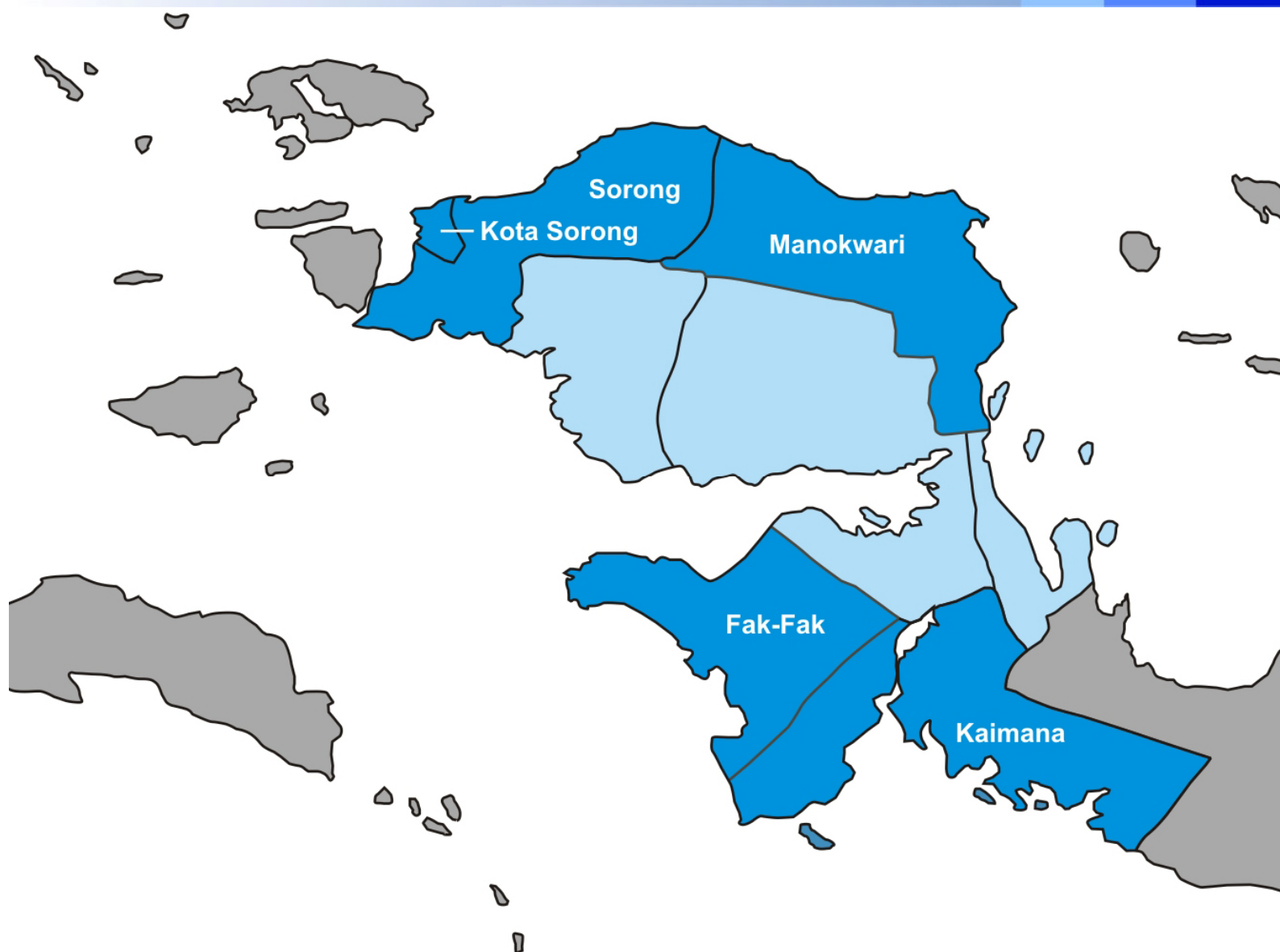


## Bird's Head Governance Initiative



# Local Governance Support Program

## Bird's Head Governance Initiative Final Report

October 2009

# **Local Governance Support Program**

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October 2009

Prepared for USAID/Indonesia

by

RTI International



In collaboration with:

International City/County Management Association

Computer Assisted Development Incorporated



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# I. Background

## LGSP Project Objectives

The USAID/Indonesia Local Governance Support Program implemented by RTI International<sup>1</sup> directly supported “**expanding participatory, effective and accountable governance**,” as described in USAID’s Strategic Objectives Grant Agreement (SOAG) with the Government of Indonesia dated July 11, 2005. Through the introduction of participatory processes, improved local government management and transparent and accountable local legislative practices, it was expected that Indonesians could fully experience the benefits of a democratic society. The Scope of Work further emphasized the importance of a well-managed decentralization process to create opportunities to bring government closer to the people, improve public services and reduce corruption.

LGSP was an integrated set of assistance activities designed to support both sides of the good governance equation. First, it supported local governments to become more democratic, more competent at the core task of governance, and more capable of supporting improved service delivery and management of resources. Second, it aimed to strengthen the capacity of local legislatures and civil society to perform their legitimate roles of legislative representation and oversight, and include citizen participation in the decision-making process.

The LGSP program in Bird’s Head was designed to assist local governments to:

- Enhance local planning, budgeting and financial management practices and transparency for more efficient resource management and accountability;
- Improve the decision-making and supervisory functions of local councils over financial and budget performance as the people’s elected representatives; and
- Increase the informed participation of local communities in local government development planning and budgeting deliberations that affect their futures.

## **Development of Bird's Head Governance Initiative**

Under the Special Autonomy Law for Papua (Law 21/2001), local governments have unique opportunities to improve the quality of governance and service delivery in their communities. As a result of decentralization and an increase in private sector-led resource development, these local governments have access to additional revenue sources and face the unfamiliar challenge of managing new revenue streams and ensuring that services respond to their communities and citizens.

USAID tasked LGSP in June 2006 to implement a three-year Bird's Head Governance Initiative as part of the broader USAID-BP Bird's Head Development Initiative in order to support the development of local administrations, local councils and civil society in the Bird's Head region of West Papua province, a region where human and institutional resources were very limited. With the expectation of having higher revenue streams from energy investments, there was an urgent need to improve the capacity of the affected local governments to put these increased revenues to good use. LGSP offered technical assistance, capacity development, training, tools, publications and information to local governments, civil society organizations, the media and citizens in two broad areas: (i) strengthening the core competencies of local administration; and (ii) strengthening democratic governance at the local level.

The region presented unique challenges due to its rugged topography, traditional culture, and relatively low human-resource capacity. The LGSP team worked with USAID and BP Berau staff to design a governance capacity-building approach that reflected the distinct character of Papuan society, the continuing importance of tribal and traditional (*adat*) communities, and the governance arrangements put in place by Law 21/2001. Following a scoping mission in August 2006, LGSP identified five target local governments based on local government commitment, co-location of other USAID and BP Berau projects, and other factors. LGSP initiated assistance to three of the five local governments in mid-2007, expanding its assistance to include five districts and the provincial government in early 2008.

The Scope of Work of the Bird's Head Governance Initiative is provided in Annex I.

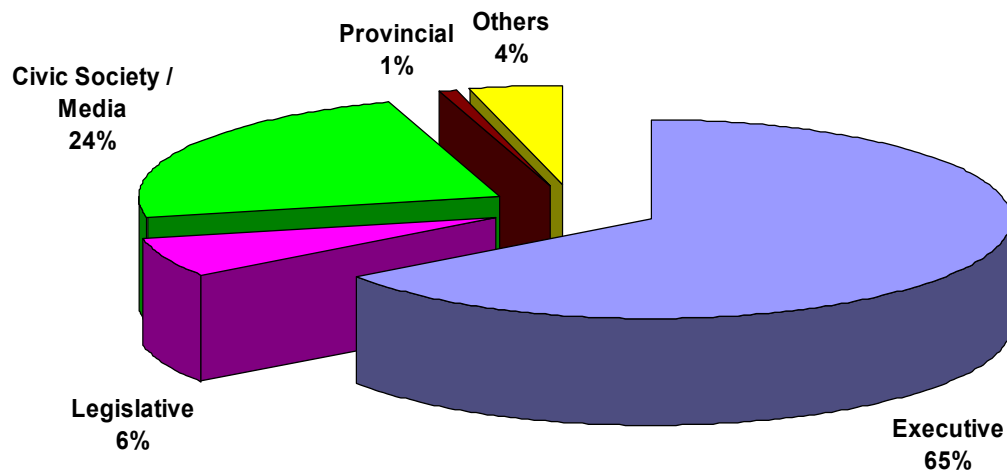
## II. Program Implementation and Management

### Program Implementation

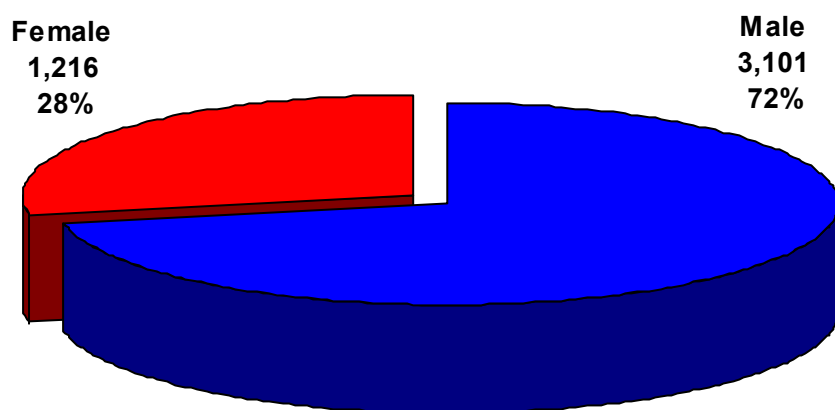
Over a two-year period from 2007 to 2009, LGSP provided various technical assistance to support the development of local administrations, local councils and civil society groups in the region and lay down a solid foundation of good governance practices for the local governments to put to good use their increased revenues from regional autonomy.

By the end of the project, over 95 percent of planned activities had taken place. During these two years, a total of 4,317 people were trained or received LGSP facilitation in four program areas. The following two charts break down the type and gender of recipients of LGSP training and technical assistance.

**Figure 1: Participants in LGSP training and facilitation, by organization, 2007-2009**



**Figure 2: Participants in LGSP training and facilitation, by gender, 2007-2009**





A full breakdown of all LGSP training and technical assistance in West Papua is provided in Annex 2.

Assistance and facilitation were also provided in order to enhance collaboration and interaction among the executive, legislative and CSOs. There was much progress in bringing the executive, legislative and civil society organizations together and improving mutual levels of trust. Despite the substantial training and assistance for all stakeholders, more capacity building was still being sought by stakeholders when the project closed, as conveyed at the district-level close-out workshops, the regional close-out, and other meetings with local partners. Such demand reflected that the LGSP program in West Papua had lasted only two years in three districts and 18 months in two other districts.

## **Program Management**

LGSP assistance was initially provided to three selected jurisdictions in the Bird's Head region in four program areas: participatory planning, finance and budgeting, legislative strengthening, and civil society strengthening. Assistance to improve capacity and collaboration were delivered through various short training or workshops, on-the-job training and facilitation, consultations, sharing of experience outside the region and training of Service Providers (SP) who are expected to continue providing similar services beyond LGSP. In fact, service providers trained by LGSP in planning began delivering services independently of the program. In Manokwari, a group of CSO members and service providers was established to continue providing services and training using LGSP's modules. For a list of LGSP's service providers who worked in West Papua, please see Annex 3.

LGSP's National Office in Jakarta retained specialist staff in the core professional fields cited above, along with administrative/finance staff and specialists in communications, training and publications. Financial and administrative transactions were facilitated by the Indonesia office of RTI International. The LGSP organization chart for West Papua is provided in Annex 4.

With expansion of the program to five districts in early 2008, and in the face of communications and transportation constraints, LGSP was obliged to increase the number of technical specialists from four to eight in the first half of 2008. Staff recruitment was a critical element in getting the LGSP program fully operational in 2008. Aside from West Papua-based specialists in the four program areas, LGSP also used extensively the services of short-term consultants, Jakarta-based and specialists from other regional offices. This had been necessary due to difficulty in securing high quality specialists willing to work long-term in West Papua and the acute shortage of of quality Service Providers in the Bird's Head region.

Following the arrival of a new Regional Coordinator in October 2008, the West Papua Regional Office was able to accelerate delivery of its planned activities and improve the quality of its intervention and assistance, which became more target oriented and focused, including in responding to requests from partners. This strategy improved both the performance of LGSP specialists and the responsiveness of LGSP partners, particularly the executive branch and CSOs. Limited assistance was also provided to the Province and a small office was established in Manokwari in mid-2008, staffed by a senior LGSP staff member, to liaise with the provincial government. The Regional Coordinator divided her time between the two offices. However, the Sorong office continued to be the base for mobilization and deployment of specialists. The project completed activities in mid-June 2009 to allow for office closure and staff phase-out from June to August.

At the end of June, a number of administrative staff and all district coordinators were demobilized, while the specialists and remaining administrative staff left the project at the end of July. The Regional Coordinator, office manager, accountants and an administrative assistant remained in place until the end of August. A list of beneficiaries of LGSP assets and inventories was submitted to USAID and Bappenas for review and approval.

### III. Program Accomplishments

After a slow start-up for reasons both external and internal, the implementation rate and quality of delivery began to improve and accelerate towards the end of 2008. Most planned activities were carried out successfully, resulting in concrete action in the transparency and responsiveness of the executive; concrete involvement and positive contributions by CSOs to the planning process; the monitoring of public services; the publication of local government budgets; and more transparent and productive local councils in undertaking budget oversight and initiating and reviewing local regulations.

To review the changes in capacity and other improvements resulting from LGSP facilitation, an end-of-project assessment (EPA) was conducted in January-February 2009. While the EPA could not capture all the improvements and outputs (since a number of these occurred after the assessment took place), when reviewed in conjunction with direct observations made by LGSP, the EPA confirmed that West Papua was a region that had done well overall and in some program areas even surpassed other partner regions. Among the five partner jurisdictions in West Papua, Fakfak ranked highest and Sorong city ranked lowest in terms of program

#### Changes in Capacity in Good Governance by Thematic Area

The following sections highlight the changes in capacity in each of the four program areas, based on the results of the EPA and direct observations by LGSP specialists. LGSP's Intermediate Results Framework for West Papua in FY2008 and FY2009 (covering the period October 2007 through September 2009) is provided in Annex 5.

**Participatory Planning.** Assistance in participatory planning was designed to support local governments in expanding stakeholder participation in development planning and decision-making processes in their respective areas; enhancing the substantive quality and timely submission of planning documents; and institutionalizing participatory planning processes. While each jurisdiction received training and facilitation according to its specific needs and requests, all jurisdictions received training and facilitation to improve the capacity of facilitators in participatory planning, formulation of planning documents (including annual, medium-term and long-term plans – respectively, *Renstra*, *Renja* and *RPJPD* in Indonesian), and annual planning processes (SKPD forum and *Musrenbang*<sup>2</sup>).

Four of the five jurisdictions initiated steps to institutionalize participatory planning. In Fakfak and Kaimana, a local regulation (*Peraturan Daerah* or *Perda*) on development planning was revised to be more participatory. In Sorong district, a decree was issued by the district head, which was followed by a draft regulation being prepared in a joint initiative of the local council and CSOs. In Manokwari and Sorong city, the Bupati issued a circular letter on the annual planning process. In Fakfak and Kaimana, starting in 2008, CSOs were given room for active involvement in the annual planning process at both subdistrict and district levels, working with trained facilitators. In 2009, representatives of CSO groups in Fakfak (Forklif) and Kaimana (Forkompena) signed an MOU with the local government and local councilors. Input from these CSO groups was also accommodated by the local government. To a lesser degree, there were similar initiatives in Manokwari, Sorong and Sorong city. In addition, most SKPDs now have a planning unit to formulate the planning calendar and standard planning documents, having formed a team including university professionals and CSO representatives.

Based on these changes in capacity, the district close-out workshops recommended that local governments:

- Encourage the institutionalization of participatory development planning through the issuance of local decrees and regulations (Manokwari, Sorong district, Sorong city) or the revision of existing regulations on development planning to make them more participatory (Fakfak, Kaimana);
- Improve and optimize the bottom-up development planning process and mechanism, including improving the capacity of SKPD forum and Musrenbang facilitators;
- Maximize the use of existing consultation clinics (Kaimana, Fakfak) or establish new consultation clinics (Sorong) to improve the timeliness, quality and integration of planning and budgeting documents and processes.

**Finance and Budgeting.** All jurisdictions received training and assistance in three Finance and Budgeting program components: planning and budgeting, performance measurement, and accounting and financial reporting – with some variation depending on the needs and requests of each jurisdiction. The content of these programs was in line with the prevailing regulations.<sup>3</sup> Asset management was initiated only in Sorong city and Fakfak.

In the Finance and Budgeting program area, quantitative changes were observed through the pre- and post-assessments undertaken in 2007 and 2009<sup>4</sup>, the results of which were then aggregated by district (see Figure 3).

