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Annual Report Year 1

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Kinerja Program

Annual Report Year 1

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Luthfi Ashari, DG
United States Agency for International Development

Prepared by
RTI International
3040 Cornwallis Road
Post Office Box 12194
Research Triangle Park, NC 27709-2194

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List of Abbreviations and Terms

ACCESS	Australian Community Development and Civil Society Strengthening Scheme [AusAID]
AOTR	Agreement Officer's Technical Representative
APBD	Provincial/District Government Annual Budget
AusAID	Australian Agency for International Development
AWP	Annual Work Plan
Bappeda	Provincial / District Government Agency for Regional Development Planning
Bappenas	National Development Planning Agency
BEE	Business-enabling environment
BHS	Basic Health Services
BOS	School Operational Assistance (<i>Bantuan Operasional Sekolah</i>)
BOSP	Educational Unit Operational Cost Analysis (<i>Biaya Operasional Satuan Pendidikan</i>)
Bpk.	Abbreviation for Bapak (Mr.)
Bupati	District Head
CHS	Complaint Handling Survey
CIDA	Canadian International Development Agency
CSO	Civil society organization
DG	Democratic Governance
DEMOS	Center for Democracy and Human Rights Studies (<i>Lembaga Kajian Demokrasi dan Hak Asasi</i>)
DEO	District Education Office
DHO	District Health Office
District	In this report the term District will be used to refer to both regencies [kabupaten] and municipalities [kota]
DPRD	Regional Legislative Body at either the provincial, district, or municipality level (<i>Dewan Perwakilan Rakyat Daerah</i>)
EBF	Exclusive Breast Feeding
FGD	Focus Group Discussion
FIPO	<i>Fajar</i> Pro-Autonomy Institute
HDI	Human Development Index
IBF	Immediate Breast Feeding Initiative
IM	Information Management
IMPACT	Inspiration for Managing People's Actions
ISAI	Institute for the Studies on Free Flow of Information (<i>Institut Studi Arus Informasi</i>)
ISO	International Organization for Standardization
JPIP	Java Post Pro-Autonomy Institute
Kabupaten	District (Regency); abbreviated as Kab.
Kecamatan	Sub-district
Kemitraan	Partnership for Governance Reform, Kinerja Partner Organization
Kempan	State Ministry for State Apparatus Reform
KM	Knowledge Management
Konsil LSM	Indonesian NGO Council
Kota	Municipality
KPPOD	Indonesia Regional Autonomy Watch
LBA	Local Budget Analysis

LBI	Local Budget Index
LBS	Local Budget Study
LEGS/EGI	Local Economic Governance Study/Economic Governance Index
LG	Local government
LGSP	Local Government Support Program
LOI	Letter of Interest
LPKIPI	Indonesian Institute for Education Innovation Training and Consulting (<i>Lembaga Pelatihan dan Konsultan Inovasi Pendidikan Indonesia</i>)
LPKP	Research Institute for Social Development (<i>Lembaga Pengkajian Kemasyarakatan dan Pembangunan</i>)
LPPM	Community Empowerment and Development Institute for Aceh (<i>Lembaga Pembinaan dan Pengembangan Masyarakat Aceh</i>)
LPSS	Local Public Service Specialists
M&E	Monitoring and Evaluation
M&[I]E	Monitoring and [Impact] Evaluation
Madanika	Building Peace and Justice (<i>Membangun Perdamaian dan Keadilan</i>)
MDG	Millennium Development Goal
MENPAN	Ministry for State Apparatus Reform
MNCH	Maternal and Neonatal Child Health
MOH	Ministry of Health
MOHA	Ministry of Home Affairs
MONE	Ministry of National Education
MORA	Ministry of Religious Affairs
MSF	Multi-Stakeholder Forum
MSS	Minimum Service Standards
NGO	Nongovernmental organization
NSPK	Standards, Norms, Procedures, and Criteria
OSS	One-Stop Shop
P3M	Indonesian Society for Pesantren and Community Development
PATTIRO	The Center for Regional Information and Studies (<i>Pusat Telaah dan Informasi Regional</i>)
PC	Provincial Coordinator
Pemekaran	Regional demarcation/territorial reform
Permendiknas	Ministry of National Education Decree
Permenpan Pemerintah	Ministry of Administrative Reforms Decree government
PKBI	Indonesian Family Planning Association
PMP	Performance Management Plan
PP	Pontianak Post
PPD	Public-private dialog
Prakarsa	The Center for Welfare Studies (<i>Perkumpulan Prakarsa</i>)
PSD	Public Service Delivery
PTD	Proportional Teacher Distribution
PUM-MOHA	Directorate General for Administration in the Ministry of Home Affairs
PUPUK	Association for the Advancement of Small Business (<i>Perkumpulan Untuk Peningkatan Usaha Kecil</i>)
Puskesmas	Community Health Center
Q	Quarter
RFA	Request for Application
RFP	Request for Proposal

RISKESDAS	National Basic Health Survey
RPJMD	Regional Medium-Term Development Plan
RTI International	The trade name for Research Triangle Institute
SBM	School Based Management
Sekda	Regional Secretary (<i>Sekretaris Daerah</i>)
Seknas FITRA	National Secretariat of the Indonesian Forum for Budget Transparency
SI	Social Impact, Kinerja Partner Organization
SIPS	Support to Indonesia's Islands of Integrity Program
SK Bupati/ Walikota	Decree by a Regent/Mayor
SKPD	Provincial/District Technical Working Unit
SMERU	SMERU Research Institute, Kinerja Partner Organization
SNP	National Education Standards
SOP	Standard Operating Procedures
SPP	Public Service Standards
SUSENAS	National Socio-Economic Survey
TAF	The Asia Foundation, Kinerja Partner Organization
TORs	Terms of Reference
UGM	Gadjah Mada University, Yogyakarta, Kinerja Partner Organization
UNAIR	Airlangga University in East Java
UNfGI	University Network for Government Innovation
UNHAS	Hasanuddin University in South Sulawesi
UNSYIAH	Syiah Kuala University in Aceh
UNTAN	Tanjungpura University in West Kalimantan
UPTD	Regional Technical Service Unit (<i>Unit Pelayanan Teknis Daerah</i>)
USAID	U.S. Agency for International Development
Walikota	Municipality Head
WRI	Women's Research Institute
YAS	Prosperous Justice Foundation (<i>Yayasan Adil Sejahtera</i>)

1. Introduction: Improving Service Delivery in Indonesia

Democratic reforms and decentralization have brought government ever closer to Indonesia's citizens. Government accountability is slowly increasing as democratic reforms allow citizens to directly elect district/municipal heads and local legislatures, and decentralization has allowed local governments a greater opportunity to tailor policy and public services to respond to local needs. Many local governments are rising to public service delivery challenges by creating innovative programs that can serve as examples of excellence for the entire nation.

The United States Agency for International Development's (USAID's) Local Governance Service Improvement (Kinerja) Program works directly with local governments to improve public service delivery by identifying, testing, and replicating innovative interventions to improve measurable performance.

The Kinerja Program was awarded as cooperative agreement No. AID-497-A-10-00003 to RTI International and its consortium of five partners, including The Asia Foundation (TAF), Social Impact (SI), SMERU Research Institute, the University of Gadjah Mada (UGM), and Partnership for Governance Reform (Kemitraan). The period of implementation of this program is September 30, 2010, through February 28, 2015. The program works in the four provinces of Aceh, West Kalimantan, South Sulawesi, and East Java. In each of these provinces, Kinerja works in four districts and one city.

Kinerja aims to improve the service delivery of local governments in three sectors: education, health, and the business-enabling environment (BEE). To achieve this improvement, it works with three types of interventions in mind:

1. Incentives – strengthen the demand side for better services;
2. Innovations – build on existing innovative practices and support local government to test and adopt promising service delivery approaches; and
3. Replication – expand successful innovations nationally and support Indonesian intermediary institutions to deliver and disseminate improved services to local government.

Kinerja also studies the level of impact achieved through these interventions. This includes an impact assessment to determine which interventions work, why, and how.

Kinerja seeks to apply good governance practices in public service delivery (PSD) at the district and community level. Its programs are aligned with national government priorities that all regions are required to implement and that have widespread applicability with local governments. The program seeks to support and enhance existing local government programs through a limited open menu of key sectoral interventions that form the basis for the incentives, innovations, and replication packages in Kinerja.

2. Kinerja Year 1 Achievements

Kinerja Year 1 activities set the stage for the program's four-year engagement with provincial and district government to improve public service delivery. In its first year, the program worked concurrently to: (1) build key relationships with government; (2) develop and refine the public service delivery innovation packages in education, health, and BEE, along with complementary governance tools; and (3) begin implementation of program activities, including Minimum Service Standards, Local Economic Governance Study/Economic Governance Index (LEGS/EGI), Local Budget Study (LBS), and governance awards with the Java Post Pro-Autonomy Institute (JPIP) and *Fajar* Pro-Autonomy Institute (FIPO).

Critical partnerships were established with the national, provincial, and district governments through socialization meetings and workshops. The program selected districts within Kinerja partner provinces and signed cooperation agreements with provincial and district governments, thus providing a framework for cooperation and detailing government partner responsibilities.

As a demand-driven program, Kinerja worked to develop and refine its innovations packages in Education, Health, and BEE through consultation with national, provincial, and local stakeholders. Meetings with the national government, donors, nongovernmental organizations (NGOs), and provincial and local governments helped Kinerja select areas of focus within each sector. Kinerja innovations packages are structured as follows: three programs to support basic education—School Based Management (SBM), Proportional Teacher Distribution (PTD), and Educational Unit Operational Cost Analysis (BOSP) and one integrated health package—Early and Exclusive Breastfeeding, Safe Delivery, and Partnerships between Traditional Birth Attendants and Midwives; and Business Licensing (One-Stop Stops [OSS]). Kinerja-designed governance packages and toolkits are based on proven approaches that support these innovations packages.

To implement the program's Innovations Packages, Requests for Application (RFAs) were issued for grants in Education (SBM, PTD, and BOSP), Health, BEE, Complaint Handling Surveys, and the Media. Grants to local service providers have been processed and should be approved shortly.

Early grants were given to undertake the LBS and LEGS/EGI. Kinerja incentive and replication activities began through a contract to JPIP and FIPO, to implement the JPIP Autonomy Awards in East Java and FIPO Autonomy Awards in South Sulawesi. These awards ceremonies recognize excellence and innovation in governance. In the future, JPIP partner *Pontianak Post* (PP) will receive support to begin evaluating local governance in West Kalimantan and hold their own award ceremony.

Further replication activities came online with the establishment of the UGM-led University Network for Government Innovation of four universities in Kinerja provinces and the network's Good Practice Databank.

Kinerja supports district governments navigating the complex and often contradictory regulatory landscape of public service provision through benchmarking and the creation of District Service Quality Standards. Kinerja prepared a white paper, *Mapping Service Standards*, which provided a map of voluntary and mandatory service standards, described a

service standards hierarchy that helps government prioritize, and examined conflicting service standards.

Finally, much of the original monitoring and evaluation (M&E) design was revised to reflect the activities finalized in Kinerja's start-up and in recognition of the practical challenges of treatment and control districts. Partial approval of the Performance Management Plan (PMP) was given by USAID in July 2011, after lengthy discussion with both USAID and *Bappenas* (National Development Planning Agency). The initially proposed M&E system was significantly revised to focus on qualitative data collection of Kinerja interventions and less on in-depth comparisons between treatment and control districts, where the power analysis/statistical significance is weak. Data gathering in treatment and control districts has now begun.

2.1. Building Relationships with National, Provincial, and District Governments

Kinerja emphasizes implementation through Indonesian institutions to increase sustainability of program outcomes. In Year 1, Kinerja focused on developing partnerships with the national, provincial, and district governments. These investments in relationships are beginning to bear fruit, as seen in the engagement and commitment from national and local governments. As Kinerja progresses into Year 2 and 3, nurturing and building these relationships will remain key to successful program implementation.

Kinerja key national partners are:

- The Director for Deconcentration and Cooperation in the Directorate General for Administration in the Ministry of Home Affairs (PUM-MOHA); specifically Bapak Sirajuddin Nonci; and
- The National Development Planning Agency (*Bappenas*); the Director for Regional Autonomy in the Deputy Ministry of Regional Development and Regional Autonomy, Bapak Budhi Santoso; and the Director for Communication and Politics in the Deputy Ministry for Politics, Law, Defense, and Security, Ibu Siliwanti.

The commitment of these counterparts helped Kinerja establish a strong national foundation and framework for implementation in the regions.

Coordination with the national government began in January 2011, where roles of the ministries vis-à-vis Kinerja were clearly defined. Agreement was reached that PUM-MOHA would take the lead on the oversight of Kinerja implementation in the regions, and *Bappenas* would take the lead on the impact evaluation. The M&E Team also had a series of discussions with *Bappenas* on the content of the PMP and applied indicators.



Bapak Sirajuddin Nonci at the East Java Provincial Socialization Meeting. January 26, 2011.

Support from PUM-MOHA began with a letter to the governors in the four Kinerja provinces to introduce the program and request the provinces to receive a Kinerja delegation for provincial consultations. Both PUM-MOHA and *Bappenas* intensively supported the Kinerja team during their provincial visits and participated as valuable resource persons and partners in provincial workshops. *Bappenas* attended local socialization workshops and site selection events.

Support from the national level helped the Kinerja team gain access to the provincial level and to establish a constructive dialogue of cooperation. Intensive dialogue and a high level of engagement from the national government were necessary to obtain local government acceptance of the computerized random sampling of the five Kinerja districts in each province (to be discussed below).

This investment of time and energy from the national government was an essential part of building ownership with local governments. In particular, the Director for Deconcentration and Cooperation of PUM-MOHA, Bapak Sirajuddin Nonci, provided invaluable assistance in resolving site selection issues with the Government of East Java. Kinerja also found strong support from Bapak Otho H. Hadi and Bapak Taufiq Hidayat from *Bappenas* during the provincial visits.

In the regions, Kinerja works closely with provincial and district planning boards and the District Offices for Health (DHO), Education (DEO), and the multiple stakeholders involved in economic development (Bappeda, Regional Assistant for the Economy, Department for Industry, Department for Licensing, and Department of Finance).

2.1.1. Socialization Workshops

The socialization workshops aimed to provide an overview of the Kinerja objectives and approach to interested districts. Early socialization meetings were key to developing relationships and clarifying expectations. A total of 222 attendees participated in the socialization workshops in Year 1 (for further detail please see *Table 1* below).

Initial socialization of the Kinerja program took place in December 2010, when Kinerja staff, along with USAID and national government counterparts, made five visits to the four Kinerja provinces of Aceh, East Java, South Sulawesi, and West Kalimantan to introduce the program to provincial governments and to discuss district site selection. The group met with potential service providers and civil society



Bapak Ridwan, representing the Governor of Aceh, and Blair King of USAID, at the Aceh Socialization Workshop, Banda Aceh. January 20, 2011.

organizations (CSOs), visited field offices of relevant donor programs, and collected preliminary data.

Common questions during socialization were about site selection methodology, cost sharing, prevention of overlap with other programs, use of local service providers for technical assistance, and the need for political commitment to ensure eligibility for district selection. Overall, the program met with high-level interest and enthusiasm and broad-based support from the national, provincial, and district levels of government.

Table 1. Socialization Workshop Participation Levels

Socialization Workshops			
Province	Male	Female	Total per Province
Aceh	33	4	37
East Java	86	11	97
South Sulawesi	26	7	33
West Kalimantan	52	3	55
TOTAL	197	25	222

2.1.2. District Site Selection

District site selection took place in the second quarter of the program, from January 20 to February 25, 2011.¹ Regional Secretaries (*Sekda*), heads of Bappeda, and other key government staff, as well as staff from sectoral agencies within the provincial government, CSOs, and the media attended the selection ceremonies.

In each province, five treatment and five control districts were selected. Out of 99 eligible districts in the four Kinerja provinces, a total of 20 treatment districts and 20 control districts were selected, according to the general methodology previously agreed by USAID and Kinerja. All districts were informed of the five selected treatment districts via official notification from the provincial government; however, at the suggestion of each provincial government, the list of control districts was not made publicly available.



Pressing the Button: Bapak Bawon, Head of the Dept of People's Welfare, and Kinerja Impact Evaluation Manager, Mark Fiorello, at the East Java site selection ceremony. February 25, 2011.

¹ District site selection dates were: South Sulawesi, January 20, 2011; West Kalimantan, February 10, 2011; Aceh, February 10, 2011; and East Java, February 25, 2011.

In addition, district governments that were considered for the randomized selection process submitted a Letter of Interest (LOI) that included: (1) a commitment to cost sharing; (2) a statement indicating that their district had not been involved in regional demarcation or territorial reform (*pemekaran*) in the past three years and does not have plans for *pemekaran* during the life of the project; and (3) a statement indicating that they did not have an active donor project operating with the same cross-sectoral approach in the district. In South Sulawesi, for example, the number of districts eligible for selection was reduced to 13 due to the presence of the Australian Agency for International Development’s (AusAid’s) Australian Community Development and Civil Society Strengthening Scheme (ACCESS) project. In Aceh, six districts were excluded because of their participation with the AusAID LOGICA2 project.

Table 2. District Site Selection Participation Levels

Province	Male	Female	Total per Province
Aceh	17	4	21
East Java	15	5	20
South Sulawesi	62	13	75
West Kalimantan	11	6	17
TOTAL	105	28	133

Randomized selection of districts added complexity to relationships with provincial and district governments. The idea of random selection for a program was foreign to Kinerja provincial and district governments, as was the concept of having control districts.

In some cases, provincial governments were largely satisfied with the districts selected: in Aceh, for example, the Governor was pleased that areas that had not received development assistance in the past were selected. In other cases, reactions were mixed: South Sulawesi was pleased that the majority of its major ethnic groups were represented in the selection, but disappointed that the randomized approach put the project in two neighboring districts, Luwu and Luwu Utara. In the case of East Java, district site selection proved a source of tension that required intensive assistance from the national government and the Kinerja national team, as well as discussions with the Kinerja Provincial Coordinator.

