



Yayasan Tambuhak Sinta

**QUARTERLY REPORT
(April – June 2012)
IMPROVING THE QUALITY OF GOVERNANCE IN GUNUNG MAS REGENCY**



Gunung Mas Regency 2012



Chapter 1

Introduction

In the third quarter, some progress was achieved in strengthening the quality of governance in Gunung Mas Regency. In response to the Subdistrict Indicative Budget Ceiling policy, Yayasan Tambuhak Sinta (YTS) facilitated several events to strengthen the capacity of village cadres, government staff, and other stakeholders in the project area to ensure that they understood and had the capacity to follow up on the new policy. YTS also organised a comparative study visit to Kebumen Regency and Tuban Regency in East Java to learn about the successes there in implementing programs for improving the management of village assets and implementing the Village Allocation Fund (ADD).

As a follow up, the government in Gunung Mas organized a workshop on ‘Revitalization of the ADD’, which included a focus on the synergy between the Indicative Budget Ceiling and the ADD.

Progress in the program has been strongly influenced by the following factors:

1. Program flexibility: Both the funder and the implementing agency are flexible in responding to new needs in the program as they arise, and thus have made it possible to achieve program objectives more quickly.
2. High commitment from the Gunung Mas Government to the project, especially Bappeda and BPMPDP-KB (Community Empowerment agency).

As previously reported, the policy on the ‘Indicative Budget Ceiling’ was issued this year to coincide with the Development Planning Forum (Musrenbang). As a policy to assist fiscal decentralization, the Indicative Budget Ceiling is an important component in assisting the development of good local governance.

Some statements from participants about the program this quarter:



“I didn’t think that a village can be rich by managing village assets. Before visiting Tuban, I thought the management of natural resources is conducted individually and could not generate village income. The Village Head and I will promote this new concept in our village and will invite people to imitate Kelotok village.”

(Martinus, village cadre from Mangkuhung village, Miri Manasa subdistrict)



“Thank you to YTS for enabling us to learn about the successful approach for managing the Village Allocation Fund and village assets in Tuban. It opens my mind about the potential for natural resources in Damang Batu subdistrict to become an asset. Each village can manage this asset and increase village income. The toughest challenge is to change the mindset and character of communities and village government. I hope YTS will continue to help us implement what we learned in Tuban.”

(Main Jantan, Head of Damang Batu subdistrict)



“I am interested in the success of the Tuban government in managing relationships with industries based in Tuban to do best practice in CSR. In Gunung Mas, there are more than 35 companies that practice CSR. However, from my own experience and perspective, only YTS contributes to real community development by improving the capacity of both village and regency levels of government. I hope that in the future, Gunung Mas will organize a forum with companies to do best practice in CSR, as it is in Tuban.”

(Herianto - Staff of Community Empowerment Agency in Gunung Mas Regency)



Chapter 2

Activities and Output

In this quarter, the program organised two events for improving the capacity of government staff, village cadres, and YTS staff.

Work and Study Visit

1. A comparative study visit to Kebumen Regency on 10 April, which involved the Head of Bappeda in Gunung Mas Regency and two of his staff, and also the Head of the Community Empowerment Agency.
2. A comparative study visit on 12 April to the Regional Government of Tuban, and visits to Klotok and Sugihan villages. Participants included 12 village representatives, two Subdistrict Heads, two Community Empowerment Agency staff, one Fishery Agency staff, and nine YTS staff members.

Outputs

1. Information on the formulation of the Indicative Budget Ceiling; and guidelines for implementing a participatory approach at both village and regency levels, and to formulate policy for village development. This information can be used as a basic input for formulating the Indicative Budget Ceiling in Gunung Mas Regency.
2. Each subdistrict and village has its own action plan for adopting the successful practice of managing the ADD and village assets that they learned about in Tuban. In order to achieve better ADD management, the action plan is focused on changing policy at Regency level to provide an incentive budget for village government. To begin managing village assets, the potential in each village must be identified first; then an agreement must be established with each community on how to manage those assets.

Monitoring and Evaluation in the Second Quarter

A. Monitoring and Evaluation in Village Pilot Projects

The team for monitoring and evaluation in the villages was inducted on 12 June. They then visited the villages 13-14 June. A final consolidation meeting took place 15 June.

Figure 1: Monitoring & Evaluation Locations and Personnel

Pilot Project Villages	Respondents	Team
Miri Manasa Subdistrict		
Mangkuhung	Alprid Sakimin	Yuddis (YTS) Ricky Yolanda
Tumbang Koroi	Superdi Saradin	
Damang Batu Subdistrict		
Tumbang Posu	Belman Dumin	Frind Imanuel (YTS) Dody (Education Agency)
Tumbang Mahuroi	Esrum Alfry	
Kahayan Hulu Utara Subdistrict		
Tumbang Sian	Esra Kristopel	Elsinawati (YTS) Herianto (Community Empowerment & Family Planning Agency)
Tumbang Tajungan	Naik Muei / Lodewyk	

Results



Initial capacity building



Transfer of knowledge



Increase numbers of knowledge receivers

The transfer of learning happened more broadly than expected in the pilot villages. Local respondents communicated the results of their training to their family and colleagues. As a consequence, after the monitoring team completed their interviews, many villagers engaged team members in discussions.

This learning transfer is happening because of good timing, as it fits with current village government needs. Moreover, this knowledge is useful for specific village activities, such as village budget completion, sub-district annual planning, and the schedule of field visits from the local assembly to meet their constituents.