**Figure 3. Changes in finance and budgeting capacity, 2007-2009**

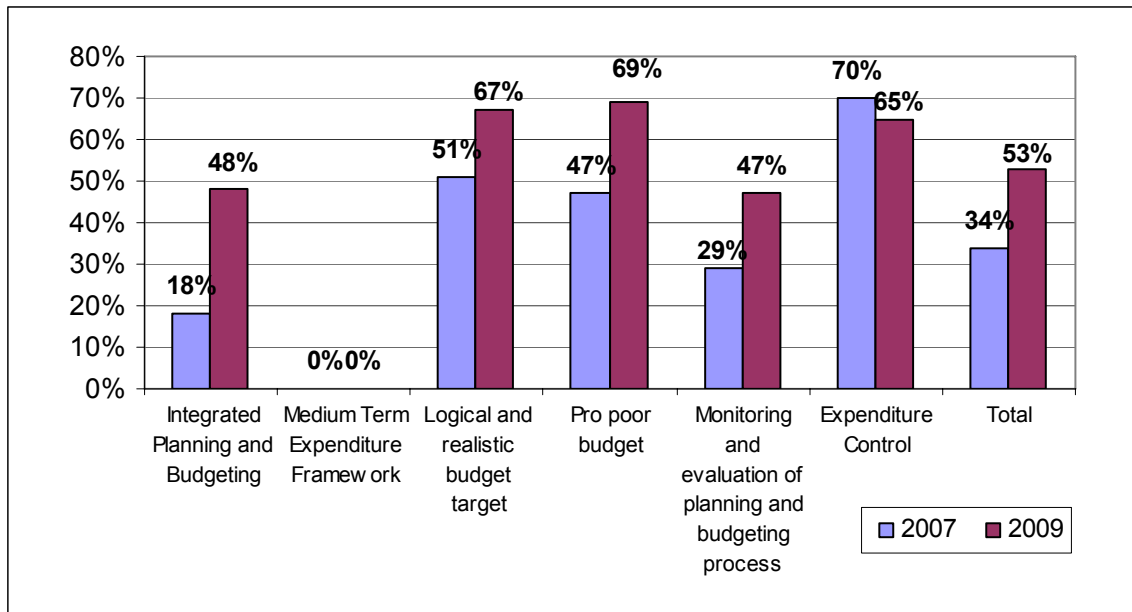
| No. | Region                      | Performance-based Budgeting |          | Accounting & Financial Reporting |          |
|-----|-----------------------------|-----------------------------|----------|----------------------------------|----------|
|     |                             | 2007 (%)                    | 2009 (%) | 2007 (%)                         | 2009 (%) |
|     | <i>Average achievement:</i> |                             |          |                                  |          |
|     | National                    | 33                          | 54       | 29                               | 64       |
|     | West Papua                  | 34                          | 53       | 21                               | 52       |
| 1.  | Sorong city                 | 35                          | 54       | 30                               | 56       |
| 2.  | Sorong district             | 22                          | 39       | 19                               | 56       |
| 3.  | Manokwari district          | 41                          | 52       | 15                               | 52       |
| 4.  | Fakfak district             | 30                          | 56       | 11                               | 56       |
| 5.  | Kaimana district            | 41                          | 65       | 30                               | 41       |

This assessment of finance and budgeting capacity used the Public Finance Monitoring (PFM) tool. PFM is an instrument developed by The World Bank and Indonesia's Ministry of Home Affairs (*Depdagri*) which focuses on whether the relevant government finance documents have been produced and are available for inspection. Full details of the PFM diagnostic assessments conducted in West Papua can be found in Annex 6.

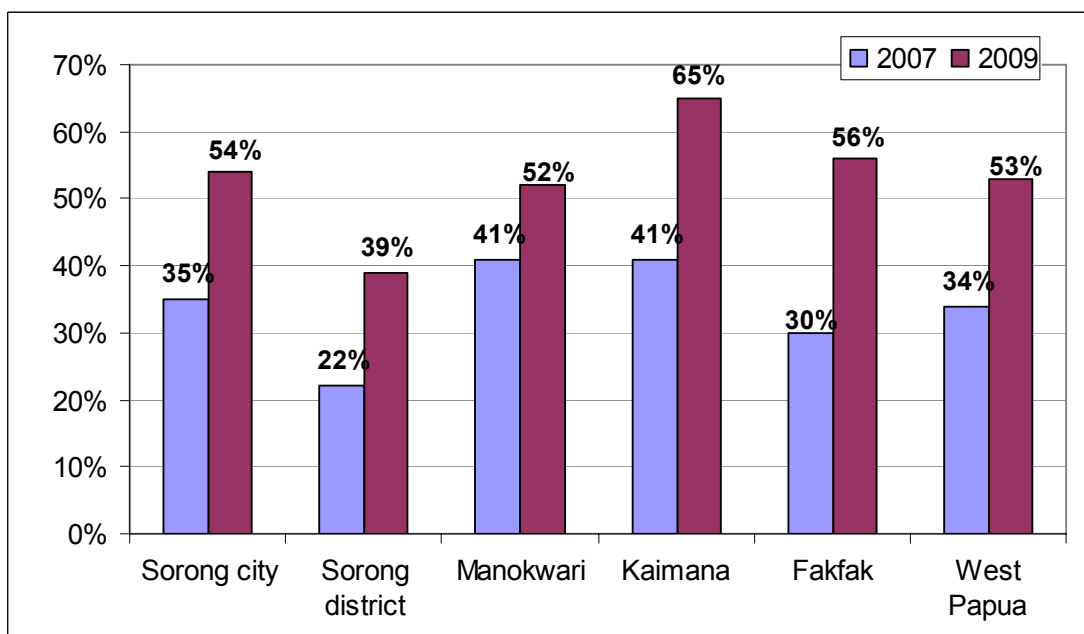
The results indicated that all LGSP partner jurisdictions in West Papua made significant improvements, with two of them (Fakfak and Kaimana) surpassing the LGSP national average for performance-based budgeting.

The graphs in Figures 4 to 7 disaggregate these results by topic and by district.

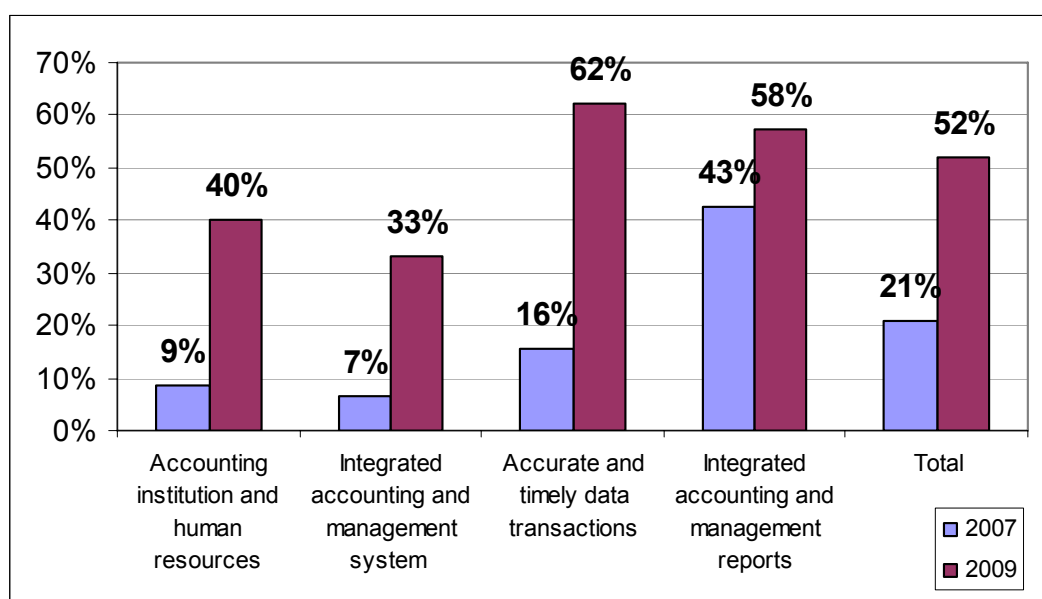
**Figure 4: West Papua PFM results in performance-based budgeting, by topic, 2007 and 2009**



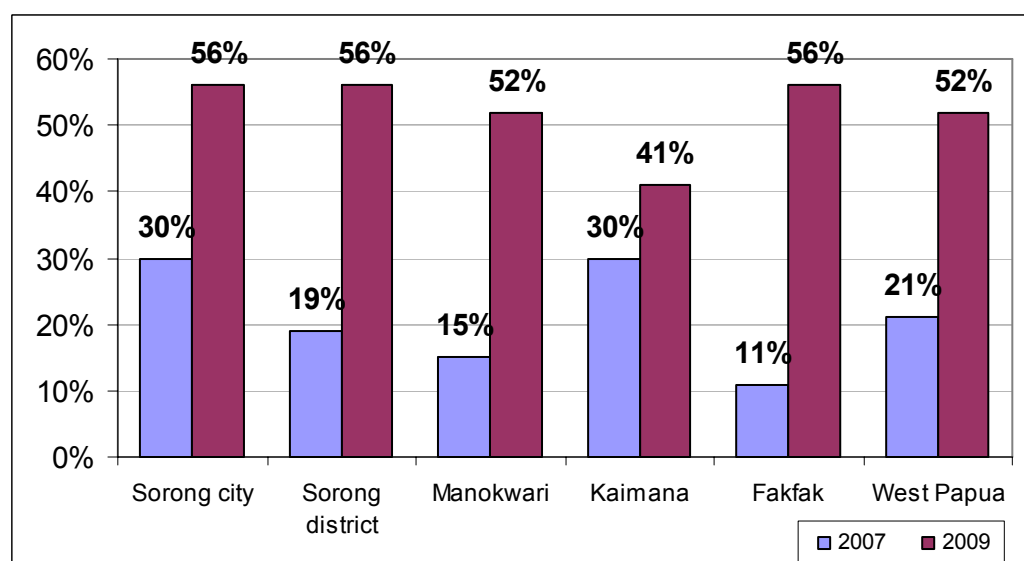
**Figure 5: West Papua PFM results in performance-based budgeting, by district, 2007 and 2009**



**Figure 6: West Papua PFM results in accounting, by topic, 2007 and 2009**



**Figure 7: West Papua PFM results in accounting, by district, 2007 and 2009**



Through LGSP training and facilitation, local governments came to realize that they needed more substantive knowledge and understanding of performance-based budgeting and financial reporting. Some key improvements in capacity included the following:

- SKPD heads now have a much better understanding of performance-based budgeting and the importance of good financial reporting;

- SKPD treasurers are able to prepare financial reports that are in line with prevailing government regulations and formats;
- SKPDs in Sorong city now prepare their own financial reports.

Based on the changes in capacity measured by the PFM tool, the district close-out workshops recommended that local governments:

- Encourage the introduction of performance management tools, beginning with SKPDs;
- Improve performance by mapping and establishing a current database to enable more accurate setting of performance targets;
- Continue training in financial management and financial reporting skills;
- Include quantitative indicators and targets in key planning and budgeting documents (RKPD and KUA-PPAS);
- Conduct follow-up steps in asset management in Sorong city and Fakfak,, including formulation of local regulations as the legal basis and technical guidelines/SOP (already initiated);
- Encourage establishment of planning and budgeting consultation clinics;
- Encourage increased budget transparency, e.g. by publishing budget posters.

**Legislative Strengthening.** In legislative strengthening, LGSP's assistance was intended to encourage the creation of democratic local governance by strengthening the capacity of the local council (DPRD) and its members to become more effective and transparent in performing their core duties and functions, including planning and budgeting, oversight, and legislation. For budget oversight and monitoring, LGSP introduced a budget analysis tool called Simranda. In addition, training and limited assistance were also provided to the council's secretariat so that the secretariat would be able to provide support to the local council, particularly to the newly-elected councilors.

The achievements and changes in capacity in legislative strengthening were lower than in the other three program areas (planning, finance and budgeting, and civil society strengthening). Nevertheless, there was a marked improvement in the capacity of the local councils in Kaimana and Sorong and, to a lesser degree, Manokwari and Fakfak. A willingness to adopt innovative approaches and new practices was evident among reform-minded councilors. For instance, in Sorong a draft local regulation on health, which had been on hold for two years due to the reticence of the executive, was finally revised and then prepared for issuance by the local council. This was made possible by consistent follow-up and joint lobbying of



the local council by CSOs and the legislation committee (*Panitia Legislasi*). The revision was accomplished through a consultation forum comprising representatives of the executive, legislative and CSOs. In Fakfak, the CSO forum and the legislative arranged a number of interactive dialogs on local radio to discuss various issues relating to the local budget and delivery of health services. In Kaimana in 2008, the local council for the first time provided its input to and substantive comments on the budgeting process. Initially, the executive was surprised at the new adeptness of the councilors, and resisted. But eventually the executive came to appreciate the council's contribution. In Kaimana and Fakfak, coalitions have been built between the local councils and CSOs. Similar coalitions were also initiated in Manokwari and Sorong.

Based on these changes in capacity, some key recommendations made during the close-out workshops included:

- Socialize the role and functions of the local council to newly-elected councilors;
- Support improved operating procedures and institutional development, including both the support system by the council secretariat and internal operations such as annual work plans, medium-term strategic plans and standing orders;
- Continue to improve the weaker legislative and budget oversight functions of the council, particularly in relation to the delivery of public services;
- Encourage the formation and improvement of partnerships and coalitions of reform-minded councilors with civil society that support reforms and innovations. These civil society groups can also support councilors by functioning as a source of information and expertise on budgeting and legislative issues, and as forces of advocacy for issues of local interest;
- Improve access and create more opportunities for the public to participate in discussions on development plans and budgets, and to monitor the delivery of public services.

**Civil Society Strengthening.** Strengthening of civil society and community organizations covers a wide range of assistance and training. It started at a basic level due to the low capacity of civil society organizations in the Bird's Head region at project start-up. The training and facilitation aimed to improve the capacity and knowledge of CSOs to allow them to participate more meaningfully in development processes. CSOs were also encouraged to network and establish a forum to optimize their advocacy work. The range of assistance provided to all jurisdictions included training and facilitation of CSOs in annual planning processes (SKPD forum and Musrenbang), budget analysis and monitoring, and advocacy for pro-poor and

pro-gender budgets, particularly through the media. In Fakfak, a citizen report card (CRC) survey tool was introduced to monitor delivery of public services. In Kaimana and Manokwari, the Simranda tool was used to monitor and analyze local budgets.

In most jurisdictions, local CSOs became more active in the local development planning process and were able to voice citizens' concerns more substantively and based on data. This was particularly evident in Fakfak and Kaimana, where CSO inputs and contributions were both acknowledged and appreciated. In these jurisdictions, CSOs acquired the skills to do budget analyses and budget tracking using the Simranda software. However, due to limited access to public and budget documents, civil society groups in Sorong district and Sorong city were not always able to practice their new budgeting knowledge and skills.

CSO involvement in advocacy and formulating public policy also improved significantly in Fakfak, Kaimana, Sorong city and Sorong district. The CSO group in Fakfak was instrumental in pushing for a regulation on transparency and public participation and in monitoring delivery of public services focusing on health services. Working with the local government, civil society groups supported the publication of the 2009 budget, designing the posters that were later put up in public places. In Kaimana, the civil society coalition supported the local government and council in revising the local budget to make it more oriented towards priority sectors and the draft long-term development plan. In Sorong district, they contributed to the revision of the draft regulation on health services and helped formulate the initial draft of a participatory planning regulation.

Based on these changes in capacity, key recommendations made during the close-out workshops included the following:

- Encourage collaboration among the local government, civil society and local councils to ensure that governance programs achieve the best results.
- Encourage CSOs to continue to improve their knowledge and skills in order to contribute more substantively to development, particularly for improved public services.
- Support CSO networking to maximize advocacy, establishing a forum with a legal basis wherever possible.
- Enhance CSO collaboration and support coalitions with the legislative, particularly newly-elected councilors.
- Continue to develop CSO budget monitoring skills using the Simranda tool, and consider collaborating with the local council or council secretariat (in Kaimana and Manokwari).

- Continue to enhance CSO capacity to monitor delivery of public services, and follow up with the local government on conducting surveys similar to the one done for Fakfak hospital in other priority sectors (in Fakfak).
- Continue to nurture the good relationship and trust established with the local government (in Fakfak and Kaimana).

## **Achievements and Tangible Outputs by District**

Despite the shorter time frame of LGSP assistance in the Bird's Head region compared to other regions, a number of tangible outputs and achievements resulted from LGSP facilitation, many of them achieved during the final few months of the project life.

The achievements and tangible outputs produced varied from place to place, the highest achiever being Fakfak and the lowest achiever being Sorong city. Achievements correlated with the level of collaboration among the stakeholders. Collaboration among the executive, legislative and CSOs in Fakfak and Kaimana improved significantly, while in Manokwari such collaboration had barely begun by the time the program ended. The key factor was strong and committed leadership, which was present in both Fakfak and Kaimana.

**Fakfak district.** Through strong and committed leadership by the district head and the head of the local planning office, Fakfak achieved more than other districts receiving LGSP assistance and facilitation. With a committed executive, a supportive local council, and active CSOs, there was a high level of trust, openness and collaboration among the three partners, particularly for improving delivery of public services. Some of the achievements and tangible outputs of Fakfak were also a first in the Bird's Head region.

- After a successful talk show and workshop facilitated by LGSP that discussed the application of Law 14/2008 on transparency of public information, the CSO group Forklif worked with the local planning office and with the support of the local council formulated a draft decree on public information transparency.
- Another output was the publication and dissemination of budget posters, focusing on the health and education sectors. The posters were put up in strategic public places, including markets, on the main street, and at the local planning office, service delivery offices and sub-district offices. The posters were designed, published and disseminated by the CSO together with a planning office team, with LGSP contributing to production and dissemination costs. Meanwhile, funds have already been allocated from the planning office budget for budget posters to be published in 2010. This tangible output was selected as a USAID

success story and put on the USAID website. (Please see Annex 7: Activity Highlights.)

- Local CSOs completed their initial survey on service delivery at Fakfak general hospital. The results were shared with the local government to help it improve budget allocations so that the hospital could improve its services. Based on this success, the local government asked the CSOs to undertake a similar survey of public schools.
- A new planning and budgeting consultation clinic provided limited assistance to SKPDs during the annual planning process in 2009, with facilities provided by the head of the planning office.
- Facilitation training and a study tour of Parepare by sub-district and village facilitators highlighted Fakfak's seriousness in ensuring active participation of citizens in local development planning, with LGSP contributing only the service providers that delivered the training.

**Kaimana district.** As a newly-established district receiving LGSP assistance and facilitation, Kaimana made significant advances and committed to applying good governance principles and practices. One reason for Kaimana's success was the presence of champions among all three stakeholders – executive, legislative and CSO. This facilitated improved development plans and budgets that better reflected citizen's priorities. The committed leadership of the district head also made a difference. Two firsts for Kaimana were the establishment of a planning consultation clinic and the participatory manner in which the draft long-term development plan (RPJPD) was finalized.