The site selection process in East Java included a series of meetings held to address concerns over the criteria used for site selection. Initially the East Java provincial government was reluctant to participate in the randomized selection process. The Governor, Bappeda, as well as the health and education line agencies felt strongly that objective criteria such as the Human Development Index (HDI) should be used to determine the districts that received assistance (the five districts with the lowest HDI in Kinerja sectors). However, according to the requirements for randomized site selection, Kinerja is required to have treatment districts that represent a range of human development conditions, not just the lowest. In addition, there was particular concern that disadvantaged districts, such as the districts in Madura, should be given priority based on need. Ultimately, the provincial government agreed to the

randomized site selection methodology. Nevertheless, consideration of “need” and specific criteria related to the Kinerja priority sectors should be considered in future design of site selection processes.

2.1.3. Provincial Workshops

Socialization workshops were followed by provincial workshops, which aimed to introduce the Kinerja program in greater detail to key stakeholders at the provincial and district levels. Issues discussed at provincial workshops included the level and type of cost sharing expected from the program and how the technical assistance for the project will be delivered. Participants included the *Sekda*, the *Kabupaten Bappeda* (Provincial/District Agency for Development Planning), and the heads of the Education, Health, and BEE-related line agencies.

Table 3. Provincial Workshop Participation Levels

Provincial Workshops*			
Province	Male	Female	Total per Province
East Java	29	16	45
South Sulawesi	28	14	42
West Kalimantan	30	12	42
TOTAL	87	42	129

*The political situation in Aceh was not conducive for holding the Provincial Workshop.

2.1.4. District Consultations and Work Plans



District Consultation Aceh Tenggara, April 12–14, 2011.

After the district site selections were completed, Kinerja technical teams from the Jakarta office conducted district consultations and stakeholder analysis between February and May 2011, verified the relevance of the proposed Kinerja menu of key interventions, and prepared detailed district work plans. Based on the results of the district consultations, the Kinerja program’s menu of interventions was modified to reflect the priorities of the 20 Kinerja districts. It resulted in a more streamlined approach with one integrated health package, including Immediate Breastfeeding

Initiative/Exclusive Breastfeeding (IBF/EBF), safe delivery, and partnerships between midwives and traditional birth attendants; one BEE package covering OSS; and three education packages (SBM, BOSP, and PTD), based on local demands. It also led to the team identifying the core governance support needs of the 20 districts, which were deemed the most essential to supporting PSD, i.e., Complaint Surveys, Multi-Stakeholder Forums, the Media, and Public Information.

The district consultations involved audiences with the Head of the District, the Regional Secretary (*Sekda*), and the district *Bappeda*, and an overview session for Kinerja stakeholders at the district level.

Table 4. District Consultation Participation Levels

District Consultations (total number of participants in all workshops)			
Province	Male	Female	Total per Province
Aceh	170	60	230
East Java	159	97	256
South Sulawesi	136	51	187
West Kalimantan	150	113	263
TOTAL	615	321	936

Consultations included a series of focused discussions to identify needs with local government and civil society stakeholders in the first and second priority sectors. Visits to service delivery units at the community level were also conducted. The results of the district consultations confirmed that the Kinerja intervention menu was relevant in most districts, and that local governments had already planned or budgeted for certain facets of the five Kinerja packages.

2.1.5. Cooperation Agreements with Provincial and District Governments

Kinerja formed and signed cooperation agreements with provincial and five district governments that stipulate the manner of cooperation between the two parties: the assignment of a district-led technical team to provide guidance to monitor Kinerja's progress, access to district data, and the allocation of counterpart funds.

Cooperation Agreement signing ceremonies were conducted in the presence of national, provincial, and district representatives and media stakeholders and were held in the provincial capitals on the following dates: South Sulawesi on June 8; East Java on July 13; and West Kalimantan on July 19. In Aceh, the process was somewhat different because of continuing political controversy over elections. District cooperation agreement signings took place on September 26 for Banda Aceh. The other Aceh cooperation agreements will be signed in the first quarter of Year 2.



Cooperation Agreement signing ceremony in Makassar, South Sulawesi, on June 8, 2011.

2.2. Designing the Kinerja Approach

2.2.1. Identifying Core Intervention Areas in Innovations Packages

The Kinerja program began with a broad mandate to work on governance issues in the sectoral areas of health, education, and economic growth. The Kinerja team undertook an extensive consultative process to identify core intervention areas within these sectors. Consulted stakeholders include the Government of Indonesia, USAID, and a wide range of donors, as well as NGOs within these sectors, to discuss the kinds of governance interventions Kinerja could apply to improve public service delivery.

Kinerja identified prerequisites for its key interventions using the following criteria: (1) demand-based and community focused; (2) simple but effective, having a great impact; (3) feasible within the duration of the project; and (4) builds on existing interventions.

Two of the sectoral areas, Health and Education, are linked to a set of major national government programs executed at the district level. Kinerja interfaces with these programs at the district level, assisting local governments and communities to make the most efficient use of resources, target services effectively, and monitor and improve the quality of services to citizens. The BEE work on business licensing also operates under national legislation that must be interpreted and operationalized at the district level. The five Kinerja innovation packages in Education, Health, and BEE are the result of these consultations.

2.2.2. Kinerja Governance Toolkits

Kinerja brings together proven governance tools and applies them in key intervention areas. The Kinerja governance approach combines:

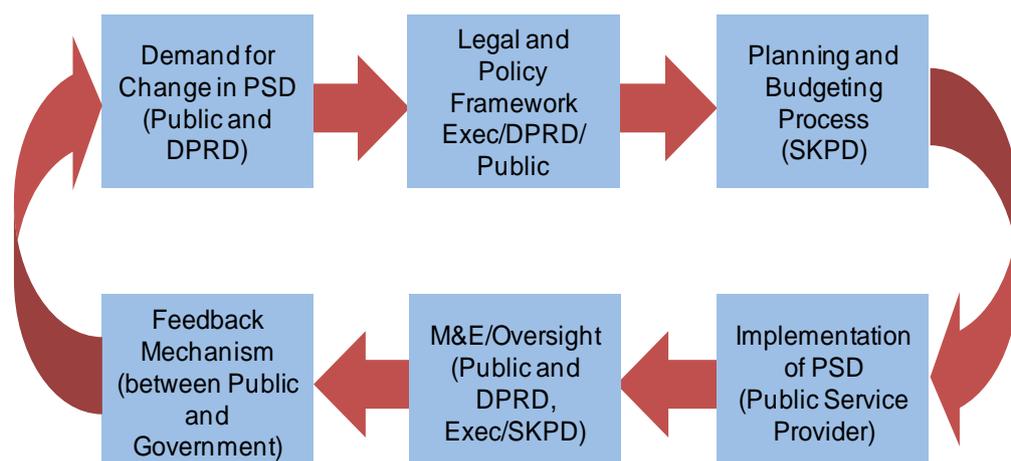
- Incentives (demand stimulation, community empowerment),
- Innovations (tools directed at district governments), and
- Replication (facilitation of district government adoption of good practices and the University Network for Government Innovation).

The Incentives and Replication activities are applied to the Kinerja Innovations Packages in health, education, and BEE.

To better understand how the Kinerja incentives, innovations, and replications packages fit into the public service delivery development cycle (*see Figure 1*), Kinerja conducted consultations with many governance and PSD programs and found that most of these programs focused on setting up the legal and policy environment and working with PSD units to produce strategic development plans and pro-poor and gender-sensitive budgets.

Due to project time limitations, most projects did not have the resources to monitor whether the regulations that were passed had been implemented effectively, and if the plans or budgets were executed appropriately. Kinerja seeks to compliment the work of previous programs by working with district governments and communities toward the end of the PSD development cycle (*Figure 1*) on the key areas of implementation, monitoring, oversight, and feedback mechanisms.

Figure 1. The Public Service Delivery Cycle



Note: DPRD = *Dewan Perwakilan Rakyat Daerah* (regional legislative body at provincial, district, or municipality level); Exec = Executive Leadership; SKPD = District Technical Working Unit.

Incentive and Replication activities are built around Kinerja Innovations Packages to ensure strong community-district government partnerships and to facilitate replicability, both within and outside of Kinerja treatment districts.

Each of Kinerja's Innovations Packages has a set of governance steps that include community input, planning, budgeting, monitoring, oversight, and feedback mechanisms needed to successfully implement the innovations.

The Kinerja program team selected well-tested incentives tools, including multi-stakeholder forums for public service monitoring, budget study and advocacy in all 20 Kinerja districts, citizen report cards, complaint handling and feedback mechanisms, and benchmarking and reward systems. In addition, Kinerja makes grants to local service providers who undertake cross-cutting media work and implement complaint surveys.

Kinerja has developed a menu of five general replication steps, including (1) the institutionalized compilation of good practices; (2) in-depth review of how good practices are adopted from one district government to the next; (3) dissemination of good practices through forums, associations, peer-to-peer learning and media, (4) building up structures for quality assurance and capacity building; and (5) the adoption of good practices within and outside the 20 treatment districts. As part of replication activities, Kinerja provided a grant to the JPIP to support awards for excellence in local governance in East Java (JPIP Awards) and South Sulawesi (FIPO Awards). Kinerja partner UGM established the University Network for Government Innovation to compile and disseminate good practices.

2.3. Field Implementation

2.3.1. Grants to District Service Providers

Kinerja implements its programs through district service providers to build their capacity and encourage long-term sustainability. Based on the results of the 20 district work plans, the Kinerja team developed RFAs for service providers to deliver technical assistance for the Kinerja Innovation Packages. In total, 96 service providers were encouraged to apply. Of these, 55 submitted proposals for 15 grants in the four Kinerja provinces.

Qualified service providers were identified through recommendations from Kinerja consortium partners, through organizational assessments conducted by Kinerja provincial and district staff, and from recognized international development partner assistance programs in Kinerja sectors. Service providers at the national and provincial level were invited to respond to the RFA, based on their qualifications.

RFAs were issued for Education (SBM, PTD, and BOSP), Health, BEE, Complaint Handling Survey, and the Media. Some RFAs were issued with a national scope (i.e., media covering 15 districts and complaint handling covering 10 districts) and others were issued at the provincial level (i.e., separate RFAs for health for each province).

Following the development and issuance of the RFAs for Health, Education (BOSP, PTD, and SBM), Media Use, Complaint Survey, and BEE, a series of pre-bid conferences were held with potential service providers at the national, provincial, and district levels. The pre-bid conferences with national service providers were conducted in Jakarta at the Kinerja program's national office, and with provincial-level service providers through teleconferences with providers gathered at the Kinerja program's provincial offices. The Kinerja technical and governance staff gave an overview of the respective RFAs, and the Kinerja grants officer explained the administrative and financial requirements. All questions and answers from each of the pre-bid conferences were compiled into a comprehensive set of minutes that were circulated to the service providers at both levels, to ensure that the same information was provided to all applicants.

Table 5. Schedule of Pre-Bid Conferences

No	Event	Date	Location	Participants		
				Male	Female	Total
1	Complaint Handling Survey	June 24, 2011	Jakarta	4	2	6
2	Complaint Handling Survey	June 24, 2011	East Java: Malang	8	3	11
3	Complaint Handling Survey	June 24, 2011	South Sulawesi: Makassar	3	1	4
4	Media	June 28, 2011	Jakarta	6	4	10
5	Media	June 28, 2011	Aceh: Banda Aceh	2	2	4
6	Media	June 28, 2011	East Java: Malang	1	3	4
7	Media	June 28, 2011	South Sulawesi: Makassar	5	3	8
8	Media	June 28, 2011	West Kalimantan: Pontianak	3	0	3
9	Health	June 30, 2011	Jakarta	5	4	9
10	Health	June 30, 2011	Aceh: Banda Aceh	7	2	9
11	Health	June 30, 2011	West Kalimantan: Pontianak	8	4	12

No	Event	Date	Location	Participants		
				Male	Female	Total
12	SBM	July 1, 2011	Malang	6	3	9
13	BOSP and PTD	July 11, 2011	Malang	8	4	12
14	Health	August 19, 2011	Malang	7	1	8
Total				73	36	109

Kinerja formed technical evaluation teams to rank the proposals submitted by candidate organizations. After their recommendation, pre-award assessments were undertaken by Kinerja administration and grant staff to verify awardees' administrative and financial management capacity and organizational policies and to brief them on Kinerja reporting requirements for activities and finances. Ten grants had been submitted to USAID for approval by the end of Year 1.

2.3.2. Local Budget Study (LBS)/Local Budget Index (LBI) and Economic Governance Index (EGI)

Early in the program, grants were provided to two organizations to conduct governance and public service delivery data for advocacy. In June, the first two grants were awarded. The first grant was awarded to the National Secretariat of the Indonesian Forum for Budget Transparency (Seknas FITRA) to conduct the LBS, an important advocacy tool to educate stakeholders on more efficient and effective spending on public service delivery. Seknas FITRA began work at the end of June and began by revising tools and training enumerators. Trainings for LBS assessors and coordinators were conducted in all Kinerja provinces from September 6–16, 2011. Data collection began immediately after the training and will continue through the end of October 2011. It is expected that initial LBS findings can be presented in provincial workshops that are scheduled to take place in November–December 2011 to provide input for 2012 budget preparations.

The second grant was awarded to the Indonesia Regional Autonomy Watch (KPPOD) to conduct the LEGS/EGI survey, an effective advocacy tool for gauging the transparency and accessibility of district governments in providing public services. KPPOD and TAF had conducted LEGS/EGI in Aceh, East Java, and West Kalimantan in 2010–2011; therefore, the surveys were not repeated again. The EGI survey covers all 29 districts in South Sulawesi. Data collection began on July 14, 2011, and was completed by the end of September.

In addition to the quantitative data collection, key questions for a qualitative assessment of the local economic governance in the seven districts that will implement the BEE component of Kinerja were also finalized. The main data collection methods for the study will be in-depth interviews and focus group discussions (FGDs) with relevant stakeholders, which will be conducted in October 2011. It is expected that the results of both quantitative and qualitative LEGS studies can be completed by December 2011, and findings can be disseminated in January 2012.

2.3.3. University Network for Government Innovation and Good Practice Databank

The University Network for Government Innovation (UNfGI) was established under the leadership of Kinerja partner, UGM. The network includes the following regional universities in Kinerja provinces: Hasanuddin University in South Sulawesi (UNHAS), Airlangga University in East Java (UNAIR), Tanjungpura University in West Kalimantan (UNTAN), and Syiah Kuala University in Aceh (UNSYIAH).

The university network aims to expand collaboration in developing governance innovation through education, training, research, and publication activities, as well as advocacy. Their first task is the start-up of an interactive databank on good practices and models to provide and raise understanding on what factors make local governments successful. The Kinerja technical team has supported UGM to prepare a detailed action plan on guiding the development of the database and to encourage the university network partners to engage students under the guidance of a research coordinator, to identify and research good practice cases to populate the database.

The participatory crafting of a Kinerja specific glossary of relevant terminology challenged participating partners to reflect from different perspectives on those sometimes quite abstract terms, the interpretation of which is vital for effective communication and alignment of expectations, efforts, and actions. The mutual preparation of the glossary, as well as its joint ownership and use, is expected to significantly contribute to alignment of interpretation and communication about key aspects of the Kinerja Program.

2.3.4. FIPO/JPIP Award Events

Kinerja worked with the two Autonomy Award providing agencies: The *Fajar* Pro-Autonomy Institute (FIPO) and the Java Post Pro-Autonomy Institute (JPIP). The FIPO and JPIP annual seminar and awards ceremonies seek to promote provincial and district government innovations in the area of economic development, public service, and political performance. The seminar and awards ceremony is a chance for provincial and district governments to learn about good practices and to compete to implement government programs that are based on good governance principles and serve the public effectively.



Kinerja's health specialist, Dr. Mahlil Ruby, speaking at FIPO, June 30, 2011.

At FIPO, this year's seminar was entitled, "The Role of *Puskesmas* as the First Line of Medical Services." The Minister of Health gave an address and recognized the health workers in community health centers (*puskesmas*) who were nominated for local government innovation awards. Kinerja's health specialist gave a thought-provoking and inspirational presentation on the conditions and challenges of *puskesmas* and how the improved quality of services can directly affect human development indicators in the health sector.

FIPO developed short documentaries about the winning local governments, explaining the local governments' innovations. These documentaries served as an excellent format for promoting innovations and simultaneously being used as a tool for replication.

The Kinerja RFA for JPIP, FIPO, and the PP provides grant funds to support the PP's capacity to evaluate local governance innovations and for implementation of their award ceremony; improve implementation of JPIP and FIPO evaluations, awards ceremonies, and seminars; and establish a Website to disseminate good practices identified through the JPIP and FIPO awards.

2.3.5. District Level Quality Standards

Several initiatives to improve regional government services have been promoted by national government agencies, among them minimum service standards (MSS); "Standards, Norms, Procedures, and Criteria" (NSPK); discrete packages of sectoral standards, such as the National Education Standards (SNP); Public Service Standards (SPP); standards related to accreditation from the International Organization for Standardization (ISO) (e.g., ISO 9004 2009); and standard operating procedures (SOPs).

Although these standards can contribute to improving regional government services, they have been promoted in an uncoordinated fashion, with insufficient clarity and intensity. In some cases, the conception and regulations of different standards are in conflict with each other.



Kinerja Quality Standards Workshop, South Sulawesi, July 5–7, 2011.

Kinerja is supporting districts to gain a better understanding of the essential features of the various standards that apply to district services, and to fashion district guidelines (formalized as regional head regulations or regional regulations) that give clear directions to the service management and implementing units on how to proceed. These will help accelerate the application of the most relevant standards.

The Kinerja team worked with MOHA, the State Ministry for State Apparatus Reform (*Kempan*), the Ministry of Health (MOH), the Ministry of National Education (MONE),

and donor agencies to discuss issues relating to the multiple and overlapping quality standards, as well as to support the idea of district-level guidelines to make progress on applying service standards. The result of these discussions clearly showed that there is very little consensus about priority of standards, in which order, or under which circumstances they should be applied.

As a result of these discussions, the team prepared a white paper, *Mapping Service Standards*, which provided a map of voluntary and mandatory service standards, described a service standards hierarchy that helps government prioritize, and examined conflicting service standards.

