

# NOTES FROM GOVERNANCE PROJECT CLOSURE WORKSHOP

04 December 2013 ~ Kuala Kurun, Gunung Mas Regency







## Table of Contents

Introduction .....	2
Session I : Speech .....	3
Session II : Presentations and Feedback from Groups .....	5
Session III : Group Discussion .....	12
Session IV : Award Ceremony .....	17
Session V : Closing Ceremony .....	19

# Introduction

On 04 December 2013, the Governance Project in Gunung Mas was officially closed with a workshop held in the meeting room of Bappeda<sup>1</sup> in Kuala Kurun. The event started at 09.00 with 60 attendees - 11 women and 49 men, including the organizing committee.

Participants came from various SKPD<sup>2</sup>, six pilot villages, and one subdistrict. A representative from PT. Kalimantan Surya Kencana (KSK) attended and Yayasan Tambuhak Sinta (YTS) acted as facilitator together with Bappeda.

Before the event started, the participants could peruse a series of display panels, reflecting different aspects of the two-year program. Two 'infographic' panels presented the history of the project highlighting key moments and milestones of achievement from 2011 to 2013. Four display panels illustrated aspects of major elements in the governance project - Capacity Building, Policy Advocacy, Shared Learning, and Effective Engagement. Before the event was over, participants filled in a questionnaire to assess capacity building in the project.

Mr. Dino Mikha from YTS was the Master of Ceremony of the event, and Ibu Dian Anggraeni from YTS was the main facilitator. The gathering started off by singing the national anthem, Indonesia Raya, led by Mrs. Pitra Asi, followed by a prayer led by Mrs. Ramiasi.



Participants enjoying the infographic display



Participants singing the national anthem, Indonesia Raya



Leading the opening prayer

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<sup>1</sup> Board of Planning

<sup>2</sup> Government agencies

# Session I - Speeches

**Introductory speech and report from the Chairman of the Organizing Committee, Mr. Margori Limin, SE, Head of Bappeda:**

First, he spoke about the background of cooperation with YTS, how the government of Gunung Mas highly appreciated what YTS has been doing for more than 10 years to empower villages with its livelihood programs, participatory planning support, strengthening village economic institutions, and strengthening the capacity of planning and budgeting in district level. The government has acknowledged YTS as one of the major contributors to Gunung Mas's development.

Secondly, he outlined the specific objectives of the workshop:

1. To provide feedback on the final report of the Governance Project;
2. To discuss critical aspects of this project; and
3. How can the good foundation built through this project be continued for SKPD and villages.

In addition, the workshop will provide space for all interested parties to discuss desirable steps for a future plan, either with YTS support or not.



**Opening speech by the Bupati of Kabupaten Gunung Mas, represented by ASDA<sup>3</sup> II**



The government of Gunung Mas is grateful to YTS for its tremendous contribution to empower people in villages and also at district level.

ASDA II emphasized the three principles of good governance that YTS has been promoting all this time: participation, transparency and accountability. These three principles will be the key to develop other good governance principles and practices. Right now, the community and the government apparatus are encouraged to make sure those principles are implemented at every level and reach more stakeholders (effective engagement).

Participation not only will provide people with a sense of ownership, but also will naturally drive the government to be transparent and accountable. The quality of people's participation should change

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<sup>3</sup> Government Assistant

from just attending a meeting to influencing decision-making.

In order to achieve the above condition, it takes political will from the holders of power to see those principles implemented. This will help the credibility of the government, and will ensure their power remains strong. For example, the Subdistrict Indicative Budget Ceiling (SIBC) Policy 2012 is not designed by the Head of Bappeda to grab power or upstage the Bupati. It actually will reflect leadership from the Bupati; Bappeda and other SKPD will act as implementers of the policy.

# Session II - Presentations and Feedback from Groups

## Presentation on Governance Project Overview

### A. Presentation from Pilot Villages Representative

Presenter: Elsita Lisnawati, Chairman of Village Assembly of Tumbang Tajungan

Six pilot villages have been chosen, representing characteristics of the 21 villages YTS supports in three subdistricts.