- The first planning consultation clinic established in West Papua was officially launched in February 2009. The clinic helps ensure that local planning documents are produced in a timely manner and of better quality.
- The RPJPD draft was finalized and submitted to the local council. The revisions and improvements made to the previous draft (which had been prepared by consultants) reflected the new commitment and capacity of the local government to ensure that the consultants' products complied with local conditions and needs.
- In addition to being more actively involved in local planning, CSO group Forkompena used the Simranda software for budget tracking and analysis, and was thus able to provide substantive input and comments that were greatly appreciated. As a result of this feedback, the local council identified some unreasonable budget allocations and revised them with the support of the CSOs.

- In June 2009, Kaimana local council completed its review and then passed 19 of 22 draft regulations, applying the knowledge and skills gained from LGSP assistance. In addition, the local council was able to critically review budget and planning documents, and thus gained the acknowledgement and appreciation of the executive.

**Manokwari district.** Manokwari was the first district to introduce more openness and better access to public documents and council debates. This was made possible by the commitment of a few local council members and the management of Radio Matoa. The role of the media in Manokwari, particularly Radio Matoa and Radio Arauna, was instrumental to bringing about more openness there.

- The local council grew more confident in CSOs following the live broadcast of a council session on the local budget. The budget advocacy team in Manokwari used the Simranda budget analysis tool and the council secretariat (Setwan) asked for software training prior to its installation there.
- The capacity of Manokwari's executive in finance and budgeting has improved, as indicated by the PFM results. Although many of the reports and documents were still prepared by consultants, the local government was committed to gradually taking over this responsibility.
- The annual work plan (*Renja*) for the health office was prepared by their own staff for the first time using their new knowledge and guidelines prepared by LGSP.
- Radio Matoa's daily talk show is now a well-established forum for local constituents to air their concerns.
- Spearheaded by Radio Arauna, local CSOs and some service providers trained by LGSP formed a group called GERAM. This new group will continue to provide training and services post-LGSP, including on the use of Simranda for budget tracking and analyses.

**Sorong district.** Despite the initially slow progress made by LGSP in Sorong district, which was one of the newer jurisdictions included in LGSP's assistance, towards the end of the project coalitions were built particularly between CSOs and the local council to work together to improve public services and make the development process more participatory. The planning office (Bappeda) of the executive branch also showed its commitment to meet with CSOs to discuss development issues.

- The draft local regulation on health, which had been on hold for almost two years due to the resistance of the executive, was finally revised at a consultation forum comprising of representatives from the executive, legislative and CSOs

active in advocating for the health regulation. A final public consultation on the draft was held and there was a firm commitment from the local council to accelerate its passage.

- With the assistance of LGSP, local CSOs formulated a draft regulation on participatory planning which was accepted for review by both the executive and legislative.

**Sorong city.** Though in terms of achievements and tangible outputs, Sorong city ranked below the other four districts, it performed quite well in financial reporting and accounting. Sorong local government also showed commitment to improving citizen participation in development planning processes. After LGSP training and facilitation, facilitators played an active role in the sub-district Musrenbang, which became more participatory as a result.

**Assistance to West Papua provincial government.** LGSP provided limited assistance to the executive branch of West Papua province. The scope of assistance to the province was limited since the LGSP program focus was district-level governments. Interaction with the province only began in 2008. Nevertheless, assistance and training were provided to the province in both planning and finance and budgeting.

## **IV. Sustainability and Lessons Learned**

### **Sustainability**

Prior to project closure, close-out workshops were conducted in each partner district, at which LGSP presented the results of the EPA contained in the district reports together with observations and recommendations for furthering good governance practices and on areas still requiring improvement. All partner governments accepted their district reports and made commitments on which recommendations they would implement post-LGSP.

The high achievers – Fakfak and Kaimana – committed to implement activities that had already been planned but not yet implemented during the LGSP program, as well as the recommendations made at their close-out workshops. In Fakfak, one of the follow-up activities to push for transparency of public information was to disseminate local budget (APBD) posters to the subdistricts after the close-out workshop, with the costs to be partially borne by the local government. Subdistrict and village-level development facilitators from Fakfak were also trained and then went on a study tour to Parepare after the close-out workshop, with most of the costs borne by the local government. In Kaimana, the process of finalizing the revised draft long-term development plan (RPJPD) and holding public consultations also took place after the close-out workshop. And the local planning office head asked LGSP's former district coordinator to provide technical support to the local planning team.

In Manokwari, CSO members and service providers trained by LGSP formed a group called Geram, planning to continue providing training and facilitation post-LGSP. In addition, this group was requested by the local council secretariat to install the Simranda software and provide training for its users. In Sorong district, the local CSO would continue to work on the draft regulation on participatory planning.

Based on LGSP's experience, the probability that the local governments will implement the recommendations agreed at the close-out workshops correlates with the success of LGSP in the particular district. Fakfak and Kaimana are thus likely to implement more than half of the recommendations, Manokwari is likely to implement about half of the recommendations, and Sorong city and Sorong district are likely to implement less than half of the recommendations.

## Lessons Learned

Drawing from LGSP experience in the region, a number of lessons were learned in relation to program implementation, results and sustainability.

- Stakeholder mapping and adequate program socialization at start-up is necessary and will ensure a smoother start-up and a better response from partners.
- Leadership commitment to good governance is a key to the success of the program and will ensure both continuity and significant changes.
- Building trust with partners and among stakeholders is a process that takes time, but will contribute significantly to the overall success of the project.
- There are always pioneers and champions who enthusiastically promote the principles and practices of good governance, but critical mass must be reached in order for good governance practices to take hold and be sustained. Considering the relatively short time that LGSP worked in the Bird's Head region, critical mass was not yet evident in most cases.
- Working in a city (e.g., Sorong city) presented a greater challenge. Districts, especially new ones, were more receptive in the case of the LGSP Bird's Head districts and demonstrated higher commitment.<sup>5</sup> Consequently, the program had a higher degree of success in the districts.
- Working in West Papua presented special challenges due to the geography of the area and the low capacity of human resources. The only effective mode of travel to project sites was by air, making project costs much higher. Due to the low capacity of human resources, LGSP had to recruit outsiders who needed time to adjust to local conditions.
- Due to difficulty in finding quality personnel willing to work long-term in West Papua, LGSP had to use more short-term and Jakarta-based specialists to support the LGSP specialists based in West Papua.
- In general, a program dealing with changes in attitude and culture requires more time. Two years of facilitation in the Bird's Head region was therefore insufficient to ensure the necessary changes could take place and then be maintained. This was especially true in the Bird's Head region because of the low capacity existing at start-up.

Despite these challenges, The Bird's Head Governance Initiative produced a number of tangible outputs with a reasonably high degree of sustainability. These will become the footprints of LGSP in the region, particularly in Fakfak and Kaimana, and, to a lesser degree, in Manokwari and Sorong. By the end of LGSP's program of assistance, the principles of good governance had begun to take hold in partner jurisdictions,



with increasingly participatory planning processes, more transparent local councils, and more active involvement of civil society organizations.

## Endnotes

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- <sup>1</sup> RTI International is the trade name of Research Triangle Institute.
- <sup>2</sup> Development planning stakeholders' consultation forum
- <sup>3</sup> Permendagri No. 13 of 2006 and Permendagri No. 59 of 2007
- <sup>4</sup> The 2007 assessment was conducted prior to LGSP providing technical assistance. The 2009 assessment was conducted towards the end of LGSP's technical assistance.
- <sup>5</sup> Studies of other new districts suggest that greater commitment does not always correlate with new districts, especially in cases in which the decision to create a new district was essentially political, and when local capacity is very limited.



## Annexes

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## **Annex I: Scope of Work for Bird's Head Governance Initiative**

### **Background**

Under the Special Autonomy Law for Papua (Law 21/2001), local governments in that region have new and unique opportunities to improve the quality of governance and service delivery in their communities. As a result of decentralization and an increase in private sector-led resource development, local governments have access to additional sources of revenue. New ventures such as BP's Tangguh Liquid Natural Gas (LNG) Project in the Bird's Head region of West Irian Jaya, are projected to add an estimated \$100 million a year to local revenues starting in 2015. Local governments in the Bird's Head region now have the unfamiliar challenge of managing new revenue streams and ensuring that services respond to their communities and citizens.

To assist local governments in the Bird's Head region in responsibly managing and leveraging new resource opportunities, BP and the US Agency for International Development have combined public and private resources and expertise to create *The Bird's Head Governance Initiative*. This three-year, \$3 million development assistance program, starting June 2006, will help local governments in the Bird's Head region to improve their ability to manage resources in a responsive and transparent manner.

The Bird's Head Governance Initiative is one of three initiatives identified in the June 2006 BP-USAID Memorandum of Understanding. Other programs to be supported through the USAID-BP partnership include education and health initiatives.

### **Program Overview**

The Bird's Head Governance initiative supports the development and capacity building of institutions of local government and local councils in a region where human and institutional resources are currently very weak. In addition to strengthening local governance as a priority in its own right, the program aims to build local government capacity to ensure improved revenue management, to facilitate community driven development, and to promote more equitable growth in the Bird's Head region.

The contractor will provide technical assistance, training, models and other information to five target local governments in the Bird's Head region of West Papua. Candidate local governments include Kota Sorong, Kabupaten Sorong Selatan, Kabupaten Manokwari, Kabupaten Fakfak, and Kabupaten Kaimana. The contractor will work in collaboration with Tangguh Project's partner Yayasan Inovasi Pemerintahan Daerah (YIPD), which has been tasked by BP to provide technical assistance and capacity building support to the newly established Kabupaten Teluk Bintuni.

Working directly with local government, citizen groups, and other partners, the contractor will assist local governments to:

- Enhance local planning, budgeting and financial management practices and transparency for more efficient resource management and accountability;
- Improve the decision-making and supervisory functions of local councils over financial and budget performance as the people's elected representatives; and
- Increase the informed participation of local communities in local government development planning and budgeting deliberations that affect their futures.

### **Program Approach**

While the contractor will follow the general approach already being implemented in other LGSP target regions, the approach should also reflect the distinct character of Papuan society, the continuing importance of tribal and traditional (*adat*) communities, and the governance arrangements put in place in Papua by the Special Autonomy Law for Papua (Law 21/2001).

The contractor will offer a combination of technical assistance, capacity building, training, tools, publications and information to local governments while promoting greater interaction between citizens and their local government. The assistance should be geared toward the following menu of critical planning and budgeting assistance, financial management improvement, local council development, and citizen participation, but may be tailored to needs and priorities specific to the local government.

**Citizen-Oriented Planning, Budgeting and Reporting:** LGSP is based on a vision of good governance and sound financial management that uses strategic and participatory planning and performance budgeting to facilitate citizen input into local government resource allocation decisions. The contractor should assist local governments to:

- Implement participatory planning linked to budgets based on realistic resource allocations with measurable outcomes to achieve community priorities,
- Promote budget and financial transparency with local governments and local councils,
- Develop revenue generation strategies and tactics, and
- Promote financial discipline and financial sustainability.

**Local Council Development:** Local legislative councils play a critical role in representing citizens' interests and overseeing local government performance. LGSP aims to equip local legislative councils with skills needed to:

- Represent their constituents and their development priorities and interests in the planning and budgeting process,
- Monitor the performance of local government budgets and programs, and
- Provide checks and balances to improve transparency and accountability of local government.

**Citizen Participation:** Local government policies and services must reflect the priority needs of their citizens. LGSP will assist citizens to:

- Directly participate in local planning and decision-making; and
- Monitor local government budget formulation and implementation.

As much as possible, the contractor will work with local service providers (including NGOs, universities, consultants, etc.) to deliver training, advisory services and other technical assistance.

The contractor will also set up an office in the region to facilitate implementation of the program. To further define the specific assistance to be provided, the contractor will conduct a series of local governance diagnostics in target districts, hold meetings with local counterparts and candidate jurisdictions and develop joint work plans with each of the partner local governments. In addition to providing technical assistance to each of its 5 target local governments, the contractor should offer some activities (trainings, exchanges, conferences) on a limited basis that would benefit both LGSP and YIPD partner local governments in the Bird's Head region.

### **Collaboration and Coordination**

In addition to collaboration with YIPD in the implementation of the Bird's Head Governance Initiative, the contractor shall coordinate efforts with other USAID and BP partners working in the Bird's Head region. This will include participation, as necessary, in coordination meetings with USAID and BP in Jakarta and with local partners in the Bird's Head region. To facilitate this coordination, the contractor will prepare an organizational chart to describe how the contractor has organized itself (in Jakarta and in the field) to implement the Bird's Head Governance Initiative.

### **Funding**

The total estimated amount for implementation of the Bird's Head Governance Initiative is \$3,000,000. This includes an expected BP contribution of \$1.5 million which will be matched by USAID funds already obligated to the LGSP contract.

### **Reporting**

The contractor will provide both financial and program reports for the Bird's Head Governance Initiative that is consistent with the current LGSP reporting requirements.

For financial reporting, the contractor will submit quarterly financial reports to USAID by funding source that tracks spending in support of the Bird's Head Governance Initiative separately.

For program reporting, the contractor will submit quarterly progress reports and an annual report on the Bird's Head Governance Initiative. While these reports will be submitted as a section of LGSP's existing quarterly and annual reports, they should also be able to stand on their own so that USAID can submit these reports on their own to BP. As needed, the contractor will also provide oral updates and progress reports to both USAID and BP.

**Annex 2: Training Activities and Participants in West Papua, 2007-2009**

| <b>Jurisdiction</b> | <b>Event</b>  | <b>Start</b> | <b>Finish</b> | <b>Program Area</b>       | <b>Total</b> | <b>Male</b> | <b>Female</b> |
|---------------------|---|--------------|---------------|---------------------------|--------------|-------------|---------------|
| Fakfak              | Assessment and Identification of Key CSO's  | 2/4/2008     | 2/10/2008     | Civil Society Development | 16           | 13          | 3             |
| Fakfak              | Assessment and Identification of Key CSO's  | 2/6/2008     | 2/9/2008      | Civil Society Development | 17           | 14          | 3             |
| Fakfak              | TA for CSOs to Involved in MUSRENBANGDA   | 3/25/2008    | 4/4/2008      | Civil Society Development | 94           | 73          | 21            |
| Fakfak              | TA for CSOs to Involved in MUSRENBANGDA   | 04/29/2008   | 05/01/2008    | Civil Society Development | 19           | 17          | 2             |
| Fakfak              | Training of Budget Advocacy for CSO I (joint with other districts)                    | 06/17/2008   | 06/20/2008    | Civil Society Development | 12           | 10          | 2             |
| Fakfak              | Training on Budget Advocacy II (KUA PPAS) for CSO at Fakfak (Joint District, Kaimana) | 9/22/2008    | 9/24/2008     | Civil Society Development | 21           | 13          | 8             |
| Fakfak              | Training of Budget Advocacy III (Budget Tracking) for CSO in Fakfak                   | 10/27/2008   | 10/30/2008    | Civil Society Development | 20           | 16          | 4             |
| Fakfak              | TA. Public Service Monitoring for CSO at Fakfak                                       | 1/27/2009    | 1/30/2009     | Civil Society Development | 17           | 15          | 2             |
| Fakfak              | TA. Community Participation in Planning and Budgeting at Fakfak                       | 3/2/2009     | 3/4/2009      | Civil Society Development | 15           | 13          | 2             |
| Fakfak              | TA. II. Public Service Monitoring for CSO at Fakfak                                   | 3/21/2009    | 3/22/2009     | Civil Society Development | 9            | 6           | 3             |
| Fakfak              | Workshop Public Information Transparency at Fakfak                                    | 4/2/2009     | 4/3/2009      | Civil Society Development | 83           | 62          | 21            |
| Fakfak              | TA. for Consutation Forum OMS with DPRD and LG for Public Information Access          | 4/7/2009     | 4/8/2009      | Civil Society Development | 18           | 15          | 3             |
| Fakfak              | TA. Public Information Access (Poster APBD) at Fakfak                                 | 4/27/2009    | 4/28/2009     | Civil Society Development | 8            | 6           | 2             |
| Fakfak              | TA. III Public Service Monitoring at Fakfak   | 4/30/2009    | 5/1/2009      | Civil Society Development | 10           | 8           | 2             |
| Fakfak              | TA.II Public Information Access (Poster APBD) at Fakfak                               | 5/11/2009    | 5/11/2009     | Civil Society Development | 17           | 14          | 3             |
| Fakfak              | TA. IV Public Service Monitoring at Fakfak  | 5/14/2009    | 5/17/2009     | Civil Society Development | 13           | 9           | 4             |
| Fakfak              | KUA dan PPAS for DPRD   | 9/19/2007    | 9/20/2007     | Legislative Strengthening | 31           | 27          | 4             |
| Fakfak              | Workshop on Local Budget Analysis for DPRD Kab. Fakfak                                | 12/1/2008    | 12/2/2008     | Legislative Strengthening | 14           | 13          | 1             |
| Fakfak              | Workshop Basic Accounting for SKPD at Fakfak  | 12/3/2008    | 12/5/2008     | Legislative Strengthening | 25           | 8           | 17            |
| Fakfak              | TA. Capaity Building for DPRD Sectretariat Staff At Fakfak                            | 2/18/2009    | 2/19/2009     | Legislative Strengthening | 12           | 6           | 6             |



