

Project Final Report

Strengthening Capacity Of Governance in Gunung Mas District



Preface

It gives me great pleasure to write this preface for the report on the closing of the Governance Strengthening Project in Gunung Mas Regency.

It is very unusual to have this kind of formal, multi-year collaboration between district government, a CSO, a donor, and a number of communities; and we have to thank the leadership in Gunung Mas for taking the risk to support this initiative. As far as we know this has not happened before in Gunung Mas, so it was unknown territory for everyone involved.

In our minds the quality of governance is the most important factor enabling development to take place in an equitable and sustainable manner. It is the glue that binds everything and everyone together in society. It therefore is critical that each of us contributes to making it work better.

We feel this collaboration has taken positive steps in improving the capacity of government to interact more effectively internally and with outside parties in the annual planning and budgeting process, especially with local communities that were involved in the project.

Although the overall work is not yet finished, this particular project is now coming to an end, and it is important that we take measure of what we have achieved, in order to continue moving forward in an effective manner. We therefore hope that this report will provide a useful record of our achievements and what we have learned. And we sincerely hope we may continue with this journey that we have embarked upon together.

Bardolf Paul, *Executive Director Yayasan Tambuhak Sinta*





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I. Introduction

1. Background

Yayasan Tambuhak Sinta (YTS) is an independent, non-profit organization that is dedicated to helping remote rural Dayak communities in the resource-rich province of Kalimantan to improve their quality of life and well-being. Improving the quality of governance in these areas is seen as a fundamental step before communities will be able to function independently and sustainably.

Yayasan Tambuhak Sinta (YTS) has been collaborating with the government in Gunung Mas for over 10 years now. During this time, YTS has partnered with 22 communities in three subdistricts in Gunung Mas, providing support in participatory planning, institution strengthening, and capacity building. YTS has also been providing scholarships to over 500 children from poorer off families to complete their high school and university education. In recent years, YTS has been working with small scale gold miners and gold shops to raise awareness about the dangers of exposure to toxic mercury and to provide technical support and equipment to prevent the release of this deadly toxin into the environment.

Overall, the project has provided impacts towards better health, education, economic development, and village governance in the Kahayan area. Under the livelihoods program, 427 people have been trained in fish breeding, 254 people on vegetable farming, 177 on rubber cultivation, and 66 on pig husbandry. The education program in 2012, reached a total of 109 people, including 68 high school students (31 females and 33 males) and 41 university students (22 females and 19 males).

Starting in October 2011, YTS expanded its support towards the district government to improve its planning and budgeting capacity and procedures. The objective of this initiative was to strengthen the government's capacity to respond to the needs of communities through the formal, annual planning process. This project was largely funded by the Ford Foundation, and provided direct benefits to six villages, three subdistricts, and more than 16 district agencies.

YTS expenditures for these projects in 2012 was:

- Village governance and livelihoods – Rp. 2,976,797,683
- Governance Project - Rp. 629,151,704
- Education Program - Rp. 70,960,000

2. Governance Strengthening Project

In Gunung Mas, as in most other remote regions, there is a huge gap between government and local communities. Largely it is because of geographical challenges and poor communication between government and communities, but there also is a need to improve capabilities of everyone involved. Since 2004, YTS has introduced a participatory planning and institution building process to communities in three subdistricts in the upper Kahayan River watershed, as a measure to help bridge this gap. This enabled communities to engage more effectively with local government, but there still was a need to strengthen the capacity of local government to engage more effectively with communities. In order to address this need, YTS was able to secure funding from the Ford Foundation and sign a Memorandum of Understanding (MoU) with the Gunung Mas Government in 2011 for a two-year governance strengthening project.

This project aims to improve the government planning and budgeting mechanism, so there is more effective engagement with community planning processes, a greater uptake of proposals from communities, and better service delivery to communities.

This project is working in three pilot subdistricts, six pilot villages, and with seven district government agencies (SKPD) as main partners: Planning Board, Community Empowerment, Fisheries & Animal Husbandry, Agriculture & Plantations, Health, Public Works and Education. For some special capacity building activities, up to 20 SKPD have been involved.

Good governance is not only a technical problem, but also is closely linked to commitment and political will. To examine both of these aspects, this report will focus not only on quantitative results, but also on behavioral change.

II. Achievements in Year One

1. Capacity Building

As the project is aimed at improving the capacity of government personnel at village, subdistrict and district levels to work more effectively with existing planning and budgeting, a combination of training, technical assistance, and study visits were used to address the gaps. The project employed an adult learning methodology in all of its activities.



