholders. In such case, PO or the Project team gave them an input so that they could share common understanding of a word.</p> <p>It was confirmed that in 2008, budget for 5 action plans were approved, and in 2009, another 16 action plans have been submitted for its approval in the respective district governments.</p> <p>There are two plans made by district governments which were approved as a Pilot Activity: a plan by Wakatobi District of Southeast Sulawesi Province and a plan by Tojo Una-una District of Central Sulawesi Province, both of which have just started their activities. It is too early to evaluate the achievement level of management capacity of stakeholders through Pilot Activities.</p> <p>However, the following situation was confirmed which influences the enhancement of management capacity of stakeholders: (1) There are other cases of the candidates of Pilot Activities of district/municipality which are under coordination between PIC and the Project team; and (2) Some districts/municipalities have established their own coordination and implementation body for Pilot Activity such as "Growing Together Team" of Patu Municipality and "Collaboration Management Team for Community Empowerment" of Tojo Una-una District, Central Sulawesi, and CD Implementation Team in Wakatobi District, Southeast Sulawesi.</p>	
	2) Input from Indonesia has been done as planned? a. Counterpart personnel b. Project office in each province c. Counterpart's budget d. Cost sharing in implementing pilot activities	<p>Document Review</p>	<p>According to interviews to PICs and POs who are monitoring the Project activities, the participants of training courses have understood most of training contents. There was a case where the understanding of technical term like Pilot Activity were different among stakeholders. In such case, PO or the Project team gave them an input so that they could share common understanding of a word.</p> <p>It was confirmed that in 2008, budget for 5 action plans were approved, and in 2009, another 16 action plans have been submitted for its approval in the respective district governments.</p> <p>There are two plans made by district governments which were approved as a Pilot Activity: a plan by Wakatobi District of Southeast Sulawesi Province and a plan by Tojo Una-una District of Central Sulawesi Province, both of which have just started their activities. It is too early to evaluate the achievement level of management capacity of stakeholders through Pilot Activities.</p> <p>However, the following situation was confirmed which influences the enhancement of management capacity of stakeholders: (1) There are other cases of the candidates of Pilot Activities of district/municipality which are under coordination between PIC and the Project team; and (2) Some districts/municipalities have established their own coordination and implementation body for Pilot Activity such as "Growing Together Team" of Patu Municipality and "Collaboration Management Team for Community Empowerment" of Tojo Una-una District, Central Sulawesi, and CD Implementation Team in Wakatobi District, Southeast Sulawesi.</p>	
	Output 1: The planning capacity of stakeholders for regional development is enhanced through their understanding of its process of planning and implementation.	<p>Document Review Interview</p>	<p>According to interviews to PICs and POs who are monitoring the Project activities, the participants of training courses have understood most of training contents. There was a case where the understanding of technical term like Pilot Activity were different among stakeholders. In such case, PO or the Project team gave them an input so that they could share common understanding of a word.</p> <p>It was confirmed that in 2008, budget for 5 action plans were approved, and in 2009, another 16 action plans have been submitted for its approval in the respective district governments.</p> <p>There are two plans made by district governments which were approved as a Pilot Activity: a plan by Wakatobi District of Southeast Sulawesi Province and a plan by Tojo Una-una District of Central Sulawesi Province, both of which have just started their activities. It is too early to evaluate the achievement level of management capacity of stakeholders through Pilot Activities.</p> <p>However, the following situation was confirmed which influences the enhancement of management capacity of stakeholders: (1) There are other cases of the candidates of Pilot Activities of district/municipality which are under coordination between PIC and the Project team; and (2) Some districts/municipalities have established their own coordination and implementation body for Pilot Activity such as "Growing Together Team" of Patu Municipality and "Collaboration Management Team for Community Empowerment" of Tojo Una-una District, Central Sulawesi, and CD Implementation Team in Wakatobi District, Southeast Sulawesi.</p>	
	Output 2: The management capacity of stakeholders for regional development is developed through experience of pilot activities.	<p>Document Review Interview</p>	<p>According to interviews to PICs and POs who are monitoring the Project activities, the participants of training courses have understood most of training contents. There was a case where the understanding of technical term like Pilot Activity were different among stakeholders. In such case, PO or the Project team gave them an input so that they could share common understanding of a word.</p> <p>It was confirmed that in 2008, budget for 5 action plans were approved, and in 2009, another 16 action plans have been submitted for its approval in the respective district governments.</p> <p>There are two plans made by district governments which were approved as a Pilot Activity: a plan by Wakatobi District of Southeast Sulawesi Province and a plan by Tojo Una-una District of Central Sulawesi Province, both of which have just started their activities. It is too early to evaluate the achievement level of management capacity of stakeholders through Pilot Activities.</p> <p>However, the following situation was confirmed which influences the enhancement of management capacity of stakeholders: (1) There are other cases of the candidates of Pilot Activities of district/municipality which are under coordination between PIC and the Project team; and (2) Some districts/municipalities have established their own coordination and implementation body for Pilot Activity such as "Growing Together Team" of Patu Municipality and "Collaboration Management Team for Community Empowerment" of Tojo Una-una District, Central Sulawesi, and CD Implementation Team in Wakatobi District, Southeast Sulawesi.</p>	
Output 3: Achievement of Output	<p>Document</p>	<p>According to interviews to PICs and POs who are monitoring the Project activities, the participants of training courses have understood most of training contents. There was a case where the understanding of technical term like Pilot Activity were different among stakeholders. In such case, PO or the Project team gave them an input so that they could share common understanding of a word.</p> <p>It was confirmed that in 2008, budget for 5 action plans were approved, and in 2009, another 16 action plans have been submitted for its approval in the respective district governments.</p> <p>There are two plans made by district governments which were approved as a Pilot Activity: a plan by Wakatobi District of Southeast Sulawesi Province and a plan by Tojo Una-una District of Central Sulawesi Province, both of which have just started their activities. It is too early to evaluate the achievement level of management capacity of stakeholders through Pilot Activities.</p> <p>However, the following situation was confirmed which influences the enhancement of management capacity of stakeholders: (1) There are other cases of the candidates of Pilot Activities of district/municipality which are under coordination between PIC and the Project team; and (2) Some districts/municipalities have established their own coordination and implementation body for Pilot Activity such as "Growing Together Team" of Patu Municipality and "Collaboration Management Team for Community Empowerment" of Tojo Una-una District, Central Sulawesi, and CD Implementation Team in Wakatobi District, Southeast Sulawesi.</p>		