## Local Governance Support Program

|           |  |            |            |                           |     |    |    |
|-----------|--|------------|------------|---------------------------|-----|----|----|
| Fakfak    | TA. II for Consultation Forum OMS with DPRD and LG for Public Information Access at Fakfak         | 5/12/2009  | 5/13/2009  | Legislative Strengthening | 14  | 10 | 4  |
| Fakfak    | Permendagri 13   | 7/9/2007   | 7/11/2007  | Municipal Finance         | 42  | 18 | 24 |
| Fakfak    | Annual Budgeting Process   | 7/12/2007  | 7/14/2007  | Municipal Finance         | 66  | 42 | 24 |
| Fakfak    | Performance Finance Measurement  | 8/21/2007  | 8/23/2007  | Municipal Finance         | 49  | 37 | 12 |
| Fakfak    | Performance Finance Measurement  | 9/3/2007   | 9/8/2007   | Municipal Finance         | 39  | 20 | 19 |
| Fakfak    | Performance Finance Measurement  | 9/18/2007  | 9/20/2007  | Municipal Finance         | 53  | 37 | 16 |
| Fakfak    | Performance Based Budget   | 06/09/2008 | 06/12/2008 | Municipal Finance         | 40  | 35 | 5  |
| Fakfak    | Budgeting for SKPD   | 7/31/2008  | 7/31/2008  | Municipal Finance         | 24  | 21 | 3  |
| Fakfak    | Workshop Performance Measurement for SKPD Chief Executive at Fakfak                                | 1/21/2009  | 1/21/2009  | Municipal Finance         | 20  | 17 | 3  |
| Fakfak    | Workshop Performance Measurement for SKPD Staff at Fakfak  | 1/22/2009  | 1/22/2009  | Municipal Finance         | 21  | 6  | 15 |
| Fakfak    | Workshop Basic Asset Management at Fakfak  | 2/25/2009  | 2/27/2009  | Municipal Finance         | 15  | 7  | 8  |
| Fakfak    | TA. Asset Mangement at Fakfak  | 4/21/2009  | 4/24/2009  | Municipal Finance         | 13  | 7  | 6  |
| Fakfak    | Annual Planning Process (RKPD)   | 7/9/2007   | 7/11/2007  | Participatory Planning    | 50  | 42 | 8  |
| Fakfak    | Annual Planning Process (RKPD)   | 7/12/2007  | 7/14/2007  | Participatory Planning    | 53  | 45 | 8  |
| Fakfak    | Annual Planning Process (RKPD)   | 8/21/2007  | 8/23/2007  | Participatory Planning    | 30  | 22 | 8  |
| Fakfak    | Advisory on Long Term Development Plan Process   | 11/11/2007 | 11/13/2007 | Participatory Planning    | 39  | 28 | 11 |
| Fakfak    | Diagnostic of Planning and Musrenbang carrying out Evaluation                                      | 04/10/2008 | 04/11/2008 | Participatory Planning    | 13  | 9  | 4  |
| Fakfak    | Musrenbang Facilitation  | 05/18/2008 | 05/23/2008 | Participatory Planning    | 112 | 86 | 26 |
| Fakfak    | Workshop of Participation Planning and RKPD Finalized TA   | 6/9/2008   | 6/14/2008  | Participatory Planning    | 75  | 60 | 15 |
| Fakfak    | TA Finalization RKPD   | 06/11/2008 | 06/12/2008 | Participatory Planning    | 37  | 31 | 6  |
| Fakfak    | TA. Planning and Budgeting Clinic for Renja SKPD at Fakfak   | 1/22/2009  | 1/23/2009  | Participatory Planning    | 21  | 13 | 8  |
| Fakfak    | Dissemination of arranging Renja SKPD Health Technic at Makassar (joint district)                  | 2/24/2009  | 2/25/2009  | Participatory Planning    | 4   | 3  | 1  |
| Manokwari | Assessment and Identification of Key CSO's   | 2/14/2008  | 2/16/2008  | Civil Society Development | 18  | 14 | 4  |
| Manokwari | Orientation to CSS on Local Participatory Planning Process   | 04/22/2008 | 04/24/2008 | Civil Society Development | 18  | 14 | 4  |
| Manokwari | TA for CSO to be involved in Musrenbang  | 4/23/2008  | 4/25/2008  | Civil Society Development | 17  | 13 | 4  |
| Manokwari | TA Budget Advocacy I for CSO   | 7/28/2008  | 7/31/2008  | Civil Society Development | 16  | 13 | 3  |
| Manokwari | Training Budget Advocacy II (KUA-PPAS Analysis) for CSO (jointly with kota Sorong and Kab. Sorong) | 9/15/2008  | 9/18/2008  | Civil Society Development | 23  | 16 | 7  |

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|                 |  |            |            |                           |    |    |    |
|-----------------|--|------------|------------|---------------------------|----|----|----|
| Manokwari       | Regional Meeting for Networking CSOs on West Papua for planning and Budget advocacy at Manokwari (joint districts: Fakfak, Kaimana, Kota Sorong and Kab. Sorong) | 10/16/2008 | 10/18/2008 | Civil Society Development | 45 | 36 | 9  |
| Manokwari       | TA budget advocacy for CSOs  | 11/29/2008 | 11/30/2008 | Civil Society Development | 7  | 6  | 1  |
| Manokwari       | Training on budget advocacy III (budget tracking) for CSOs   | 12/3/2008  | 12/5/2008  | Civil Society Development | 14 | 11 | 3  |
| Manokwari       | Workshop and TOF Musrembang Preparation 2009 (jointly with Kota Sorong and Kabupaten Sorong)   | 12/9/2008  | 12/11/2008 | Civil Society Development | 34 | 25 | 9  |
| Manokwari       | TA. Community Participation in Planning and Budgeting at Manokwari   | 2/10/2009  | 2/12/2009  | Civil Society Development | 12 | 10 | 2  |
| Manokwari       | TA. II Planning and Budgeting Advocacy for CSO at Manokwari  | 4/22/2009  | 4/24/2009  | Civil Society Development | 4  | 4  | 0  |
| Manokwari       | Workshop Legislative Budget at Manokwari (joint districts: Fakfak, Kaimana, Kota Sorong and Kab. Sorong)   | 10/21/2008 | 10/23/2008 | Legislative Strengthening | 26 | 20 | 6  |
| Manokwari       | Workshop on Local Budget Analysis for DPRD Kab. Manokwari  | 11/12/2008 | 11/13/2008 | Legislative Strengthening | 28 | 25 | 3  |
| Manokwari       | TA. for CSOs Manokwari to Advocate Local Planning and Budgeting at Makassar  | 1/18/2009  | 1/21/2009  | Legislative Strengthening | 3  | 3  | 0  |
| Manokwari       | Training on Material of Legislative Budget Oversight at Surabaya   | 1/28/2009  | 1/30/2009  | Legislative Strengthening | 1  | 1  | 0  |
| Manokwari       | Workshop Asset Management at Manokwari   | 3/19/2009  | 3/20/2009  | Local                     | 32 | 17 | 15 |
| Manokwari       | LGSP Mission   | 5/7/2008   | 5/8/2008   | Management                | 21 | 15 | 6  |
| Manokwari       | Prepare Resource Center  | 8/1/2008   | 8/1/2008   | Management                | 9  | 7  | 2  |
| Manokwari       | Workshop 2009 Workplan 2009 and Strategy Exit (jointly with kota Sorong, Kab. Sorong, Fakfak and Kaimana)  | 9/11/2008  | 9/12/2008  | Management                | 60 | 50 | 10 |
| Manokwari       | Training Software Budget analysis at Makassar  | 1/19/2009  | 1/21/2009  | Municipal Finance         | 2  | 2  | 0  |
| Manokwari       | Planning SP Candidate Training (jointly with kota Sorong, Kab. Sorong, Fakfak and Kaimana)   | 8/21/2008  | 9/23/2008  | Participatory Planning    | 22 | 18 | 4  |
| Manokwari       | TA. Part-I Arranging RENJA SKPD Health Sector  | 3/11/2009  | 3/13/2009  | Participatory Planning    | 17 | 15 | 2  |
| Manokwari       | Workshop on Renja SKPD Health Sector   |            |            | Participatory Planning    | 28 | 22 | 6  |
| Sorong district | TA Budget Advocacy I for CSOs  | 8/4/2008   | 8/5/2008   | Civil Society Development | 9  | 7  | 2  |
| Sorong district | TA. Community Participation in Planning and Budgeting in Kab. Sorong (joint other district)  | 2/4/2009   | 2/6/2009   | Civil Society Development | 7  | 3  | 4  |

## Local Governance Support Program

|                 |   |            |            |                           |     |     |    |
|-----------------|---|------------|------------|---------------------------|-----|-----|----|
| Sorong district | Capacity Enhancement for DPRD Secretariat Staff in Managing the Transition Period at Surabaya   | 2/3/2009   | 2/5/2009   | Legislative Strengthening | 4   | 4   | 0  |
| Sorong district | TA. Ranpeerda about Health Service Kab. Sorong (in Makassar)  | 2/25/2009  | 2/25/2009  | Legislative Strengthening | 3   | 3   | 0  |
| Sorong district | Interjurisdiction and Regional Consultation Public Service  | 3/10/2009  | 3/13/2009  | Legislative Strengthening | 4   | 4   | 0  |
| Sorong district | TA. Forum Consultation DPRD at Kab. Sorong  | 5/8/2009   | 5/8/2009   | Legislative Strengthening | 21  | 17  | 4  |
| Sorong district | Budgeting Overview  | 04/02/2008 | 04/03/2008 | Municipal Finance         | 73  | 65  | 8  |
| Sorong district | Workshop on Accounting for SKPD   | 11/25/2008 | 11/26/2008 | Municipal Finance         | 29  | 10  | 19 |
| Sorong district | TA Accounting for SKPD  | 11/27/2008 | 11/28/2008 | Municipal Finance         | 26  | 16  | 10 |
| Sorong district | Workshop RPJPD (jointly with Fakfak, Kaimana)   | 8/26/2008  | 8/28/2008  | Participatory Planning    | 11  | 9   | 2  |
| Sorong district | TA RPJPD (jointly with Fakfak and Kaimana)  | 8/27/2008  | 8/28/2008  | Participatory Planning    | 11  | 9   | 2  |
| Sorong district | Basic Accounting Workshop   | 11/4/2008  | 11/6/2008  | Participatory Planning    | 31  | 9   | 22 |
| Sorong district | TA. Planning and Budgeting Clinic for Renja SKPD at Kab. Sorong   | 1/13/2009  | 1/14/2009  | Participatory Planning    | 34  | 20  | 14 |
| Sorong district | Workshop Arranging RENJA SKPD Health Sector at Sorong City (joint other district)   | 3/4/2009   | 3/6/2009   | Participatory Planning    | 15  | 12  | 3  |
| Sorong district | Workshop Performance Measurement  | 4/29/2009  | 4/30/2009  | Participatory Planning    | 34  | 20  | 14 |
| Sorong district | Workshop Performance Measurement at Kab. Sorong   | 4/29/2009  | 4/30/2009  | Participatory Planning    | 34  | 20  | 14 |
| Kaimana         | Technical Asisstant for CSO group building "Peduli Good Governance" so that significantly could be involved in Musrembang Distrik & Kabupaten | 3/8/2008   | 3/19/2008  | Civil Society Development | 155 | 111 | 44 |
| Kaimana         | TA Budget Advocacy I for CSO in Kaimana   | 8/4/2008   | 8/6/2008   | Civil Society Development | 17  | 13  | 4  |
| Kaimana         | TA Budget Advocacy II for CSO in Kaimana  | 8/7/2008   | 8/13/2008  | Civil Society Development | 16  | 14  | 2  |
| Kaimana         | Training on budget advocacy III (Budget tracking) for CSOs  | 11/14/2008 | 11/27/2008 | Civil Society Development | 21  | 16  | 5  |
| Kaimana         | Training in Community-based monitoring of public services (CRC)   | 12/9/2008  | 12/12/2008 | Civil Society Development | 13  | 10  | 3  |
| Kaimana         | TA. Public Service Monitoring for CSO at Kaimana  | 1/12/2009  | 1/15/2009  | Civil Society Development | 19  | 16  | 3  |
| Kaimana         | TA. for CSOs Kaimana to Advocate Local Planning and Budgeting at Makassar   | 1/18/2009  | 1/21/2009  | Civil Society Development | 4   | 4   | 0  |
| Kaimana         | TA. Community Participation in Planning and Budgeting at Kaimana  | 2/16/2009  | 2/18/2009  | Civil Society Development | 15  | 12  | 3  |
| Kaimana         | TA. Community Participation in Planning and Budgeting at Kaimana  | 2/24/2009  | 2/28/2009  | Civil Society Development | 37  | 26  | 11 |
| Kaimana         | KUA dan PPAS for DPRD   | 8/7/2007   | 8/10/2007  | Legislative Strengthening | 18  | 14  | 4  |

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|             |   |            |            |                           |     |     |    |
|-------------|---|------------|------------|---------------------------|-----|-----|----|
| Kaimana     | Legal drafting  | 9/24/2007  | 9/26/2007  | Legislative Strengthening | 14  | 11  | 3  |
| Kaimana     | TA: RPJPD Development for Priority Sector   | 12/1/2008  | 12/3/2008  | Legislative Strengthening | 28  | 16  | 12 |
| Kaimana     | Workshop KUA-PPAS Analysis & Arranging PERDA for RPJPD Kaimana  | 1/9/2009   | 1/10/2009  | Legislative Strengthening | 12  | 10  | 2  |
| Kaimana     | Workshop on Refinement of Modules for DPRD Kaimana Capacity Building at Yogyakarta  | 1/14/2009  | 1/16/2009  | Legislative Strengthening | 1   | 1   | 0  |
| Kaimana     | Training Software Budget analysis at Makassar   | 1/19/2009  | 1/21/2009  | Legislative Strengthening | 2   | 2   | 0  |
| Kaimana     | Workshop Capacity Building for DPRD Secretariat Staff in the Transition Period at Kaimana   | 4/20/2009  | 4/21/2009  | Legislative Strengthening | 9   | 9   | 0  |
| Kaimana     | Performance Measurement   | 5/23/2008  | 5/23/2008  | Management                | 20  | 13  | 7  |
| Kaimana     | Workshop on Local Budget Analysis for DPRD  | 11/27/2008 | 11/28/2008 | Management                | 11  | 10  | 1  |
| Kaimana     | Workshop Permendagri No 13  | 8/1/2007   | 8/2/2007   | Municipal Finance         | 30  | 21  | 9  |
| Kaimana     | Permendagri 13  | 8/7/2007   | 8/10/2007  | Municipal Finance         | 55  | 27  | 28 |
| Kaimana     | Performance Indicators  | 9/24/2007  | 9/26/2007  | Municipal Finance         | 26  | 22  | 4  |
| Kaimana     | Workshop Performance Based Budgeting at Kaimana   | 5/21/2008  | 5/22/2008  | Municipal Finance         | 35  | 25  | 10 |
| Kaimana     | Workshop Accounting for SKPD at Kaimana   | 2/17/2009  | 2/19/2009  | Municipal Finance         | 8   | 2   | 6  |
| Kaimana     | Annual Planning Process (RKPD)  | 8/7/2007   | 8/10/2007  | Participatory Planning    | 35  | 28  | 7  |
| Kaimana     | Annual Planning Process (RKPD)  | 9/4/2007   | 9/6/2007   | Participatory Planning    | 37  | 31  | 6  |
| Kaimana     | Annual Planning Process (RKPD)  | 9/25/2007  | 9/27/2007  | Participatory Planning    | 24  | 19  | 5  |
| Kaimana     | Participation Renja SKPD Training   | 2/25/2008  | 2/26/2008  | Participatory Planning    | 114 | 100 | 14 |
| Kaimana     | TA for Renja SKPD arranging   | 3/12/2008  | 3/14/2008  | Participatory Planning    | 113 | 95  | 18 |
| Kaimana     | TOF for Distrik Praja in Participatory Local Planning   | 11/25/2008 | 11/27/2008 | Participatory Planning    | 35  | 20  | 15 |
| Kaimana     | TA. Planning and Budgeting Clinic for Renja SKPD  | 1/19/2009  | 1/20/2009  | Participatory Planning    | 16  | 14  | 2  |
| Kaimana     | TA. Part-I Arranging Draft of Renja SKPD  | 2/18/2009  | 2/19/2009  | Participatory Planning    | 70  | 60  | 10 |
| Kaimana     | Dissemination of arranging Renja SKPD Health Technic at Makassar (joint district)   | 2/24/2009  | 2/25/2009  | Participatory Planning    | 9   | 6   | 3  |
| Kaimana     | TA. Finalize for Ranperda RPJPD and RTRW at Bukit Indah City, Purwakarta  | 3/5/2009   | 3/17/2009  | Participatory Planning    | 12  | 10  | 2  |
| Sorong city | Assessment and Identification of Key CSO's  | 1/16/2008  | 2/20/2008  | Civil Society Development | 12  | 9   | 3  |
| Sorong city | Assessment and Identification of Key CSO's  | 1/16/2008  | 1/18/2008  | Civil Society Development | 8   | 6   | 2  |
| Sorong city | Awareness Rising Workshop on Local Planning & Budgeting For Key CSO's at Sorong City (joint district Kab. Sorong, Fakfak, Kaimana, Manokwari) | 2/27/2008  | 2/29/2008  | Civil Society Development | 33  | 24  | 9  |