Team building sessions in SKPD training



A village training session



Working group in SKPD training

Activities in Year One: October 2011 - October 2012

Date	Activities	Participants
Oct 17-20	Fiscal Analysis of Gunung Mas	Desk study with data from Planning Board, Financial & Asset Management Agency etc.
Oct 17-20	Assessment for better Annual Government Planning	8 SKPD
Dec 1-2	Project Launching Workshop	20 SKPD, Gunung Mas officials, Local Assembly
Jan 4-5	Training: Community Organizing for Participatory Planning & Budgeting	6 villages & YTS
Jan 6	Workshop: Facilitation of Annual Village & Subdistrict Planning	6 villages & YTS
Jan 17-18	Workshop: Government Technical Team Logical Framework	8 SKPD
Jan 17-25	Facilitation: Annual Village Planning	6 pilot villages
Jan 19	Workshop: Building Synergy between SKPD Strategic Plans and Gunung Mas Strategic Plan	8 SKPD
Feb 8-9	Training: Building Relations with the Local Assembly	YTS staff
Feb 15-16	Training: Building Effective Government Programs	8 SKPD
Mar 20-21	Training: Budget Literacy for Villages	21 villages
March 22	Training: Constituent Relations for Villages	21 villages
Apr 9-11	Working Visit to Kebumen District	2 SKPD & YTS
Apr 11-13	Study visit to Tuban District	4 SKPD, 6 pilot villages, YTS
June 12-13	Technical Assistance: ADD revitalization & developing Subdistrict Indicative Budget Ceiling Policy (SIBC)	2 SKPD & YTS
June 22	Workshop: ADD Revitalization	12 subdistricts, 8 government units & SKPD
July 4-6	Technical Assistance: Annual Planning	3 SKPD
July 10-13	Technical Assistance: Policy Brief on ADD Revitalization	3 SKPD & YTS
Aug 9-10	Workshop: Quarterly Monitoring III	6 SKPD, 6 pilot villages
Oct 1-30	Work Plan Completion for Year II	8 SKPD, 6 pilot villages, YTS



Capacity building for YTS staff to support project implementation in pilot villages and other YTS facilitated locations

2. Policy Advocacy

This project has supported improving the policy framework in order to achieve better overall efficiency in the system. This was achieved by providing guidelines for budget and resource allocation to respond to village needs and to improve village government performance.

Improving Policy for Better Budget Distribution to Villages

The Community Empowerment agency (BPMPDP-KB) took the initiative to improve the policy that regulates implementation of the Village Allocation Fund (ADD) in Gunung Mas. The project supported this initiative by organising a working visit to Kebumen District and a study visit to Tuban District to learn from experiences there. The project provided further support by facilitating an initiative by BPMPDP-KB to make a policy brief on separating the budget for village government incentives and the Village Allocation Fund. Therefore, there are two policies that govern the village in district level:

1. Cash transferred from District Government to Village Government (sourced from General Allocation Fund and Tax Benefit Sharing, and is formulated as the Village Allocation Fund).
2. The Village Government Incentives is charged to the Government Budget with account code of Subdistrict Budget Priority List (DPA¹). Therefore, it is no longer charged to the Village Government Budget (APBDesa).

Formulation of the policy brief involved three agencies - BPMPDP-KB, the Planning Board, and the Assets & Financial Management agency.

The Planning Board also launched a Subdistrict Indicative Budget Ceiling Policy that gave each village a specific budget allocation, thereby enabling them to focus on choosing specific projects for government support.

¹ *Daftar Prioritas Anggaran*



Participants from BPMPDP-KB take a break during their study visit on ADD revitalization in Tuban District



Representatives from BPMPDP-KB & Bappeda present gifts to Kebumen officials



Martinus, from one of the pilot villages, raises a question on ADD revitalization in Klotok village, Java

Data Integration for Participatory Development

BPMDP-KB, together with YTS and PNPM - the National Program for Community Empowerment, agreed to synergize their efforts in providing support to villages by integrating participatory planning processes with the government system. There now will only be one planning process in each village.