Provincial and district workshops were held in South Sulawesi to discuss the use of quality service standards with Kinerja regional stakeholders. The Provincial Workshop was held July 5–7, 2011, while district workshops were held in late September–early October.²

Table 6. Participation Levels in South Sulawesi Provincial and District Quality Standards Workshops

Event	Date	Total Participants
Provincial Workshop	July 5–7, 2011	47
Barru District	September 20–21, 2011	50
Luwu Utara District	September 27–28, 2011	46
Luwu District	September 29–30, 2011	46
TOTAL		189

The workshops built upon the *Mapping Service Standards* white paper, and discussed prioritization of regulations on MSS per sector. In South Sulawesi, discussion focused on education. Workshops helped participants understand the gap between the present realities of service provision and to where they need to progress. They also explained how to link MSS with indicators for Kinerja Innovation Packages. At the district level, workshop attendees were given assessment tools and participated in a self-assessment of their own performance.

The workshops in South Sulawesi served as a pilot for future Kinerja MSS workshops. Lessons learned from implementation of these activities will be used to enrich future workshops in other Kinerja provinces and districts.

2.3.6. Monitoring and Evaluation

The Kinerja design places a strong emphasis on M&E. It is expected to provide answers to the question how far governance support contributes to improved service delivery.

Significant changes were made to the M&E design in Quarter 3 (March–June 2011) after finalization of the Kinerja Innovations Packages and in recognition of the practical challenges in data collection in treatment and control districts. The revised M&E system focuses on qualitative data collection on Kinerja interventions and less on in-depth comparisons between treatment and control districts, where the power analysis/statistical significance is weak.

Quantitative analysis of overall project impact across treatment and control districts will still be conducted, but will now use nationally available datasets (such as the National Basic Health Survey [*RISKESDAS*] and the National Socio-Economic Survey [*SUSENAS*]). Qualitative research will be conducted in Kinerja treatment districts, with a shift in focus to deeper case studies and support of primary quantitative data collection.

A proposed set of indicators that comprise a key portion of the PMP were approved by USAID, after which M&E workshops were conducted in all four Kinerja provinces to

² The workshops for Kabupaten Bulukumba and Kota (municipality) Makassar will be held in Quarter 1 of Year 2.

introduce the Kinerja M&E system to Kinerja staff and to provincial- and district-level government partners. Following these workshops, the M&E team has been working with local staff and partners to compile all data needed for the establishment of baseline values and performance targets.

Table 7. Monitoring and Evaluation Workshops and Participants per Province

Province	Date	Participants		
		Male	Female	Total
West Kalimantan	June 22–23, 2011	9	7	16
South Sulawesi	July 21, 2011	9	1	10
Aceh	July 12, 2011	10	4	14
East Java	August 9, 2011	9	4	13
TOTAL		37	16	53

After finalizing the overall approach and indicator list with USAID, M&E staff socialized Kinerja M&E with national government partners. The M&E team carried out a trial assessment of data availability at the provincial and district levels. These meetings provided valuable insight into the existence (or, in many cases, lack thereof) of quality data at the district level, and generally called into question Kinerja’s ability to rely on district administrative data, especially for impact evaluation. Kinerja learned that the existence and state of data that is relevant for Kinerja M&E varies considerably, both across districts and across offices within the same district.

Collecting administrative data from control districts, even if readily available, has been a time-consuming exercise. In several districts, all district officials immediately requested an official letter prior to releasing (and in some cases, even discussing) any data. Although Kinerja found support at the provincial level, it remains unclear how much this will actually help, and obtaining relevant data may require significant effort.

2.4. Staffing



LPSS, PC, RTI Kinerja national office staff, Social Impact, and Kemitraan staff during LPSS Orientation on April 7–8, 2011.

During the first quarter of project implementation, Kinerja completed its staff mobilization of key personnel³, and recruited technical and administrative staff for the Jakarta office. With support from the RTI Indonesia office, recruiting of technical and administrative staff went smoothly. The four provincial coordinators joined the project team in Jakarta for an initial orientation from November 25 to December 10. Administrative support at the provincial level was recruited soon thereafter. In May Pak Made Bawayusa resigned because of health problems. In August Kinerja proposed a new

After the site selection process was completed in each province and the treatment districts were announced (January 20–February 25), the

Kinerja consortium partner, Kemitraan, immediately began advertising for the Local Public Service Specialist (LPSS) positions in all 20 treatment districts in local newspapers and on their Website. Kinerja interviewed 65 applicants for 20 positions.

The LPSS position is difficult to fill because it requires a wide range of skills that are rarely found in any one individual: sectoral/public service delivery expertise, knowledge and experience of governance interventions, and the ability to quickly develop extensive networks and maintain stakeholder relations. Kinerja also prioritized recruitment of individuals with highly developed management and communication skills. In addition, some of the Kinerja districts are in very remote areas, and there were a limited number of qualified applicants willing to work in these places. To the extent possible, the selection team prioritized candidates who were native to, or had extensive working experience in, the specific district or neighboring districts. If this was not possible, the selection team prioritized candidates from the province with extensive program management and public service delivery experience. If qualified candidates at the provincial level were still not available, the selection team recruited candidates from other provinces who were eager and willing to relocate and had comparative experience to share.

All 20 LPSS attended a two-day LPSS orientation held April 7–8, 2011, to increase their understanding and knowledge of the Kinerja objectives and program, of the roles and responsibilities of the LPSS, and how to access resources.

³ End of March, the ‘Senior Alternative Service Delivery Specialist’ resigned because of health problems. With the big importance attributed to governance, the project proposed the recruitment of a ‘Governance Advisor’ instead.

3. Lessons Learned Kinerja Year 1

3.1. Political Relationships and Site Selection

3.1.1. National Government Support Critical for Working with Sub-National Governments

Kinerja emphasizes building relationships with national, provincial, and district governments. Although the benefits of investing in these critical relationships from the outset is clear, the Kinerja experience demonstrates that developing these relationships requires time, commitment, patience, and the assistance of counterparts.

A key Year 1 lesson for Kinerja is the importance of support by the national government when working with provincial and district governments. Despite decentralization, representatives of higher levels of government still hold weight with provincial and district officials.

Kinerja was fortunate that its counterparts, MOHA-PUM and *Bappenas*, actively supported the program through official communications and joint visits. Support from MOHA-PUM in the form of letters to provincial governments helped Kinerja gain access to provincial and district governments in Kinerja regions, and establish a constructive dialogue of cooperation. The commitment of the national government to Kinerja was further communicated to provincial and district governments by the presence of MOHA-PUM and *Bappenas* officials at socialization and provincial workshops. MOHA-PUM played a critical role in obtaining provincial and district government acceptance of the computerized random sampling in each province, in particular, in resolving site selection issues with the Government of East Java.

3.1.2. Establishing Formal Coordination: Cooperation Agreements and SOPs

Provincial and District Coordination

Cooperation agreements have been largely successful at the provincial and district levels in terms of creating a formal commitment to work with Kinerja to improve public service delivery. Cooperation agreements outline government responsibilities and create a framework for program implementation. The cooperation agreement with the province details the provincial government's role in oversight, monitoring, and replication. District cooperation agreements require creation of a district-led technical team, access to district data, and the allocation of counterpart funds.

Early Kinerja experience shows that although formal cooperation agreements can lead to a productive cooperation with local government, they cannot guarantee that the political will of the district head translates into action. Kinerja has seen varying degrees of commitment from district governments and their SKPD and sectoral agencies. There are districts in which commitment is remarkable, with full support from the District Head (*Bupati*) and agencies. In Simeulue, for example, the *Bupati* enthusiastically supports the program, and this political will carries down to members of the bureaucracy, who have welcomed the program. In another district, the sectoral agencies and *Bupati* are supportive of Kinerja, but a highly contentious political conflict between the executive and legislative branches is hampering efforts.

Expanding National Coordination to Sector Ministries—Standard Operating Procedures

While Kinerja has excellent relationships with its main national government counterparts, broader coordination at the national level remains undefined, particularly the unified coordination with sector ministries. Finalization of the SOP that will guide work between USAID and *Bappenas* for the Democratic Governance programs has been delayed, limiting more effective coordination between Kinerja and a broader group of national government stakeholders. This SOP includes a steering committee with representatives from various ministries that will review Kinerja progress and provide feedback and direction. Thus, while Kinerja has met individually with the sector ministries related to issues in the Kinerja Annual Work Plan, there is still no formal coordination with the program.

3.1.3. Detailed Cost Sharing Requires Intensive Engagement

Kinerja does not seek to introduce new priorities to districts, but rather to enhance and improve existing local government programs. In some cases, Kinerja could not work with district governments because they did not have existing programs in the sectoral area.

Kinerja's experience shows that local governments often lack an understanding of the steps required to bring about change; thus, their planning and budgeting could be better targeted. For example, local governments may have allocated funds for BEE, but they do not understand the basic steps needed for policy review, such as providing funds for their Legal Division and Organizational Division to undertake the work.

Although Kinerja interventions come later in the public service delivery cycle,⁴ Kinerja learned it is key to begin working with local governments during the planning and budgeting stage to define joint work plans. Some district governments took advantage of the re-budgeting process for 2011 and re-allocated additional funds, but not all showed the same level of initiative.

Supporting Local Priorities

The Kinerja approach does not seek to introduce new programs; rather it supports demonstrated district priorities for which the district has an existing budget item, thus demonstrating their commitment. In one Kinerja district, the education consultations produced two priorities: BOSP and SBM. Because the existing budget only showed BOSP, the Kinerja provincial coordinator and LPSS agreed with the district staff that Kinerja would support BOSP in the first year. Kinerja plans to support SBM in the second year, pending district government approval of the relevant budget allocations. Working in this manner builds up ownership of the program and helps increase the sustainability of Kinerja interventions, as well as guarantees that the work undertaken truly serves district needs.

3.1.4. Challenges and Benefits of Using Random Selection

Randomized selection is, at present, considered the best tool for quantitative impact evaluations. It is, however, a fairly alien concept to provincial and district governments who did not understand the need for random site selection or the need for control districts. As

⁴ The “later” refers to implementation, monitoring, oversight, and feedback mechanisms rather than “earlier” interventions such as planning, budgeting, and policy/legislation.

mentioned above, Kinerja was fortunate in the support received from national government representatives for using random selection to choose Kinerja program sites. Their clear support of the random selection was critical, as all the provincial governments had expressed concern over the process. Kinerja was fortunate that three of the four provinces were satisfied with random selection. But the experience in East Java reminds Kinerja (and should be a reminder to other programs) that there can be drawbacks to using this method, including endangering newly created relationships between program and government.

In South Sulawesi, the government was, for the most part, pleased with the sites selected because they represented all of the province's major ethnic groups. Their main disappointment was the selection of two neighboring districts, Luwu and Luwu Utara. An important lesson for Kinerja, and for future programs, is that proportional distribution of social and cultural groups is an important consideration. Unbalanced results could have unintended and politically sensitive consequences in post-conflict regions or regions with a history of inter-ethnic tension.

Another lesson learned for Kinerja (and other programs) is that there should be some degree of consultation with the provincial government prior to site selection. In West Kalimantan, due to previous communication with the national government, Kinerja site selection results addressed an important provincial government concern: prioritizing its border areas with Malaysia. Fortunately, due to national government input during the Kinerja design process, statistically viable techniques were used to ensure that border areas were represented.

After some initial hesitation, the provincial government of Aceh agreed to the random selection process. The results pleased the provincial government because of the balanced geographical representation, and in particular, the inclusion of several remote districts that had recently protested about not receiving development partner assistance.

In East Java, there was a strong feeling that objective criteria, such as the HDI, should be used to determine the districts that received assistance. There was particular concern that disadvantaged districts, such as the districts in Madura, should be given priority based on need.

The final lesson learned from the randomized selection process is that high transaction costs are incurred as a result of selecting remote locations. Although randomized selection is bringing development assistance to areas that have not received donor support before, particularly in West Kalimantan and Aceh, working in these areas has a significant impact on Kinerja's budget. In West Kalimantan, Kinerja's remote districts are 10 to 14 hours distance from Pontianak on poorly maintained roads that often allow a speed of only 20 kilometers/hour (12.4 miles/hour) and generally have poor infrastructure. In Aceh, Kinerja districts are many hours travel distance from the nearest airport in Banda Aceh: Aceh Tenggara is a 16-hour drive; Aceh Singkil is 12 hours away, and Simeulue Island only accessible by a small 12-seater plane or by 24-hours of land and sea travel.

Also, as a result of the randomized selection, there is a wide range of capacity at the district level. Kinerja, therefore, must undertake a significant level of capacity building in these areas compared to other districts.

3.2. District Consultations

3.2.1. Kinerja Innovation Packages and Governance Tools: Demand/Need-Based

Kinerja enhances and accelerates existing local government programs to reinforce sustainability. The program has found that supporting local priorities and needs helps the program resonate with district governments. Kinerja packages and governance tools respond to needs faced by district governments in two ways: first, the program supports district governments in implementing nationally mandated programs; and second, the selection of priorities during district consultation further tailors the program to meet local demands and needs.

District governments have a host of mandated (and often funded) programs from the national government. The Kinerja experience shows that many district governments do not know how to effectively respond to these mandates. District governments have welcomed Kinerja, because it targets critical local problems and helps governments fulfill national government mandates.

Kinerja has also found a wide range of capacity at the district level that requires significant tailoring of program assistance to meet local needs. Kinerja works with district governments and communities toward the end of the PSD development cycle on the key areas of implementation, monitoring, oversight, and feedback mechanisms. Some district governments have created the required legal frameworks, but the knowledge of how to implement is lacking. In other districts, more substantial support is required.

Adapting Kinerja Support to District Needs

Kinerja realizes that uniform assistance strategies will not effectively help develop district capacity. Assistance must be tailored to district realities and needs. The program's experience working with OSS for business licensing demonstrates how the program tailors its assistance to provide the most effective support to districts.

The concept of a One-Stop Shop (OSS) should be clear from its name: one place for entrepreneurs to attend to all required business licensing. In practice, this is rarely the case. Kinerja has found a range of ideas about what constitutes a One-Stop Shop, which reflects a lack of understanding of the goal of simplifying business licensing. For example, in one district, the OSS is only a front office. Once a business person places a request, it is sent to various government agencies for time-consuming processing. In this district, Kinerja is working with the district government to make their OSS into a contained unit that handles all business licensing. Kinerja will also work with the district government to undertake policy review and initiate necessary changes to make their licensing center efficient.

In another district, Kabupaten Tulungagung, the OSS is well functioning and issues licenses with good management tools, SOPs, and an IT system. Here Kinerja will support Kabupaten Tulungagung and work with the district government to refine and improve its IT system and management tools, including complaint handling and monitoring via their IT system. In addition, Kinerja will support a review of the SOPs to make them more efficient.

3.2.2. Narrowing Broadly Defined Goals into Kinerja Innovations Packages

The complexity of the Kinerja design made balancing the demands from local governments, with the need to limit the types of different interventions to a reasonable number, challenging. To address this issue, Kinerja created a limited, open menu of innovations packages.

Creation of this more limited menu meant Kinerja required significant effort and time. The exact intervention areas were broadly defined as “health, education, and the local business-enabling environment.” Narrowing the program’s focus required an intensive process of identifying target areas and creating Kinerja innovations packages.

To achieve this focus, Kinerja undertook an extensive consultation process, largely with national level stakeholders, to identify national government priority areas and programs, as well as previous and current work being undertaken by donors and NGOs. A critical part of developing the Kinerja innovations packages was coordination with USAID. The Democratic Governance Office provided excellent coordination with the other technical offices within USAID/Indonesia: Health, Education and Economic Growth, to identify complimentary activities and synergize efforts across programs; Kinerja received useful input from these sections. The packages were further refined in the provincial and district consultation process and finalized.

3.2.3. Grounding Governance Lessons in Technical/Sectoral Practices

A significant lesson from the Kinerja experience comes from the integration of governance lessons and technical/sectoral practices. Kinerja has found that taking an applied approach to governance via implementation in technical/sectoral programs can make governance practices more concrete and their need more obvious to local governments.

Another way of demonstrating this would be that Kinerja takes a more holistic approach to technical issues. Rather than focusing solely on improving technical aspects of sectoral programs, Kinerja addresses the broader implementation landscape and incorporates governance issues and civil society engagement. Although this approach resonates in the progressive districts, notably Bondowoso, it is foreign to other local governments. Several regions for example some remote regions of West Kalimantan will require a sustained level of support and mentoring to bring about a change in mindset in most districts.

3.2.4. Working with Local Service Providers

Kinerja implements its program through local service providers to build capacity and encourage sustainability of program outcomes. Although this strategy presents great opportunities, the program has found it also presents significant challenges and takes time.

Kinerja has found that most local service providers either have technical expertise or a strong focus on governance. Finding service providers who can work on both technical and governance issues has been very difficult and remains a major challenge. To address this issue in Year 1, Kinerja made sure there was a good balance of technical and governance staff in the individual service provider organizations; in some cases this meant the organization had to take on a consultant. In other cases, Kinerja paired national and local organizations.

There is an inherent tension between wanting to localize the program while still maintaining international standards for administration and financial management, because many local service providers often do not meet these requirements. Wherever local capacity is not available, Kinerja tackles this dilemma by working through national and regional organizations and their networks, e.g., Institute for the Studies on Free Flow of Information (Institut Studi Arus Informasi [ISAI]) and Indonesian NGO Council (Konsil LSM Indonesia). In these cases, the technical oversight and administrative/financial reporting is conducted by the network organization.

Konsil LSM Indonesia: Enabling Local NGOs

The Indonesian NGO Council, Konsil LSM Indonesia, is an association of 93 local organizations spread across 14 provinces dedicated to strengthening civil society in Indonesia by increasing the integrity and accountability of NGOs. Konsil LSM Secretariat is a formal body that acts as a national-level umbrella organization; it allows both international and local donors to channel funds through a highly respected, Jakarta-based organization for implementation at the local level.

Among other requirements to join, local NGOs must have established program management and financial management policies and practices, and must sign and uphold a Code of Ethics. After an organization joins Konsil LSM, it has increased levels of access to funding, as well as access to international and local donors.

Kinerja has given a grant to Konsil LSM and its network to undertake Complaint Survey activities.