## Local Governance Support Program

|             |   |            |            |                           |     |     |    |
|-------------|---|------------|------------|---------------------------|-----|-----|----|
| Sorong city | Workshop Sharing, reflection and developing strategic plan for CSO to improve engagement on local planning and budgeting process (joint other district, Kab. Sorong, Manokwari, Fakfak and Kaimana) | 4/29/2008  | 5/1/2008   | Civil Society Development | 37  | 34  | 3  |
| Sorong city | Training of Budgeting Advocacy I (Budget Analysis Training) For CSO (Joint District: Sorong, Manokwari)   | 7/15/2008  | 7/18/2008  | Civil Society Development | 25  | 21  | 4  |
| Sorong city | TA Budget Advocacy I for CSOs   | 8/6/2008   | 8/7/2008   | Civil Society Development | 9   | 7   | 2  |
| Sorong city | TA. Community Participation in Planning and Budgeting in Kota Sorong (joint other district)   | 2/4/2009   | 2/6/2009   | Civil Society Development | 6   | 4   | 2  |
| Sorong city | Legal Drafting (Specific Theme)   | 3/3/2008   | 3/4/2008   | Legislative Strengthening | 22  | 18  | 4  |
| Sorong city | Legislative Budget Transparency (joint districts: Kota Sorong, Sorong, & Manokwari, Kaimana)  | 7/31/2008  | 8/1/2008   | Legislative Strengthening | 23  | 17  | 6  |
| Sorong city | Workshop Legislative Program  | 9/16/2008  | 9/17/2008  | Legislative Strengthening | 20  | 16  | 4  |
| Sorong city | Training on Material of Legislative Budget Oversight at Surabaya  | 1/28/2009  | 1/30/2009  | Legislative Strengthening | 1   | 1   | 0  |
| Sorong city | Performance Finance Measurement   | 3/12/2007  | 3/12/2007  | Municipal Finance         | 192 | 142 | 50 |
| Sorong city | Permendagri 13  | 7/17/2007  | 1/19/2007  | Municipal Finance         | 34  | 7   | 27 |
| Sorong city | Accounting Technical Assistance   | 12/22/2007 | 12/22/2007 | Municipal Finance         | 32  | 2   | 30 |
| Sorong city | Basic Accounting Workshop   | 04/24/2008 | 04/25/2008 | Municipal Finance         | 40  | 8   | 32 |
| Sorong city | Accounting for SKPD   | 04/28/2008 | 04/30/2008 | Municipal Finance         | 38  | 8   | 30 |
| Sorong city | Accounting Technical Assistance I   | 8/20/2008  | 8/22/2008  | Municipal Finance         | 41  | 8   | 33 |
| Sorong city | PMDM Permendagri 13/2006 and 59/2007  | 8/26/2008  | 8/28/2008  | Municipal Finance         | 41  | 16  | 25 |
| Sorong city | Workshop Financial Reporting at Kota Sorong   | 2/3/2009   | 2/4/2009   | Municipal Finance         | 30  | 10  | 20 |
| Sorong city | Medium Term Plan (RPJMD)  | 7/17/2007  | 1/19/2007  | Participatory Planning    | 60  | 46  | 14 |
| Sorong city | Medium Term Plan (RPJMD)  | 9/18/2007  | 9/20/2007  | Participatory Planning    | 53  | 39  | 14 |
| Sorong city | Advisory on Long Term Development Plan Process  | 11/13/2007 | 11/15/2007 | Participatory Planning    | 45  | 30  | 15 |
| Sorong city | Workshop Renja SKPD at Sorong City (all SKPD in Sorong City)  | 04/29/2008 | 04/30/2008 | Participatory Planning    | 81  | 59  | 22 |
| Sorong city | Workshop Arranging RENJA SKPD Health Sector at Sorong City (joint district Kab. Sorong)   | 3/4/2009   | 3/6/2009   | Participatory Planning    | 17  | 9   | 8  |
| Province    | Citizens Participation in Local Governance (Inputs for Revision on Law No.32/2004)  | 11/12/2007 | 11/13/2007 | Civil Society Development | 45  | 39  | 6  |
| Province    | Prolegda  | 3/25/2007  | 3/27/2007  | Legislative Strengthening | 24  | 22  | 2  |
| Province    | Effective Secretariat for DPRD  | 7/25/2007  | 7/27/2007  | Legislative Strengthening | 47  | 33  | 14 |

## Bird's Head Governance Initiative Final Report

|                           |   |            |            |                           |              |              |              |
|---------------------------|---|------------|------------|---------------------------|--------------|--------------|--------------|
| Province                  | Prolegda  | 8/26/2007  | 8/29/2007  | Legislative Strengthening | 40           | 29           | 11           |
| Province                  | Role of DPRD in Promoting Policies of Regional Autonomy and Good Governance | 11/20/2007 | 11/21/2007 | Legislative Strengthening | 106          | 91           | 15           |
| Province                  | Workshop Performance Measurement for Province Manokwari                     | 3/11/2009  | 3/12/2009  | Management                | 20           | 19           | 1            |
| <b>TOTAL PARTICIPANTS</b> |   |            |            |                           | <b>4,317</b> | <b>3,101</b> | <b>1,216</b> |

### **Annex 3: List of Service Providers Used in West Papua**

#### Participatory Planning:

1. Dr. Rusman, Head of Pinrang Health Office
2. Jemmy Manan, Lecturer of UNIPA
3. Jen Wajo, Lecturer of UNIPA
4. Kunto Wibowo, Lecturer of UNIPA

#### Finance & Budgeting:

1. Banu Witono, Lecturer of UNDIP
2. Andi Kusuma, Lecturer of UNHAS
3. Guzali Tafalas, Lecturer of UNIPA
4. M. Natsir, Lecturer of UNHAS
5. Jaka Winarna – Lecturer of UNS
6. Puput Komalasari – Lecturer of UNAIR
7. Erlina – Lecturer of USU

#### Legislative Strengthening:

1. Ismail
2. Himawan Estu
3. A. Syamsuddin

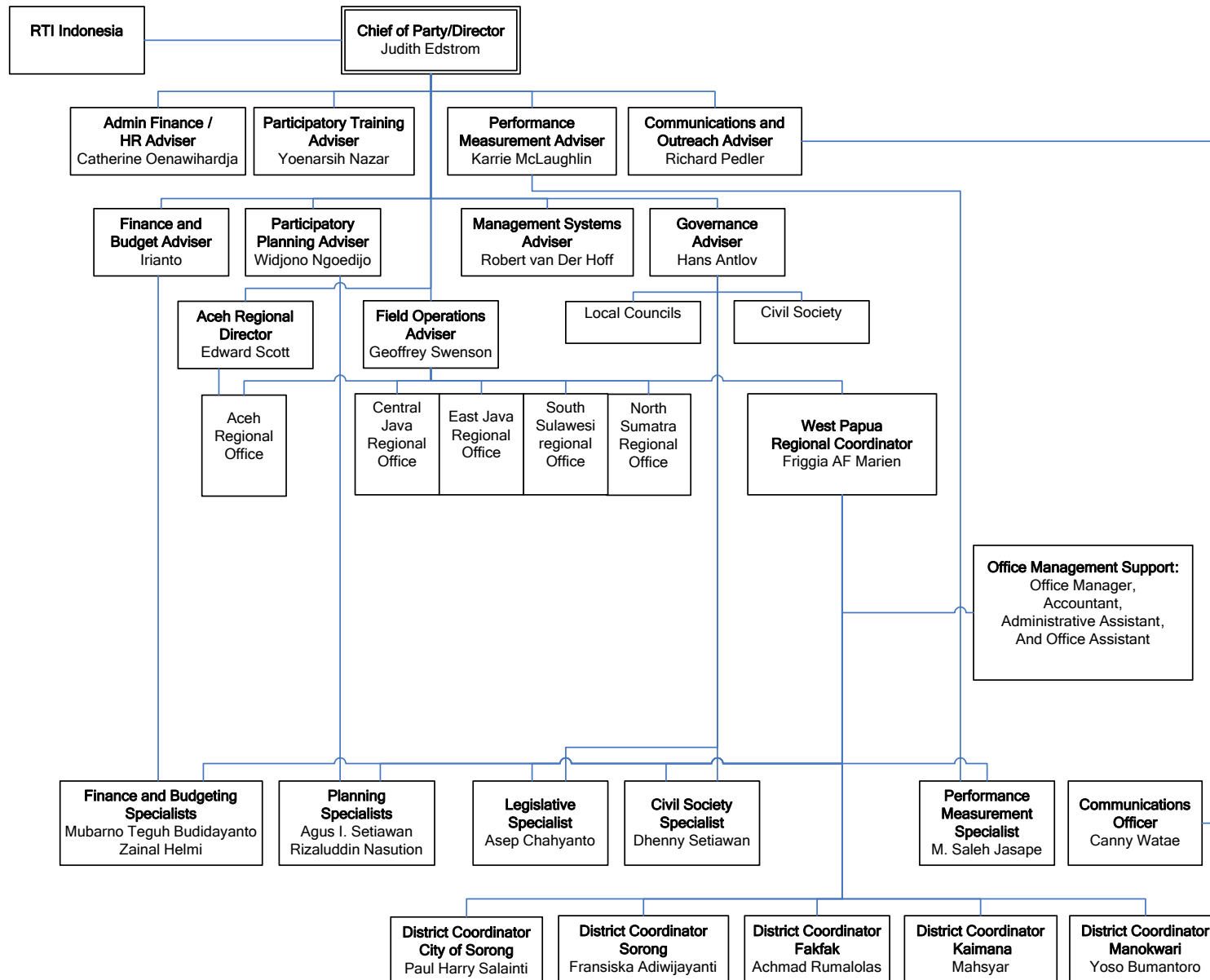
#### Civil Society Strengthening:

1. M. Hatta, Jaker Gowa
2. Ismail
3. Judy Rahardjo

#### Interactive Training & Facilitation:

1. Doni Baruno

## Annex 4: LGSP Organization Chart





### Annex 5: LGSP Results Framework FY2008 and 2009, West Papua

| IR Code | Performance Indicator   | FY2008 Achievement | Notes                         | FY2009 Achievement | Notes   |
|---------|---|--------------------|-------------------------------|--------------------|---|
| I.1.A   | Number of LGs that have developed a Public Involvement and Information Plan for planning and budgeting.   | 0                  |                               | 0                  |   |
| I.1.B   | Number of LGs that have developed and disseminated a Budget Calendar and Budget Instruction.  | 0                  |                               | 1                  | FY 2009 only counts budget calendar since it was a short year. Completed in Fakfak. |
| I.1.C   | Number of LGs that have developed a performance-based budget.   | 0                  |                               | 4                  | Reporting for FY includes previous year budget. All except Sorong city.             |
| I.1.D   | Number of LGs that have a budget hearing for the public.  | 0                  |                               | 1                  | Fakfak  |
| I.1.E   | Number of LGs that have developed a Strategic Plan Prepared through a participatory process.  | 0                  |                               | 1                  | Kaimana (RPJPD)   |
| I.1.F   | Number of LGs that have developed an Annual Plan prepared through a participatory process.  | 0                  |                               | 0                  |   |
| I.1.G   | Number of LGs that have developed Strategic Plans at work unit level prepared through a participatory process.  | 0                  |                               | 3                  | Fakfak, Kaimana and Manokwari   |
| I.2.A   | Number of LGs that use asset management techniques.   | 0                  |                               | 2                  | Fakfak and Manokwari  |
| I.2.B   | Number of LGs that have developed financial reports based on the Government Accounting System.  | 0                  |                               | 1                  | Sorong district   |
| 2.1     | Number of DPRDs that use mechanisms to solicit citizens and stakeholders' input into local development plans and budgetary process.   | 0                  |                               | 2                  | Sorong city, Kaimana  |
| 2.2.A   | Number of DPRDs that have enacted policies or regulations that promote transparency.  | 0                  |                               | 0                  |   |
| 2.2.B   | Number of DPRDs that have enacted policies or regulations that promote citizen participation and oversight.   | 0                  |                               | 0                  |   |
| 2.3     | Number of DPRDs that hold public hearings to review the performance of selected <i>dinas</i>  | 0                  |                               | 0                  |   |
| 3.1.A   | (i) Number of CSOs which monitor and report on service delivery performance of local governments and<br>(ii) Number of jurisdictions in which these CSOs submit these reports | 0                  |                               | 9                  | Fakfak  |
|         |   | 0                  |                               | 1                  |   |
| 3.1.B   | Number of CSOs that have developed budget advocacy and monitoring plans and have submitted their findings to LG officials.  | 30                 | Fakfak, Kaimana and Manokwari | 47                 | Fakfak, Kaimana and Manokwari (2 types of activities in Fakfak)                     |
|         |   | 3                  |                               | 4                  |   |

## Annex 6: PFM Diagnostic Results in West Papua, 2007 and 2009

| Area:       | Planning and Budgeting   |      |      |
|-------------|--|------|------|
| Outcome:    | Transparent, measured, and participative planning and budgeting process  |      |      |
| Indicators: |  | 2007 | 2009 |
| 1           | Public aspiration process is based on the public needs. Transparency - information distributed before the public aspiration process started is prescribed.                       | 1    | 2    |
| 2           | Results of bottom up plan do not include the unrealistic proposals (list of wants). Priority scale per villages is available.  | 1    | 2    |
| 3           | RPJMD is a realistic document containing target related strategy, program and activity.  | 0    | 3    |
| 4           | Sectoral planning document is based on RPJMD and reflects development priority. It refers to RPJMD, and SKPD priority is based on TUPOKSI.                                       | 1    | 2    |
| 5           | Minimum service standard based budget received as stipulated in the planning document.   | 0    | 1    |
| 6           | Planning documents and activity in the APBD (regional budget) using a consistent structure. APBD is consistent with the RKPD structure; RKA is consistent with Renja structure.  | 1    | 2    |
| 7           | APBD and PPA general policies include measurable target indicators.  | 0    | 1    |
| 8           | The working unit budget includes measurable results indicators referencing to the program/strategy.  | 1    | 3    |
| 9           | Development planning document is equipped with projected cost by observing budget limit. APBD and non-APBD income is projected.  | 3    | 4    |
| 10          | Planning document includes also activities funded by non-APBD budget (deconstruction funds etc.)   | 0    | 3    |
| 11          | Planning document and budget ceiling are based on one set of documents containing realistic projected income.  | 1    | 3    |
| 12          | The RPJMD budget ceiling is based on the realistic projected income.   | 1    | 1    |
| 13          | Consistency between planning document, APBD and LKPJ are evident.  | 0    | 1    |
| 14          | Study on the relations between planning document/budget/accountability reports are conducted and consistent with TUPOKSI.  | 0    | 2    |
| 15          | Local regulation and regional chief SK (decree) regulates manual of substantial work (technical and implementing guidelines) for Executive Budget Team on the budgeting process. | 3    | 4    |
| 16          | DPRD has been informed on the sectoral program and priority (RKPD initial planning ( <i>ranwal</i> ) for benchmarking in developing KUA-PPAS)                                    | 1    | 3    |
| 17          | DPRD also discusses stipulated result of development target (performance) when the regional chiefs (regents/mayors) submit the LKPJ.   | 1    | 4    |

|             |  |      |      |
|-------------|--|------|------|
| Outcome:    | <b>Medium Term Expenditure Framework</b>   |      |      |
| Indicators: |  | 2007 | 2009 |
| 1           | The Medium Term Expenditure Framework is implemented. Estimated cost for each program is planned in the RPJMD document.  | 0    | 0    |
| 2           | Medium term framework is also used in the planning and projected budgeting.  | 0    | 0    |
| 3           | The end tenure LKPJ to DPRD also reports planned and implemented program performance. Comparing the middle term and annual performance target with LKPJ (annual and end of tenure).  | 0    | 0    |
|             |  |      |      |
| Outcome:    | <b>Realistic and logical budget target</b>   |      |      |
| Indicators: |  |      |      |
| 1           | APBD is enacted under the time limit stipulated in the jointly approved budget calendar (TPAD and Panleg)  | 2    | 2    |
| 2           | The monthly and quarterly projected budget is mentioned in the budget (for the interest of cash flow management).  | 1    | 2    |
| 3           | There are strategies to increase revenues consistent to the national legal framework, related to the elimination of a number of taxes and regional high cost economy fees.   | 2    | 2    |
| 4           | The discrepancy between total budget and implementation is less than 10%.<br>The 10% limit is expense efficiency; more than 10% is possibly not disbursed thereby increasing SILPA.  | 3    | 4    |
| 5           | The discrepancy between total budget and implementation is less than 10%. It indicates the accurate planned revenues. If surplus means hidden revenue potential or deficit over 10% also indicates bad performance of income target. | 3    | 3    |
| 6           | The average budget deficit in the last 3 years is less than 5%. The budget deficit is covered by used expense (SILPA) that is not more than 15% if occurring in three consecutive years.   | 4    | 2    |
| 7           | Regulation stipulating the use of emergency funding is evident, only applicable at <i>Sekda</i> (regional secretary) or DKPD to be accounted for after the activity.   | 2    | 5    |
| 8           | The real expense of emergency funding is reported in detail  | 1    | 5    |
| 9           | Regulation is self evident for current annual budget changes.  | 5    | 5    |
| 10          | Authorized expense of funding outside APBD is regulated clearly. Is there any local regulation of governing regional chief SK?   | 2    | 4    |
| 11          | Subsidy (equity) related to BUMD mentioned in the local operational budget.  | 3    | 3    |

|             |   |      |      |
|-------------|---|------|------|
| Outcome:    | <b>Pro Poor Budget</b>  |      |      |
| Indicators: |   | 2007 | 2009 |
| 1           | Poverty studies have been exercised using qualitative and quantitative data. Households, groups, location of poor people, vulnerable and underprivileged society that have poor access toward public service has been identified.       | 1    | 2    |
| 2           | Participatory methods and approaches have been used to collect data and input from the lower income households, groups and location of poor people, vulnerable and underprivileged society that have poor access toward public service. | 0    | 2    |
| 3           | Reliable specific data regarding multi dimensional poverty aspects are available and reflected in the prioritized development planning, particularly for health and educational sectors.  | 0    | 3    |
| 4           | Pro poor policy is available and reflected in the Renstra SKPD and RPJMD.   | 3    | 5    |
| 5           | Budget priority reflects pro-poor priority and policy   | 3    | 3    |
| 6           | Pro-poor spending can be identified clearly in the DPD  | 2    | 5    |
| 7           | Spending for public service delivery has increased in the previous three years.   | 5    | 5    |
| 8           | Expenses allocated for health, education and infrastructure are the largest portion in the budget (in aggregate manner).  | 5    | 4    |
| 9           | The appropriate budget for revenues proportion to villages has been distributed.  | 2    | 2    |
|             |   |      |      |
| Outcome:    | <b>Monitoring and evaluation of planning and budgeting process</b>  |      |      |
| Indicators: |   |      |      |
| 1           | The activity which is planned but not included in the budget will be revised and included in the upcoming year budget.  | 2    | 3    |
| 2           | SKPD maintains records of planned and implemented events, including implemented budget versus planned budget.   | 3    | 5    |
| 3           | Output indicators in the budget are assessed at least once in six months  | 1    | 1    |
| 4           | LAKIP and LKPJ are revised by Bawasda (regional oversight agency)   | 2    | 2    |
| 5           | Records on the budgeted activity previously determined in the bottom planning process are despatched back and announced to villages and sub districts.  | 0    | 1    |
| 6           | Planning and budgeting documents are available and accessible to the public.  | 0    | 3    |
| 7           | Comprehensive quarterly budget progress reports are prepared and submitted to the regional chiefs (regents/mayors) and DPRD.  | 4    | 4    |
| 8           | Local regulations stipulates oversight system and assessment of planning and budgeting.   | 1    | 2    |
| 9           | People are involved in the monitoring and assessment of activity made and participated and participation has been institutionalized.  | 0    | 0    |