Circular letter from the Bupati signed by Sekda endorsing participatory development



Men's group discussing the Mid Term Development Plan, RPJMDesa, in Sian Village



Women's group discussing RPJMDesa in Tajungan Village

3. Results of Monitoring and Evaluation

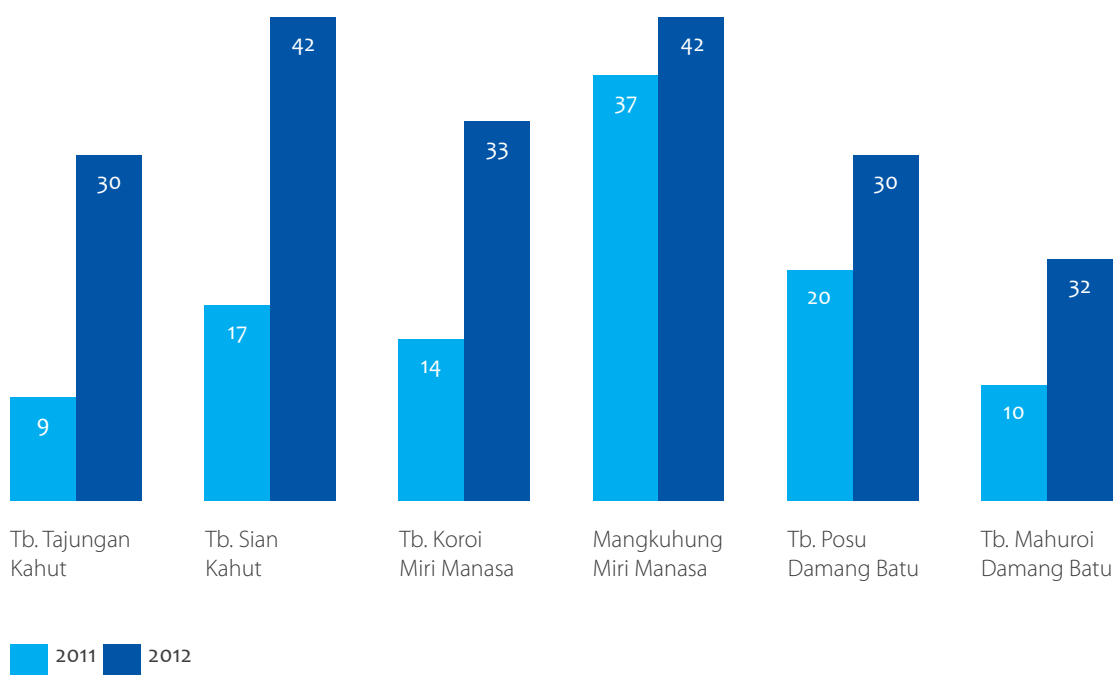
In order to share learning in the project with all stakeholders, and to make sure the project is on track, the monitoring and evaluation processes have played an important role in this project. The main objectives of this were to stimulate change and to foster a better understanding of the importance of good governance in Gunung Mas.

Monitoring Activities in Year One: October 2011 - October 2012

Date	Activities	Participants
Feb 21-25	Monitoring Annual Subdistrict Planning 2012	3 pilot subdistricts
March 14	Monitoring Combined SKPD Forum 2012	11 subdistricts & 24 SKPD
March 15	Monitoring Annual District Planning 2012	11 subdistricts, 24 SKPD, Gunung Mas officials, private sector and Local Assembly
June 11-15 Aug 9-10	Project Monitoring 2012 (QR I, II, III)	3 pilot subdistricts, 6 pilot villages, 7 SKPD

Village Musrenbang in Six Pilot Villages

Figure 1: Participation Level in Village Musrenbang 2011-2012



According to the above figures, there was a significant increase in participation in most of the six pilot villages during the annual village planning activity. Based on the monitoring and evaluation results, two key achievements were: 1) more effective engagement from communities in the planning process; and 2) more tangible outcomes due to announcing the Subdistrict Indicative Budget Ceiling policy.

Subdistrict Musrenbang

The subdistrict annual development planning, or Musrenbang, was successively conducted in three pilot areas. In Damang Batu subdistrict, the Musrenbang process took place on the 21st of February 2012 with 69 participants from village governments, village delegations, subdistrict government personnel, Planning Board officials and staff, a few other SKPD staff, and some representatives from the local assembly. The Musrenbang continued in Kahayan Hulu Utara subdistrict with 63 participants, and in Miri Manasa subdistrict with 69 participants. The composition of participants was the same in all three subdistricts.

Kahayan Hulu Utara and Damang Batu succeeded in preparing proposals that complied with the indicative budget ceiling. Miri Manasa, on the other hand, submitted too many proposals, because the subdistrict government failed to issue guidelines on the indicative budget policy. This meant that the district Planning Board had to assess and select their proposals.

This time around, villagers found a more welcoming environment in the subdistrict planning event for their voices to be heard.

Combined SKPD Forum

The SKPD Forum took place on 14 March 2012 at the Planning Board office, and 112 people attended, 90% of whom were government officials and staff, with the rest coming from YTS and the National Program for Community Empowerment (PNPM).