3.3. Communications and Knowledge Management

3.3.1. Achieving Effective Communication in a Multi-lateral Project

Working with so many actors on various levels makes communication a crucial issue for success and good cooperation. Communication and alignment of expectations, efforts, and actions are achieved through clarifying and agreeing on project-related terms that are relevant for Kinerja partners. Kinerja has established a glossary of relevant terms in Indonesian and English. Work on the glossary challenged participating partners to reflect from different perspectives on those sometimes quite abstract terms, and helped to align expectations, efforts, and actions. The glossary and the discussion around it are important and needs to be continued throughout the project life to secure effective communication. Alignment of key terminology, plus alignment of expectations and alignment of the minimum communication patterns and practices among partners, appears to be a precondition for creating synergy in Kinerja, for achieving the objectives and for using the resources efficiently.

3.3.2. Challenges to Creating the Innovations and Good Practices Database

The participatory development of the database format and the agreement among partners on the database management approach has been a lengthy process. It is important to systematically address the different aspects related to the use of the database to encourage that it will be used for further learning and replication.

3.3.3. The Institutional Challenges of Working with a National University Network

The university network is set up as a center for learning and analyzing of good practices and for fostering and facilitating replication. The hope is that by exploring appropriate coordination and cooperation mechanisms, the university network will evolve gradually into a sustainable knowledge hub for learning about, and for replication of, good practice in Kinerja focus areas. Its success will depend on its leadership and the readiness to broaden the interaction beyond the small group of experts assigned.

Kinerja is still learning about how the various partners are fulfilling their roles within the Kinerja Framework and how they are leading, driving, cooperating, collaborating, and contributing in their various domains to the overall Kinerja objectives. These lessons learned will need to be further distilled into strategies and policies to endow the right partners with the right mandates, and to support and capacitate those who have shown most competence in their roles and commitment to the Kinerja program. In this regard, the management of partners and their roles will be gradually refined to better harness resources and to create optimal synergy.

3.4. Monitoring and Evaluation

3.4.1. Performance Management Plan (PMP) Development

The PMP is tailored to and builds on the key Kinerja innovation packages. The PMP includes the process for random sampling of the project treatment and control areas and provides a guideline for measuring project results and identifying project impact. Significant changes were made to the M&E design after finalization of the Kinerja innovations packages and in recognition of the practical challenges in data collection in treatment and control districts. Lessons learned from the process of creating, revising, and operationalizing the PMP are described below.

3.4.2. Indicator Selection

Kinerja has found that timing is an important factor for indicator selection. Ideally, indicators should be selected (1) after the project work plan is finalized and (2) after the project goals are clearly defined. In Year 1 of Kinerja, the work plan could only be finalized in April 2011, thus it was necessary to revise and refine the indicators.

In addition, indicators should be realistic given field conditions, as well as feasible to collect and measure. Data collection constraints in the field are significant, both in terms of availability and reliability of secondary and partner-provided data.

3.4.3. Data Collection

Data collection has been a challenge both in treatment and control districts. One challenge specific to control areas is the difficulty of obtaining any data without formal letters from the national and district governments. Kinerja's experience showed this is not only a question of having a formal relationship with a district government (a cooperation agreement for example); overall data collection remains a challenge in program districts because data is not publically available, and the quality of available data varies greatly from district to district. Another data availability challenge that specifically impacted BEE is the lack of centralized

information for all business licenses. For more on challenges on data collection, see the textbox just below (*Lack of Data on Teachers*).

Lack of Data on Teachers

In one of the districts in which Proportional Teacher Distribution (PTD) is implemented, the DEO had the following information: number of children per school, total number of teachers certified to teach, and the number of teachers in each *kecamatan* (sub-district). The district did not have information on where the teachers taught, thus making it impossible to determine teacher/student ratios, and no information on individual teacher certification, educational background, or other information.

In one of the districts in which School Based Management (SBM) is implemented, the DEO had data on the total number of students per school, as well as the total number of teachers per school, but no information was available on certification, teacher education levels, textbooks per school, teaching aids, or other information.

Both districts did have a list of teachers that was used for processing salary payments; these included the teacher's name and the number of years of service. Neither district had information on teacher absenteeism.

The two DEOs attributed the problem to a lack of financing for data gathering from the district, although the district also lacks reporting mechanisms and sanctions for non-reporting.

3.4.4. Links to Local Government Monitoring Systems

It should be noted that most local governments were genuinely interested in improving their M&E systems; however, Kinerja identified a number of hurdles to working with government systems. The existing local government data is of low/questionable quality. Efforts were taken to make use of existing government indicators, but in many cases this was not possible. Even in districts where Kinerja and a local government had the same indicators, the process and/or units of measurement were often different, making integration difficult.

3.4.5. Baseline Data Collection

The Kinerja M&E team rolled out a baseline data collection in mid-August 2011. At present, all but two districts' data are complete; data collection in these districts will be completed in October 2011. The M&E team is undertaking initial analysis of the baseline data, and the entire dataset should be available in early November 2011.

3.4.6. Randomized Selection

The Kinerja experience demonstrates that randomization is possible, but best entails clear communication about how and why random selection will occur, as well as intensive coordination leading up to actual selection. In each instance of randomized selection, Kinerja staff met repeatedly with government partners to propose, explain, and discuss the selection process.

The Kinerja experience also demonstrates that a site selection process can be carefully designed to take into account practical considerations related to implementation (e.g., readiness to provide counterpart budgets, exclusion of newly created regions, no donor

project with similar approach), while still maintaining the minimum standards for unbiased selection necessary for rigorous evaluation.

3.4.7. Using a Demand-Based Approach Creates Challenges for Project Uniformity across Districts

The M&E system has been adapted to Kinerja's demand-based approach by developing a tracking system for project results that incorporates flexibility and diversity of activities across locations. This is an important factor because project plans are potentially subject to significant change, and an M&E system that lacks sufficient flexibility to adapt to those changes may end up measuring performance in suboptimal ways. In addition, because implementation is not standardized, but rather varies by location (i.e., there is not necessarily "homogeneity of treatment"), specific project results may not be comparable across locations.

3.5. Administration

The following section highlights several key administrative issues that influence Kinerja operations, both at the national and regional levels. These issues were important during Year 1 implementation and will continue to be of importance during Year 2.

3.5.1. Tax Exemption

Currently, Kinerja is experiencing some problems and delays stemming from an unresolved issue of taxation facility between USAID and the Government of Indonesia. This issue has been ongoing since the beginning of the project and is beginning to create tension between the program and vendors, who are required to make monthly tax reports to their national government. As a result, some vendors have stated that they would be reluctant to perform future services for the Kinerja program if this issue remains unresolved.

3.5.2. Cost Share Commitments

Because of the timing of Kinerja's program award occurring toward the end of the national government's fiscal year and the delay in finalizing the SOP (required for MOHA and sectoral ministries for budget allocations), field trips for national government partners to Kinerja program locations and their associated costs (per diem, airfare, accommodation, transport, airport taxes, etc.) were not budgeted for 2011 for MOHA and the sector ministries. This issue resulted in requests that Kinerja pay for these expenses. It is hoped that the SOP will be finalized in time for Kinerja-related government travel to appear in the 2012 national government budget.

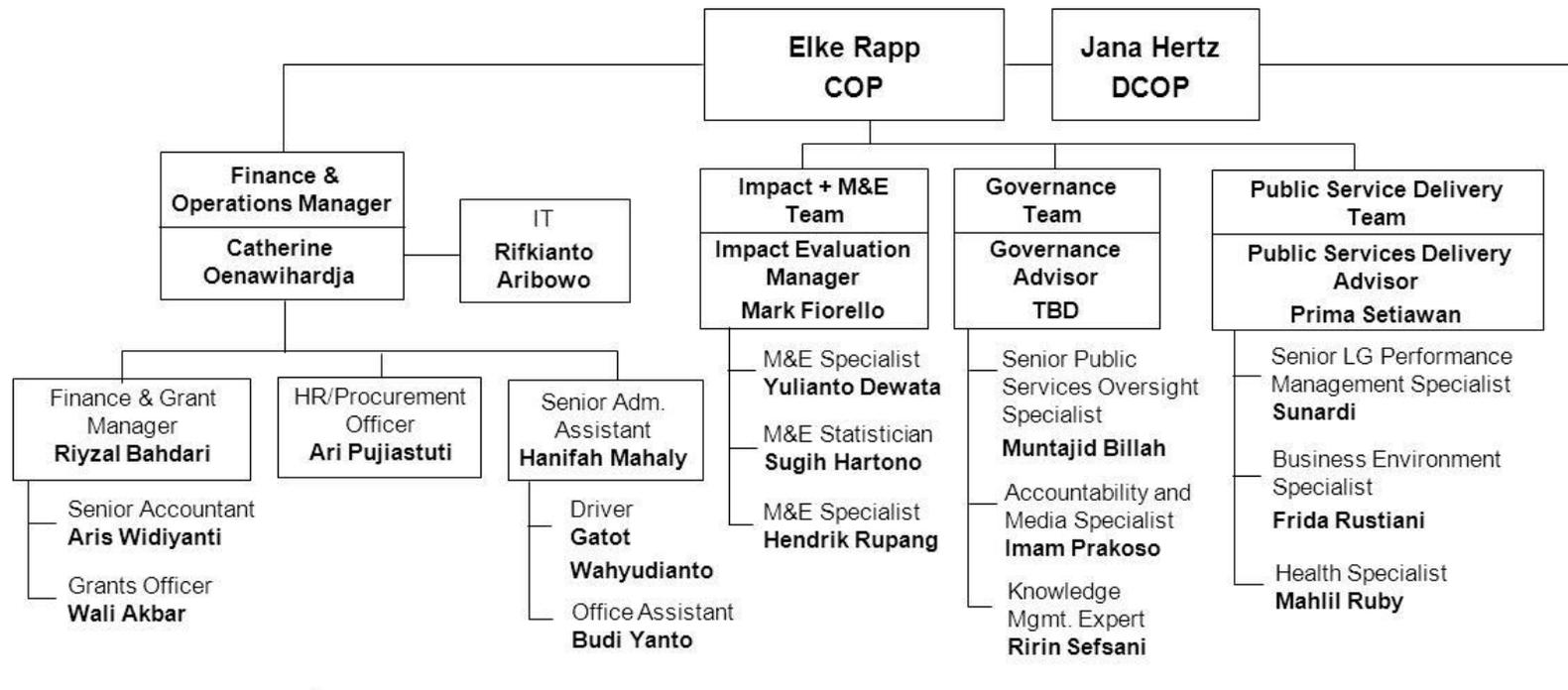
3.5.3. Recruitment and Mobilization

In some provinces, Kinerja found highly qualified, highly motivated staff with both a technical and governance background. In provinces and districts that have a history of donor engagement, finding qualified local staff was significantly easier. Many had experience working with donor projects, including past USAID programs. In provinces where finding qualified local staff was more challenging, Kinerja worked to create provincial teams with an appropriate balance of skills to provide cross-support.

Kinerja's experience recruiting LPSS demonstrates the limited number of qualified candidates in the regions. Kinerja wanted to avoid a common problem with facilitators/

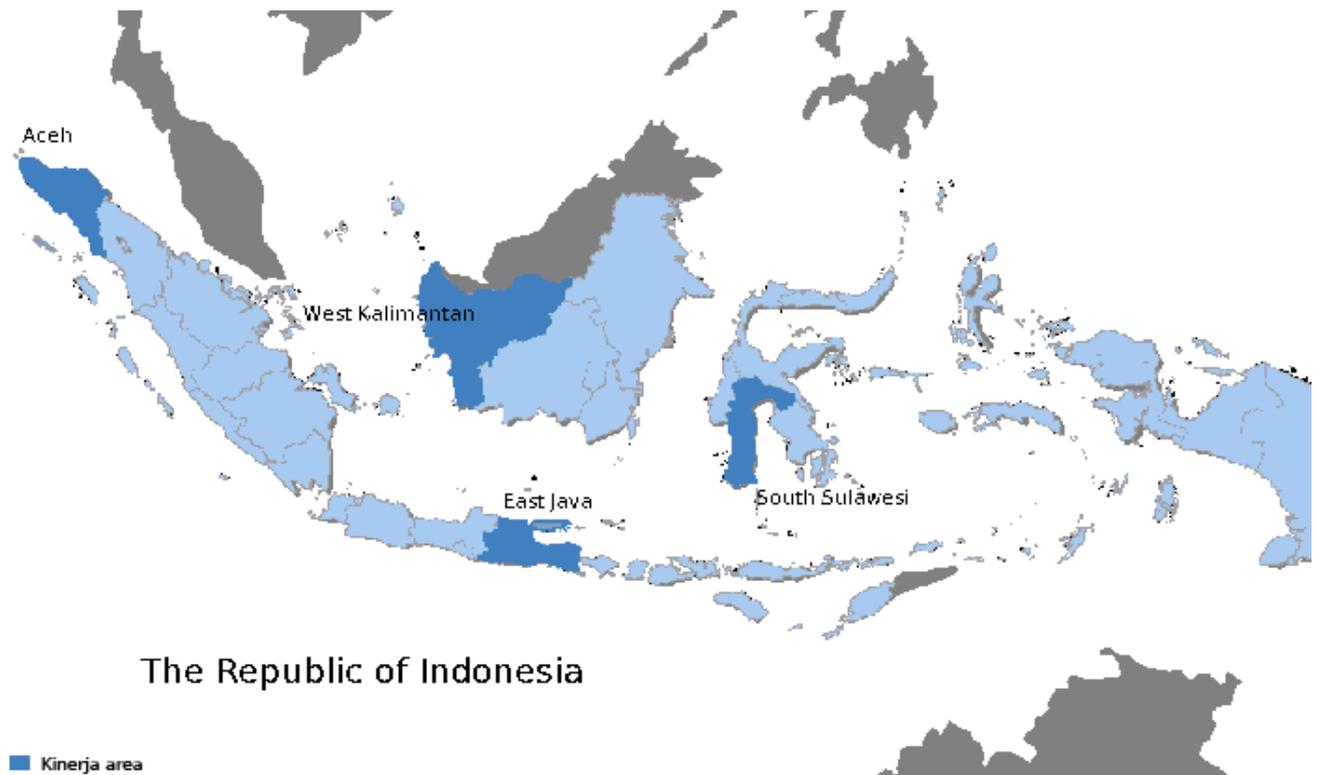
coordinators whose families are far from their work: frequent absences from the program location and lack of local networks/knowledge. As mentioned above, in several provinces recruitment proceeded smoothly; excellent, experienced local staff were hired. In some districts, notably remote districts, recruiting locally was not possible and highly qualified staff was brought in.