|             |  |      |      |
|-------------|--|------|------|
| Outcome:    | <b>Expenditure Control</b>   |      |      |
| Indicators: |  | 2007 | 2009 |
| 1           | The local government uses the quarterly SKO.                             | 5    | 5    |
| 2           | The working units use SKO for proposed issuance (SPP-SPMU)               | 5    | 5    |
| 3           | The local government uses performance criteria for working unit activity | 0    | 0    |
| 4           | No working units exceed the budget in the submission of revised budget.  | 4    | 3    |

|              |   |      |      |
|--------------|---|------|------|
| <b>Area:</b> | <b>Accounting and Reporting</b>   |      |      |
| Outcome:     | <b>Accounting institution and human resource capacity</b>   |      |      |
| Indicators:  |   | 2007 | 2009 |
| 1            | BPKD has been available, functioning and owning appropriate number of qualified staff.                      | 0    | 4    |
| 2            | The application of integrated local financial management organization structure (BPKB format)               | 0    | 1    |
| 3            | BPKD owns clear description of roles and function   | 0    | 1    |
| 4            | There is a guideline on accounting procedure and process  | 0    | 4    |
| 5            | The respective chief heads in the BPKD are an accounting graduates and financial management graduates       | 0    | 1    |
| 6            | Not less than 10% of BPKD staff is graduate or equivalent of D3 program graduates.                          | 0    | 0    |
| 7            | BPKB owns enough computer to conduct its job  | 3    | 3    |
|              |   |      |      |
| Outcome:     | <b>Accounting and management information system</b>   |      |      |
| Indicators:  |   |      |      |
| 1            | Management and accounting information reports are generated from the same system.                           | 1    | 2    |
| 2            | Managerial and accounting reports are generated from the integrated financial management information system | 0    | 0    |
| 3            | Management report and ad-hoc reports are generated on the regular basis                                     | 0    | 3    |
|              |   |      |      |
| Outcome:     | <b>Accurate and timely data transaction recording</b>   |      |      |
| Indicators:  |   |      |      |
| 1            | Asset ownership support document is available   | 2    | 4    |
| 2            | Loan agreement documents to the bank and to the government and grant are available.                         | 0    | 1    |
| 3            | Asset and liability are tested and assessed to obtain settlement of initial balance at the balance sheet    | 1    | 1    |
| 4            | A pair double entry and equitable balance (at SKPD level) is implemented                                    | 0    | 5    |
| 5            | Initial balance has been made (SKPD)  | 0    | 2    |

|             |  |      |      |
|-------------|--|------|------|
| 6           | Cash received ledger has been made   | 2    | 5    |
| 7           | Cash expense ledger has been made  | 2    | 5    |
| 8           | General ledger has been made   | 0    | 4    |
| 9           | Periodical reconciliation between accounting records and bank records. External records requiring confirmation or reconciliation are investment, deposits, receivables and payables. | 0    | 1    |
|             |  |      |      |
| Outcome:    | <b>Integrated accounting and management report</b>   |      |      |
| Indicators: |  | 2007 | 2009 |
| 1           | Spending is classified based on organization, function, types of spending/economy.   | 5    | 5    |
| 2           | Internal reports on financial management are assessed regularly by mayor/regent and improvement initiatives are made if required.  | 0    | 0    |
| 3           | Report on target comparison and realization of input, output, and results is made on regular basis and timely manner.  | 0    | 0    |
| 4           | Balance of payment is presented (SKPD)   | 3    | 5    |
| 5           | Report on the implemented budget or APBD calculation report is presented   | 5    | 5    |
| 6           | Cash flow reports are presented  | 2    | 5    |
| 7           | Record on financial reports/local budget calculation notes is presented.   | 0    | 1    |
| 8           | Financial reports are submitted on timely manner for audit.  | 2    | 2    |

## Annex 7: Activity Highlights

### LGSP Conducts Introductory “Road Show” in Sorong (June 7, 2007)



To introduce LGSP to local government officials and other stakeholders in West Papua, LGSP staff conducted a “road show” in Kota Sorong on June 7, 2007. The event was opened by the Asisten Daerah (Assistant Secretary) and Wakil Ketua DPRD (Vice Chairman DPRD) and attended by nearly 100 representatives from the local government’s executive and legislative offices,

CSOs, media, NGOs and universities.

LSGP facilitated this one-day event which brought together stakeholders to discuss LGSP’s work plan of activities and technical assistance in the region. The next road shows are scheduled in Kabupaten Fakfak and Manokwari.

*Photo: Local Government stakeholders attend LGSP Road Show in Kota Sorong.*

### Sorong Local Government Welcomes Cooperation with LGSP-USAID (December 3, 2007)

“The major point is that we need behavior change. This is the era of service. Government should show its good intentions to serve the people,” says Julius



Uluhayanan, legislator from Sorong district’s local council in West Papua. Then Jack Winarta, Uluhayanan’s colleague interjects. “We do welcome the LGSP initiative.”

That was a bit of spontaneous responses by two legislators after Rudi Triyana, the LGSP regional coordinator for West Papua finished his presentation on LGSP programs offered in 2008. This introductory road show was presented December 3, 2007 to local

government department heads, council members, and key officers of Sorong’s district government.

“The government of Sorong District is thankful for the technical assistance. Through this program, we can integrate three plans: the national medium-term development plan, the local medium-term development plan, and the local government working unit plan breakdown,” Menase Paa, second assistant to the district manager said. He spoke as representative of the regent, Stephanus Malak. With this assistance, he hopes that efforts to put in place good governance practices in Sorong will become easier.

As a result, there is a new agreement that LGSP will assist the government of Sorong in constructing their yearly planning through the annual work program and budget as well as through the local government’s working unit work plan. All working units that participated asked for this assistance. Meanwhile, finance and budgeting assistance will focus on SKPD administration and accounting. The assistance will be carried out in 2008. (Canny Watae/WPRO)

*Photo: Ahmad Khoeri, LGSP finance and budgeting specialist discussing the way work plans can be integrated. (Vonny Maya Yuslita/WPRO)*

### **LGSP Starts Helping Kaimana District in Improving Good Governance Practices (January 8, 2008)**

LGSP and Kaimana district have agreed to work together to improve the capabilities of the local government and its stakeholders on budgeting, planning and monitoring. The agreement was reached during LGSP's road show, which presents the LGSP program benefits in Kaimana on January 8, 2008. Sixty-four people attended, including ten women, from the local legislative council, the district head, vice-district head, the local navy unit and community organizations.



"We have been hoping to receive this help for some time," said Kaimana District Head Drs. Hasan Ahmad, MSi after hearing the explanation of LGSP programs by LGSP staff, Sambas and Bambang Setyawan. He admits that the budget planning capabilities among his staffs are very poor, and believes that LGSP's help will be a very precious opportunity in improving budget and development planning in his district. Feedback from participants showed that they were very interested in

receiving new skills on budget planning and management. They were also hoping for more transparent governance that promotes accountability, and improvement in public participation.

Kaimana Local Planning Board Head Abdul Latief Suaeri specifically asked LGSP to assist the district in finance and budgeting management. Lukas Surbay, an anti-corruption activist, said that financial trainings for citizen and CSOs will assure that more people are involved in budget monitoring. "We need to improve our awareness on planning and budgeting which will allow us to give valuable suggestion during the APBD budgeting," he said. (Canny Watae/WPRO)

*Photo: Lukas Surbay: "Let people understand budget management so they can keep an eye on it." (C. Watae)*

### **Timely Enactment of Fakfak's Local Budget (January 29, 2008)**



For the very first time, the government and local legislative council of the district of Fakfak agreed to enact the 2008 yearly budget far more promptly than usual on January 29, 2008. It means that the local government can give better services to the public earlier, depending on the public service budget allocation. "It usually takes us until the middle of the year to finish the budgeting," commented Fakfak's Head of Development

Planning Ali Baham.



Fakfak has been benefiting from LGSP's assistance since June 2007. Local government officials, legislative council members, civil society organizations and the media have been trained on annual planning, budgeting and public participation which led to a more transparent budgeting process. Fakfak District Head Wahiddin Puarada thinks that LGSP is contributing significantly to the district.

"I hope that LGSP will continue the assistance," said Puarada during a meeting with LGSP's Geoffrey Swenson last week. (C. Watae, WPRO)

*Geoffrey Swenson, LGSP field operations advisor, and Wahiddin Puarada Fakfak's district head, meet in Fakfak. (Photo: B. Setyawan)*

### **LGSP Holds Regional Conference on Finance and Budgeting Accountability (June 18, 2008)**



On June 17-18, LGSP held a regional conference in Makassar to share its partners' experiences in local budgeting processes and accountability, and identify ways to improve their quality. The conference was attended by senior officials, planning and financial managers, and legislative budgeting committee members from 14 LGSP jurisdictions in South Sulawesi and West Papua as well as Ministry

of Home Affairs and Ministry of Finance officials.

"Accountability is needed for good governance. This is a great opportunity for South Sulawesi and West Papua to learn from each other," said Syahrul Yasin Limpo, Governor of South Sulawesi, when opening the conference.

One of the good practices in budget transparency and accountability shared at the conference came from Takalar in South Sulawesi, where the local government distributes budget posters and broadcasts budget discussions on a local radio station. Delegates left the conference planning to apply practices such as these in their own jurisdictions. (C. Watae/WPRO)

*Photo: A delegation from Pinrang, South Sulawesi shares good budgeting practices (H.S. Sahabuddin/SSRO)*

### **LGSP Trains Kaimana's Distrik Praja (November 26-28, 2008)**



The *Distrik Praja* concept is unique to Kaimana. *Distrik Praja* are young university graduates (95% of whom are native Papuans) recruited by the local government to facilitate development activities in subdistricts (locally known as *distrik*, hence the name). Abdul Latief Suaeri, Head of Kaimana Planning Board and creator of *Distrik Praja*, requested LGSP's assistance to train these young people to be better facilitators and enhance their

knowledge of the musrenbang process and documents. Local LGSP specialists were

backed up by trainers from East Java and South Sulawesi in conducting the intensive 3-day training course.

“The Distrik Praja will not only facilitate participatory planning at the subdistrict level, but also take part in district planning so that subdistrict needs can be better accommodated,” Abdul Latief Suaeri told LGSP West Papua Coordinator Friggia Marien at the opening of the training. After this planning process, the Distrik Praja will also facilitate implementation of the plans in their own subdistricts.

A week after the training, the Distrik Praja contributed valuable input to an LGSP focus group discussion on revising regional long-term development plans. They are now ready to facilitate the subdistrict musrenbang, which commence in January 2009.

*Photo: A group of Distrik Praja facilitators during LGSP training in Kaimana (F.Marien/LGSP)*

### **Manokwari local government welcomes media coverage of budget deliberations (December 22-24, 2008)**



Through a series of workshops and technical assistance in budget advocacy given by LGSP civil society specialist Dheny Setiawan, the capacity of CSOs (including the media in Manokwari) was enhanced. Through such advocacy and awareness-raising, the legislative and executive branches have also become more open to civic participation in the local development process and in budget analysis.

In Manokwari, local broadcaster Radio Matoa was invited to broadcast live the council's deliberations on the draft local budget (KUA-PPAS) in December. This was a breakthrough for the region because the media are usually only given access to the opening plenary session. LGSP communications officer Canny Watae provided technical assistance to Radio Matoa in setting up its mini station at the DPRD building and in conducting broadcast tests the day before the session.

Outside the council sessions, Radio Matoa held interactive dialogues with the DPRD Deputy Chairperson and the Bupati of Manokwari. Members of a CSO budget advocacy team were also present to comment on the deliberations and the content of the budget documents that were being discussed by the local government.

*Photo: Herman Lengam (Director of Radio Matoa) in conversation with the Bupati of Manokwari, Dominggus Mandacan, during a live broadcast from the DPRD building (Yoso Bumantoro)*

**January 2009**

### **City of Sorong to hold first village Musrenbang**

This year, the city of Sorong has organized Musrenbang consultation forums at the village level for the first time. This follows LGSP training of Musrenbang facilitators in December. In preparation for the village Musrenbang, Sorong's planning agency



(Bappeda) held a 2-day socialization event in January to clarify the process and format, and establish groups of LGSP-trained facilitators. The arrival of village Musrenbang in Sorong is a tangible outcome of LGSP's advocacy for greater public participation in local development planning.

**February 2009**

### **Kaimana launches first planning and budgeting clinic in West Papua**

From February 16 to 21, LGSP organized a second series of technical assistance for Kaimana district to support preparations for local government service unit (SKPD)



and Musrenbang forums that involve the local executive, the legislative council, and citizen groups. LGSP's field operations adviser, Geoffrey Swenson, attended the event, at which Kaimana's Bupati, Hasan Ahmad, launched a planning and budgeting clinic. This is the first clinic in West Papua to provide consultation on local planning and budgeting for all local stakeholders.

**March 2009**

### **Kaimana government finalizes long-term development plan**

In early March, LGSP's planning adviser and finance and budgeting adviser came to Kaimana at the local government's request to assist it in finalizing the district's long-term development plan (RPJPD)



in preparation for public consultations scheduled for April. They also reviewed the district's spatial layout plan. LGSP's regional coordinator for West Papua was on hand to arrange any follow-up technical assistance that might be required.

June 2009

## USAID Success Story: Freedom of Information in West Papua

### Annual budget goes public in Fakfak



“Now it’s all clear,” said Yance Bahamba from Tetar village in Fakfak, West Papua, looking up at a poster in Tambaruni market displaying Fakfak’s regional budget.

“Having all of my children still in school is tough financially, but seeing this information on the regional budget helps. It says here that Fakfak has 106 billion rupiah (US\$10.5 million) for the education sector. These funds can be used to improve our classrooms and provide school books.”

In April 2009, Fakfak’s local government took an important step towards opening up official documents to public scrutiny by holding a workshop for government officials, civil society activists and local councilors. It was facilitated by USAID’s Local Governance Support Program (LGSP) under the Bird’s Head Governance Initiative, a 3-year capacity building program jointly funded by USAID and BP.

The workshop was held to encourage local government officials to embrace greater openness in their communications with the public. It began with a radio talk show that was broadcast live throughout the province with Fakfak district head Wahidin Puarada, deputy council leader Joseph Renmeuw, and LGSP governance advisor Hans Antlöv.

The district head responded very positively to suggestions for more openness, saying: “Fakfak local government supports every effort to improve transparency of public information as a way to build good governance. I will be meeting with the heads of our local agencies next week to discuss how to make their 2009 budget figures available to the public in Fakfak.” A week later, government officials and civil society organization (CSO) activists met to design local budget posters, which were printed and put up throughout the district in June.

Indonesia’s 2008 freedom of information law declares that information is a basic need of every individual, and encourages local governments to establish Information Commissions to mediate conflicts and provide guidelines on public access to documents. With its reform-minded district head, a supportive local council and energetic CSOs, Fakfak plans to be one of the first local governments to establish such a commission. LGSP has helped the executive and/or legislative hold budget hearings in over 25 locations, and four local governments have issued regulations supporting transparency.

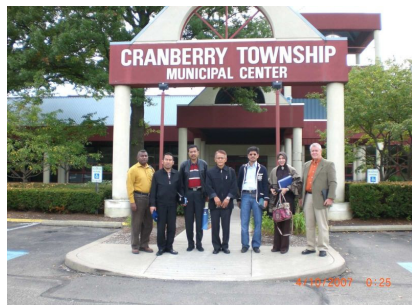
*Photo caption: With budget posters being put up in public areas, the citizens of Fakfak can now review the local government’s spending plans. (C. Watae/LGSP)*



## **Annex 8: Media Summaries**

### ***Cahaya Papua* (October 27, 2007)**

#### **Study Tour Manokwari's District Head to US: Selected by USAID, Attends Conference in Pittsburgh**



Manokwari's district head, Dominggus Madacan was invited by USAID to visit US. He attended the ICMA Conference in Pittsburgh, Pennsylvania. Madacan, together with another 5 local leaders, also visited several counties and cities in the US to learn how good governance principles are practiced by locals. They held discussions with city and county managers and experts and saw how local governments in the US govern their citizens.

Manokwari is one of three districts in West Papua province that receive USAID's assistance through the Local Governance Support Program.

### ***Radar Sorong*, April 3, 2008**

#### **Enabling the Leaders of Local Working Units (SKPD)**

On April 2-3, 2008, Sorong regional government with the support of USAID-LGSP conducted a workshop on "Performance-based Budget Review". The event, which was attended by all SKPD in the Sorong district government area, disseminated knowledge on work plan implementation and performance-based budgeting so that the SKPD can conduct future developments in a more rigorous and constructive way.

*Marthen Nebore, public relations department head of Sorong regional secretariat, adds:*

During this workshop, Sorong deputy regent Drs. Tri Budiarto, on behalf of the Sorong district government, expressed its appreciation to LGSP for its help to date in supporting the government. The government regarded the event as extremely beneficial to the SKPD, allowing them to make better policies on budget spending, planning and reporting. The performance of Sorong district government can then be properly measured in an accountable and transparent manner. This will improve the quality of its services to the public.