This year, the SKPD Forum was designed differently from previous years: Only five government agencies were asked to present their programs in the meeting - Public Works, Health, Education, Agriculture & Plantations, and Fisheries & Animal Husbandry. The Head of the Planning Board facilitated the meeting and acted as a keynote speaker, answering and solving most of the questions raised during the meeting. His comprehensive and practical approach led to a highly productive meeting.

The change in forum design was a consequence of implementing the SIBC within the five selected agencies. In the future this should be applied to all the other agencies, to ensure greater accountability in the overall annual planning process.

The Planning Board recognized that Gunung Mas did not have sufficient time and budget to deliver the SKPD forum in the ideal manner. In Kebumen District, it takes two whole weeks to conduct the series of SKPD forums and finalize everything in a combined forum. The cost alone is at least triple Gunung Mas's current budget allocation for this activity.

District Musrenbang

The district Musrenbang took place after the SKPD Forum, on 15 March 2012 at the Planning Board office. In total, 89 people attended, 90% from government and the remainder from YTS and the National Program for Community Empowerment (PNPM).

List of Approved Village Proposals

10 proposals out of 30 were approved by the government for implementing in 2013.

Figure 2: Government approved proposals in six pilot villages from the 2012 annual planning

Category of Project	Location
<i>Health Agency</i>	
Furniture procurement for Pustu	Tumbang Sian
Health promotion kit for Posyandu support: toddlers' scales, LILA Ribbon, Scale Cover, complete first aid, leaflet, poster and sticker. (budget revision 2013)	Tumbang Tajungan, Tumbang Sian, Tumbang Koroi, Mangkuhung, Tumbang Posu & Tumbang Mahuroi
<i>Education Agency</i>	
New furniture for Elementary School	Tumbang Tajungan
Small rehabilitation for teacher's office - Junior High School	Tumbang Sian
Rehabilitation of teacher's housing	Tumbang Posu
Furniture for Elementary School & Junior High School	Tumbang Mahuroi



Group photo in Tumbang Sian of representatives from six pilot villages after receiving Posyandu kits



Head of the Health Agency hands over the Posyandu Kit to representative from Tumbang Tajungan



Head of BPMPDP-KB hands over the Posyandu Kit to Mangkuhung representative

Based on information from the pilot villages, implementation of the 2013 government budget has not yet happened in the following villages:

1. Tumbang Posu - Rehabilitation of teacher's government housing
2. Tumbang Tajungan - New furniture for Elementary School
3. Tumbang Mahuroi - New furniture for Elementary School and Junior High School
4. Tumbang Sian - Small rehabilitation work

The Education Agency stated that the procurement process is done both for the Elementary Schools and the Junior High School. The contractors are distributing the furniture now.

The project for Tumbang Sian is canceled as it did not meet the criteria of the Special Allocation Fund which the Education Agency relies on for the funding.

The Head of the Education Agency needs further clarification on the Tumbang Posu project.

Lessons learned from monitoring and evaluation activities

The first quarterly monitoring was conducted only by YTS, as the Planning Board, the lead institution in the project, was unable to provide staff that could spend six days in the pilot villages. Although the government officials and agencies that received the monitoring results were appreciative and quite interested in the findings and recommendations, they did not, however, feel a sense of responsibility and ownership for the results. They felt that was the responsibility of YTS. In order to counteract this attitude, the approach was re-designed to involve government staff more intimately in the monitoring process.

Although it was considerably longer and more costly to execute the monitoring and consolidate the data, it was a valuable experience for everyone involved and the results were more satisfying. Government staff found it a new and interesting experience, and they felt a strong sense of ownership of the process and results. Their attitude towards the project has improved a lot, and this is manifested in several ways: they take greater care in executing activities; they provide inputs for improving project delivery; and they share their feelings about the challenges they face in their daily work and how knowledge from the project enables them to do their jobs better.

As a result, their supervisors are paying more attention to the project. There now is an improved commitment from the heads of the government agencies, resulting in sending more staff to the third quarterly monitoring event.

III. Achievements in Year Two

1. Capacity Building

The project continued to improve the capacity of government personnel at village, subdistrict and district levels to work more effectively with existing planning and budgeting. Special technical assistance was provided to the Health Agency for its new strategic planning.



Plenary session in SKPD training



Presentation session in village facilitator training



Discussion session in SKPD training

There were 14 capacity building activities in Year Two.