Annex 1: Kinerja Organizational Chart

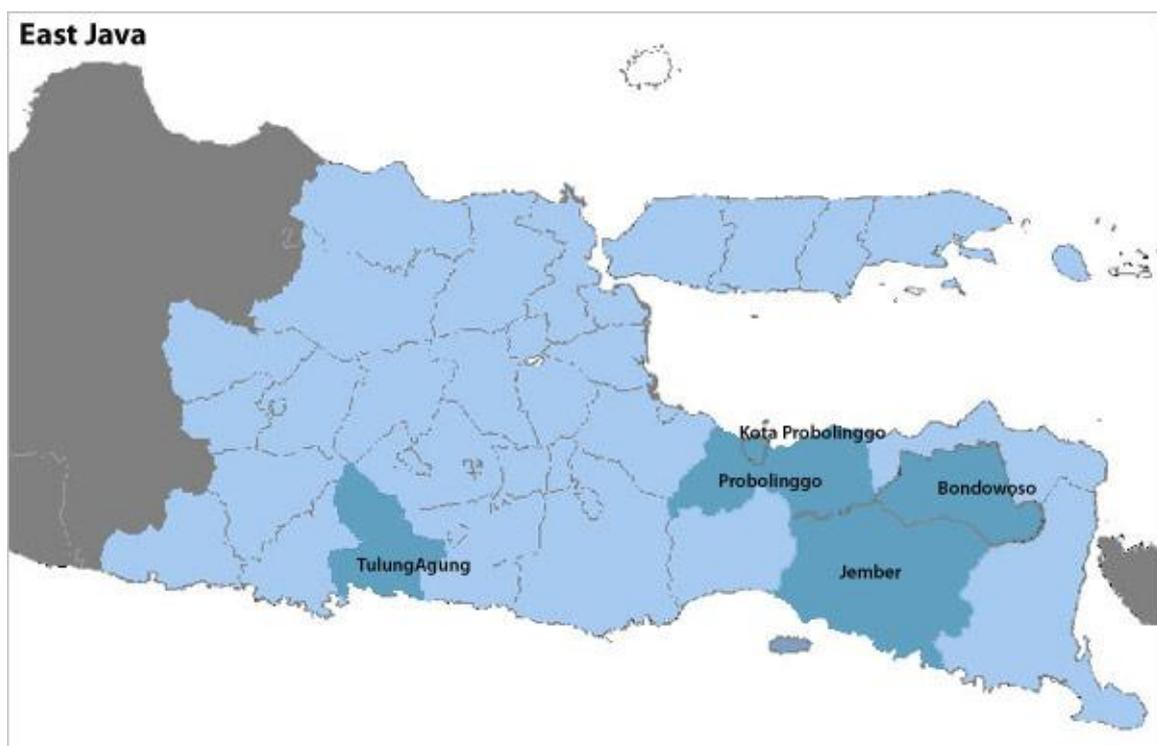


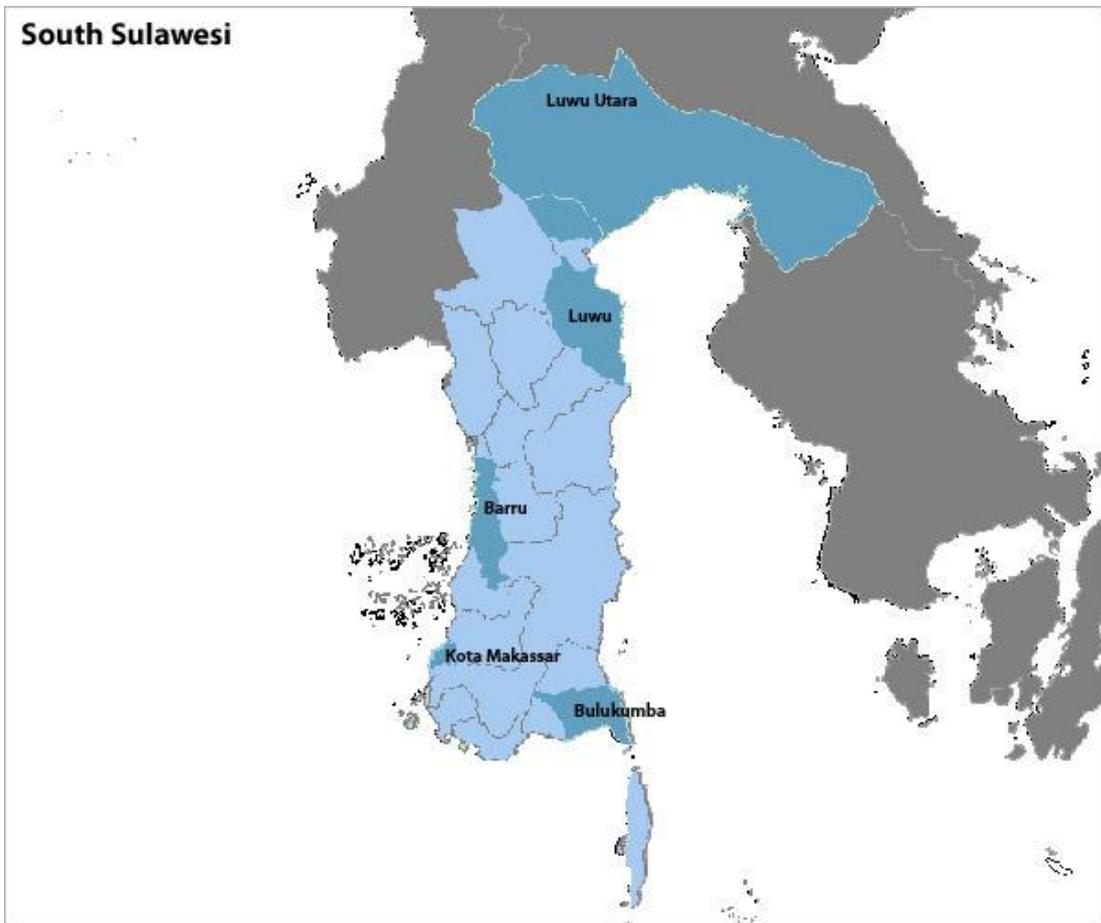
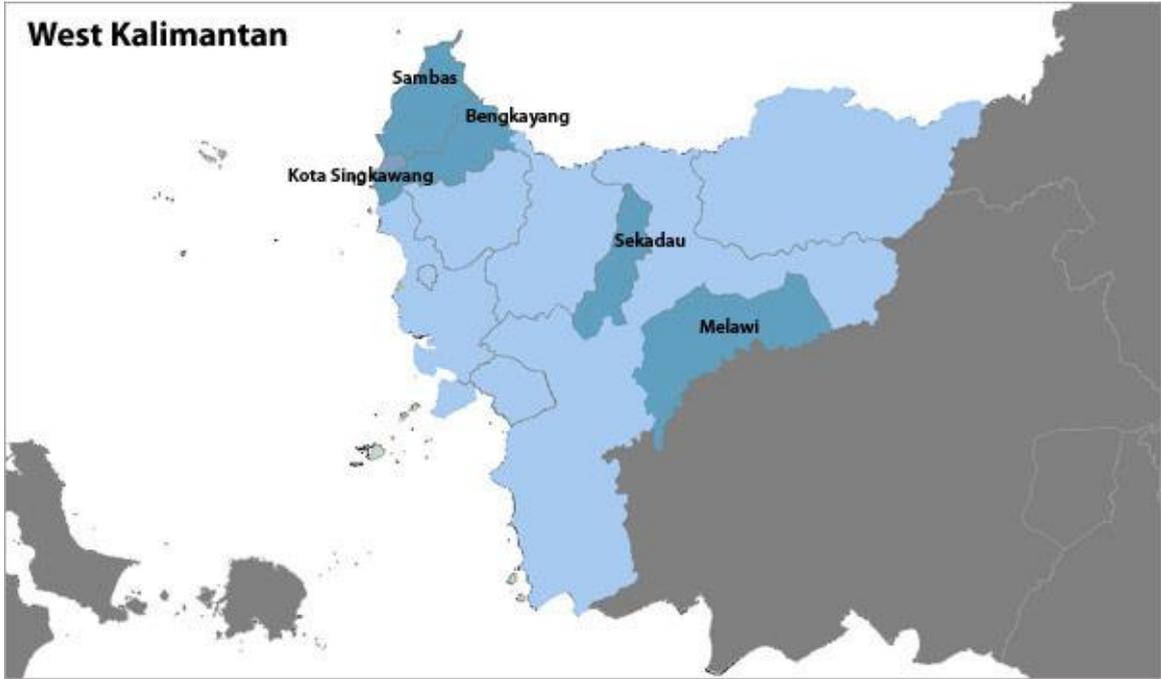
Proposed Provincial and District Office Structure				
Province	Provincial Coordinator	Finance/Grants Officer	Admin. Assistant	Driver
Aceh	Sarwansa Sahabuddin	Anziani	Neiza Fiyani	Muhammad
East Java	Dina Limanto	Farah Zarana	Muholizah Utami	Yulius Elis Wanto
South Sulawesi	Herry Susanto	Jeane Carolina	Asni Abbas	Syamsuddin Dg. Nompo
West Kalimantan	Purwida L. Haryati	Dewi Setiyani	Endang Kurniawati	TBD
District Office Structure				
Each district will have one Local Public Service Specialist. We anticipate working in 5 districts per province, equating to 20 Local Public Service Specialists in total.				

Annex 2a: Project Area-National



Annex 2b. Project Area-Provinces and Districts







Annex 3: District Priorities Year 1

First Year Kinerja Packages Based on District Consultations

Province	District	Business-Enabling Environment (BEE)	Education			Health
		One-Stop-Shops (OSS) for Business Licensing	School Unit Cost Analysis (BOSP)	Proportional Teacher Distribution (PTD)	School-Based Management (SBM)	Immediate and Exclusive Breastfeeding (IBF) and Safe Delivery
West Kalimantan	Kabupaten Sambas					X
	Kabupaten Bengkayang				X	
	Kabupaten Sekadau				X	
	Kabupaten Melawi	X			X	
	Kota Singakawang					X
South Sulawesi	Kabupaten Bulukumba		X			
	Kabupaten Barru	X		X		
	Kabupaten Luwu			X		
	Kabupaten Luwu Utara			X		
	Kota Makassar	X				
Aceh	Kabupaten Aceh Singkil	X				X
	Kabupaten Aceh Tenggara		X			
	Kabupaten Bener Meriah					X
	Kabupaten Simuelue	X	X			
	Kota Banda Aceh					X
East Java	Kabupaten Jember				X	
	Kabupaten Tulungagung	X				
	Kabupaten Bondowoso					X
	Kabupaten Probolinggo	X				
	Kota Probolinggo				X	

Annex 4: Quarterly Report: Quarter 4

July 01–September 30, 2011

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Summary and Highlights of Events

The main **administrative and finance**-related achievements during Quarter 4 are tendering RFAs and selection of service providers. In total, 96 service providers were asked to submit proposals. Kinerja received 55 proposals for 14 RFAs.

Kinerja established **cooperation agreements** with local governments that stipulate the manner of cooperation between the two parties. Among others this includes the commitment to establish a technical team to provide guidance, to monitor Kinerja's progress, and to allocate funds from the government's annual budgets. Signing ceremonies were held for East Java on July 13 and for West Kalimantan on July 19. In Aceh, district cooperation agreement signings took place on September 26 for Banda Aceh. The remaining Aceh cooperation agreements will be signed in the first quarter of Year 2.

Implementation of the Local Budget Study (LBS) proceeded with a series of Focus Group Discussions (FGDs) to discuss lessons-learned prior to fieldwork. This led to refinements of methodology and training for assessors and coordinators. Training of assessors, coordinators, and LPSS (to support data collection) was undertaken from September 6–16, 2011, in all four Kinerja provinces. Data collection is ongoing and should conclude at the end of October 2011. Initial findings should be available in November–December 2011 to accompany district government budget preparations for 2012. **Data collection for the LEGS/EGI survey has been completed.** Data analysis is ongoing and results are expected in December 2011.

M&E activities during Quarter 4 included workshops held in three provinces: Aceh, East Java, and South Sulawesi. The West Kalimantan M&E workshop was held at the end of Quarter 3. The M&E workshops were held to introduce the Kinerja M&E system and field staff to provincial and district government officials. In the workshop, participants discussed the responsibilities of Kinerja and the provincial and local governments and how to effectively work together. Following the M&E workshops, the M&E team began baseline data collection. Data collection should be completed by early Quarter 1, Year 2. The local service provider, SurveyMETER, won the RFP for SBM baseline data collection in West Kalimantan. The survey instruments have been field tested and finalized.

September saw two **USAID visits** to Kinerja locations. USAID Assistant Administrator for Asia, Nisha Biswal, and new Mission Director, Glenn Anders, met with the Governor of East Java, Dr. Soekarwo on September 13, 2011. On September 28, Mission Director Glenn Anders visited Kinerja in Banda Aceh.

General Administration, Financial, and Technical Implementation

Kinerja Website Launching. The Kinerja Website was launched on July 28 and provides an overview of the Kinerja program, including Kinerja consortium members, details on governance tools, innovations packages, information on grants and granting procedures, and M&E. The Website also hosts a photo gallery, current and past events, as well as links to Kinerja’s Facebook page. It also hosts the Local Governance Support Program’s (LGSP) document archive.



Kinerja Website

QuickBooks Installation and Training. This process took place in all four Kinerja provinces from July 18 to 29 (see Q4 Table 1).

QuickBooks is the financial software used by RTI International. The finance and grant officers of each provincial office were trained, as well as the Provincial Coordinator (PC), who is therefore able to provide oversight on transactions .

Q4 Table 1. QuickBooks Training

Province	Date
South Sulawesi	July 18–20, 2011
East Java	July 20–22, 2011
West Kalimantan	July 25–27, 2011
Aceh	July 27–29, 2011

RTI International Conference for Finance, Procurement, and Human Resources staff. This conference was held in Nairobi, Kenya on September 19–23, 2011. All RTI office Finance, Procurement, and Human Resources staff from around the world attended this five-day conference to learn about new policies and to share lessons-learned.

Internal Grants Meeting. The administration and grants staff met on September 19, 2011, to hold a coordination meeting about Kinerja grants. The purpose of the meeting was to discuss current status of each grant and identify follow-up measures and persons responsible. The meeting also included sharing lessons-learned, as well as concerns about specific grantees and how to address these concerns.

RFA Pre-Bid Conferences. In addition to the 11 RFA Pre-Bid Conferences conducted in Quarter 3, Kinerja held three pre-bid conferences in East Java for the following RFAs: SBM, BOSP and PTD, and Health, to ensure that all of the service providers understood the content of the respective RFA, as well as the procedures for submitting grant applications.

Pre-Award Assessments

The administration and granting officers conducted pre-award assessments in West Kalimantan and Aceh. The purpose of pre-award assessments is to verify the information provided by prospective service providers. The team confirms the existence of infrastructure, organizational experience, staff members, financial management systems and processes, and administrative policies and practices in the service provider proposals.

Q4 Table 2. Pre-Award Assessments in Quarter 4

No	RFA	Location	Date
1	Health	West Kalimantan	August 23, 2011
2	Health	Aceh	August 25, 2011
3	Complaint Surveys	East Java (LPKIPI)	August 4-5, 2011
		Jakarta (Konsil LSM)	August 22, 2011
4	SBM	East Java (LPKP)	August 11-12, 2011
5	MEDIA	South Sulawesi (JURNal Celebes)	August 9, 2011
		Jakarta (ISAI)	August 15-16, 2011
6	BOSP	East Java (LPKIPI)	August 11-12, 2011
7	PTD	East Java (LPKIPI)	August 11-12, 2011
9	BEE	South Sulawesi (YAS)	September 13, 2011
11	BEE	East Java (PUPUK)	September 13, 2011
12	BEE	West Kalimantan (Madanika)	September 8, 2011

Note: LPKIPI = *Lembaga Pelatihan dan Konsultan Inovasi Pendidikan Indonesia* (Indonesian Institute for Education Innovation Training and Consulting); LPKP = *Lembaga Pengkajian Kemasyarakatan dan Pembangunan* (Research Institute for Social Development); YAS = *Yayasan Adil Sejahtera* (Prosperous Justice Foundation); PUPUK = *Perkumpulan Untuk Peningkatan Usaha Kecil* (Association for the Advancement of Small Business); Madanika = *Membangun Perdamaian dan Keadilan* (Building Peace and Justice).

Kinerja Grant-Making Process

Kinerja developed the following list of grants for tender:

- Three individual education programs (Proportional Teacher Distribution (PTD), School-Based Management, and Educational Unit Operational Cost [BOSP]);
- One combined health program (including Early and Exclusive Breastfeeding, Safe Delivery, and Partnerships between traditional birth attendants and midwives);
- Complaint handling and citizen oversight;
- Media; and
- BEE (that was directly managed by TAF).

Kinerja formed technical teams with expertise in the grant substance to prepare Terms of References (TORs), work plans, and budget plans to be used as a frame of reference in the preparation of Kinerja RFAs. The Kinerja grant team, in coordination with the RTI Home Office, prepared the evaluation guidelines and criteria, detailed formats for the grant application packages, coordinated the establishment of a technical evaluation committee for each grant, conducted pre-award assessments, and helped finalize the grant proposals.

During this reporting period and for the first batch of grantees, Kinerja conducted a limited solicitation process. A total of 96 service providers were approached to apply for the RFAs.

Out of these, 55 submitted proposals. Grantee selection followed the rigorous procedures outlined in the Kinerja grants manual.

Pre-bid Conferences

Kinerja conducted pre-bid conferences to ensure that all of the service providers understood the content of the respective RFA and also the procedures in submitting the grant application. These conferences were conducted at the national and provincial offices and were linked directly via teleconference. A total of 24 pre-bid conferences were conducted.

Selection Process

Technical evaluation teams consisted of voting and non-voting members. The voting members were technical experts on the RFA's substance. In general, there were three persons serving as voting members. The voting members intensively analyzed the grant proposals and scored them according to criteria described in the grants manual. They also prepared an evaluation report. Non-voting members provided a general evaluation report focusing on the strengths and weaknesses of the bidding institutions. All technical evaluation team members were required to sign a "conflict of interest certification" prior to participating in the selection process.

The results of the scoring and assessments are discussed in an evaluation meeting. The provincial coordinators joined the discussion via teleconference. In this meeting, the evaluators assessed all aspects of the selected service provider, including local expertise and experience and administrative capacity.

The evaluation team drafted a final report on the selection process and, in some cases, asked for further clarification from the service providers before the assessment team conducted the pre-award survey.

Pre-award Survey

The Kinerja team performed a pre-award survey of potential service providers' administrative and financial management practices and capacity. The team visited each prospective service provider's office. These meetings also served to help the prospective service provider to fine-tune their technical proposal.

Finalization of Grants

Service providers' grant proposals were revised based on suggestions from the pre-award survey. The grants team oversaw the finalization process and prepared the necessary grants packages for USAID. At the end of Quarter 4, eight grant proposals were submitted to USAID for approval.

National Level Events

Knowledge Management (KM) and Information Management (IM) are strategic aspects of the Kinerja program for the development of information products, such as the documentation and analysis of good practices and replication experiences, as well as for fact-based stakeholder decision-making. KM and IM are also important for the management of partnerships and for mutual learning and coordination of efforts, allowing partners to align

processes and outputs effectively for achieving the envisioned outcomes and impacts of the program.

Kinerja core partners prepared a Kinerja-specific glossary of relevant terminology. Initially 33 terms were elaborated in Indonesian and English. The glossary is regarded as a living document and will be expanded further, based on needs. Work on the glossary challenged participating partners to reflect from different perspectives on those sometimes quite abstract terms, the interpretation of which is vital for effective communication and alignment of expectations, efforts, and actions. (Please see the Kinerja Website at www.kinerja.or.id)

On August 16, 2011, the University Network for Government Innovation was established under the leadership of Kinerja-partner UGM. The network includes the following regional universities in Kinerja provinces: Hasanuddin University in South Sulawesi (UNHAS), Airlangga University in East Java (UNAIR), Tanjungpura University in West Kalimantan (UNTAN), and Syiah Kuala University in Aceh (UNSYIAH). (Please see attached article in *Annex 4a*)

The university network was set up as a center for learning and analyzing of good practices, and to foster and facilitate replication. In a workshop on August 10–12, 2011, agreement was reached that the university network will have its secretariat in UGM, with the deans of all five universities and senior experts as Coordination or Steering Committee, and Mr. Gabriele Lele (UGM) as Coordinator of the Secretariat. This meeting was attended by 13 men and four women. The first joint task of the network will be the establishment of a database for storing and providing access to good practice cases.

Regional Level Events

Aceh

Aceh Cooperation Agreements. In Aceh, the district cooperation agreement signing for Banda Aceh took place on September 26, 2011. The other Aceh cooperation agreements will be signed in Quarter 1 of Year 2.

Visit by USAID Mission Director Glenn Anders. The USAID Mission Director visited Kinerja on September 28, 2011, in Banda Aceh. He met with the Mayor of Banda Aceh, Mawardi Nurdin, along with members of the district government (*Sekda*, Head of *Bappeda*, Head of DEO and DHO, as well as the Head of OSS). The Mayor welcomed the opportunity to cooperate with Kinerja and other USAID projects. Mayor Nurdin and Mission Director Anders discussed the Kinerja program and governance issues related to health, education, and public services, including OSS, as well as infrastructure and other issues.

The Acting Director also met with local NGOs, who are working on health in Aceh, including Kinerja local service providers for health: IMPACT and their network of local



Bapak Syarifuddin Hasyim of UNSYIAH, Mission Director Glenn Anders of USAID, and Dr. Natalina Cristanto of the Inspiration for Managing People's Actions (IMPACT) service provider at the IMPACT offices, September 28, 2011.