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	Supporting networks among stakeholders are formulated to share and utilize information and resources	Review Interview	<p>For information exchange and dissemination, the following actions have been taken:</p> <p>(1) News Letter: is published every three months. News Letter No.5 is being prepared.</p> <p>(2) Project Website: homepage for Japanese and for Indonesian language was established.</p> <p>(3) Dissemination: Presentation to Central Government (Ministry of Home Affairs), Donor Group(SOHEI) and Sulawesi Regional Development Coordination Board (BKPRS).</p> <p>(4) JICA Technical Exchange Program: Acceptance of other JICA Project team from other countries.</p> <p>In the monitoring system of the Project, the following were done:</p> <p>(1) Each province established Provincial Implementation Committee (PIC) headed by the Chairperson of Provincial BAPPEDDA, authorized by the Governor's Decree (SK). The Official meeting of the PIC is held every 1-2 months and project activities are monitored.</p> <p>(2) Daily communication and coordination is done between the Project Officer (PO) from the Project and the Focal Point (FP) of PIC.</p> <p>(3) For cooperation with central government, the 1st Joint Coordination Committee (JCC), chaired by Ministry of Home Affairs, was held in September 2008, the 2nd JCC is scheduled in September 2009.</p>
	Management	Document Review Interview	<p>Each province has established PIC and assigned FP for communication and coordination.</p> <p>For the selection of participants to training courses of the Project, PIC establishes the selection criteria to ensure transparency.</p> <p>The activities of the Project have been implemented as planned, however, some of the activities needs to be adjusted to correspond to the local needs and conditions of the target area.</p>
	Assignment of C/Ps	Interview	<p>Competent C/Ps have been assigned?</p> <p>The participation of stakeholders to the Project is enough? (Recognition on Project is high?)</p>
(2) Verification of Implementation Process	Progress of activities	Document Review Interview	<p>The activities have been implemented as scheduled?</p> <p>Any problems which influenced the progress of Project?</p> <p>In January 2009, nation-wide personnel transfer for local government officials was carried out in Indonesia and some of the members of PICs were transferred. It was reported that due to the above situation, some members who were transferred could not attend regular meetings of PIC. Some measures might become necessary to be taken to sustain the monitoring function of PIC for Pilot Activities of districts/municipalities.</p> <p>In general, the Project has been taking appropriate measures through communication, coordination, and management of the Project, to overcome initial difficulties in its implementation such as frequent transfer of provincial personnel and delay of project activities.</p>
	Process Management	Document Review Interview	<p>The Project has established effective mutual consultation mechanisms among stakeholders in its implementation and management. PICs held a meeting every 1-2 months with the expert team. At the initial stage of the Project, an effective mutual consultation exercise was made for selection of target districts/municipalities and training participants, conducting GPS study, and general matters for project implementation and management.</p> <p>Although project management has been carried out well by PICs at its initial stage of implementation as mentioned above, as the Project activities proceed from output 1 to outputs 2 and 3, PICs monitoring function becomes more and more important. It is necessary to take adequate measures to strengthen functions of PICs through experience based learning process.</p>

Evaluation Grid for Mid-term Evaluation: Sulawesi Capacity Development Project

5-2 Evaluation by Five Evaluation Criteria		Evaluation Questions		Method of Verification	Result of Mid-term Evaluation
Five Criteria	Main	Sub			
	Needs	The contents of Project correspond to the needs of target areas and society?	Interview	Since the political system in Indonesia has changed from the centralized system to decentralized system and the elections of heads of local governments have also changed to the direct election by popular vote, the importance of participatory and bottom-up approach in regional development has become common concern of every stakeholder. The theme of Capacity Development (CD) and establishment of "collaboration mechanism among stakeholders" which the Project is pursuing matches with such political / social changes in Indonesia.	
		Has the project plan prepared based on the grasp and analysis of structural-functional characteristics of local societal system?	Interview	In the formulation stage of the Project, the structural-functional characteristics in 6 provinces in Sulawesi were considered based on the experiences in the former JICA assisted projects. The knowledge in structural-functional characteristics in a local society is reflected in the seminars and trainings for policy makers, planners, and Community Facilitators (CF). For these reasons, appropriateness of the Project is high.	
Policy priority	Correspondence to the development policy of Indonesia	Correspondence to the development policy of Indonesia	Interview	In Indonesia, since the revised Local Autonomy Law No.32 and National Development Planning Law No.25 were enacted in 2004, the decentralized system has been promoted. These laws stipulate local government's initiatives, participatory and bottom-up approach as the requirements of planning process for regional development. The approach of Project is corresponding to the development policy of Indonesia.	
		Consistency with Japan's ODA Policy and JICA's Country Assistance Policy to Indonesia	Document Review	Furthermore, the Project has close relevance to the major issues stipulated in the Mid-Term National Development Plan (RPJM 2004-2009), such as East Indonesia development, poverty reduction, and governance.	
(1) Relevance	Changes of needs and environment surrounding the Project since its start	Changes of needs and environment surrounding the Project since its start	Document Review	Japan's Country Assistance Strategy (CAS) includes "Creating a Democratic and Equitable Society" as one of three main pillars which deals with poverty reduction as one of its approaches. In this connection, a policy was proclaimed, in which regional development for poverty reduction is implemented intensively in the Eastern Indonesia from the viewpoint of "selection and concentration", and the Northeastern Indonesia Regional Development Program was formulated by the Japanese Official Development Assistance Task Force (ODATF), corresponding to the policy. This Project is recognized as a main project in the Program since then.	
		Appropriateness of the selection of target areas and target groups	Document Review	With the progress of decentralization in Indonesia, district governments became responsible for the effective development planning coordination process (Musrenbang) starting from village level. They consider that the Project's approach could be highly effective means to enable them to perform the above mentioned new responsibility.	
Appropriateness in terms of approach	Compared with other donors' assistance, what is the advantage of the Project?	Appropriateness of the selection of target areas and target groups	Document Review	The target areas are 6 provinces in Sulawesi. Although the Project covers huge areas, since the management system has been established promptly, the Project has been implemented smoothly. The Project assigned POs to each province. The provincial governments also established the PIC. The Project team has entrusted the responsibility for election of target districts to each PIC, which is keeping good relation with target districts.	
		Incentive of promotion of community-based development which a local government has as a policy	Document Review	During the interviews conducted in the review, most people indicated that one of the unique advantages of this Project's capacity development approach is to mobilize locally available resources and capacity towards development of the community, instead of resource-input oriented approach. They gave high marks for comprehensive approach of this Project which involves all the stakeholders in a local society, which is different from the conventional target group approach. As for facilitation skill, many of them mentioned that the Project's approach is more systematic than other approaches and it can be applied even to other projects.	
			Document Review	As the election of heads of local governments is done by direct popular vote, local governments are required to correspond to people's needs properly. Also, in the process of Musrenbang, participatory planning is required.	