YTS provides support for village governance because: it is difficult for community members to communicate with district government due to geographical challenges; it is hard to get projects through the Musrenbang; and village government lacks capacity to carry out its job and responsibilities. On the other hand, communities where YTS is working have an institutional asset in their Village Management Group (VMG) and Livelihood Interest Groups (LIG). The six pilot villages are committed to making changes towards better governance in their communities.

This project is another effort by YTS to get villages closer to the district government. The results are: 1) Improved capacity of village government and village cadres to facilitate village Musrenbang and RPJMDesa making, which results in increasing participation in the Musrenbang; 2) More public participation in health and education; 3) Improved capacity of village government in planning and budgeting; and 4) 10 out of 30 proposals approved through the Musrenbang for the six pilot villages.

We discovered that: 1) People's participation is important in making village government work better; 2) SIBC 2012 made decision-making easier for selecting priority village development projects in the Musrenbang; and 3) Canceling the SIBC in 2013 was a setback for the Musrenbang process, as there no longer is clear guidance for selecting priority projects.

Lesson Learned: Changing mindsets and capacity-building has proven as important as instant aid; and now, we understand that people's active participation will force the government to become accountable.

At the end of the presentation, village representatives displayed their vision for a better Gunung Mas through visualization on a mural.



Mrs. Elsita presenting an overview of the Governance Project on behalf six pilot villages



Mr. Esra who presented the vision of the six pilot villages towards a better Gunung Mas

## B Representative of SKPD



Presentation of Governance Project overview from SKPD representative by Mrs. Pitra Asi

Presenter: Pitra Asi, ST, Distanben<sup>4</sup>

This project has improved the capacity of more than 100 government staff through training, technical assistance, and a few study visits to other locations.

Two key results from this project are: 1) Transfer of knowledge and skills in government planning and budgeting; and 2) Some government staff from Bappeda and the Health Agency received capacity-building in facilitation skills. In addition, an important component was learning to conduct participatory monitoring and evaluation. This was a new experience with a comprehensive methodology including observation, interviews, and focus group discussions (FGDs). The activity ended in a reflection among monitoring team members to discover what they had learned and how the experience had changed their point of view.

The project also has contributed to policy improvement: Revitalization of the Village Allocation Fund Policy as a result of BPMPDP-KB and Bappeda visiting Kebumen District and Tuban

District. After they returned, the project facilitated a workshop on 'Revitalization of Village Allocation Fund and Cash Transferred for Village Government Incentives'. These new policies enabled the District Government to do more focused monitoring and to better control management of the Village Allocation Fund. In fact, the policy forces village governments to be more transparent and accountable. This project also supported Bappeda to create the SIBC 2013 and 2014. However, it failed to deliver because of prior commitments for the funding from the Bupati.

Recommendations for strengthening the capacity of SKPD: 1) A more comprehensive approach for training should start with the concept of good governance and then go deeper into the technical aspects of planning and budgeting; 2) The scope of training is expanded to include annual accountability reporting (LAKIP-AKIP); 3) Duration of training should be 3 days instead of 2 days; and 4) YTS provides hard copy reading materials besides the soft copy.

Recommendation for technical assistance of Subdistrict Musrenbang: Technical assistance for Subdistrict Musrenbang preparation is longer, and there is enough time for implementation.

Recommendation for SKPD Heads: It is recommended that the Heads of SKPD make more efforts to increase the number of women staff in capacity building events in the following years. Participation rate of women staff was about 5% in the first year and 10 - 20% in the second year.

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<sup>4</sup> Mining and Energy Agency



Village representatives hand over the mural of the six villages' dream to ASDA II, which he will give to the Vice Bupati.

### C. Participants Feedback

#### **Gantian pasti, Bappeda:**

Project support to improve the quality of Combined SKPD Forum, Subdistrict Musrenbang and Village Musrenbang are successful. However, YTS still is needed for further assistance.