CSOs (Lembaga Pembinaan dan Pengembangan Masyarakat Aceh [LPPM] or Community Empowerment and Development Institute for Aceh, Sepakat, Redelong, and Yayasan Daun). He also met with professors from UNSYIAH, who are a member of the University Network for Government Innovation.

Signing of a Regent's Decree (SK) about Technical Teams. In addition to the two SKs already signed in Aceh Tenggara and Simuelue in Quarter 3, a SK establishing the district technical teams was signed in Aceh Singkil on August 11 (SK No.227/2011). The remaining SKs (Banda Aceh and Bener Meriah) are expected in Quarter 1 of Year 2.

East Java

East Java Cooperation Agreements. In East Java, the Cooperation Agreement signing took place on July 13, 2011, as part of the JPIP seminar and awards ceremony for local government innovations in Surabaya. The ceremony had a particularly large audience, as representatives of most district governments in East Java and other Indonesian dignitaries were on hand for the JPIP awards. Miles F. Toder, the USAID Director, Democratic Governance (DG), gave an opening address prior to the signing of the cooperation agreement.



Miles F. Toder, USAID Director, DDG, speaking at the JPIP Seminar and Awards Ceremony, July 13, 2011.

Attending the JPIP award ceremony from the provincial and district governments was the Governor of East Java, the *Sekda* of East Java, members of the East Java DPRD, the District Heads in Kinerja locations, along with the Heads of *Bappeda* and local agencies. The following representatives from USAID and Kinerja attended the ceremony: Luthfi Ashari (AOTR, USAID), Miles F. Toder (DG Director, USAID), Jana Hertz (DCOP, Kinerja), Dina Limanto (Provincial Coordinator, Kinerja), and the district LPSS. Other dignitaries at the ceremony included the Director of the National Electricity

Corporation and the Minister for Underdeveloped Regions.

Java Post Pro-Autonomy Institute (JPIP) seminar and awards ceremony. Kinerja contributed to the implementation of the prestigious JPIP Award Ceremony held on July 13, 2011. Kinerja supports the JPIP awards ceremonies to promote local innovations in public service delivery and to encourage sharing of good practices. Over 400 people attended the JPIP awards.

East Java Provincial Workshop. The East Java Provincial Workshop was held on August 10, 2011, after the district consultations, providing an opportunity for district governments to explain the kind of support they needed from the provincial government in order to improve service delivery. The provincial and district governments discussed the five districts' work plans, and reached agreement on ways the provincial government can support district government implementation.

Meeting with USAID Assistant Administrator for Asia, Nisha Biswal, new USAID Mission Director, Glenn Anders, and the Governor of East Java, Dr. Soekarwo. On September 13, 2011, the two USAID

representatives, accompanied by US Consul General Surabaya, Kristen F. Bauer, and Kinerja Chief of Party, Elke Rapp, met with the Governor of East Java, Dr. Soekarwo. During the meeting, participants discussed the current state of public service delivery in East Java, as well as ongoing efforts and innovations. Ms. Biswal and Mr. Anders also met with district heads and representatives from NGOs, universities, and the media.



USAID Assistant Administrator for Asia, Nisha Biswal, and the Governor of East Java, Dr. Soekarwo. September 13, 2011.

Kabupaten Jember SBM Work Plan

meeting. On August 23, 2011, stakeholders in Kabupaten Jember made changes to their original education package selection, shifting their focus from BOSP to SBM. An SBM work plan was created with district government stakeholders under the guidance of the LPSS and PC.

Multi-stakeholder Forum in Kabupaten Bondowoso. On September 22, 2011, an initial multi-stakeholder forum was held in Kabupaten Bondowoso to discuss issues related to maternal and neonatal child health (MNCH), specifically maternal and infant mortality. Thirty-one people attended the meeting, 15 of whom were from NGOs and the media, while the remainder came from the district government (DHO, *Bappeda*).

South Sulawesi

Provincial and District Minimum Service Standards (MSS) Workshops. Provincial and district workshops were held in South Sulawesi to discuss the use of quality service standards with Kinerja regional stakeholders. The Provincial Workshop was held July 5–7, 2011. Four district workshops were held in Quarter 4, while the workshop for Kabupaten Bulukumba will be held October 4–5. The workshop for Kota Makassar will be held in the early part of Quarter 1 of Year 2.

The MSS workshops built upon the *Mapping Service Standards* white paper, and discussed prioritization of regulations on MSS per sector. In South Sulawesi, discussion focused on education. Workshops helped participants understand the gap between the present realities of service provision and to where they need to progress. They also explained how to link MSS with indicators for Kinerja innovation packages. At the district level, workshop attendees were given assessment tools and facilitated in a self-assessment of their own performance.

The workshops in South Sulawesi served as pilot for future Kinerja MSS workshops. Lessons learned from implementation of these activities will be used to enrich future workshops in other Kinerja provinces and districts.

Q4 Table 3. Participation Levels for South Sulawesi MSS Workshops

Event	Date	Male	Female	Total
Provincial Workshop	July 5–7, 2011	38	9	47
Barru District	September 20–21, 2011	43	7	50
Luwu Utara District	September 27–28, 2011	34	12	46
Luwu District	September 29–30, 2011	37	9	46
TOTAL		152	37	189

Technical team orientations in South Sulawesi. The PC and LPSS held technical team orientations in the five Kinerja districts in South Sulawesi. The purpose of these orientation meetings was to discuss the responsibilities and functions of the technical team for preparation activities. The technical teams also clarified plans for program implementation and monitoring plans.

Q4 Table 4. Schedule for Technical Team Orientations, South Sulawesi

District	Date	Male	Female	Total
Kota Makassar	August 4, 2011	17	16	33
Kabupaten Bulukumba	August 9, 2011	23	12	35
Kabupaten Luwu	August 15, 2011	29	8	37
Kabupaten Luwu Utara	August 16, 2011	29	8	37
Kabupaten Barru	August 22, 2011	26	14	40
TOTAL		124	58	182

Anti-corruption Workshop in Makassar. The local government of Kota Makassar hosted a workshop on anti-corruption on September 12, 2011, which was co-financed by Kinerja, the Support to Indonesia’s Islands of Integrity Program (SIPS, funded by the Canadian International Development Agency [CIDA]), and the local government. The Kinerja BEE specialist participated in the workshop as a resource person on how to improve the quality of public services, particularly through the establishment of OSS. Local government officials and CSOs operating in Kota Makassar attended the workshop, and an action plan was developed at the workshop’s conclusion.

West Kalimantan

West Kalimantan Cooperation Agreements. The cooperation agreement signing ceremony took place on July 19 in the presence of the Director for Deconcentration and Cooperation, Bapak Sirajuddin Nonci (PUM-MOHA), the Vice Governor of West Kalimantan, the District Heads from Kinerja locations, along with the Heads of Bappeda and local agencies. From USAID and Kinerja, Luthfi Ashari (AOTR, USAID), Miles F. Toder (Director, DG, USAID), Elke Rapp (COP, Kinerja), Purwida Haryati (Provincial Coordinator, Kinerja), and the district LPSS were in attendance.

The Vice Governor noted that although infrastructure was still a major need in West Kalimantan, other assistance was important, because it supported the sustained improvement of public services as long as the critical parties were committed. He went on to ask all parties to work together to bring about significant improvement in the education, health, and BEE sectors in West Kalimantan.

Kabupaten Melawi District Consultation on BEE.

Led by the BEE specialist from the national office, this July 20, 2011, workshop formulated the Year 1 Work Plan for the BEE component. The program will support the local government in reviewing and, if necessary, revising local-level regulations related to the OSS, including SOP, MSS, and the transfer of licensing authority to the OSS. It was also agreed that the program would support a feasibility assessment of the possibility of decentralizing licensing authority to the sub-district level. In addition, staff capacity building, database development, and the establishment of a complaint handling mechanism would also be supported.



Kinerja Chief of Party Elke Rapp signing the Cooperation Agreements between Kinerja and the Provincial Government of West Kalimantan, July 19, 2011.

School Selection for School-Based Management (SBM). Selection of SBM schools was held in three districts in West Kalimantan: Kabupaten Bengkayang, Kabupaten Sekadau, and Kabupaten Melawi. Participants included *Bappeda*, DEO, and, in Kabupaten Melawi, members of the DPRD.

Overall challenges to SBM include the lack of infrastructure, the disproportional distribution of teachers, uncertified teachers, low school-staff capacity to manage, and non-functioning school committees. A lack of coordination between DEO and *Bappeda* also exists in one of the districts, leading to underfunding of education. Other challenges identified included, low levels of teacher commitment; laxity in the civil service; and inaccurate/incomplete data, including a lack of information on the number and qualifications of teachers.

In Kabupaten Bengkayang and Kabupaten Sekadau, the Head of *Bappeda* will provide direct oversight for budgeting related to SBM, and the DEO has been asked to create a work plan and budget with the assistance of the LPSS.

The concept of randomization is still alien to local Kinerja partners. As with the randomized selection of *districts*, local governments are questioning the randomized selection process of *sub-districts and schools* for project interventions. Several have their own ideas. Intensive communication is needed to raise acceptance of the randomized selection approach. In Kabupaten Sekadau and Kabupaten Melawi, participants, including the Head of *Bappeda*, continued to question the selection criteria and the necessity of randomized selection among sub-districts. They also raised questions about selection criteria and why not all sub-districts are receiving assistance. In Kabupaten Sekadau, participants felt each sub-district would be better served by creating a standard school that would serve as an example for others and then facilitate replication within the sub-district.

Program Activities

Local Budget Survey (LBS)

Seknas FITRA conducted a series of focus group discussions (FGDs) in Jakarta with researchers who participated in the 2010/2011 LBS, to discuss lessons-learned prior to fieldwork. An additional four FGDs were held between July and August, with staff from Seknas FITRA, TAF and the Kinerja national office, and representatives of 10 institutions that have significant experience in budget analysis and advocacy. The purpose of these meetings was to learn from their experience and further maximize the methodology of the LBS. Organizations participating include the Center for Regional Information and Studies (PATTIRO), the Center for Welfare Studies (Perkumpulan Prakarsa), Indonesian Family Planning Association (PKBI), SMERU, Inisiatif, Indonesian Society for Pesantren and Community Development (P3M), Education Network (E-Net), Women's Research Institute (WRI), Center for Democracy and Human Rights Studies (Lembaga Kajian Demokrasi dan Hak Asasi [DEMOS]), and Kapal Perempuan.

Trainings for LBS assessors and coordinators were conducted in Pontianak, Makassar, Surabaya, and Medan (for Aceh) during the period September 6–16, 2011. In addition to training LBS researchers, LPSS also attended the training to familiarize themselves with the LBS methodology. They can then assist the researchers in collecting data/information, particularly for the LBA, and utilize the results of the LBS in budget and policy advocacy in the future.

The assessors and coordinators began data collection immediately after the training and will continue data collection through the end of October 2011. It is expected that initial LBS findings can be presented in provincial workshops that are scheduled to take place in November–December 2011, to provide input for 2012 budget preparations.

Implementation of Local Economic Governance Survey (LEGS)

The TAF partner, KPPOD, is implementing the LEGS survey. Data collection began on July 14 and was completed by the end of September. The data is currently being analyzed. The results of both the quantitative and qualitative LEGS studies are expected in December 2011, and the findings to be disseminated in January 2012.

Monitoring and (Impact) Evaluation (M&[I]E) Update

During the last quarter of Year 1, the M&E team conducted several key activities to introduce the Kinerja M&E system to field staff and local government partners, as well as to roll out baseline data collection in four Kinerja-supported districts. The M&E team also completed the design of the Kinerja M&E system and received partial approval from USAID on the submitted PMP. Full approval is pending the submission of baseline and target information.

Key Activities during July–September 2011 (Quarter 4)

M&E Workshops

Following the M&E provincial workshop held in West Kalimantan at the end of Quarter 3, M&E provincial workshops were conducted in Aceh, South Sulawesi, and East Java. The purpose of the M&E workshops was to introduce the Kinerja M&E system to local government counterparts (both at the provincial and districts level), as well as to Kinerja field staff (both the Provincial Coordinator and LPSS). During these workshops, the M&E team also introduced the current list of indicators planned for use to monitor the progress of Kinerja interventions in all 20 districts in four provinces.



M&E Provincial Workshop in South Sulawesi held on July 21, 2011. [Left to right: South Sulawesi Provincial Coordinator, Herry Susanto; Kinerja Impact Evaluation Manager, Mark Fiorello; Barru LPSS, Bapak Achmad; and Makassar LPSS, Ibu Rohani.]

A discussion about roles and responsibilities of each party ensued, and how each party could support one another. The intended output at the end of each workshop was increased awareness of the Kinerja M&E system and its indicators, roles, and responsibilities, as well as an agreement for next steps—especially for the collection of baseline data.

Q4 Table 5. M&E Provincial Workshops

Province	Date	Male	Female	Total
Aceh	July 11-12, 2011	20	4	24
South Sulawesi	July 21, 2011	18	2	20
East Java	August 10, 2011	9	4	13
TOTAL		47	10	57

Based on the lessons learned from the first M&E workshop conducted in West Kalimantan in Quarter 3, 2011, the M&E team made several changes to the methods and approaches for workshop delivery: (1) increasing engagement of the LPSS in facilitating the workshops, (2) ensuring local government participants were the same staff who had participated in Kinerja activities previously (i.e., district consultation or program introduction at the provincial level); and (3) holding a briefing with the Provincial Coordinator and LPSS one day prior to the workshop for discussion of Kinerja indicators and what was expected from the LPSS during the workshop. At the briefing, the M&E team also discussed the specific list of indicators with Kinerja field staff. This was useful, as the LPSS were better able to provide support to the M&E team during the workshop discussion of the Kinerja M&E system and indicators.

During the workshops, the M&E team observed that the participating local government staff were actively involved in the discussions about whether the Kinerja indicators matched their

own; interested in receiving more information/results from Kinerja monitoring results; and interested in participating in Kinerja M&E activities, especially in monitoring the progress achieved by grantees' implementation of Kinerja activities.

The M&E team encountered some challenges during the implementation of the workshop series. Several of the local government staff participants were not members of the technical team within their districts. This created confusion about their roles and responsibilities following the completion of the workshop. Using the content of the cooperation agreement, the M&E team clarified these issues to help the participants understand their respective roles once the workshop ended. By the end of each workshop, participants agreed with their respective LPSS on a series of follow-up actions that should be taken by each district, including a schedule for baseline data collection.

Baseline Data Collection

The M&E team rolled out baseline data collection in mid-August 2011. At present, all but two districts' data are complete; data collection in these districts will be completed in October 2011. The M&E team is undertaking initial analysis of the baseline data, and the entire dataset should be available in early November 2011.

SBM Impact Evaluation

During the first week of August 2011, the Impact Evaluation Manager and PC for West Kalimantan travelled to Kabupaten Melawi, Kabupaten Sekadau, and Kabupaten Bengkayang to hold a "school selection ceremony," where partner and comparison schools were randomly selected from an eligible pool of candidate schools previously identified by district government staff in partnership with LPSS.

The service provider SurveyMETER won the RFP for SBM baseline data collection in West Kalimantan. Survey instruments have undergone two field tests attended by M&E staff (one in Central Java and one in West Kalimantan). The questionnaire was finalized on September 30.

Quarterly Report 4—Annex 4a: Grants and Status

No	Grantee/ Contractor	Project Location	Purpose	Summary Description	Status of Grant by December 06, 2011
1	Seknas FITRA	All 20 Kinerja districts	To implement the Local Budget Survey (LBS)	LBS is designed to help civil society, local government, and legislators better understand local budgeting and budget allocation practices. The results of the LBS will be used by local civil society organizations to advocate for improvements to the budget processes and budget allocations in the three Kinerja sectors.	Approved by USAID on June 9, 2011
2	KPPOD	All 20 Kinerja districts	To implement the Local Economic Governance Study (LEGS)/ Economic Governance Index (EGI) studies	LEGS/EGI is designed to measure the perception of local businesses of the district governments' performance in nine aspects of economic governance. The survey will provide solid information for Kinerja and the participating local governments (LGs) to prioritize local economic governance reform. In addition, because a local EGI will be constructed to ease inter-district comparison, the survey is also expected to create incentives for LGs to compete with others and perform better.	Approved by USAID on June 9, 2011
3	JURnal Celebes	5 districts in South Sulawesi	Strengthen the ability of formal media and community members to report on service delivery issues, as well as the capacity of SKPD to make information available to the public in South Sulawesi	This grant is to strengthen the role of media and citizen journalists in providing information on service delivery to the public. The media also acts as a watchdog in service provision. This grant will engage all potential content developers: mainstream media, citizen journalists, and advocates to better support information dissemination and advocacy. This grant will also engage SKPDs to improve the quality of information provided to the public by local governments and to improve the communication skills of service providers.	As of September 30, 2011 under review by USAID. Approved by USAID on October 17, 2011
4	ISAI	5 districts in East Java, 5 districts in Aceh and 5 districts in West Kalimantan	Strengthen the ability of formal media and community members to report on service delivery issues, as well as the capacity of SKPD to make information available to the public in Aceh, West Kalimantan, and East Java.	This grant is to strengthen the role of media and citizen journalists in providing information on service delivery to the public. The media also acts as a watchdog in service provision. This grant will engage all potential content developers: mainstream media, citizen journalists, and advocates to better support information dissemination and advocacy. This grant will also engage SKPDs to improve the quality of information provided to the public by local governments and to improve the communication skills of service providers.	As of September 30, 2011 under review by USAID. Approved by USAID on Oct 17, 2011
5	Konsil LSM	3 districts in East Java, 5 districts in West Kalimantan and 3 districts in Aceh	To implement activities related to complaint handling surveys.	Konsil LSM will work through its local network to support the implementation of complaint handling surveys and the preparation of service charters, and to strengthen stakeholders' capacity to conduct follow-up advocacy at community health centers (<i>puskesmas</i>) in the six districts that have selected the Kinerja Health Program Package and at schools in the five districts that have selected SBM.	As of September 30, 2011 under review by USAID. Approved by USAID on Oct 24, 2011