Figure 1: Capacity building activities in Year Two – November 2012 to June 2013

Date	Activities	Participants
Nov 6-7	Training: Village strategic planning	YTS
Nov 11-15	Technical assistance: Village strategic planning	4 pilot villages
Nov 12-14	Training: Facilitators for annual government planning	1 SKPD (Planning Board)
Nov 23	Workshop: 2014 SIBC completion	12 subdistricts, 10 government bureaus and SKPD
Jan 8-10	Training: Annual village planning	YTS
Jan 15	Briefing (mini workshop): Community campaign in health and education sectors	6 pilot villages, 2 SKPD
Jan 16-17	Training: Facilitators for annual village planning	21 villages
Feb 6-7	Training & Technical assistance: Facilitators for annual subdistrict planning	5 subdistricts and PNPM
March 4-6	Technical assistance: Combined SKPD Forum	5 SKPD
April 3-4	Training: Strategic planning	20 SKPD
May 14	Training: VIPP & stakeholder analysis	1 SKPD - Health Agency
June 16-18	Technical assistance: Strategic planning	1 SKPD - Health Agency
Sept 11-13	Training: Performance budgeting	20 SKPD



Capacity building for YTS staff to support project implementation in pilot villages

2. Policy Advocacy

A workshop took place to support the Planning Board in proposing a new design for the Subdistrict Indicative Budget Policy in 2014. However, the concept was not accepted by the District Head as he felt that Gunung Mas was not yet ready for implementing the policy.

On the other hand, the project was successful in supporting a participatory approach in strategic planning with the Health Agency, and it applied the knowledge gained from the project in making its strategic plan for the years 2014-2018. The agency applied a participatory approach in gathering data, along with secondary data research, and ended up with a public consultation on the draft of their strategic plan. They used this approach to implement Government Law No. 25 year 2004 on the National Planning System.



These pictures capture milestones in drafting the new strategic plan of the Health Agency. The participatory approach was applied throughout, starting from team capacity building, to focus group discussions with community service users, interviews with service providers, and performance evaluation of the 2009-2013 strategic plan. The agency head took part by conducting dialogues with the community in one of his field visits.

3. Monitoring and Evaluation Results

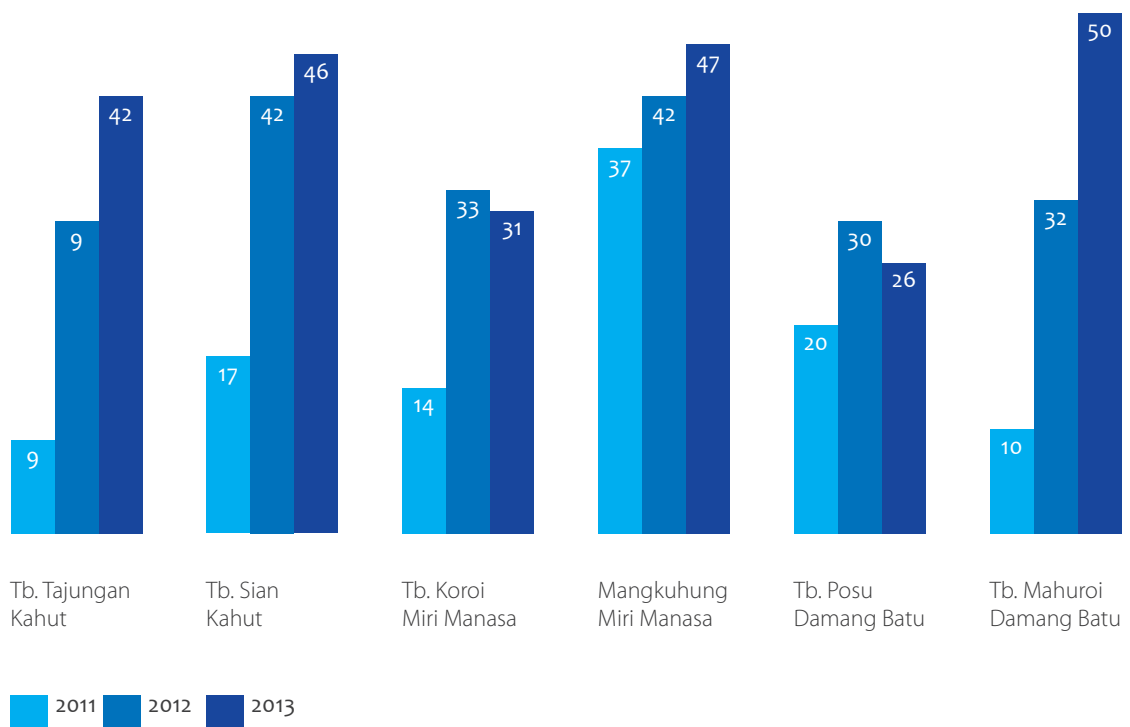
Figure 2: Monitoring Activities for Year Two: November 2012 - November 2013