Although this project already provided capacity building to make the strategic plan and annual plan, however YTS still is needed to supervise the newly-trained SKPD staff to ensure they can implement the knowledge properly.

Further cooperation between SKPD and YTS should be included in the Budget Priority List of each SKPD.

#### **Herianto, BPMPDP-KB<sup>5</sup>**

Pemerintah Kabupaten, khususnya BPMPDP-KB merasa terbantu dalam memfasilitasi RPJMDes/APBDDes di Kahayan.

The government, especially BPMPDP-KB, appreciated YTS's support in facilitating RPJMDesa and APBDDesa making in the Kahayan.

In April 2012, it is recommended that Gunung Mas takes an example from Tuban District in implementing good synergy among the three pillars of governance. Tuban District has governed the role of the private sector in development through adequate regulation of Corporate Social Responsibility (CSR) and good coordination (effective engagement) on a daily basis.

<sup>5</sup> Board of Empowerment for Community, Village Government, Women & Family Planning

There are approximately 107 extractive companies in Gunung Mas. Currently, only a few companies, such as PT. KSK that make a good contribution through CSR.

Both Executive and Legislative arms of government should actively encourage the private sector to optimize its contribution to development.

It is recommended to establish a CSR Forum in Gunung Mas, especially for companies with investment of 20 billion rupiah or more.

**Tutut Mayda (Diskannak<sup>6</sup>) expressed her feeling about the Governance Project in a poem:**

Hi Governance Project!  
When you came, what you offered is not something new...but it felt new.  
When we work together in an ordinary way....but it felt extraordinary.  
When it is time to say goodbye...please don't go yet ! I still need you!



Mr. Gantian Pasti from Bappeda



Mr. Herianto from BPMPPD-KB



Mrs. Tutut Mayda from Diskannak

#### D. Summary of Comments from Participants



**Mr. Enal, Miri Manasa Subdistrict Head:**

YTS is expected to provide more facilitation in 10 rural villages and 9 Urban Villages for rubber plantations, and in addition for gaharu plantations.

<sup>6</sup> Fishery and Husbandry Agency



#### **Mr. Malgori, Bappeda Head**

There is a spirit from the community now to change their livelihood from 'instant culture' to 'cultivation culture' and 'creative economy'. This process will bring about changes. We can't maintain it without assistance, otherwise, it will be gone. In this case, YTS is still needed to help provide assistance for the government.



#### **Mr. Suprpto, BPMPPD-KB**

He is thankful for YTS's commitment and dedication to improving the capacity of three subdistricts and people's welfare in the Kahayan. The presentation from the six pilot villages was impressive and exceptional. The SKPD should be more attentive to acknowledge what people in the villages want, and to take a lead in asking the community to work together to achieve common goals.

He also agreed that to increase the commitment of the private sector toward a better Gunung Mas required adequate regulation, as well as active coordination by the government.

YTS is still needed as a strategic partner of the government, as well as of the villages, to make our dreams come true.



#### **Mr. Waja, DINKES<sup>7</sup>**

The roles of the three pillars of good governance need to be clear. The government of Gunung Mas needs YTS to strengthen its capacity, as the Government still lacks experience either as a regulator or as a facilitator to build effective engagement among the three pillars.



#### **Mr. Yosua, PT. KSK**

PT. KSK is still in the exploration stage. It requires good cooperation among private companies in Gunung Mas to make a better impact, such as KSK's contribution so far through CSR.

KSK is a good example in paying taxes.

YTS is KSK's partner in delivering CSR.

KSK is ready to support CSR regulations, if the Gunung Mas Government makes some.

<sup>7</sup> Health Agency



**Bapak Yansiterson, ASDA II**

He really appreciates YTS's contribution to Gunung Mas's development, namely:

Villages assisted by YTS can use their assets (potential) to voice their interest.

It is good that the six pilot villages made their vision through visualization, instead of being forced to make a map. This is a lesson for SKPD to not be rigid about tools/instrument in respect to collecting data/information/aspirations from the community. The presentation from the six villages has proven effective in getting attention from other parties. The visualization presentation is communicative.