No	Grantee/ Contractor	Project Location	Purpose	Summary Description	Status of Grant by December 06, 2011
6	LPKP	2 districts in East Java and 3 districts in West Kalimantan	School-Based Management (SBM) Development Program: responsive, participatory, transparent, and accountable.	The purpose of the grant to LPKP is to strengthen the role of media and citizen journalists in providing information on service delivery to the public. The media also acts as a watchdog in service provision. This grant will engage all potential content developers: mainstream media, citizen journalists, and advocates to better support information dissemination and advocacy. This grant will also engage SKPDs to improve the quality of information provided to the public by local governments and to improve the communication skills of service providers.	As of September 30, 2011 under review by USAID. Approved by USAID on Oct 24, 2011
7	PUPUK	East Java: Kabupaten Probolinggo and Kabupaten Tulungagung	Technical Assistance to improve the business-enabling environment (BEE) in the province of East Java, specifically Kabupaten Probolinggo and Kabupaten Tulungagung	Improving Business Licensing Services in two districts and the province. Strengthening the operations of OSS through reviewing and drafting OSS-related, local-level regulations (e.g. standard operating procedures [SOP]) and minimum service standards [MSS]); building the capacity of the OSS staff; upgrading the information system of the OSS; and disseminating the OSS and licensing requirements. Encouraging public-private dialogue (PPD) to allow interactions between the government and business partners.	As of September 30, 2011 under review by USAID. Approved by USAID on Oct 20, 2011
8	YAS	South Sulawesi: Kabupaten Makassar and Kabupaten Barru	Technical Assistance to improve the business-enabling environment (BEE) in the province of South Sulawesi and Barru and Makassar districts	Improving Business Licensing Services in two districts and the province. Strengthening the operations of OSS through reviewing and drafting OSS-related, local-level regulations (e.g., standard operating procedures [SOP] and minimum service standards [MSS]); building the capacity of the OSS staff; upgrading the information system of the OSS; and disseminating the OSS and licensing requirements. Encouraging public-private dialogue (PPD) to allow interactions between the government and business partners.	As of September 30, 2011 under review by USAID. Approved by USAID on Oct 20, 2011
9	BITRA	Aceh: Kabupaten Simeulue and Kabupaten Singkil	Technical Assistance to improve the business-enabling environment (BEE) in the province of Aceh, Kabupaten Singkil and Kabupaten Simeulue	Improving Business Licensing Services in two districts and the province. Strengthening the operations of OSS through reviewing and drafting OSS-related, local-level regulations (e.g., standard operating procedures [SOP] and minimum service standard [MSS]); building the capacity of the OSS staff; upgrading the information system of the OSS; and disseminating the OSS and licensing requirements. Encouraging public-private dialogue (PPD) to allow interactions between the government and business partners.	As of September 30, 2011 under review by USAID. Approved by USAID on Oct 20, 2011
10	MADANIKA	West Kalimantan: Kabupaten Melawi	Technical Assistance Program to increase business environment for provincial government of West Kalimantan, Melawi district	Improving Business Licensing Services in one district and the province. Strengthening the operations of OSS through reviewing and drafting OSS-related, local-level regulations (e.g., standard operating procedures [SOP] and minimum service standard [MSS]); building the capacity of the OSS staff; upgrading the information system of the OSS; and disseminating the OSS and licensing requirements. Encouraging public-private dialogue (PPD) to allow interactions between the government and business partners.	As of September 30, 2011 under review by USAID. Approved by USAID on Oct 20, 2011

Quarterly Report 4—Annex 4b: Media Stories and Government Website Features

Standar Layanan Publik Belum Maksimal: Fajar Online

Rabu, 06 Juli 2011

Jumain Sulaiman/Fajar



LAYANAN PUBLIK. Perwakilan sejumlah daerah mempresentasikan pencapaian pelayanan publik pada lokakarya Penyusunan Strategi Layanan Publik di Hotel Quality Makassar Selasa, 5 Juli.

Lima Kabupaten Rancang Strategi Pelayanan

LAYANAN PUBLIK. Perwakilan sejumlah daerah mempresentasikan pencapaian pelayanan publik pada lokakarya Penyusunan Strategi Layanan Publik di Hotel Quality Makassar Selasa, 5 Juli.

MAKASSAR, FAJAR -- Regulasi soal pelayanan publik sudah cukup banyak. Selain undang-undang, sejumlah provinsi juga sudah membuat peraturan daerah, termasuk Sulawesi Selatan. Hanya saja implementasi pelayanan publik di daerah dianggap belum terlalu maksimal.

Kritikan itu dilontarkan staf ahli gubernur Sulsel, Arifin Daud saat memberi sambutan pada lokakarya penyusunan strategi pelayanan publik yang digelar Kinerja USAID kerja sama pemprov Sulsel dan Partnership Reform di Hotel Quality Makassar. Lokakarya dihadiri perwakilan dari lima kabupaten yang menjadi binaan Kinerja.

"Masih banyak penyandang cacat di daerah yang belum menikmati pendidikan gratis sekalipun aturan dan regulasinya di tingkat provinsi sudah ada. Ini tentu menjadi catatan dalam upaya mendorong layanan publik yang berkualitas," kata Arifin.

Lima kabupaten yang menjadi dampingan Kinerja adalah Luwu Utara, Luwu, Bulukumba, Barru, dan Kota Makassar. Deputy Chief of Party Kinerja, Jana Hertz mengatakan standar layanan publik yang menjadi fokus Kinerja meliputi pendidikan, kesehatan, dan peningkatan iklim usaha.

Kadis Pendidikan Luwu, Andi Muzakkir dan perwakilan dari Makassar dan Luwu Utara menyampaikan implementasi penerapan standar layanan publik di masing-masing daerahnya. Di Luwu Utara misalnya, jarak dan persoalan sumber daya manusia menjadi salah satu penghambat pelaksanaan layanan publik yang berkualitas. Di daerah ini, beberapa kecamatan terisolasi sehingga membutuhkan waktu dan biaya yang cukup dalam memberikan pelayanan. Hal sama juga terjadi di Makassar dan di Luwu.

Koordinator Forum Informasi dan Komunikasi (FIK) Ornop Sulsel, Khudri Arsyad yang menjadi pembicara juga mengomentari penerapan pelayanan publik di Sulsel. Menurut

Khudri, orientasi sebagian SKPD dalam memberikan layanan juga kerap dibumbui kepentingan politis.

Selain Khudri, Direktur Fajar Institute of Pro Otonomi (FIPO), H Basir Kadir juga menjadi pembicara. Basir juga mengulas beberapa inovasi dan kreativitas kabupaten dalam menggenjot pembangunan dan meningkatkan kesejahteraan masyarakatnya.

Deputy Chief of Party KINERJA, Jana Hertz

Masyarakat Dambakan Layanan Berkualitas

SURVEI belakangan ini banyak terdengar menyebutkan kualitas pelayanan publik yang dilakukan pemerintah masih cukup memuaskan. Selain bertopi-jeli, masyarakat juga kerap mengeluhkan beban pungutan, biaya, memperoleh layanan. Sejumlah pihak pun terus memberi dukungan terhadap pemerintah terutama di daerah dalam memberikan layanan berkualitas. Salah satunya dilakukan KINERJA Usaid dalam menanggapi beberapa

selama lima tahun sejak 2010 lalu, KINERJA ini merupakan salah satu lembaga pemerintahan yang menyelenggarakan kualitas layanan publik.

Di Sulek, ada lima kabupaten yang menjadi mitra KINERJA. Bagaimana di Kabupaten Mangrove Indah di kawasan Kabupaten Bontol?

Bagaimana proses pendampingan yang dilakukan lembaga nonpemerintah itu, Chief of Party KINERJA, Jana Hertz menjawabnya.

melakukannya kepada wartawan FAMA, Fachrudin Pelag di sela lokakarya penyusunan strategi layanan publik di Hotel Quality Makassar Sebesa, 5 Juli. Berikut petikan pembicaraan:

Pertama-tama siapa yang mendampingi pemerintah KINERJA yang tidak memberikan support kepada beberapa pemerintah daerah di Sulek dalam meningkatkan kualitas layanan publik?

Salah satu program ini adalah bagaimana meningkatkan kualitas layanan publik. Selain itu, kami juga melakukan kegiatan lain seperti pelatihan, lokakarya, dan sebagainya. Kami berharap daerah lain juga bisa melakukan

perilaku layanan publik dengan mengaitkan lebih banyak orang yang terlibat dalam program itu.

Bagaimana respon pemerintah daerah terhadap program ini?

Responnya sangat baik. Kami lihat bahwa pemerintah daerah sangat mendukung program ini. Kami lihat bahwa pemerintah daerah sangat mendukung program ini.

Model dan bentuk layanan publik, apa saja yang ada di Kabupaten Bontol?

Model dan bentuk layanan publik, apa saja yang ada di Kabupaten Bontol? Kami lihat bahwa pemerintah daerah sangat mendukung program ini.

Bagaimana pendampingan terhadap pemerintah daerah?

Kami lakukan pendampingan terhadap pemerintah daerah. Kami lakukan pendampingan terhadap pemerintah daerah. Kami lakukan pendampingan terhadap pemerintah daerah.

perubahan bisa berjalan lebih baik. Kami lihat bahwa pemerintah daerah sangat mendukung program ini.

Konsep pemenuhan program ini, bagaimana?

Konsep pemenuhan program ini, bagaimana? Kami lakukan pendampingan terhadap pemerintah daerah.

Strategi layanan publik, apa saja yang ada di Kabupaten Bontol?

Strategi layanan publik, apa saja yang ada di Kabupaten Bontol? Kami lakukan pendampingan terhadap pemerintah daerah.

Bagaimana pendampingan terhadap pemerintah daerah?

Kami lakukan pendampingan terhadap pemerintah daerah. Kami lakukan pendampingan terhadap pemerintah daerah. Kami lakukan pendampingan terhadap pemerintah daerah.



DATA DIRI
Jana Hertz
Deputy Chief of Party KINERJA

Puskesmas Sebagai Penggagas Pembangunan Kesehatan Setempat: Press Release from the Ministry Of Health

<http://sehatnegeriku.com/section/rilis-media/>

July 11, 2011 | 2:25 pm

Sistem rujukan pasien rumah sakit di Sulawesi Selatan belakangan ini dinilai sudah baik. Rumah sakit yang ada di daerah bukan lagi sekadar tempat pelayanan kesehatan semata, melainkan telah mengupayakan pada peningkatan kualitas penanganan pasien.

Demikian pernyataan Menkes dr. Endang Rahayu Sedyaningsih, MPH. Dr.PH pada acara Seminar Nasional Eksistensi dan Peran Puskesmas Sebagai Penyelenggara Upaya Kesehatan Tingkat Pertama di Makassar. Seminar digelar dalam rangka penganugerahan Otonomi Awards 2011 oleh The Fajar Institute of Pro Otonomi (FIPO).

Menkes menegaskan, keberadaan Puskesmas sebagai ujung tombak saat ini, bukan lagi harus terfokus pada pelayanan kesehatan masyarakat saja. Akan tetapi, juga harus berperan sebagai penggagas pembangunan kesehatan di wilayahnya.

Pada kesempatan tersebut Menkes memuji keberhasilan layanan kesehatan melalui Brigade Siaga Bencana (BSB) di Kabupaten Bantaeng, Sulawesi Selatan. Atas keberhasilan tersenut, Pemerintah Kabupaten Bantaeng mendapat penghargaan untuk kategori Layanan Publik bidang Kesehatan pada Anugerah Otonomi Award 2011 dari FIPO.

“Keberhasilan ini patut menjadi contoh bagi daerah lainnya. Tidak apa-apa kita mencontoh keberhasilan yang sudah ditunjukkan daerah lain”, kata Menkes.

Menurut Menkes, selama ini, rumah sakit daerah kerap berperan sebagai tempat transit pasien untuk selanjutnya di rujuk ke Rumah Sakit Umum Pusat. Bila sistem rujukan sudah baik RS Cipto Mangunkusumo (RSCM) di Jakarta dan RSUP dr Wahidin Sudirohusodo di Makassar tidak lagi menjadi puskesmas raksasa.

Menkes menegaskan, Puskesmas sebagai ujung tombak pelayanan kesehatan diharapkan dapat menjadi penggerak pembangunan kesehatan di wilayah kerjanya. Upaya dalam Primary Health Care yang akan dilaksanakan tidak akan terwujud bilamana tidak ada dukungan dari masyarakat maupun pemangku kepentingan dari pelayanan kesehatan itu sendiri.

Kementerian Kesehatan dalam Rencana Pembangunan Jangka Menengah 2010-2014 telah menggariskan arah kebijakannya untuk meningkatkan akses, keterjangkauan dan kualitas pelayanan kesehatan melalui suatu sistem pelayanan kesehatan yang terpadu dan berjenjang, kata Menkes.

“Terdapat 3 jenjang pelayanan kesehatan, yaitu primary prevention (health promotion, specific protection), secondary prevention (early diagnosis, prompt-treatment dan disability limitation), serta tertiary prevention (rehabilitation). Pelayanan ini dilaksanakan secara komprehensif terpadu”, ujar Menkes.

Sesuai dengan Undang-undang No. 32 tahun 2004 tentang Pemerintahan Daerah, titik berat penyelenggaraan pemerintahan dan pembangunan adalah pada Pemerintahan Kabupaten/Kota. Oleh karena itu, Pemerintahan Provinsi diharapkan mampu mengefektifkan penyelenggaraan pembangunan kesehatan di daerah masing-masing dan sekaligus menjadi fasilitator bagi Pemerintahan Kabupaten/Kota.

Menkes berharap, Pemerintahan Provinsi dapat melakukan upaya optimal di wilayahnya sehingga tercapai derajat kesehatan masyarakat yang setinggi-tingginya. Masalah kesehatan bersifat multi dimensi, lintas batas dan antar wilayah. Dengan demikian pembangunan kesehatan adalah tanggung jawab bersama antara Pemerintah Pusat dan Pemerintah Daerah bersama stakeholders terkait.

“Tidak selalu dapat dipisah-pisahkan antara pembangunan kesehatan di tingkat Pusat, Provinsi, Kabupaten/Kota dalam mencapai sasaran yang telah ditetapkan dalam kesepakatan Millenium Development Goals (MDGs)”, tegas Menkes di depan Kepala Dinas Kesehatan

Provinsi Sulawesi Selatan, Komisaris Utama Media Fajar, Direktur Program The FIPO dan Advisor Pelayanan Publik dan Kinerja USAID.

FIPO merupakan organisasi yang dibentuk untuk memantau, memonitor dan mengevaluasi penyelenggaraan otonomi daerah di Provinsi Sulawesi Selatan. Pelaksanaan monitoring dan evaluasi yang dilakukan berbasis pada kinerja pemerintah kabupaten dan kota. FIPO mengadopsi konsep dari JPIP (The Jawa Pos Institute of Pro Otonomi) mendesain model monitoring yang memacu kompetisi antar kabupaten dan kota se-provinsi. Untuk memberi efek kompetitif yang sehat bagi daerah yang dimonitor, FIPO mempublikasikan hasil monitoring dan evaluasi pelaksanaan otonomi daerah kabupaten dan kota dari tahun ke tahun melalui surat kabar Fajar.

Penandatanganan MoU Program Kinerja USAID: As reported on East Java District Websites and Twitter

Selasa, 19 Juli 2011 14:16

Pada tanggal 13 Juli 2011 bertempat di Gedung Empire Palace Surabaya telah dilaksanakan penandatanganan Perjanjian Kerjasama (MoU) antara Program Kinerja USAID dengan lima kabupaten/kota yang terpilih sebagai mitra kerja Program Kinerja USAID di Jawa Timur, yaitu: Kabupaten Bondowoso, Kabupaten Jember, Kabupaten Probolinggo, Kabupaten Tulungagung dan Kota Probolinggo, sesuai dengan Surat Keputusan Gubernur Jawa Timur No. 088/290/KPTS/013/2011 tentang Penetapan Lima Kabupaten/Kota Mitra Kerja Program Kinerja USAID di Provinsi Jawa Timur.

Penandatanganan ini dilakukan oleh Bupati dan Walikota dengan Acting Chief of Party Program Kinerja-USAID (Jana C. Hertz) yang disaksikan oleh perwakilan dari USAID



Direktur Demokrasi dan Tata Pemerintahan USAID Indonesia (Miles F. Toder) pada acara Seminar Nasional Otonomi Award 2011 yang diselenggarakan oleh Jawa Pos Institute for Pro Otonomi. Dari Kabupaten Tulungagung diwakili oleh Sekretaris Daerah Drs. MaryotoBirowo, MM.

Perjanjian Kerjasama ini merupakan kesepakatan kedua belah pihak dalam melaksanakan Program Kinerja USAID di lima kabupaten/kota sesuai dengan pilihan prioritas pelayanan public pada sector peningkatan iklim usaha, kesehatan dan pendidikan.

Program Kinerja bertujuan untuk meningkatkan pelayanan publik di Indonesia melalui peningkatan pengelolaan pelayanan, dan peningkatan kepedulian masyarakat terhadap kualitas pelayanan pemerintah daerah. Program Kinerja didukung oleh United States Agency for International Development (USAID) / Badan Pembangunan Internasional Amerika Serikat. Empat propinsi yang dipilih oleh pemerintah pusat dan USAID karena menunjukkan kesenjangan yang signifikan antara indeks pembangunan manusia (IPM) dan produk domestik regional bruto (PDRB), serta daerah perbatasan adalah Provinsi Aceh, Jawa Timur, Sulawesi Selatan, dan Kalimantan Barat.

Kinerja akan mengarahkan asistensi kepada pelayanan publik di tiga sector yaitu sector pendidikan, kesehatan, dan peningkatan iklim usaha. Penyediaan dukungan terkait dengan pelayanan pendidikan dasar di sector pendidikan, pelayanan ibudan anak, serta pelayanan kesehatan dasar di sector kesehatan, serta peningkatan iklim usaha yang baik.

Lima Kabupaten/Kota Ketiban Program USAID: Harian Equator

Rabu, 20 Juli 2011

Pontianak –

Pemerintah Kalbar dan pemerintah lima kabupaten melakukan perjanjian kerja sama melalui program kinerja United States Agency for International Development (USAID). Kerja sama ini untuk peningkatan kualitas pelayanan publik sektor pendidikan, kesehatan, dan iklim usaha.