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	<p>The project is applying experiences obtained and lessons learned in previous technical assistance projects?</p>	<p>In Policy Maker Seminar and Planner Training, the Project is using "Participatory Local Social Development" (PLSD) training materials localized by JICA project, Strengthening Sulawesi Rural Community Development to Support Poverty Alleviation Programs (1997-2002). The lecturers are those who participated in the project. In Facilitator Training, the Project is using the training materials developed by another JICA project, Community Empowerment Program with Civil Society in Indonesia (PKPM) Project (2004-2006) and the lecturers are also those who became master facilitators in the project. Planner Trainings were conducted in Education and Training Agency of North Sulawesi Province and South Sulawesi Province. This idea came from a cooperative relation between JICA and Ministry of Home Affairs of Indonesia developed through another JICA project, Human Resource Development for Local Governance (2002-2007). Thus, the Project has been realized, taking full advantage of the experiences and know-how obtained through JICA projects implemented in Sulawesi region.</p>
<p>(2) Effectiveness</p>	<p>Prospect for achievement of the Project purpose</p> <p>Definition of "mechanism of collaboration" is clear among stakeholders?</p> <p>Any factors which interferes with the achievement of Project Purpose</p> <p>Quantity of outputs are enough for achieving the Project Purpose?</p> <p>Effectiveness of the activity flow of training - Action Plan Pilot activity</p> <p>The important assumptions from the Output to the Project Purpose is still appropriate?</p> <p>Degree of achievement of Output is sufficient?</p> <p>Any factors which interfered with the achievement?</p>	<p>In order to verify the level of achievement of the Project Purpose, evaluation framework of "collaboration mechanism" is needed, which has not been established yet. Since pilot activities are in active stage, it is advisable for both sides to develop it.</p> <p>As for the possibility of achievement of the Project Purpose, there are already 2 cases of approved pilot activities and 9 cases of candidates of pilot activities. Furthermore, some local governments may secure budget for their pilot activities from 2009 supplementary budget.</p> <p>Clear image of collaboration mechanism has not been fully shared by the stakeholders of the Project. It is advisable to develop and share the above-mentioned evaluation framework of collaboration mechanism among the stakeholders.</p> <p>No factor was confirmed to interfere with the achievement of the Project Purpose.</p> <p>Two cases have been approved as Pilot Activities and other nine are candidates to be approved (one out of nine is a proposal from provincial level).</p> <p>The concept of action flow of the Project, "Training - Action Plan - Pilot Activity," is well understood and shared among the stakeholders. Furthermore, the trainees are designed in such a way to lead to the next stages of Pilot Activities through elaboration of action plans. The Project established 8 selection criteria for Pilot Activities. At the implementation stage of those Pilot Activities, adequate advisory services are provided by the Project.</p> <p>No ethnic has been observed for an assumption of "Decentralization policy in Indonesia is stable."</p> <p>Policy Maker, seminar, Planner Trainings, and Community Facilitator Trainings have been conducted as planned. Remarkable improvements were confirmed in understanding of participatory development among the participants. There are two cases which have been approved as Pilot Activities and nine more cases in process for approval. GPCS has been conducted and the results were shared among the stakeholders.</p> <p>No factor was confirmed to interfere with the achievement of the output.</p> <p>In Policy Maker Seminar and Planner Training, the Project is using "Participatory Local Social Development" (PLSD) training materials localized by JICA project, Strengthening Sulawesi Rural Community Development to Support Poverty Alleviation Programs (1997-2002). The lecturers are those who participated in the project. In Facilitator Training, the Project is using the training materials developed by another JICA project, Community Empowerment Program with Civil Society in Indonesia (PKPM) Project (2004-2006) and the lecturers are also those who became master facilitators in the project. Planner Trainings were conducted in Education and Training Agency of North Sulawesi Province and South Sulawesi Province. This idea came from a cooperative relation between JICA and Ministry of Home Affairs of Indonesia developed through another JICA project, Human Resource Development for Local Governance (2002-2007). Thus, the Project has been realized, taking full advantage of the experiences and know-how obtained through JICA projects implemented in Sulawesi region.</p>
<p>(3) Efficiency</p>	<p>Activities are sufficient for making the Output?</p>	<p>The activities of the Project were taken as planned and sufficient for the achievement of the outputs. However, development of collaboration mechanism is necessary.</p>