Date	Activities	Participants
Jan 21-30	2013 annual village planning in 21 villages	YTS Program Officers
Feb 11-14	Annual subdistrict planning 2013	3 pilot subdistricts
March 13	Combined SKPD forum 2013	12 subdistricts and 5 SKPD
March 14	Annual district planning 2013	12 subdistricts, 24 SKPD, Gunung Mas officials, private sector and Local Assembly
May 20-24	Project monitoring 2013 (mid-term)	6 villages, 2 subdistricts, 7 SKPD, 4 Gunung Mas officials

Village Musrenbang in Six Pilot Villages

Despite a small decrease in numbers of participants in Tumbang Koroi and Tumbang Posu, the process ran well in each village. Although the communities felt disappointed over cancellation of the Subdistrict Indicative Budget Ceiling policy in 2013, they still believe in the system of planning for their development. This year the SKPD units in the subdistricts attended the village Musrenbang in all locations. Documentation of the Musrenbang was better and more complete.

Figure 3: Participation in Village Musrenbang 2011-2013



Subdistrict Musrenbang in Three Pilot Subdistricts

Kahayan Hulu Utara subdistrict implemented their action plan despite the absence of the subdistrict representative in the action planning session. The subdistrict facilitator of PNPM facilitated the event. Subdistrict staff tackled the remaining organizational functions. Altogether, 70 persons took part.

Miri Manasa did not fully implement its action plan as recommended. The Organizing Committee was not actively involved and the district government team dominated discussions. The Subdistrict Head facilitated the event, and participation totaled 56 persons, 15 women and 41 men.

Damang Batu subdistrict implemented its action plan by establishing a Musrenbang Organizing Committee, based on the training they received. The District Secretary facilitated the activity and doubled as Chairman of the Organizing Committee. The event went well, with active participation from both women and men. Altogether, 63 people attended 47 men and 16 women.



Gantian Pasti, Planning Board representative



Bambang Harapan, Local Assembly representative



A participant asks a question



Opening session in Damang Batu subdistrict Musrenbang

Combined SKPD Forum

Results of the Joint SKPD Forum were quite good, despite the absence of the Subdistrict Indicative Budget Ceiling guidelines. Proposed activities and outcomes from the Village Musrenbang and subdistricts can be financed from the Special Allocation Fund (Dana Alokasi Khusus/DAK) and Cash Transfers from the provincial government. Implementation will depend on how many proposals are in accordance with the criteria and budget ceilings that are available from either of these sources.

Although this practice is not ideal, it still is in accordance with good governance principles. The Head of the Planning Board mentioned in his opening speech that the government was aware of the importance of the SIBC, but is not yet ready to implement it right now due to prior budget commitments.



Discussion on Agriculture & Plantations Desk



Discussion on Education Desk



Discussion on Public Works Desk



Discussion on Fishery & Husbandry Desk



Discussion on Health Desk



Consultation with Head of Bappeda

District Musrenbang

Results of the Joint SKPD Forum were presented at the District Musrenbang. The District Head did not make any specific comments on the presentations from the departments of Public Works, Health, Education, Agriculture & Plantations, Fisheries and Animal Husbandry that contributed to revising conclusions from the Joint Forum of SKPD. Thus, it was not possible to know if the Gunung Mas Musrenbang accepted or had comments on results of the Joint SKPD Forum.

List of Approved Village Proposals

12 proposals out of 30 were approved through the Musrenbang for implementing in 2014.

Figure 4: Government approved proposals in six pilot villages from the 2013 annual planning

Category of Project	Location
<i>Education Agency</i>	
Development of teacher's office	Tumbang Posu
Government housing for elementary school Teacher	Tumbang Mahuroi
New classroom for elementary school	Mangkuhung
Government housing for elementary school teacher	Tumbang Koroi, Mangkuhung
<i>Health Agency</i>	
Development of village health center (including two health care officers & health care equipment)	Tumbang Posu
<i>Fishery & Husbandry Agency</i>	
Piglets - 26 pairs	Tumbang Mahuroi
Piglets	Tumbang Posu
Training on fishery business	Tumbang Koroi, Mangkuhung
<i>Agriculture & Plantation Agency</i>	
Aid for rice seeds	Tumbang Koroi, Mangkuhung

Effective Engagement in Pilot Villages to Address Participation in Health & Education Issues

Tumbang Tajungan in Kahayan Hulu Utara subdistrict successfully mobilized people to develop a no-charge play group for toddlers. The group has 18 children and two volunteer teachers.