SIBC is the only way for the Musrenbang to succeed.

SIBC should run for next year's Musrenbang.

YTS should teach the villages to develop a simple analysis tool for making a priority list in the Musrenbang.

It takes quite a long time to achieve all dreams or the development vision; not in one or two years.

He is surprised and impressed that that Governance Project has enabled over 100 government staff to receive capacity building. The problem remains that staff transfers are causing inefficiency in the capacity building activities.

The recommendation from SKPD to provide more days for training is good.

He is thankful to the pilot villages that have shown dedication and creativity for all of us.

# Session III - Group Discussion

Group I SKPD: Rosalia Kec. Kurun, Goalter Zoko, Distanbun<sup>8</sup>, Ravani, BKD<sup>9</sup>, Pitra Asi, Distanben, Tutut Mayda, Diskannak, Ramiasi, Diskannak

Facilitator: Gantian Pasti, Bappeda, Presenter: Ramiasi, Diskannak



## Discussion Results:

Group one has accepted the final report of the project made by YTS.

## Recommendation for the next project:

1. YTS establishes an office in Kuala Kurun-Gunung Mas to improve coordination on a daily basis for all YTS programs.
2. More training for all SKPD.
3. Study visit for all SKPD instead of only BPMDP-KB and Bappeda, as in Phase I.

Group I ended their presentation with a short poem:

*"Jackfruit, Kedondong fruit. May the project please continue..."*

<sup>8</sup> Agriculture and Plantation Agency  
<sup>9</sup> Government Employment Agency

Group II SKPD: Bernard, Candra Novan, DISPERINDAGKOP, Abrori, DISDIK, Jonswello, BLH, Proditus Arif, DINKES

Facilitator: Aprianto, Bappeda; Presenter: Bernat Setreanus, BLH<sup>10</sup>



#### Discussion Result:

Group Two has nothing to add to the final report made by YTS. The group felt the report has provided adequate information and it is well designed.

#### This report summarises very well the following aspects:

This project is useful for improving the knowledge and skills of government staff in planning and budgeting; for sharing information from other districts that the trainier/consultant is aware of; for the study visit followed by some SKPD; for building good cooperation among the SKPD; and for completing tasks in the SKPD team.

#### Recommendation for the next Governance Project:

Improve SKPD staff knowledge on good governance principles

Capacity building strategy to be delivered through training, technical assistance, and study visit to more advanced districts

In the next years, the SKPD Heads and government leaders should be involved more actively in the implementation of this project.

The leaders of Gunung Mas, both executive and legislative, can encourage implementation of good governance by developing regulations that encourage and force stakeholders to implement good governance, and that punishes or rewards anyone who implements good governance principles or who doesn't.

The major challenges that still remain in promoting good governance are how to change the mindset in communities, and that many people at every level are very ignorant about the importance of implementing good governance – ie, government staff and officials, private sector actors, and citizens. Therefore, support from the Governance Project should continue to help stakeholders in Gunung Mas to face those challenges.

<sup>10</sup> Environmental Agency

Group III SKPD: Osner Sagala, BPMDP-KB, Herianto, BPMPDP-KB, Wingo Tampunan, DINKES, Ribka, DINKES, Ricky Yolanda, BAPPEDA, Marcus Wiro, BAPPEDA

Facilitator and Presenter: Ruby Haris (BPMPDP-KB)



#### Discussion Results:

This group has accepted the report with the following minor corrections and additional information:

**On Page 6, 'Budget Distribution to Village', please add the following information:**

1. Cash transferred from District Government to Village Government (it is sourced from General Allocation Fund and Tax Benefit Sharing that is formulated as Village Allocation Fund).
2. Village Government Incentives is charged to Government Budget with account code of Subdistrict Budget Priority List (DPA<sup>11</sup>). Therefore, it is no longer charged to Village Government Budget (APBDesa).
3. On page 10 for project category; Health Agency: 'tension meter - blood pressure measuring device' is eliminated and replaced with 'LILA Ribbon - to measure body anatomy, hand circle, head circle in the form of a ribbon, and holster scale'.