Causal relation	Input is sufficient for making the Output? Relation between the support to UNHAS master course on community development and other Project's activities	The input into the Project were made as planner, such as the dispatch of experts, conducting training courses and seminars, provision of necessary equipment, local costs expenditure. It is necessary to conduct training activities for relevant stakeholders including staff of the agencies, and to allocate appropriate budget for Pilot Activities.
Timing	Input with enough quantity and quality has been done timely for conducting activities as scheduled?	The Project is strategically sponsoring 26 participants in a master's course on Community Development in Hasanudin University (UNHAS). Lectures of the course include those on PLSD theory and the Project itself. It is expected that the alumni of the course will join the activities of the Project in future.
Cost	Compared with other similar projects, Cost-effectiveness between the Output and the cost of Input is enough?	The inputs have been made timely except at its initial stage. It is difficult to compare this project strictly with other similar projects in terms of cost-effectiveness. However, the Project was designed well based on the experiences and lessons learned in some of previous JICA's similar cooperation projects and started its substantial activities from the beginning.
Prospect for achievement of the Overall Goals	Overall Goals, Regional developments in Sulawesi with local initiative under the collaboration of stakeholders are promoted, is expected to be achieved within 3-5 years after the end of Project? Any factors which interfere with the achievement of Overall Goals can be seen?	There is high expectation from the central government (BAPPENAS and MoHA) as well as 6 provinces in Sulawesi towards the effective local government system. In case that Indonesia changes the policies on decentralization, the Overall Goal will not be achieved in 3-5 years after the Project ends.
(4) Impact	Effect Any unexpected positive influence?	Through interview survey, the following cases were found as unexpected positive influence: (1) Besides a pilot activity, some of the participants of Planner Training as well as of Facilitator Training have taken actions with their own initiative. The Project should carefully monitor these activities in a systematic manner. (2) Some of the participants of Facilitator Trainings are contracted by other projects including donor-assisted ones, due to their superior capacity in facilitation. The facilitators trained by this Project are highly appreciated by many different development institutions. (3) Some of the participants of trainings in the Project have a plan to conduct similar training courses for planner in the agencies of the district government as well as for facilitator in NGOs as one of actions in a pilot activity so that the concept and methodology of the Project will spread out throughout the district.
Political/social system aspect	Impact to JICA projects to be implemented under Northeast Indonesia Regional Development Program Any unexpected negative influence? Related laws and regulations have been enacted or prepared?	Human resources network developed through the Project, such as the Forum of Heads of BAPPEDA in Sulawesi, has given a positive influence on other technical cooperation activities in the Program. No negative influence was confirmed for the Project.
Organizational / financial aspect	Any commitment which support the spread of Project concept, besides the pilot projects implemented in the Project? PIC has a capacity to organize activities for increasing the effect of Project after the end of cooperation project? Ownership of each PIC is secured sufficiently?	There are several Governor's Decrees for the establishment of PIC at provincial level and implementing groups of Pilot Activities at district/municipality level. According to interview with the PIC of Gorontalo Province, they have "BAPPEDA Forum" which functions as a coordination body between provincial BAPPEDA and district/municipality BAPPEDA. PIC is an organization established at provincial level for the Project implementation. However, it is advisable to seek certain process to internalize the functions of PICs into proper structure of the provincial government. PICs were established by Governor's Decrees and have own annual budget.
(5) Sustainability		

Mid-term Review of Sulawesi CD Project

<p>Technical aspect</p>	<p>Three training courses conducted in the Project have been appreciated highly?</p>	<p>There are many cases observed that the participants of training courses are conducting training courses. Some cases were also confirmed that they become facilitators for other projects.</p>
<p>Changes in capacity</p>	<p>To what extent has stakeholders' capacity been fulfilled the sustainability of the project?</p>	

Revised Project Design Matrix

Project title: Sulawesi Capacity Development Project
 Target Area: Sulawesi 6 provinces
 Period: Sep 2007 – August 2010 (3 years)
 Target Group: Stakeholders for Regional Development in Sulawesi
 Date: 02 June 2009

Overall Goals:	Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions												
Regional developments in Sulawesi with local initiative under the collaboration of stakeholders are promoted.	<p>Project Purpose: The capacity of stakeholders for regional development in Sulawesi is strengthened and the mechanisms of collaboration among stakeholders are developed.</p> <p>* Expected capacity of each stakeholder</p> <table border="1" data-bbox="598 369 933 2009"> <tr> <td>Provincial governments (PIC)</td> <td>Capacity of planning and its implementation based on local characteristic and supporting district/municipal governments through coordination with related institutions.</td> </tr> <tr> <td>District/municipal governments</td> <td>Capacity of planning based on community needs and its implementation under collaboration with other stakeholders such as NGOs and universities.</td> </tr> <tr> <td>NGO</td> <td>Capacity of facilitation for development initiated by community and its implementation under collaboration with other stakeholders.</td> </tr> <tr> <td>Community</td> <td>Capacity of identification of own problems and needs and taking actions including consultation with local governments, NGOs and other stakeholders to obtain necessary resources.</td> </tr> <tr> <td>University</td> <td>Capacity of provision of necessary information and knowledge to related stakeholders for planning and its implementation.</td> </tr> <tr> <td>Legislative body</td> <td>Capacity of analysis on development program and supporting its implementation.</td> </tr> </table> <p>Note: PIC; Provincial Implementation Committee</p>	Provincial governments (PIC)	Capacity of planning and its implementation based on local characteristic and supporting district/municipal governments through coordination with related institutions.	District/municipal governments	Capacity of planning based on community needs and its implementation under collaboration with other stakeholders such as NGOs and universities.	NGO	Capacity of facilitation for development initiated by community and its implementation under collaboration with other stakeholders.	Community	Capacity of identification of own problems and needs and taking actions including consultation with local governments, NGOs and other stakeholders to obtain necessary resources.	University	Capacity of provision of necessary information and knowledge to related stakeholders for planning and its implementation.	Legislative body	Capacity of analysis on development program and supporting its implementation.	<p>1) Number of regional development programs/projects planned and implemented under stakeholders' collaboration.</p> <p>1) Six (6) cases of mechanisms of collaboration among stakeholders are developed in target area through implementation of project activities.</p> <p>(Mechanism means a process of provision and utilization of resources for regional development based on discussion and coordination among stakeholders)</p>	<p>1) Development Plan of Province /District governments</p> <p>1) Documents of provincial/Districts/ Municipal governments.</p> <p>- Record of Mechanism approval by PIC and the Project Team based on the monitoring and evaluation documents.</p>	<p>Decentralization policy in Indonesia is stable.</p>
Provincial governments (PIC)	Capacity of planning and its implementation based on local characteristic and supporting district/municipal governments through coordination with related institutions.															
District/municipal governments	Capacity of planning based on community needs and its implementation under collaboration with other stakeholders such as NGOs and universities.															
NGO	Capacity of facilitation for development initiated by community and its implementation under collaboration with other stakeholders.															
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University	Capacity of provision of necessary information and knowledge to related stakeholders for planning and its implementation.															
Legislative body	Capacity of analysis on development program and supporting its implementation.															
<p>Outputs: Output 1</p> <p>The planning capacity of stakeholders for regional development is enhanced through their understanding of its process of planning and implementation.</p>		<p>1) Level of participants' understanding on planning and implementation process of regional development and</p>	<p>1) Report of each training/ seminar/workshop</p>													