B. Focus Group Discussion of SKPD (Regional Work Units) and Subdistrict Government

A discussion forum between SKPD and subdistrict government took place on 14 June in the district town of Kuala Kurun. The next day, the team examined the learning that resulted from the monitoring and evaluation process.

Figure 2: Focus Group Discussion Facilitators and Participants

Group	Facilitator	Participants
Group A of SKPD	Aprianto (Bappeda)	Bappeda, Health, BPMPDP-KB
Group B of SKPD	Dino Mikha (YTS)	Bappeda, Public Works, Agriculture, Health
Subdistrict Group	Dian Anggraeni (YTS)	Camat of Daman Batu, Camat of Kahayan Utara, Staff of Miri Manasa

Results

The transfer of learning is also happening with district and sub-district staff. Timing is appropriate, as it fits the current government agenda. This knowledge is useful for government staff, as they never have had capacity-building that relates directly with their actual work activities.

The transfer is happening effectively because all the target groups like the methodology, the facilitators, and the trainers. Their experiences were interesting, and they liked to share them with other colleagues.

Advocation Policy

Workshop on Revitalization of Village Allocation Fund (ADD)

This workshop was held in Kuala Kurun on 22 June. It was organized jointly by YTS and the Gunung Mas government. Three source persons attended: Head of Bappeda, Head of Treasury & Asset Management Agency, and Head of Community Empowerment. All three were committed to making this event successful. More participants attended than expected, including all subdistrict heads, and the heads of agencies and divisions. Despite running hour overtime, everyone stayed involved until the very end.

Three recommendations emerged from the workshop:

1. A team will be needed to formulate a position paper for the Bupati concerning the revitalization of the ADD. The Head of Bappeda and of BPMPD-KB identified the team members and the working schedule for the team. The team consists of: Bappeda, BPMPD-KB, and Treasury & Asset Management, with YTS as the facilitator. Staff from the District Inspectorate were invited to be additional resource persons. Meetings will take place 10-12 July in the Bappeda meeting hall.
2. Bappeda and BPMPD-KB will formulate a capacity-building scheme for Village Secretaries, focusing on management of the Village Allocation Fund (ADD). This is seen as a better approach, as the village secretary is a permanent public servant. Their understanding of the village budget allocation mechanism is clearer, and their position is more secure in comparison with other village personnel who are elected or appointed.
3. YTS should expand its capacity-building support to other villages and other subdistricts, to help complete the Annual Budget and ADD proposal.



Chapter 3

Results Achieved in Comparison with Initial Objectives

A. Activities and Level of Participation

Implementation of the activities listed below matches the proposed work plan. Participation of women remains low and needs a specific action plan to improve it. However, overall participation levels are satisfactory, reaching a total average of 91%.

Figure 3: Activities and Levels of Participation

Activities	Number of Participants			
	Target Numbers	Men	Women	%
Strengthening the Capacity of Regional Government, Subdistrict, and Village Government				
Comparative study visit to Kebumen Regency	15	11	4	100 %
Comparative study visit to Tuban Regency	18	11	3	78 %
Monitoring and Evaluation				
Monitoring in six villages	12	11	0	92 %
Focus Group Discussions in subdistrict and agencies	30	23	1	80 %
Policy Advocacy				
Workshop on revitalization of ADD	40	33	10	107 %
TOTAL	115	89	18	91 %

A. Unexpected Results

In the initial planning, activities such as policy advocacy were planned for Year Two. It is happening earlier because of the commitment and passion of senior government personnel. One example is the recommendation to develop a policy brief for the Bupati to follow up the ADD revitalization workshop.



Chapter 4

Risk Management

The Indicative Budget Ceiling policy cannot be implemented properly next year without improving the capacity of village government in planning and budgeting. For this reason, it is important for government to improve the capacity of village government; not only in the six pilot villages in the project, but also in all the other villages in Gunung Mas district. The regional government should set up a work plan to address this need.

Almost all agencies lack adequate data, and there often are gaps in existing information. This makes it difficult to measure the achievements of various agencies, especially those with minimum performance standards, such as Educational, Health, and Public Works. It therefore is urgent to develop an accurate and complete data base in order for government agencies to formulate better work plans that would more effectively address community needs.



Chapter 5

Action Plan for the Next Quarter

July

1. Assisting in the review and completion of work plans for Education, Health, and Bappeda. The objective is to improve the quality of work plans in these three agencies.
2. Technical assistance for the work plans of Public Works and Community Empowerment agencies, as well as reviewing the Regional Development Planning Document (RKPD). The purpose is to improve the quality of regional planning documents.
3. Developing a policy brief for ADD revitalization. The purpose is to provide suggestions to the Regent on important aspects to be considered in revising, improving and implementing a revitalized ADD.

August

1. Visiting the Regional Secretary and the Regent of Gunung Mas in order to deliver a progress report, and inform them about challenges in running the project, and support needed from top management in Gunung Mas.
2. Regular coordination with Bappeda and the Community Empowerment Agency related to monthly activities and identification of technical needs for the smooth running of the project.
3. Review results of field assistance in six villages on village planning and budgeting, dynamic interaction between stakeholders at village level, village administration, and action plans.
4. Monitoring, evaluation, and lessons learned on the third quarter activities.

September

1. Training for 24 staff from Bappeda on developing the document for the Regional Medium Term Development Plan (RPJMD) and developing the Strategic Plan for Regional Public Works (SKPD).
2. Training for 14 agencies and 11 subdistricts on developing the two-year Regional Development Plan document.
3. Public hearing with local assembly/DPRD on ADD revitalization initiative from six pilot villages in the project.