The District Head and YTS gave an award to the village as a successful community initiative in education development.



The Regent awarded a certificate to the Tunas Harapan Play Group



One of the Tunas Harapan Activities

Lessons learned from monitoring and evaluation activities

The success of employing a participatory approach in conducting monitoring and evaluation in Year One, provided leverage for improving government involvement in Year Two. The methodology was new to everyone and it was a positive learning experience for those involved. Afterwards, they were enthusiastic about continuing its use in the second year.

Although the content of the monitoring appeared to be quite simple, once a key question is asked the respondents provide a lot of detail as they freely talk about their experiences in the project, starting from capacity building to the final impact of various activities.

It is too early to know if this good practice will continue after the project closes.

IV. Conclusion

This project has been successful in achieving some of the targets that were set for it:

1. Participation rates in capacity building activities were above 82% in all activities at village, subdistrict, and district levels;
2. Participation rates in Musrenbang events, especially in the villages, increased substantially – by 30% up to 500%;
3. Better Mid Term Development Plans, the RPJMDesa, in some of pilot villages; and
4. Increase in the number of approved village proposals through the Musrenbang.

The project also contributed to behavior change in practicing improved governance, such as:

1. Good coordination among SKPD for revitalizing the village allocation fund, the ADD;
2. Good teamwork in implementing a participatory approach in the Health Agency's strategic planning;
3. Better participation of villagers in making annual plans and midterm plans, the RPJMDesa, as a result of more understanding about the importance of the Musrenbang and RPJMDesa;
4. Good cooperation between government, government projects, such as PNPM, and CSOs in strengthening village planning;
5. Increased positive attitude of more government staff and government officials toward the project; and
6. Increased awareness of village government and villagers for developing education and health.

This project is still facing some challenges ahead:

1. Many committed officials in Gunung Mas are nearing their time for retirement and we do not know if their replacements will have the same commitment towards better governance in Gunung Mas.
2. The government still has its 'homework' to develop a good Subdistrict Indicative Budget Ceiling (SIBC) policy as a mandate of Government Regulation No. 8 of 2008 on Procedures for Preparation, Control and Evaluation of Regional Development Plan - which is a derivative of Law. 32/2004. Article 17 paragraph (4) states that:

"The design of RKPD draft contains regional economic framework, programs of regional development priorities, work plans, and funding, as well as forward forecast with consideration for the funding framework and indicative ceilings"
3. Although Gunung Mas has obtained some achievements through this project, the government in Gunung Mas still needs to improve its strategic and annual planning. For example: the Health Agency successfully improved the quality of the process and results in making its strategic plan. However, there still are more than 16 SKPDs that need technical assistance to make new strategic plans.

V. Overall Lessons Learned

Using a participatory approach can be costly in terms of time and money, but it brought about a real emotional connection between stakeholders who were involved in this project, and therefore generates stronger outcomes and better achievements.

The knowledge transferred by this project is useful for enabling counterparts to perform better in their work. It also provided up-to-date concepts that are in keeping with new regulations - eg, the government's annual planning and strategic planning completion. It also included a better process for the combined SKPD forum in 2013.

The transfer of learning happened more broadly than expected in the pilot villages. This learning transfer took place because of good timing, as it fitted with current village government needs, for example, the annual village planning and village strategic plan implementation. Villagers felt and stated that after the interventions from this project's, the process and results of village planning were better than in previous years.

The project has focused on influencing the policy process rather than the policy output/outcomes, as we did with the policy for ADD revitalization. There was a clear transition from the sharing ideas stage to the policy-making stage, as evidenced by the project contributing to the aforementioned policy.

This includes the SIBC policy advocacy. Despite ultimately failing to deliver, we discovered that evidence is not the only factor which influences policy-making. Policy-making is neither objective nor neutral; it is inherently a political process.

VI. Recommendations

The project wants to support champions in local government, but does not want to focus on only a few individuals who may move to other positions within government. Therefore, the strategy is to be more participatory and to include more people as partners and as beneficiaries. This will require more time and support, because we now are including participants from three layers in the government: Echelon III, Echelon IV, and Non-Echelon staff. This strategy is aimed at anticipating regular re-assignment of staff to different agencies.

Success in increasing public participation in villages should be followed up with further capacity building to enable village government and village cadres to engage more effectively at district level. The Gunung Mas Government recommends strongly to increase the number of pilot villages to include different river stream areas.

Counterparts in villages and SKPD want the project to continue, and are encouraging Gunung Mas Officials to formulate a Subdistrict Indicative Budget Ceiling (SIBC) policy for the next year.