<p>Output 2: The management capacity of stakeholders for regional development is developed through experience of pilot activities.</p>	<p>roles of each stakeholder.</p> <ol style="list-style-type: none"> 2) Number of action plans made under collaboration with other stakeholders. 3) Number of trainings utilizing experience of pilot activities. 4) Number of development plans formulated or revised by stakeholders. 5) Number of post-training activities initiated by the training participants 	<ul style="list-style-type: none"> - Interview with the participants. - Questionnaire to the participants. 2) Action Plan Documents 3) Project Documents 4) Planning documents of provincial/district/ municipal BAPPEDA - Project Documents 5) Monitoring Report by the PIC - Project Documents 	<p>Strategy and priority of regional development continue in provinces and pilot activity areas.</p>
<p>Output 3: Supporting networks among stakeholders are formulated to share and utilize information and resources</p>	<ol style="list-style-type: none"> 1) Number of stakeholders who participate in trainings and comparative studies conducted in pilot activities. 2) Number of local people's group participating in pilot activities. 3) Number of organizations/networks for regional development formulated or improved by stakeholders through pilot activities. 4) Number of systems/mechanisms on regional development formulated or improved by stakeholders through pilot activities. 	<ol style="list-style-type: none"> 1) Report of pilot activities. 2) Interview with the stakeholders - Project Documents 3) Questionnaire to the stakeholders. - Project Documents 4) Planning documents of provincial/district/ municipal BAPPEDA - Project Documents 	
<p>Activities Activity 1 1-1 Conduct training needs assessment 1-2 Development/revision of training programs. 1-3 Conduct training on regional development planning</p> <p>(1) Regional development seminar for policy makers of local governments (2) Training on regional development planning for staffs in planning section (3) Training on community facilitation for NGO and staffs of local governments</p>	<ol style="list-style-type: none"> 1) Number of good practice cases to become references during training and pilot activities. 2) Number of inquiries from other areas regarding pilot activities and good practice cases, occurred from sharing experience. 3) Number and kinds of publication media. 	<ol style="list-style-type: none"> 1) GPCS Report by PIC - Project Documents 2) Project Documents 3) Published media of provincial/district/ municipal governments 	
<p>Japanese side: 1. Experts: Long-term: Chief adviser/Regional development policy advisor, Training management/Local governance Participatory development/Institutionalization Advisor, and Network building Advisor/Project Coordinator Short-term: dispatched on appropriate fields in accordance with needs Indonesian experts: Community Development</p>			

<p>1-4 Follow-up activities of training on regional development planning (Advice on making action plans) 1-5 Advice on regional development plans made by provincial /district /municipal governments (any time) 1-6 Support to Master Course on Community Development in Hasanudin University 1-7 Dispatch of participants for trainings in Japan (1) Counterpart training course: training on regional development policy, its case study in Japan for high level officials in local governments. (2) PLSD training course.</p>	<p>2. Equipment: as it necessary 3. Training in Japan 4. Sharing for Local cost expenses for In-country training, Pilot activities, Survey on good practice case and etc.</p>
<p>Activity2 2-1 Selection of pilot activities elaborated by target district/municipal governments based on formulated action plans. 2-2 Support to pilot activities formulation, and establishment of implementation organization for pilot activities 2-3 Support to implementation, monitoring and evaluation of pilot activities 2-4 Support to institutionalization of regional development through pilot activities</p>	<p>Indonesia side: 1. Counterpart personnel in Provincial governments 2. Necessary budgets allocation to support activities 3. Provision of equipment, facility, working space in each provincial government office</p>
<p>Activity3 3-1 Development of methodology of monitoring and evaluation on pilot activities 3-2 Survey and analysis of good practice cases for regional development 3-3 Sharing experiences of good practice cases and pilot activities. 3-4 Establish/improve public relation system in each province (Through news letter, Web site, mailing list, etc)</p>	

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Revised on 02 June 2009

Revised Plan of Operations (P/O)

Activities	JFY2007												JFY2008												JFY2009												JFY2010												2011														
	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	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												
Consolidation of stakeholders in 6 provinces																																																															
Workshop "Framework of CD project and Roles of Stakeholders" (core members of provincial implementation committees of each province)																																																															
Stakeholders Meeting for Activities Formulation in each province (setting strategy for each province)																																																															
Activity 1																																																															
1-1. Conduct Training Needs Assessment																																																															
1-2. Development/revision of Training Programs																																																															
1-3. Conduct Training on Regional Development Planning																																																															
(1) Regional Development Seminar for Policy Makers																																																															
(2) Training on Regional Development Planning For Staffs in Planning Section of Local Governments																																																															
(3) Training on Community Facilitation for NGO and staffs of local governments on making action plans																																																															
1-4. Follow-up activities of Training on Regional Development Planning (Advice provincial/District/Municipal governments [any line])																																																															
1-5. Advice on regional development plans made by provincial/District/Municipal governments [any line]																																																															
1-6. Support to Master Course on Community Development in Hasanudin University																																																															
1-7. Dispatch of participants for trainings in Japan																																																															
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2-3. Support to implementation, Monitoring and Evaluation of pilot activities																																																															
2-4. Support to institutionalization of regional development through pilot activities																																																															
2-5. Support to existing cases assisted by JICA as a reference for pilot activities.																																																															
Activity 3																																																															
3-1. Development of methodology of monitoring and evaluation on pilot activities																																																															
3-2. Survey and analysis of good practice cases for regional development practices																																																															
3-3. Sharing Experiences of good practice cases and pilot activities (1) Workshop in each province																																																															
(2) Workshop for 6 provinces.																																																															
3-4. Establish/improve Public Relation System in Each Province (Through News Letter, Web Site, Mailing List, etc)																																																															

Original Project Design Matrix (PDM)

Project title : Sulawesi Capacity Development Project

Period : Sep 2007 – August 2010 (3 years)