### ***Cahaya Papua* (July 21, 2008)**

#### **From Budget Advocacy Training, Gain New Experience and Expect to More Responsibility**

With new knowledge and experience in tow, training participants of Budget Advocacy I (Analysis on Local Government Annual Budget/APBD), which took place in Mariat Hotel, Sorong 15-18 July, hoped to be given more opportunities to participate in the Local Government Annual Budget (APBD) process and formulation stages. Dimas, one of the participants from Manokwari, admitted that the training subjects were new to him. Dimas would apply the knowledge he got during the four-day training in his work as a journalist. "Yes, I am going to speak on these subjects during my broadcasts. So what I have learned will also be useful for the public at

large," he said to Cahaya Papua after finishing the training. According to Dimas, the training subjects helped him to broaden his horizons in evaluating APBD.

Staff of the Information Data Collection and Development Foundation (LPDIP), Sumarno said that at present the role and involvement of public in formulating the Local Government Annual Budget (APBD) was still very low. He hoped that the public could best apply the knowledge in the training to propose development ideas starting from the village level. The activity which was sponsored by the Local Governance Support Program (LGSP) was attended by tens of participants from Manokwari and Sorong, which came from elements of legislative institutions, media, students and lecturers.\*\*\*

### ***Cahaya Papua (July 31, 2008)***

#### **LGSP Visits Manokwari Local Council: From Training to Assistance Proposals**

On July 29, 2008, a team from USAID visited Manokwari local council to assess the program that has been on going for fifteen months. Pieter Maramis, a member of Manokwari local council, said while welcoming the team that the training given to the local council members was very good, although sometimes the programs were not suitable for implementation since the executive branch was never involved.

Though some training had been given, it was still considered inadequate because their roles as people's representative obliged them to keep improving their capacities. "Sometimes there are differences in the way we perceive things so the lack of assistance made us less competent. We really need this assistance", continued Maramis.

Made R. Putra, a member of Commission A, said the same thing. According to him, the training given by LGSP can be implemented in developing the region, especially in Manokwari. "We can implement what we receive from this training in the Development Planning Meeting (Musrenbang), although we will not accept every proposal", he said. However, we still need various training from LGSP because at present not every member of the local council has received the training. "It may be necessary to provide the training to all local council's members, and not merely to several representatives, so that the knowledge can be spread evenly ". They also expected to receive assistance for the purpose of improving the quality and policy to be in favor of the people. On this occasion, he also requested LGSP to provide training on creating local regulations.\*\*\*

### ***Papua Barat Pos (August 1, 2008)***

#### **Local Financial Planning and Budgeting Workshop Held**

A member of the local Council, Drs. HA Mustamin, opened the Local Financial Planning and Budgeting Workshop for members of Sorong city local council and government officials on August 1, 2008. He expressed his hope that after the workshop, participants would be able to understand and properly apply what they learn in their day-to-day duties. The event lasted two days and was sponsored by USAID-LGSP, with Dr Gagaring Paggalung, SE MS. Akt of Hasanudin University, Makassar as guest speaker.

The workshop discussed the topics of local financial management, formulation of Work Plan and Budget (RKA) of the Local Government Work Unit (SKPD) / Departmental Budget Proposals, account codes, General Budget Policy (KUA), and Priority Program Areas (PPAs). " Local Financial Management is a comprehensive activity covering the planning process, implementation, management, reporting, accountability and monitoring of local finances", explained Gagaring. He added that the flow of local financial management was in line with the planning process. Unfortunately, the individual handling local financial process was absent from this workshop.\*\*\*

### **Media Papua (August 22, 2008)**

#### **LGSP and USAID Hold Training for Candidate Facilitators**

USAID-LGSP held training for candidate facilitators of Manokwari local government on August 21, 2008. The activity was attended by 48 participants aiming to assist the West Papua provincial government to improve the quality of the local government, especially in the Sorong district and city, Manokwari, Kaimana, and Fakfak.

The trained facilitators will then take on the responsibility of assisting the local government and civil society organizations by giving them an understanding of capacity and competency improvements for the purpose of local development planning budget implementation.\*\*\*

### **Radar Sorong (November 7, 2008)**

#### **Local Financial Archives to be Managed Better**

The local government financial archives need to be managed better so that supervisors can obtain the necessary data without delay. In this regard, Sorong district government has praised LGSP for arranging and conducting basic accountancy workshop for government officials from all SKPD in Sorong district, said Jos Fonataba, secretary of Sorong district, during the closing ceremony of the workshop on Thursday, November 6, 2008. Fonataba hopes that all 30 participants will comprehend all the basic principles of local government accountability so as to enhance their reports on SKPD financial activities.

### **Media Papua (January 17, 2009)**

#### **CSOs Attend Training on Public Service Monitoring**

On January 12-14, 2009 LGSP held training on public service monitoring for CSOs in Kaimana, West Papua. The training followed earlier training on citizen report cards (CRC) held in December 2008. Developing education and healthcare is an important focus in West Papua, with the aim of improving the quality of these services.

The training prepared CSOs in Kaimana to engage in effective monitoring of education and health services. One participant said that the training gave him important insights: "Through this training, we have learned to assess public services in Kaimana based on the actual data and facts. We have also learned how far government programs have been socialized to the public."

**www.fakfak.go.id (January 23, 2009)**

***USAID-LGSP Holds Public Services Workshop***

LGSP West Papua region has held a public services workshop on “the implementation of local performance management to achieve excellence in public services.” The workshop, which was opened by Kaimana district secretary H. Taher Mustafa, aimed to introduce the legal basis for performance management and measurement. In his speech, Mustafa said that excellence in public services is critical.

The workshop, which was attended by 20 heads of sectoral departments in West Papua, was considered an interesting event. “The training method was good. Even though we know that the materials are heavy, with an interesting presentation they become easier to understand,” said Mahmu La Biru from a local transportation department.

**Fajar Papua (January 30, 2009)**

***MoHA Regulation Number 13/2006 is Socialized to Sectoral Departments***

**Papua Barat Pos (January 30, 2009)**

***Sectoral Department Treasurers Join Accountancy Workshop***

On January 29-30, 2009 LGSP held a workshop for treasurers of work units in Sorong district. The workshop was intended to impart a better understanding of the proper budgeting process based on MoHA regulation number 13/2006. Local governments often face difficulty in financial reporting due to a lack of skills, since most staff come from non-accounting backgrounds.

**Radar Sorong (March 16, 2009)**

***Review of Draft Regulation on Health Service***

The draft regulation on public health services in Sorong initiated by the DPRD has been taken to Jakarta for review. The review will be attended by Commission A chair for Sorong district, Dominikus Baru, and Commission 'A' members Josias Klasjok dan Mucklisin, while the executive will be represented by the head of Sorong health office, ME Hukom. A central government team will include representatives from the Ministry of Health, the Ministry of State Administration Reform, and legal experts.

The review, which will last four days, is intended to obtain a clear picture, suggestions, and assessment from the team of experts before the regulation can be passed. After the review, the draft will be discussed at a Sorong DPRD plenary session scheduled for after the legislative elections.



## **Radar Sorong (March 16, 2009)**

### ***Gathering Aspirations for Musrenbang***

Fakfak deputy head Bupati Said Hindam says that this year's Musrenbang must be oriented towards positive government programs, so that the public will benefit from the planning. Fakfak's Musrenbang will take place on March 19-20, 2009 and aims to synchronize the work plans of the sectoral departments. This Musrenbang will be attended by all local government departments, state and regional enterprises, academics, and the press.

## **Media Papua (March 20, 2009)**

### ***Bupati Opens Workshop on Basic Asset Management***

## **Media Papua (March 20, 2009)**

### ***Local Government and LGSP Organize Workshop on Basic Asset Management***

LGSP and Manokwari local government organized a Basic Asset Management workshop on March 19-20, 2009. During his speech, Manokwari deputy district head, Dominggus Buiney, stated that the workshop will improve the knowledge of local government staff members on regional asset management.

The objective of regional asset management is to secure property owned by the region, standardize asset management efforts, and ensure ownership of regional assets. The long-term objective is to support regional governance and development to create regional asset management that is accountable, effective, well-regulated, and efficient.

Although the training may not allow participants to fully comprehend all the materials, they will at least understand the basics. After participating in this training, it is expected that each sectoral department will be able to undertake regional asset management that supports regional development.

## **Radar Sorong (May 30, 2009)**

### ***LGSP Program in Sorong District Comes to an End***

The Local Governance Support Program in Sorong district has come to an end. West Papua Regional Coordinator Friggia F. Marien during her welcome speech said that in Sorong district, LGSP's work had begun in 2007. Irianto from LGSP national office said that the program was undertaken to support improvements in good governance.

Sorong District Secretary J. Fontaba said that achieving good governance requires participation from the sectoral department heads, legislative members, and the public. The LGSP program in the region has been regarded as valuable, and it is hoped that the planning and budgeting materials handed over to the sectoral department heads will help them to deliver better public services.

"LGSP's success is due to the support and collaboration between all stakeholders. We would like to convey our gratitude for LGSP's program in Sorong," said the District Secretary in his closing remarks.

### **Fakfak Ekspres (June 6, 2009)**

#### ***Workshop Ends LGSP's Assistance***

After two years, LGSP's technical assistance to the local government of Fakfak to improve good governance will end soon. On June 5, a closing workshop was held at the Fakfak local government office.

The workshop was attended by the deputy mayor, Said Hindom, local government leaders, including heads of sectoral departments, and head of the local planning board, Ali Baham Temongmere. LGSP regional coordinator Friggia F. Marien said that before LGSP's assistance ends, LGSP needs to see the achievements resulting from its assistance and facilitation over two years. A final assessment had been done, similar to the initial assessment carried out before the program began two years ago, to assess progress towards good governance.

The deputy head of Fakfak opened the workshop and said that the event was intended to review achievements of LGSP's technical assistance. He added that the local government was ready to continue implementing what they had received during the past two years.

### **Fajar Papua (June 9, 2009)**

#### ***Head of Sorong Regional Planning Board: Assistance Has Gone Well for Two Years***

Sorong city's deputy mayor, H. Baesara Wael, attended USAID-LGSP's closing workshop in Samusiret. The event was also attended by all sectoral departments in Sorong. The collaboration between the Sorong government and LGSP lasted two years and aimed to achieve good, clean governance.

Head of Sorong regional planning board, Yohanis Nauw, said that collaboration in the form of technical assistance had improved the capacity of the executive and legislative bodies, as well as CSOs. This workshop was intended to evaluate the collaboration. It was hoped that activities would not be limited to planning and budgeting programs, but would also include implementation.

"In addition to strengthening planning and budgeting, programs in public participation are also needed," said Yohanis Nauw. The Sorong government is optimistic that they will be able to implement the planning and budgeting forms provided by LGSP. However, that depends on the executive and legislative. "We are optimistic that the technical assistance can help improve performance and that the method can be implemented by the Sorong government," added Yohanis Nauw.

### **Papua Barat Pos (June 9, 2009)**

#### ***LGSP Activities in Sorong End***

Head of Sorong regional planning board, Yohanis Nauw, said during LGSP's closing workshop that collaboration between the Sorong government and LGSP had ended. Nauw expected that the training given by LGSP could now be applied by the government, particularly in local planning and budgeting.

## **Radar Sorong (June 9, 2009)**

### ***USAID-LGSP Ends Collaboration***

After two years of collaboration, LGSP ended its working contract with the Sorong city government in June 2009. This was marked by a closing workshop. LGSP West Papua regional coordinator, Friggia F. Marien said in her speech that LGSP's objective during the collaboration was to provide technical assistance on good participative and accountable governance. LGSP had helped to improve relations between the executive, legislative, and CSOs.

Engkus Ruswana from LGSP hoped that the collaboration could promote the motivation and capital to implement a good government system. Two years was a short time, but of applying the good governance methods introduced by LGSP was expected to continue into the future.

Sorong deputy mayor, Baesara Wael remarked during his speech that the collaboration would greatly assist the local government to implement good governance that is accountable.

Indonesia Local Governance Support Program (LGSP)  
 USAID/Indonesia  
 Task Order No. 497-M-00-05-00017-00  
 Project No. 0209547  
 Base Period of Performance: March 01, 2005 through September 30, 2009

**BIRD'S HEAD ACCRUAL SUMMARY (BY FISCAL YEAR) thru Sep 30, 2009**

|  | FY2007                      | FY2008                      | FY2009                      |  | Contract to Date              |                         | Funding Contribution |           |
|--|-----------------------------|-----------------------------|-----------------------------|--|-------------------------------|-------------------------|----------------------|-----------|
|  | Invoiced FY2007 Bird's Head | Invoiced FY2008 Bird's Head | Invoiced FY2009 Bird's Head | Un-invoiced expenditures incurred by 7/31/09 | Subtotal Expended Bird's Head | Bird's Head Funds Total | USAID                | BP        |
| <b>Labor</b>   |                             |                             |                             |  |                               |                         |                      |           |
| US National (USN) / Third Country National (TCN)                       | 8,909                       | 157,152                     | 184,290                     | 228,541                                      | 578,892                       | 488,049                 |                      |           |
| Cooperating Country National (CCN)*                                    | 86,881                      | 461,586                     | 412,323                     | 298,495                                      | 1,259,284                     | 1,188,365               |                      |           |
| <b>Subtotal Labor</b>  | 95,790                      | 618,737                     | 596,612                     | 527,036                                      | 1,838,176                     | 1,676,414               |                      |           |
| <b>Other Direct Costs (ODCs)**</b>                                     |                             |                             |                             |  |                               |                         |                      |           |
| <b>ODCs subject to General and Administrative (G&amp;A) Expense***</b> |                             |                             |                             |  |                               |                         |                      |           |
| Travel & Transportation (international)                                | 18,616                      | 138,684                     | 277,829                     | 36,099                                       | 471,228                       | 310,494                 |                      |           |
| Allowances   | 0                           | 0                           | 1,051                       | 53   | 1,104                         | 6,189                   |                      |           |
| Office Facilities  | 13,356                      | 36,886                      | 10,748                      | 4,233  | 65,222                        | 71,207                  |                      |           |
| Communications   | 5,469                       | 19,600                      | 23,285                      | 3,373  | 51,727                        | 58,276                  |                      |           |
| Services (including CCN fringe benefits)                               | 22,205                      | 66,046                      | 52,497                      | 14,338                                       | 155,086                       | 306,402                 |                      |           |
| Program Activities   | 36,518                      | 114,455                     | 117,935                     | 41,728                                       | 310,636                       | 372,956                 |                      |           |
| <b>Total</b>   | 96,163                      | 375,671                     | 483,345                     | 99,825                                       | 1,055,004                     | 1,125,525               |                      |           |
| <b>ODCs subject to Materials Support Expense (MSE)***</b>              |                             |                             |                             |  |                               |                         |                      |           |
| Equipment  | 12,806                      | 8,395                       | 111                         | 1,077  | 22,390                        | 23,637                  |                      |           |
| Materials & Supplies   | 3,462                       | 14,829                      | 14,082                      | 2,099  | 34,471                        | 27,416                  |                      |           |
| Consultant ODCs  | 0                           | 447                         | 9,977                       | 949  | 11,373                        | 3,847                   |                      |           |
| Subcontractor ODCs   | 0                           | 0                           | 6,852                       | 91,788                                       | 98,640                        | 179,451                 |                      |           |
| <b>Total</b>   | 16,268                      | 23,671                      | 31,022                      | 95,913                                       | 166,874                       | 234,350                 |                      |           |
| <b>Subtotal Other Direct Costs (ODCs)</b>                              | 112,431                     | 399,342                     | 514,367                     | 195,738                                      | 1,221,878                     | 1,359,875               |                      |           |
| <b>Indirect Costs</b>  |                             |                             |                             |  |                               |                         |                      |           |
| <b>General and Administrative (G&amp;A)</b>                            | 23,079                      | 90,065                      | 107,744                     | 33,305                                       | 254,194                       | 270,599                 |                      |           |
| <b>Materials Support Expense (MSE)</b>                                 | 667                         | 947                         | 1,241                       | 3,850  | 6,705                         | 9,404                   |                      |           |
| <b>Subtotal Indirect Costs</b>   | 23,746                      | 91,012                      | 108,985                     | 37,155                                       | 260,898                       | 280,003                 |                      |           |
| <b>Total Estimated Cost</b>  | 231,968                     | 1,109,092                   | 1,219,964                   | 759,929                                      | 3,320,952                     | 3,316,292               | 1,820,952            | 1,500,000 |

\* Indonesian national

\*\* Non-labor Direct Costs

\*\*\* G&A and MSE are indirect costs applied to certain types of Other Direct Costs





FROM THE AMERICAN PEOPLE

**Establishing Good Governance in the Bird's Head Region of West Papua 2007 – 2009**  
(Part of the Bird's Head Initiative)

**FINAL BRIEFING**

**BP Meeting**  
Jakarta, 26 August 2009






FROM THE AMERICAN PEOPLE



GOVERNMENT-COMMUNITY-CITIZENS

## Bird's Head Governance Initiative

### Achievements, Tangible Outputs And Beyond LGSP

Bird's Head Governance Initiative

2




FROM THE AMERICAN PEOPLE

### Program Objectives



GOVERNMENT-COMMUNITY-CITIZENS

**Assist targeted local governments in the Bird's Head region of West Papua to responsibly and accountably *manage new revenue streams* by:**

- Enhancing local planning, budgeting, and financial management practices for more efficient, transparent, and accountable resource management;
- Improving the decision making and supervisory functions of local councils as the people's locally elected representatives; and
- Increasing the informed participation of local communities in local development and deliberations that affect their futures.