As the working visit and study visit to improve certain policies was quite effective, it would be appropriate to continue with similar activities in the near future.

The project has had a relatively short time frame. In order to see more significant improvements, especially in annual planning, and to build on the foundation established so far, additional support should focus on two main areas:

1. Improve training modules for government planning with a wider, more comprehensive menu, more time allocated for technical assistance support, and additional topics and skills to enhance the capacity of government staff; and
2. Focus on those government agencies that show a strong commitment and readiness to follow up with better annual planning, with the aim of improving their service delivery.



VII. Closing Remarks

A project like this cannot solve all problems. It is an instrument that can be useful in accelerating progress towards an intentional target. How little or how much can be achieved, ultimately depends upon who the stakeholders are that are involved in the project.



STRENGTHENING CAPACITY OF GOVERNANCE IN GUNUNG MAS DISTRICT ACHIEVEMENTS



FORD FOUNDATION



2011



2011

Support funding from
Ford Foundation

2012



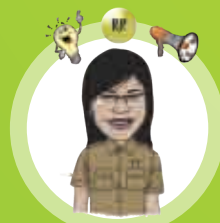
2012

Level of participation of
government staff in
capacity building activities
is more than 82%



2011

Government of Gunung
Mas and Yayasan
Tambuhak Sinta sign an
MoU



2012

The quality of Government
planning and budgeting is
increasing



2012

Revitalization of ADD
policy and Supporting
Funding for Village
Government



2012-2013

10 out of 30 proposals in
Village Musrenbang are
approved



2012-2013

Government interacts
with communities
directly through
monitoring and
evaluation of the project
to have a better
understanding about
village development



2012-2013

Health Agency develops
its Strategic Planning
using a participatory
approach



2012-2013

Delivering support for
education tools to Tb.
Tajungan village



2012-2013

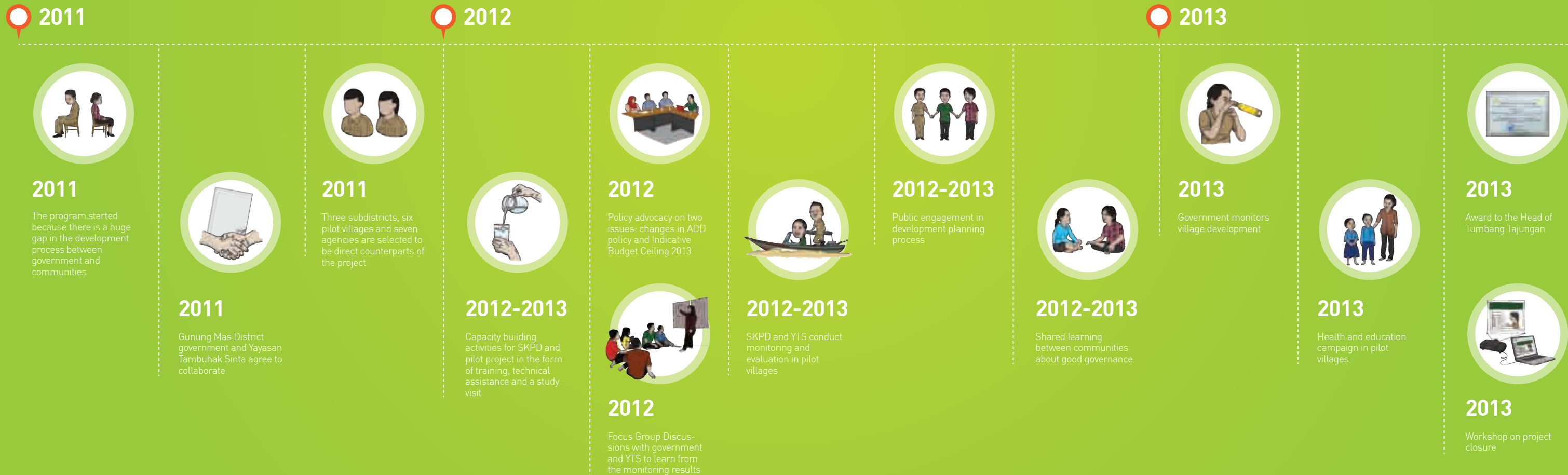
Award for the Heads of
the Health Agency and
BPMPDP-KB as
agencies with good
governance perfor-
mance



STRENGTHENING CAPACITY OF GOVERNANCE IN GUNUNG MAS DISTRICT THE JOURNEY



FORDFOUNDATION





Yayasan Tambuhak Sinta