Date : 18 June 2007

Target Area : Sulawesi 6 provinces

Target Group : Stakeholders for Regional Development in Sulawesi

Narrative Summary		Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goals: Regional developments in Sulawesi with local initiative under the collaboration of stakeholders are promoted.</p> <p>Project Purpose: The capacity of stakeholders for regional development in Sulawesi is strengthened.</p> <ul style="list-style-type: none"> Expected capacity of each stakeholder 	<p>Provincial governments</p> <p>District/municipal governments</p> <p>NGO</p> <p>Community</p> <p>University</p> <p>Legislative body</p>	<p>Number of regional development programs/projects planned and implemented under stakeholders' collaboration.</p> <p>Indicator by each stakeholder</p> <p>Six (6) cases of mechanisms of collaboration among stakeholders are developed in target area through implementation of project activities.</p> <p>(Mechanism means a process of provision and utilization of resources for regional development based on discussion and coordination among stakeholders)</p>	<p>Development Plan of Province /District governments</p> <p>Documents of provincial/Districts/ Municipal governments.</p>	<p>Decentralization policy in Indonesia is stable.</p>
<p>Capacity of planning and its implementation based on local characteristic and supporting district/municipal governments through coordination with related institutions.</p> <p>Capacity of planning based on community needs and its implementation under collaboration with other stakeholders such as NGOs and universities.</p> <p>Capacity of facilitation for development initiated by community and its implementation under collaboration with other stakeholders.</p> <p>Capacity of identification of own problems and needs and taking actions including consultation with local governments, NGOs and other stakeholders to obtain necessary resources.</p> <p>Capacity of provision of necessary information and knowledge to related stakeholders for planning and its implementation.</p> <p>Capacity of analysis on development program and supporting its</p>				

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>implementation.</p>			
<p>Output 1 The planning capacity of stakeholders for regional development is enhanced through their understanding of its process of planning and implementation.</p>	<ul style="list-style-type: none"> • Level of participants' understanding on planning and implementation process of regional development and roles of each stakeholder. • Number of action plans made under collaboration with other stakeholders. • Number of trainings utilizing experience of pilot activities. • No. of development plans formulated or revised by stakeholders. 	<ol style="list-style-type: none"> ① Report of each training/ seminar/workshop ② Interview with the participants. ③ Questionnaire to the participants. ④ Planning documents of provincial/district/ municipal BAPPEDA 	<p>Strategy and priority of development continue in provinces and pilot activity areas.</p>
<p>Output 2 The management capacity of stakeholders for regional development is developed through experience of pilot activities.</p>	<ul style="list-style-type: none"> • Number of stakeholders who participate in trainings and comparative studies conducted in pilot activities. • Number of local people's group participating pilot activities. • Number of organizations/networks for regional development formulated or improved by stakeholders through pilot activities. • Number of systems/mechanisms on regional development formulated or improved by stakeholders through pilot activities. 	<ol style="list-style-type: none"> ① Report of pilot activities. ② Interview with the stakeholders. ③ Questionnaire to the stakeholders. ④ Planning documents of provincial/district/ municipal BAPPEDA 	

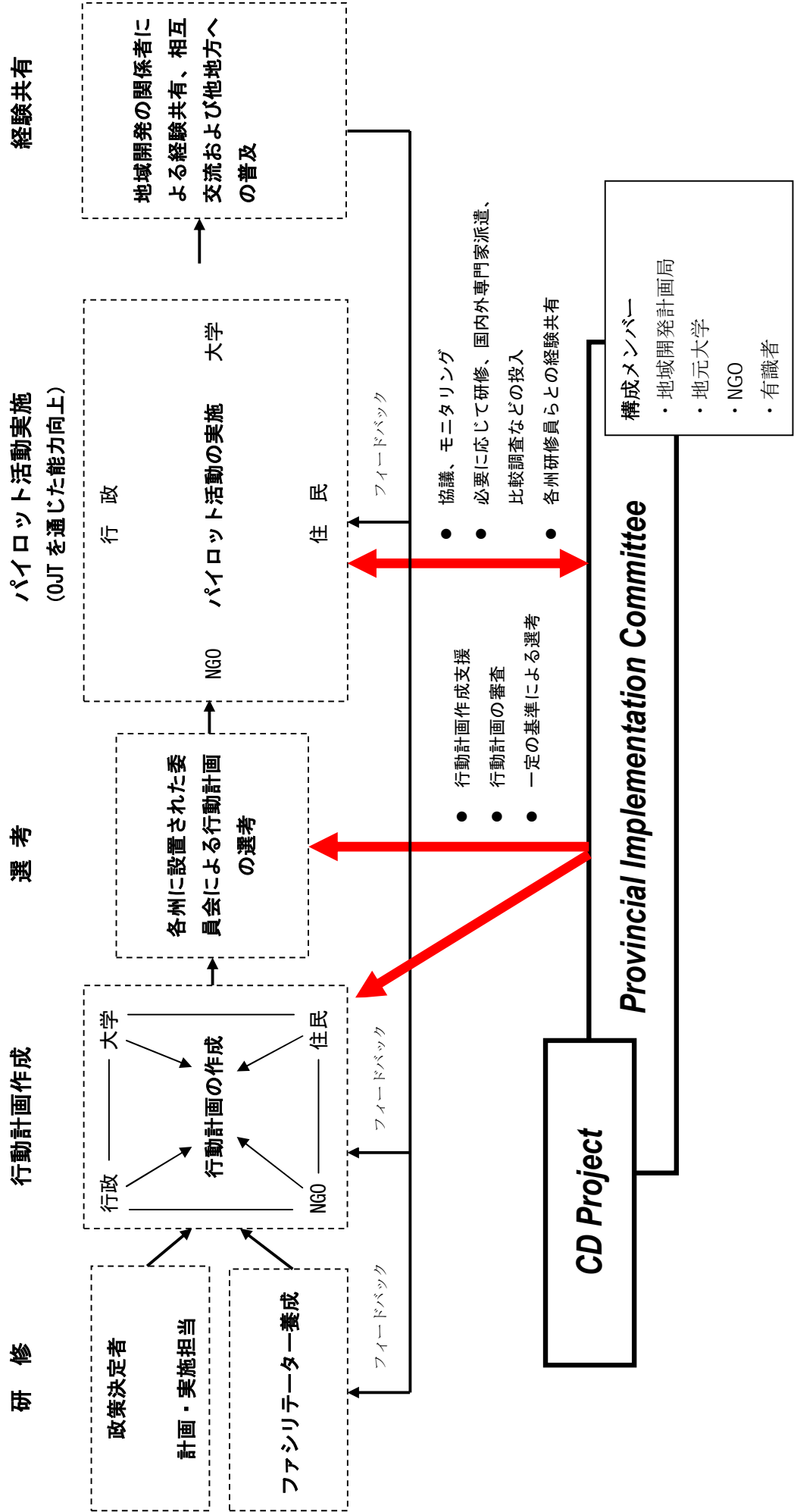
Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Output 3 Supporting networks among stakeholders are formulated to share and utilize information and resources.</p>	<ul style="list-style-type: none"> Number of good practice cases to become references during training and pilot activities. Number of inquiries from other areas regarding pilot activities and good practice cases, occurred from sharing experience. Number and kinds of publication media. 	<ol style="list-style-type: none"> Report of training/seminar/workshop and pilot activities. Interview with the stakeholders. Questionnaire to the stakeholders. Published media of provincial/district/municipal governments. 	
Inputs			
<p>Activities</p> <p>Activity 1</p> <ol style="list-style-type: none"> 1-1 Conduct training needs assessment 1-2 Development/revision of training programs. 1-3 Conduct training on regional development planning <ol style="list-style-type: none"> (1) Regional development seminar for policy makers (2) Training on regional development planning for staffs in planning section of local governments (3) Training on community facilitation for NGO and staffs of local governments 1-4 Follow-up activities of training on regional development planning (Advice on making action plans) 1-5 Advice on regional development plans made by provincial/district/municipal governments (any time) 1-6 Support to Master Course on Community Development in Hasanudin University 1-7 Dispatch of participants for trainings in Japan <ol style="list-style-type: none"> (1) Counterpart training course: training on regional development policy, its case study in Japan for high level officials in local governments. (2) PLSD training course. <p>Activity 2</p> <ol style="list-style-type: none"> 2-1 Selection of pilot activities based on formulated action plans. 		<p><u>Japanese side:</u></p> <ol style="list-style-type: none"> 1. Experts : <ul style="list-style-type: none"> Long-term : Chief adviser/Regional development policy advisor, Training management/Local governance Participatory development/Institutionalization Advisor, and Network building Advisor/Project Coordinator Short-term : dispatched on appropriate fields in accordance with needs Indonesian experts: Community Development <p>Equipment : as it necessary</p> <ol style="list-style-type: none"> 2. Training in Japan 3. Sharing for Local cost expenses for in-country training, Pilot activities, Survey on good practice case and etc. <p><u>Indonesia side:</u></p> <ol style="list-style-type: none"> 1. Counterpart personnel in Provincial governments 2. Necessary budgets allocation to support activities 3. Provision of equipment, facility, working space in each provincial government office 	