#### Recommendation for the next years:

1. More capacity building for SKPD staff in implementing good governance.
2. Strategy to deliver capacity building is the same as in Phase I, but better to focus on Bappeda and some committed SKPD.
3. It requires support from government leaders, both executive and legislative, especially in the budgeting process and decision-making for the budget priority list.
4. Gunung Mas still faces a lack of revenue from local sources for the government budget, therefore capacity strengthening is required to optimize government revenues, and optimum efforts are required to gather CSR support from the private sector.

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<sup>11</sup> DPA = Daftar Prioritas Anggaran

**Group of Pilot Villages:** Elsita Lisnawati & Naik Muei (Tbg. Tajungan), Martinus & Saradin (Tbg. Koro), Kristopel & Esra (Tbg. Sian), Ginto & Manto (Mangkuhung), Alfrid & Deni (Tbg. Posu), Ganil (Tbg. Mahuroi)

**Facilitator:** Dino Mikha (YTS); **Presenter:** Esra (Desa Tumbang Sian)



## Discussion Results

A. The group has accepted the final report with the following notes:

1. The report should include information about approved villages' proposals in Musrenbang for year 2013 or budget implementation of 2014.
2. Projects from Education Agency based on approved villages proposals in 2012 are not implemented yet in six pilot villages (2013).

B. Recommendations for the next years:

1. Improve capacity of village government, both executive and legislative
2. SIBC should be completed to guide next Musrenbang
3. YTS and subdistrict synergized to support villages Musrenbang
4. Villages are more capable to run the Musrenbang on their own.
5. SKPD Annual Plan should be completed before village Musrenbang, so the village can use it as guidance in proposing projects to SKPD.

C. Villages will use the following strategies to achieve their wishes in the Musrenbang:

1. Training for village government from YTS and BPMPDP-KB
2. Train facilitators for the village Musrenbang at least one week before the event.
3. YTS and subdistricts work together and make time schedule for village Musrenbang
4. Improve capacity to make proposals to SKPD.
5. Study visit to other successful villages with similar cases/issues.

D. Building broader and effective engagement with the private sector, such as: PT. KAP, KSK, DPRD, Bumi Mas Permata Abadi, Caruss Indonesia, Domas Raya (located in six pilot villages)

E. The top leaders in Gunung Mas government and SKPD should show more concrete commitment and support for better governance in villages.

Group of SKPD Heads and private sector: Waja J. Dulin, DINKES, Suprpto, BPMPDP-KB, Margori Limin, BAPPEDA, Enal, Kecamatan Miri Manasa, Yosua, PT. KSK

**Facilitator:** Yansisterson (ASDA II); **Presenter:** Suprpto (Kepala BPMPDP-KB)



#### Discussion Result:

1. The group has accepted the project final report with the following notes:

We expect YTS to add some short information about YTS funding sources and all YTS projects that have been implementing in Gunung Mas.

2. The roles of Gunung Mas government as decision makers:

- Take lead to implement vision and mission of Gunung Mas, years 2014-2018.
- The strategy for successful implementation of the above vision and mission is to synergise the three pillars of good governance with government, the private sector, and communities.
- The government role is to produce a grand design for development in Gunung Mas and some regulations to govern each aspect of the grand design. The roles of the private sector and citizens are to engage actively with the development agenda in reference to the grand design.
- The Bupati, Vice Bupati and DPRD to issue Local Regulations, Bupati Regulations, Bupati Decision Letter, etc.

3. Challenges: Coordination across sectors of development is still weak in some aspects, and commitment of decision makers with the technical agencies (SKPD) should be consistent with the development agenda (it sometimes changes).

#### Presentation:

Each group presented the results of its discussion using multimedia or simply reading it.