Bird's Head Governance Initiative

3




FROM THE AMERICAN PEOPLE

### Milestones & Organization



GOVERNMENT-COMMUNITY-CITIZENS

- Sep 2006** BP Berau-USAID Sign Agreement on Bird's Head Governance Initiative
- Dec 2006** Governance diagnostics and selection of districts
- Apr 2007** LGSP Regional Office established in Sorong
- Jun 2007** Program launched in Sorong city, Fakfak and Manokwari based on agreements with local governments
- Jan 2008** Program expanded to include Sorong district and Kaimana
- Jun 2008** Provincial representative office established in Manokwari
- Apr 2009** Provincial representative office in Manokwari closed
- Jun 2009** Program activities completed

Bird's Head Governance Initiative

4




FROM THE AMERICAN PEOPLE

### Delivery Approach & Program Components



GOVERNMENT-COMMUNITY-CITIZENS

**Delivery Approach:**

- Workshops
- Technical Assistance (Facilitation, OJT & Consultations)
- Sharing of Experience - outside West Papua
- Training of Service Providers

**Program Components:**

- Participatory Planning
- Finance & Budgeting
- Legislative Strengthening
- Civil Society Strengthening

Bird's Head Governance Initiative

5




FROM THE AMERICAN PEOPLE

### Training Statistics



GOVERNMENT-COMMUNITY-CITIZENS

#### Number of people receiving training from LGSP, 2007-2009

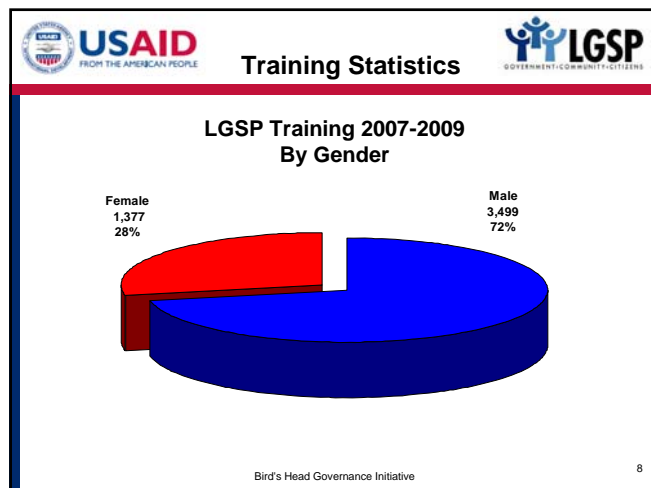
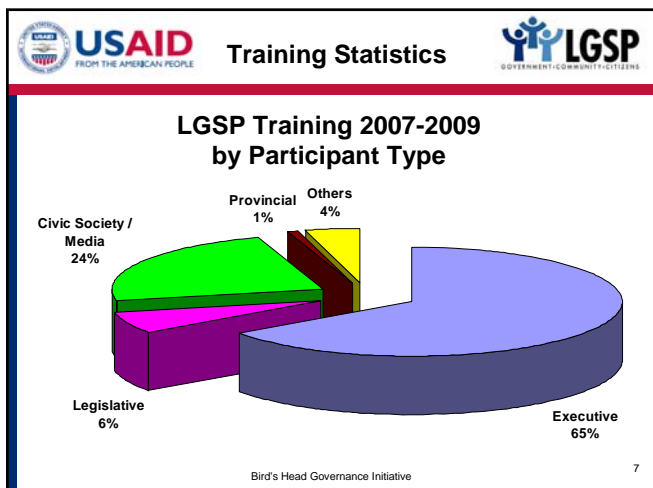
| Participant Type      | Total        | Male         | Female       |
|-----------------------|--------------|--------------|--------------|
| Executive             | 3,180        | 2,164        | 1,016        |
| Legislative           | 308          | 292          | 16           |
| Civic Society & Media | 1,148        | 885          | 263          |
| Provincial            | 31           | 28           | 3            |
| Other                 | 209          | 130          | 79           |
| <b>TOTAL</b>          | <b>4,876</b> | <b>3,499</b> | <b>1,377</b> |

**Notes:**

- Some participants will have attended more than one training activity.
- Figures are for the period through 30 June 2009.

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### Assessments

To review changes in capacity, LGSP conducted a number of assessments.

For Finance & Budgeting, the assessment was done at the beginning of the project and repeated at the end of the project

Assessment done using questionnaires, semi-structured interviews and document reviews carried out by LGSP staff

Respondents are our partners in government, DPRD and CSOs

Questions are a mix of 'factual data' and perceptions about how stakeholders work together.

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### Change in Capacity

#### Improved capacity in Participatory Planning

- Efforts to institutionalize participatory planning process have been initiated (Perda in Fakfak & Kaimana, S.K. in Sorong and annual S.E. in Manokwari & Kota Sorong).
- Forum SKPD is now conducted annually.
- Most SKPDs now have a planning unit and a Team including professionals from universities and CSOs to formulate the planning calendar and standard planning documents (except in Kota Sorong & Sorong).

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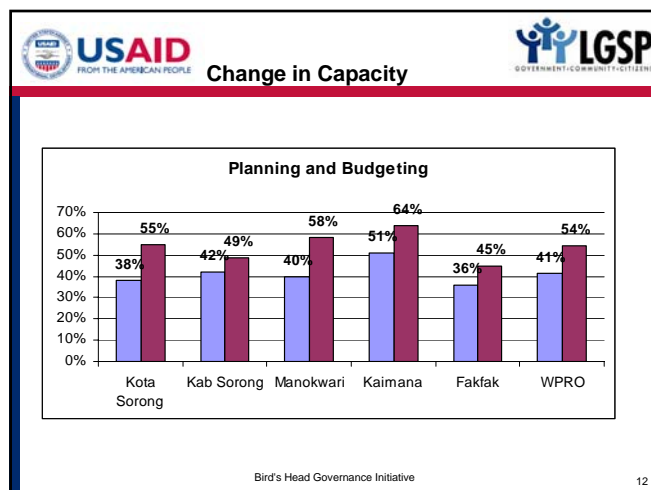
**USAID** FROM THE AMERICAN PEOPLE **LGSP** GOVERNMENT-COMMUNITY-LEADERS

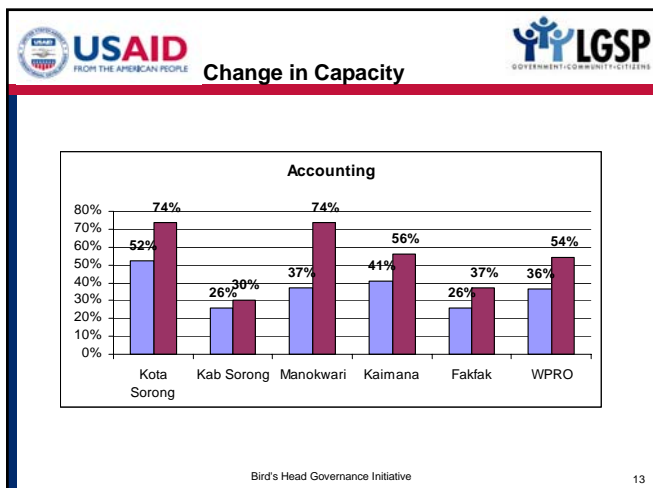
### Change in Capacity

- Change in Finance and Budgeting capacity**

| No. | Name of Local Government | Planning & Budgeting |          | Accounting & Financial Reporting |          |
|-----|--------------------------|----------------------|----------|----------------------------------|----------|
|     |                          | Pre (%)              | Post (%) | Pre (%)                          | Post (%) |
|     | Average Achievement:     |                      |          |                                  |          |
|     | •National                | 36                   | 54       | 38                               | 60       |
|     | •West Papua              | 41                   | 54       | 36                               | 55       |
| 1.  | Kota Sorong              | 38                   | 55       | 52                               | 74       |
| 2.  | Kabupaten Sorong         | 42                   | 49       | 26                               | 30       |
| 3.  | Kabupaten Manokwari      | 40                   | 58       | 37                               | 74       |
| 4.  | Kabupaten Fakfak         | 36                   | 45       | 26                               | 41       |
| 5.  | Kabupaten Kaimana        | 51                   | 64       | 41                               | 56       |

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- USAID** FROM THE AMERICAN PEOPLE **Change in Capacity** **LGSP** GOVERNMENT-COMMUNITY-CITIZENS
- Change in capacity in Finance and Budgeting**
- All SKPDs have been trained in financial reporting, but still depend on consultants, except for the SKPD in Kota Sorong, which have produced their own financial reports.
  - Manokwari scored highest in the assessments, but still depends on consultants.
  - Heads of SKPD now understand the need to have the capacity to prepare their own financial reports and have better understanding of performance budgeting.
  - Fakfak and Kota Sorong have begun asset management.
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- USAID** FROM THE AMERICAN PEOPLE **Change in Capacity** **LGSP** GOVERNMENT-COMMUNITY-CITIZENS
- Improved capacity in legislative**
- Local Councils better understand their functions;
  - Local Council in Kaimana, Fakfak, and Manokwari able to analyze budgets critically and suggest revisions;
  - Improved oversight capacity of Local Council in Kaimana, Fakfak, Manokwari and Kota Sorong;
  - Better relationship and interaction between local council, executive and CSO in Fakfak, Kaimana, Manokwari.
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- USAID** FROM THE AMERICAN PEOPLE **Change in Capacity** **LGSP** GOVERNMENT-COMMUNITY-CITIZENS
- Improved capacity in CSO**
- CSOs able to analyze and track/monitor budget, but due to limited access to related documents, CSOs in Sorong and Kota Sorong are unable to do budget analysis and tracking;
  - CSO Forum in Fakfak and Kaimana actively involved in annual planning process and able to monitor delivery of public services;
  - CSOs have formed networks to carry out advocacy work;
  - CSOs in Fakfak, Kaimana and Manokwari are better able to voice citizens' concerns due to improved trust of the Executive & Legislative and more transparent attitude of Executive & Legislative.
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- USAID** FROM THE AMERICAN PEOPLE **Overall Accomplishments** **LGSP** GOVERNMENT-COMMUNITY-CITIZENS
- Executive**
- budget overview, performance measurement and appraisal
  - financial reporting using performance-based budgeting
  - work with all stakeholders in planning processes
  - produce better quality and timely planning documents and accounting reports
- Legislative**
- follow up special autonomy (*Otsus*) regulation
  - build partnerships with constituents
  - improve public access to government documents
- Civil Society**
- support local regulations on participatory planning
  - monitor public services and budget tracking
  - gained trust of executive and legislative
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- USAID** FROM THE AMERICAN PEOPLE **Accomplishments Kaimana** **LGSP** GOVERNMENT-COMMUNITY-CITIZENS
- Better interaction and trust between Executive, Legislative and CSOs, resulting in improved development plans and budgets that better reflect citizens' priorities*
- 
- Village and sub-district level development plan meetings engaged citizens & CSOs - inputs accommodated in 2010 draft budget.
  - CSO actively involved in local development processes and budget tracking & analysis.
  - Planning Consultation Clinic in West Papua established, the first in West Papua.
  - Local Council able to critically review budget, planning documents and draft local regulations.
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**Tangible Outputs - Kaimana**




Planning Consultation Clinic Launched



Draft RPJPD Revised & submitted to LC



**Accomplishments Fakfak**


*Good trust building among LG, LC & CSO Forum enabled the CSO Forum to push for transparency and make local government accountable for public services*



- CSO Forum and concerned citizens actively participate in district planning processes and given room to criticize LG's development program.
- Trained village and district-level development facilitators to ensure development plans in line with citizens' needs.
- Planning and Budgeting Consultation Clinic established.
- Bupati's support for transparency resulting in APBD posters and draft regulation on transparency and citizen participation in development planning.
- CSO monitored delivery of health services and the results were used by LG to improve services at Fakfak General Hospital.

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**Tangible Outputs - Fakfak**




Results of CSO survey on public service delivery used as input to improve services at Fakfak's General Hospital



APBD Posters in public areas and sub-districts offices



Planning & Budgeting Clinic at BAPPEDA Office



**Accomplishments Manokwari**


*Improved public access to local council debates and planning documents*



- Radio Matoi holds daily interactive session as forum for local constituents to air their concerns. Radio Arauna built up capacity to track and analyze budget of public service program and broadcast the results.
- The local health office prepared Renja based on knowledge gained from LGSP.
- Local CSO and SP formed a group which will provide Local council Secretariat with capacity in budget tracking & analyses using SIMRANDA



**Tangible Outputs Manokwari**





- Daily interactive session of Radio Matoi as a forum for local constituents to air their concerns.
- Group of local CSO members and SP formed (GERAM) that will provide services & training post LGSP

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**Accomplishments Sorong**


*Coalitions built resulting in improved commitment for better public service and development*



- The CSO and Legislative brought in the Executive to revise the draft regulation on health services through a Consultation Forum.
- The CSO has drafted a regulation on participatory planning which is now under review of the Executive and the Legislative.

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## Accomplishments Sorong City

*Local government commitment to citizen participation in development planning process*



- After LGSP training of musrenbang facilitators in 2008, sub-district musrenbang were held for the first time in January 2009, under their facilitation.

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## Close-out Process

Close-out workshops in each district conducted in June to present findings of assessment, recommendations for improvements and sustaining achievements

All districts accepted findings and observations and made commitments to carry out recommendations of LGSP

Fakfak, Kaimana and Manokwari showed high commitment by continuing activities with limited LGSP support: APBD posters in Fakfak (budget transparency), training & field study of sub-district development facilitators of Fakfak (participatory planning), submission of revised Kaimana RPJPD to the local council (planning), training of Manokwari Setwan in use of Simranda by local CSO (budget transparency & tracking)

All districts requested continued assistance and facilitation in good governance

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## Degree of Commitment

Possibility of LG implementing recommendations of Close-out Workshop

- Kabupaten Fakfak - Hampir semua (*most likely*)
- Kabupaten Kaimana - Hampir semua (*most likely*)
- Kabupaten Manokwari - Kira kira separuh (*about half*)
- Kota Sorong - Kurang dari separuh (*less than half*)
- Kabupaten Sorong – Kurang dari separuh (*less than half*)



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## Provincial Government Assistance

- Support for Participatory Planning Process (BP3D)**
  - Synchronizing planning process between province and districts
- Strengthening Budgeting and Performance Measurement Capacity (Finance Bureau)**
  - Performance-based budgeting overview
  - Performance measurement I
  - Performance Measurement II


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## Lessons Learned

- Governance fundamentals** necessary for improved revenue management take time to take hold.
- Trust** cannot be forced and must be built by concrete actions, models, facilitation and intensive interaction.
- Demand-driven requests** mostly result from trust, and therefore should be responded to in line with program thrust.
- There are always pioneers or champions enthusiastic to promote principles and practices of good governance, but a **critical mass is a must for good governance to take hold** and this is not yet evident in West Papua due to limited time of LGSP's facilitation.

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## Lessons Learned

- Stakeholders mapping and adequate program socialization at the start** will ensure smoother start-up and better response of partners.
- Leadership commitment to good governance is key** to success and ensures significant changes.
- Level of trust and collaboration among stakeholders also contribute to success.** Examples include Fakfak and Kaimana.
- Working in city proper presents higher challenge.** New districts are more receptive and the program has a higher level of success.

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- **Working in Papua** presents challenges due to geographical conditions and low capacity of human resources, so longer-term commitment is needed for programs to succeed.
- **Limited capacity of local human resources** forced LGSP to recruit "outsiders," who need time to adjust to local conditions.
- **Difficulty in finding high quality personnel willing to work long-term in West Papua**, so that LGSP has had to use more STTAs and Jakarta-based specialists.
- In general, **a program dealing with changes in attitude and culture requires more time**, so two years of facilitation is not adequate.

This table indicates the scale of collaboration between Stakeholders in West Papua, which correlates strongly with the results and achievements. (Scores based on LGSP observations)

| Local Government    | Scale of Collaboration between Stakeholders (0- 5) |            |
|---------------------|--|------------|
|                     | Before LGSP  | After LGSP |
| Kota Sorong         | 1.5  | 2          |
| Kabupaten Sorong    | 1.5  | 2.5        |
| Kabupaten Manokwari | 2  | 3          |
| Kabupaten Fakfak    | 2  | 4          |
| Kabupaten Kaimana   | 2  | 3.5        |



# Abbreviations and Acronyms

| <b>Acronym</b> | <b>Indonesian</b>   | <b>English</b>  |
|----------------|---|---|
| APBD           | <i>Anggaran Pendapatan dan Belanja Daerah</i>                       | Local Government Revenue and Expenditures Budget      |
| Bappeda/BP3D   | <i>Badan Perencanaan Pembangunan Daerah</i>                         | Local Development Planning Board                      |
| CRC            |   | Citizen Report Card                                   |
| CSO            | <i>Organisasi Masyarakat Warga</i>                                  | Civil Society Organization                            |
| DPRD           | <i>Dewan Perwakilan Rakyat Daerah</i>                               | Local Legislative Council                             |
| F&B            |   | Finance and Budgeting                                 |
| KUA-PPAS       | <i>Kebijakan Umum Anggaran- Prioritas Plafon Anggaran Sementara</i> | General Budget Policy and Temporary Budget Ceiling    |
| LG             | <i>Pemerintah Daerah</i>  | Local Government                                      |
| LGSP           |   | Local Governance Support Program                      |
| Musrenbang     | <i>Musyawarah Perencanaan Pembangunan</i>                           | Development Planning Stakeholders' Consultation Forum |
| Perda          | <i>Peraturan Daerah</i>   | local government regulation                           |
| PFM            |   | Public Finance Monitoring                             |
| Ranperda       | <i>Rancangan Peraturan Daerah</i>                                   | draft local government regulation                     |
| Renja          | <i>Rencana Kerja</i>  | Annual Work Program                                   |
| Renstra        | <i>Rencana Strategis/Daerah</i>                                     | Strategic Medium-Term Regional Development Plan       |
| RKPD           | <i>Rencana Kerja Pemerintah Daerah</i>                              | Local Government Annual Work Plan & Budget            |
| RPJMD          | <i>Rencana Pembangunan Jangka Menengah Daerah</i>                   | Medium-Term Regional Development Plan                 |
| RPJPD          | <i>Rencana Pembangunan Jangka Panjang Daerah</i>                    | Long-Term Regional Development Plan                   |
| SKPD           | <i>Satuan Kerja Perangkat Daerah</i>                                | sectoral department                                   |
| TA             |   | technical assistance                                  |
| UNIPA          | <i>Universitas Negeri Papua</i>                                     | Papua State University                                |
| USAID          |   | United States Agency for International Development    |