<p>Mid-term Review of Sulawesi CD Project</p> <p>2-2 Support to pilot activities formulation, and establishment of implementation organization for pilot activities</p> <p>2-3 Support to implementation, monitoring and evaluation of pilot activities</p> <p>2-4 Support to institutionalization of regional development through pilot activities</p> <p>Activity 3</p> <p>3-1 Survey and analysis of good practice cases for regional development</p> <p>3-2 Sharing experiences of good practice cases and pilot activities.</p> <p>3-3 Establish/improve public relation system in each province (Through news letter, Web site, mailing list, etc)</p>	
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4. スラウェシ地域開発能力向上プロジェクト活動概念図

スラウエシ地域開発能力向上プロジェクト活動概念図

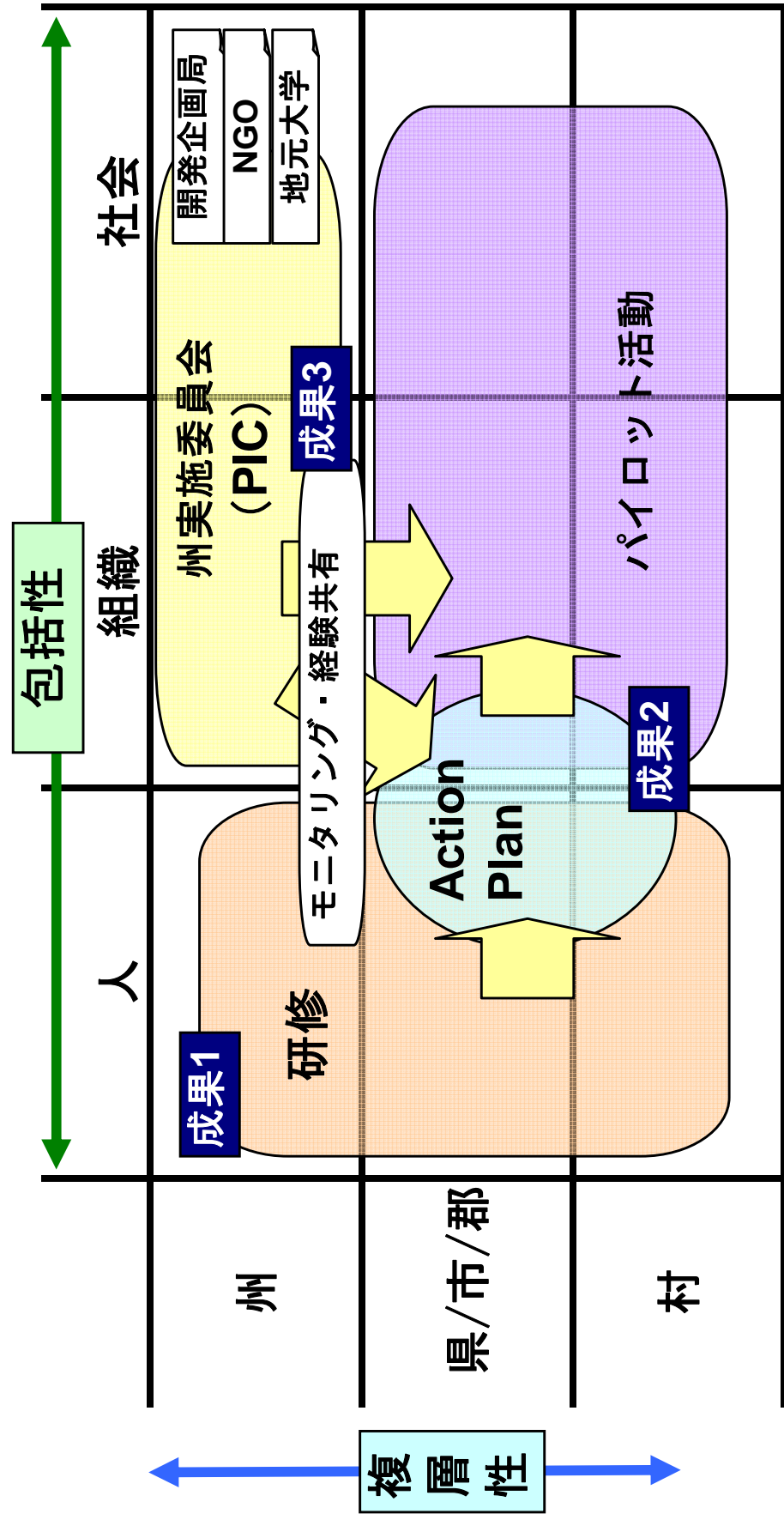


5. 各県市が配分したアクション・プランへの特別予算

各県市が配分したアクション・プランへの特別予算

1) Budget for Action Plans for Pilot Activities		resource	2008	2009
District/Municipal	Activities			
South Sulawesi	Operational cost for community facilitators including alumni of CD Project at coastal area and small islands in 33 villege (6 sub-districts).	BAPPEDA	10,000,000	30,000,000
	implementation of Facilitator trainings (series I - IV)	PEMDA	200,000,000	
	implementation of Facilitator trainings (series V)	PEMDA		40,000,000
South east Sulawesi	Planners Training	BAPPEDA		70,000,000
	Workshop for heads of sub-districts (camat)	BAPPEDA		50,000,000
	Implementation of PILOT activities (6 sites)	BAPPEDA		60,000,000
	Operarional cost of alumni to conduct activities post trainings of CD project	BAPPEDA	150,000,000	
	Implementation of 2 packages of Good Practice Cases Study			100,000,000
	Cost for community facilitator in PILOT villege	BAPPEDA		40,000,000
Central Sulawesi	Implementation of Facilitator trainings	BAPPEDA		108,000,000