## Session IV - Award Ceremony

### Category I: SKPD with Good Governance Practices

Award Reciever: Health Agency and BPMPDP-KB



ASDA II hands over the award



The Director of YTS congratulates the award receivers

### Category II: Government Apparatus with Outstanding Performance during the Governance Project Implementation.

Award Reciever: Enal, Head of Miri Manasa Subdistrict, Osner Sagala, BPMPDP-KB, Abrori, Education Agency, Wingo Tampunan, Health Agency, Naek Muie, Head of Tumbang Tajungan Village



Director of YTS and ASDA II together with award receivers

### Category III: Best Participation in Governance Project

Ricky Yulando, Bappeda, Marcus Wiro, Bappeda, Ramiasi, Diskannak, Tutut Mayda, Diskannak, Goalter Zoko, Distanbun, Hebron, Dinas PU<sup>12</sup>, Pitra Asi, Distanben, Jonswello, BLH, Herianto, BPMPDP-KB, Ruby Haris, BPMPDP-KB, Martinie, Dinkes, Hesron, Dinkes, Anatin, Dinkes, Ribka, Dinkes, Heri Ikano, Dinkes, Proditus Arif, Dinkes, Nia, Dinkes, Tumbang Koroi village, Mangkuhung village, Tumbang Sian village, Tumbang Tajungan village, Tumbang Posu village, Tumbang Mahuroi village, Miri Manasa subdistrict.



Head of Bappeda has passed the award for SKPD staff



ASDA II pilot subdistrict.



Head of BPMPDP-KB after passed the award, he took picture with six pilot villages and Director of YTS

Award receivers from Category III who were absent in the event are: Head of Damang Batu subdistrict, Head of Kahayan Hulu Utara subdistrict, Stifen Panerus, District Revenue Agency, Dodi Hartito, DISDISK

<sup>12</sup> Public Works

# Session V – Closing Ceremony

## Summary of Closing Speeches

### Mr. Bardolf Paul, Director of YTS

He is pleased so far with the cooperation with the government of Gunung Mas. He agreed with Pak Yansisterson that SIBC is essential toward effective Musrenbang. It is important to hold the commitment of the government to the people. Therefore, all parties should continue advocating for implementation of the SIBC.

He also explained that Gunung Mas is very lucky having KSK as a good company that has been providing significant contribution toward community empowerment, despite it still being in the exploration stage. Therefore, let's pray for the success of KSK. If KSK does well, then everyone in Gunung Mas will do well too.



### Mr. Yansiterson (ASDA II)

He is thankful to everyone attending the event and for everyone's good performance in this project. Naturally, this project is only a media of many committed persons in Gunung Mas who willing to build good governance.

He asked the citizens, the villages, the government, and SKPD staff to be not influenced by the political situation in Gunung Mas right now. Now is the time to let go of all attributes of political affiliation and focus on developing Gunung Mas for a successful future.

The government is still looking forward to work with YTS as a strategic partner in order to strengthen the capacity of government staff, villagers, and village government in Gunung Mas District.



# PENGUATAN KAPASITAS

Bekerja sama dengan pemerintah di tingkat desa, kecamatan dan kabupaten untuk meningkatkan keterampilan dalam perencanaan dan penganggaran



# ADVOKASI KEBIJAKAN

Menyediakan pedoman  
tentang alokasi anggaran dan  
sumber daya untuk menjawab  
kebutuhan masyarakat  
dan meningkatkan kinerja  
pemerintah desa



# KETERLIBATAN PUBLIK

Bekerja sama dengan masyarakat, pemerintah, Organisasi Masyarakat Sipil dan sektor swasta untuk membawa manfaat bagi masyarakat desa



# PEMBELAJARAN BERSAMA

Berbagi pengalaman tentang pembelajaran dan tantangan dengan semua pemangku kepentingan untuk mendorong perubahan dan pemahaman yang lebih baik mengenai tata kelola pemerintahan





**Yayasan Tambuhak Sinta**

Jl. Rajawali VII, Srikandi III, No. 100, Bukit Tunggal, Palangka Raya 73112  
Kalimantan Tengah, Indonesia