	Operational cost for community facilitators and implementation of workshop	BAPPEDA		84,900,000
	Implementation of Planners training.	PDPM		47,000,000
	Operational cost for facilitator by alumni of CD project for community economic development project. (GERBANG EMAS)			50,000,000
GORontalo	Workshop for Musrenbang for villege level	Bappeda	40,000,000	
	Planners training for district governments institutions	APBD Kab.Pohuwato		175,000,000
	Expence for workshop of socialization of concept of CD project to other district government institutions.	BAPPEDA		35,000,000
	Implementation of Training fasilitators	BAPPEDA		50,000,000
West Sulawesi	Expence for water tank for agriculture in puawang villege.	Kimpraswil (Infrastructure)	30,000,000	
	Small road for agriculture.	APBD Kab. Majene (Kimpraswil)		75,000,000
North Sulawesi	Operational cost for facilitation.	Bappeda		100,000,000
	Total		430,000,000	1,114,900,000
2) Operational Budget				
South Sulawesi	Community Facilitator Training (series I and II)	PMD / BAPPEDA		40,000,000
	Transportation for participants of Planners Training in Manado (2 persons)	BAPPEDA	6,000,000	
	Coordination and monitoring cost for activities in pilot sites	BAPPEDA		40,000,000
South east Sulawesi	Operarional cost to attend PIC and other event of CD project	BAPPEDA	50,000,000	
	Operarional cost of alumni to conduct activities post trainings of CD project	BAPPEDA		286,000,000
West Sulawesi	Small farmers' house for taking rest	APBD Kab. Majene (Kimpraswil)		90,000,000
	Operational cost for facilitation.			17,500,000
	Total		56,000,000	473,500,000

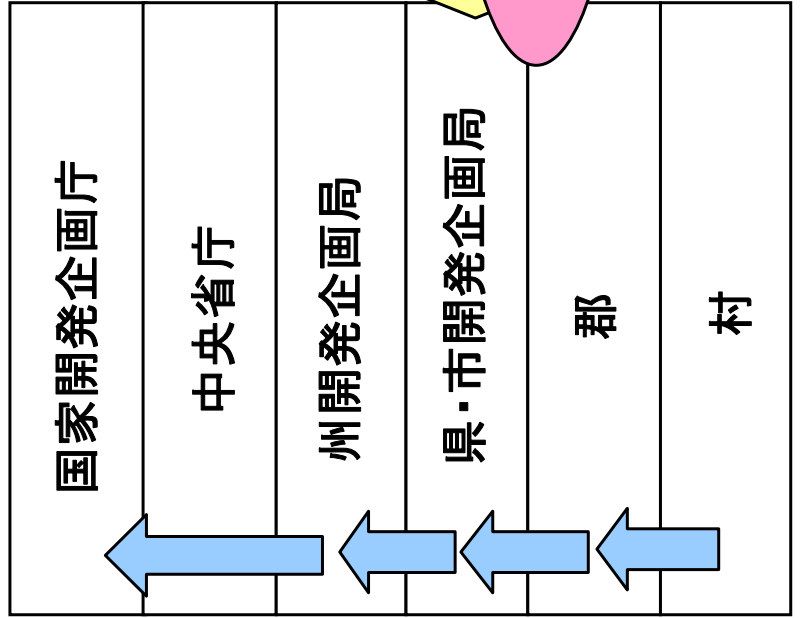
CDプロジェクトとCDの論理的枠組み



地方行政の計画と 予算執行の連結メカニズム

ムスレシバン・プロセス
(開発計画策定プロセス)

開発計画法 24号/2004



予算配分プロセス

地方自治法 32号/2004