Chief of Party Program Kinerja USAID, Elke Rapp, menjelaskan, ada lima kabupaten di Kalbar yang menerima bantuan program tersebut, yakni Bengkayang, Melawi, Sekadau, Sambas, dan Kota Singkawang merupakan daerah sasaran awal.

“Bentuk bantuan program Kinerja-USAID yakni berupa pendampingan dana yang difokuskan pada pendidikan dasar, kesehatan dasar ibu dan anak, dan pelayanan perizinan terpadu satu atap,” katanya usai menghadiri penandatanganan nota kesepahaman dan perjanjian kerja sama antara pemerintah daerah Kalbar dan Program Kinerja-USAID di Kantor Gubernur, Selasa (19/7).

Pendampingan tersebut, sambung Elke, akan diberikan hingga awal tahun 2015. “Kami dalam hal ini akan mendukung Pemprov Kalbar serta lima kabupaten/kota lain yang berkomitmen untuk meningkatkan pelayanan kesehatan, pendidikan, dan iklim usaha,” ujar dia.

Dukungan tersebut, lanjut Elke, akan diprioritaskan pada inovasi pelayanan publik di tiga sektor pilihan dengan cara memfasilitasi perubahan dalam manajemen pelayanan publik dan respons pemerintah terhadap keluhan masyarakat.

Direktur Demokrasi dan Tata Pemerintahan USAID, Miles F Toder, mengatakan, Kalbar merupakan provinsi kedua di antara tiga provinsi yakni Aceh, Jawa Timur, dan Sulawesi Selatan yang menandatangani kesepakatan dan perjanjian kerja sama dengan Kinerja-USAID. Menurutnya, empat provinsi itu dipilih oleh pemerintah pusat dan USAID, karena menunjukkan kesenjangan yang signifikan antara Indeks Pembangunan Manusia (IPM) Dan Produk Domestik Regional Bruto (PDRB), serta daerah perbatasan.

Wakil Gubernur Kalbar, Christiandy Sanjaya, mengatakan, jika program kinerja USAID dapat berjalan baik di Kalbar, tentu masyarakat akan mendapatkan pelayanan publik yang baik pula.

“Untuk kabupaten/kota yang belum mendapat giliran masih akan ada bantuan yang akan diberikan secara bergulir nantinya. Yang sekarang ini baru beberapa saja,” jelasnya.

Orang nomor dua di Bumi Khatulistiwa ini menilai, program kinerja USAID tersebut dapat mendukung pencapaian Millennium Development Goals (MDG'S), yakni pendidikan dasar untuk semua, menurunkan angka kematian ibu dan anak.

Bupati Sekadau, Simon Petrus, menyambut baik penandatanganan kesepakatan dan perjanjian kerja sama tersebut. Dirinya berharap, dengan adanya kerja sama tersebut dapat mempercepat proses pembangunan SDM di Kabupaten Sekadau.

“Setelah penandatanganan perjanjian ini kami akan segera melakukan pemetaan wilayah mana saja di Sekadau yang akan diprioritaskan untuk peningkatan pelayanan publiknya, serta program lainnya,” tegas Simon.

USAID dan Pemprov Teken MoU : Borneo Tribune

Rabu, 20 Juli 2011

Abdul Khoir

Wakil Gubernur Kalbar, Christiandy Sanjaya bersama lima kabupaten di Provinsi Kalbar menandatangani nota kesepakatan MoU dengan United States Agency International Development (USAID), di Balai Petitih, Kantor Gubernur Kalbar, Selasa (19/7).

Lima kabupaten/kota yang ikut menandatangani MoU tersebut, diantaranya Kabupaten Bengkayang, Kabupaten Sambas, Kabupaten Sekadau, Kabupaten Melawi dan Kota Singkawang dan Kalbar merupakan provinsi yang terpilih secara random dari 33 provinsi di seantero Indonesia, bersama tiga provinsi lainnya, yakni NAD, Jawa Timur dan Sulawesi Selatan.

Nota kesepakatan tersebut, meliputi kerjasama di bidang pendidikan, kesehatan ibu dan anak serta peningkatan kinerja di pemerintah kabupaten/kota yang terpilih tersebut.

Wakil Gubernur Kalbar, Christiandy Sanjaya, mengatakan MoU itu merupakan salah satu upaya peningkatan pelayanan publik yang selama ini sudah ada dan menuju pelayanan yang lebih baik.

“Kita lihat dalam satu tahun pasti akan ada peningkatan dalam pelayanan kepada masyarakat, seperti pelayanan satu atap serta pelayanan dasar lainnya,” kata Christiandy Sanjaya.

Sehubungan dengan adanya program kinerja USAID yang bertujuan untuk meningkatkan pelayanan publik yang meliputi, kesehatan, pendidikan dasar serta peningkatan iklim ekonomi perlu dibangun komitmen bersama antara Pemerintah Provinsi dan kabupaten/kota dengan Kinerja yang dapat berjalan secara baik.

Kata Wagub, persoalan di Provinsi Kalbar dihadapkan masih rendahnya kualitas sumber daya masyarakat (SDM), maka dengan MoU tersebut diharapkan menjadi momentum untuk menyatukan persepsi dalam percepatan pembangunan SDM sesuai dengan peran, fungsi dan tanggung jawab masing-masing.

Sementara itu, Direktur Demokrasi dan Pemerintahan USAID, Miles F Toder, mengatakan MoU ini merupakan langkah awal untuk membangun kinerja pemerintah dalam meningkatkan pelayanan kepada masyarakat, yang sejak Desember 2010, telah dilakukan diseminasi.

Kinerja–USAID, yang bekerjasama dengan Pemerintah Pusat, Provinsi dan Kabupaten/Kota juga memiliki tujuan untuk mengukur dampak terhadap peningkatan kualitas pelayanan publik dan akan dilakukan secara sistematis dan intensif.

“Adapun paket program yang akan dilaksanakan pada tahun pertama pada kuartal terakhir pada tahun 2011 sampai tahun 2012 adalah di Kota Singkawang dan Kabupaten Sambas, yang dilaksanakan program persalinan aman dan inisiasi menyusui dini dan ASI eksklusif, sedangkan Sekadau, Bengkayang dan Melawi akan dilaksanakan program manajemen berbasis sekolah,” kata Miles F Toder.

Rakyat Mudah Terima Akses Pelayanan Publik Kerja Sama Pemprov Kalbar dan Program Kinerja USAID: Pontianak Post

20 Juli 2011

CHAIRUNNISYA, Pontianak



KESEPAKATAN: Chief of Party KINERJA Elke Rapp mendengarkan Wagub Kalbar Christiandy Sanjaya saat MoU Pemprop Kalbar dan Program KINERJA-USAID. SHANDO SAFELA/PONTIANAK POST

Pemerintah Provinsi Kalbar bersama lima kabupaten/kota menandatangani nota kesepakatan dan perjanjian kerjasama dengan program Kinerja-USAID

Wakil Gubernur Kalbar, Christiandy Sanjaya mengingatkan agar program tersebut benar-benar dijalankan dan bisa berkelanjutan.

”MUDAH-mudahan ini bisa berlanjut, tidak hanya sekedar MoU tetapi benar-benar dijalankan. Tujuannya baik,” ujar Christiandy, kemarin. Christiandy menjelaskan IPM Kalbar pada 2008 sebesar 68,17, sedangkan 2009 68,79 dan berada pada ranking 28 dari 33 provinsi. Status kesehatan masyarakat secara umum menunjukkan peningkatan, tetapi masih rendah dibandingkan nasional. Kualitas sumber daya manusia juga semakin meningkat, tetapi belum dapat dikategorikan berkualitas baik. Dengan adanya program kerja sama dengan USAID ini, diharapkan dapat meningkatkan sektor pendidikan, kesehatan, dan bidang ekonomi. Program juga memiliki dampak positif terhadap masyarakat. Program ini dimaksudkan agar masyarakat bisa mendapatkan pelayanan dan mempermudah pelayanan publik.

Selain itu, juga dapat mempermudah pelayanan birokrasi dan menghindari pungutan liar.

”Arahnya itu ke sana. Bagi kabupaten yang belum, program ini bergulir dan nanti bisa terpilih,” katanya. Chief of Party Kinerja Elke Rapp menjelaskan lima kabupaten/kota yang menandatangani perjanjian kerjasama yakni, Bengkayang, Sambas, Sekadau, Melawi, dan Kota Singkawang. Kalbar merupakan provinsi kedua di antara tiga provinsi lain, yakni Aceh, Jawa Timur, dan Sulawesi Selatan, yang menandatangani MoU bersama Kinerja-USAID.

Program Kinerja mulai diluncurkan di Kalbar pada awal Desember 2010. Sebelum disosialisasikan ke kabupaten/kota, Tim Kinerja dan USAID melakukan desiminasi kepada Gubernur, DPRD, dan kepala dinas terkait untuk mendapatkan gambaran nyata. Terutama tentang kondisi pelayanan publik di bidang pendidikan dasar, kesehatan dasar ibu dan anak, serta ekonomi.

Dari hasil sosialisasi, sebanyak 12 kabupaten/kota di Kalbar berminat dan memiliki komitmen untuk meningkatkan pelayanan publik pada tiga bidang tersebut. Dari 12 surat pernyataan minat yang dikirim, ternyata ada 7 kabupaten/kota menjadikan bidang pendidikan dasar sebagai prioritas utama. Tiga kabupaten/kota memilih bidang kesehatan, dan dua lainnya bidang ekonomi. Akhirnya dilakukan pemilihan secara random dengan sistem komputerisasi dan menghasilkan 5 kabupaten kota yang mendapatkan bantuan program Kinerja. Program ini bertujuan meningkatkan tata kelola pelayanan publik di Indonesia dan bekerjasama dengan mitra pemerintah provinsi, kabupaten/kota, DPRD, universitas, dan organisasi masyarakat sipil. Semuanya dilakukan untuk meningkatkan kepedulian masyarakat terhadap kualitas pelayanan pemerintah daerah.

Kinerja-USAID akan memfokuskan bantuan teknis untuk meningkatkan kualitas pelayanan publik di tiga sektor, yakni pendidikan, kesehatan, dan peningkatan iklim usaha. Penyediaan dukungan dimaksud dengan pelayanan dasar di sektor pendidikan, pelayanan ibu dan anak, serta pelayanan kesehatan dasar di sektor kesehatan. "Pemerintah daerah dapat memilih program yang menjadi prioritas sesuai renstra dan APBD," katanya. Paket program yang dilaksanakan pada tahun pertama, yaitu kuartal terakhir 2011 sampai pertengahan 2011 adalah persalinan aman, inisiasi menyusui dini dan ASI eksklusif di Singkawang dan Sambas. Sedangkan pada Kabupaten Sekadau, Bengkayang, dan Melawi, dilaksanakan paket program Manajemen Berbasis Sekolah. Direktur Demokrasi dan Tata Pemerintah USAID Indonesia, Miles F Toder menambahkan total dananya sebanyak 30 juta USD di seluruh Indonesia. "Kalbar mendapatkan seperempatnya," katanya.

Kalbar-USAID Kerja Sama Pelayanan Publik: Kalbar Online.com

Rabu, 20 Juli 2011

Pemerintah Provinsi Kalimantan Barat melakukan perjanjian kerja sama dengan Program Kinerja-United States Agency for International Development (USAID) untuk peningkatan kualitas pelayanan publik sektor pendidikan, kesehatan, dan iklim usaha.

Chief of Party Program Kinerja-USAID Elke Rapp mengatakan, lima kabupaten di Provinsi Kalbar yakni Bengkayang, Melawi, Sekadau, Sambas, dan Kota Singkawang merupakan daerah sasaran awal.

"Bentuk bantuan program Kinerja-USAID yakni berupa pendampingan dana yang difokuskan pada pendidikan dasar, kesehatan dasar ibu dan anak, dan pelayanan perizinan terpadu satu atap," kata Elke.

Pendampingan tersebut, kata dia, akan diberikan hingga awal tahun 2015. "Kami dalam hal tersebut akan mendukung Pemprov Kalbar serta lima kabupaten/kota lain yang berkomitmen untuk meningkatkan pelayanan kesehatan, pendidikan dan iklim usaha," jelas Elke.

Dukungan tersebut, lanjut Elke, akan diprioritaskan pada inovasi pelayanan publik di tiga sektor pilihan dengan cara memfasilitasi perubahan dalam manajemen pelayanan publik dan respons pemerintah terhadap keluhan masyarakat.

Wakil Gubernur Provinsi Kalbar, Christiandy Sanjaya mengatakan jika Program Kinerja-USAID dapat berjalan baik di Kalbar tentu masyarakat akan mendapatkan pelayanan publik yang baik pula.

Meski begitu, kata Christiandy, untuk kabupaten/kota yang belum mendapat giliran masih akan ada bantuan yang akan diberikan secara bergulir.

Ia menilai, Program Kinerja-USAID tersebut dapat mendukung pencapaian Millennium Development Goals (MDG'S) yakni pendidikan dasar untuk semua, menurunkan angka kematian ibu dan anak.

Sementara itu, Direktur Demokrasi dan Tata Pemerintahan USAID, Miles F Toder mengatakan, Kalbar merupakan provinsi kedua di antara tiga provinsi yakni Aceh, Jawa Timur, dan Sulawesi Selatan yang menandatangani kesepakatan dan perjanjian kerja sama dengan Kinerja-USAID.

Menurut Miles, empat provinsi itu dipilih oleh pemerintah pusat dan USAID karena menunjukkan kesenjangan yang signifikan antara indeks pembangunan manusia (IPM) dan produk domestik regional bruto (PDRB), serta daerah perbatasan.

Bupati Sekadau Simon Petrus menyambut baik penandatanganan kesepakatan dan perjanjian kerja sama tersebut. Ia berharap, dengan adanya kerja sama tersebut dapat mempercepat proses pembangunan SDM di Kabupaten Sekadau.

"Setelah penandatanganan perjanjian ini kami akan segera melakukan pemetaan wilayah mana saja di Sekadau yang akan diprioritaskan peningkatan pelayanan publiknya," kata Simon.

Wakil Bupati Sambas menanda tangani perjanjian Kerja sama dengan USAID

Minggu, 24 Juli 2011 20:58

Ditulis oleh Humas



Wakil Bupati Sambas Dr. Pabali Musa M.Ag telah menandatangani Perjanjian Kerjasama antara Pemkab Sambas dengan Kinerja USAID pada hari selasa tanggal 19 Juli 2011 di Balai Petitih Kantor Gubernur Propinsi Kalimantan Barat.

Pada acara penanda tanganan tersebut juga dihadiri oleh Kepala Bappeda, Kepala Dinas Kesehatan Kabupaten Sambas. Penanda tanganan perjanjian kerjasama ini merupakan komitmen yang kuat untuk membangun Sambas dan merupakan bagian dari cost sharing daerah terhadap program kinerja USAID, demikian dikatakan mustain perwakilan dari Kinerja-USAID.

USAID Bantu Bulukumba Kawal Pendidikan dan Kesehatan: Ujung Pandang Ekspres

Sabtu, 13-08-2011

BULUKUMBA, UPEKS--United States Agency for International Development (USAID), akan memberikan bantuan kepada Pemkab Bulukumba, untuk penguatan dan pendampingan pada sektor pendidikan dan kesehatan.

Program bantuan tersebut, rencana akan berlangsung selama empat tahun. Program pendidikan difokuskan pada pendistribusian guru secara profesional, biaya operasional satuan pendidikan (BOSP) serta manajemen berbasis sekolah.

Sementara program kesehatan, lebih difokuskan kepada pelayanan kesehatan ibu dan anak bagaimana melahirkan secara aman dan pemberian ASI (air susu ibu).

Kerjasama antara Pemkab Bulukumba dan USAID, sudah digarap sejak awal Juli 2011 lalu. Program kinerja sudah mulai dilaksanakan yang diawali dengan Orientasi Tim Koordinasi Program Kinerja, yang difasilitasi oleh fasilitator Kinerja Bulukumba, Muh Hatta dan Koordinator Provinsi Herry Susanto, Selasa (9/8) lalu.

"Program dari USAID fokus pada penguatan dan pendampingan pada sektor layanan publik yaitu perizinan, pendidikan dan kesehatan. Namun Bulukumba memilih sektor pendidikan dan kesehatan untuk dilaksanakan selama empat tahun kedepan," kata Kepala Bagian Humas dan Protokol Bulukumba, Muhammad Daud Kahal, Kamis (11/8).

Bulukumba, adalah salah satu dari lima kabupaten di Sulawesi Selatan yang melaksanakan program Kinerja dari USAID. Program ini menjadi tantangan dan harapan tersendiri, dalam meningkatkan layanan publik di Kabupaten Bulukumba.

Building University Network for Governance Innovation: UGM website

<http://fisipol.ugm.ac.id/dev/news/building-university-network-governance-innovation.xhtml>

Posted: Tue, 2011-08-16 12:22 — admin



(Yogya, 15/8). In order to build university network for governance innovation the deans of the Faculty of Social and Political Sciences of five universities signed a Memorandum of Agreement (MoA) in Jayakarta Hotel, Yogyakarta on August 15th, 2011. These universities including Universitas Gadjah Mada (UGM), Hassanudin Universty (UNHAS), Syah Kuala University (UNSYAH) and Tanjungpura University (UNTAR).

They commit to expand collaboration in developing governance innovation through education, training, research, publication as well as advocacy. This agreement is signed by the representative of the respective universities: Prof. Dr. Pratikno, M.Soc.Sc (UGM), Prof. Dr. H. Hamka Naping, MA (UNHAS), Dr. I Basis Susilo (UNAIR), Dr. Syarifudin Hasyim, SH, NH (UNSYAH), and Drs. Mochtar M. Noh (UNTAN).

This network is expected to be a study forum that connect wide parties including universities and local governments in supporting the Local Governance Service Improvement Program (KINERJA-LGSIP). This forum is designed to enable university as an epistemic community for enhancing knowledge sharing, collaborative research and capacity building (Amg/ai).

USAID Bidik Sektor Pendidikan: Radar Bulukumba

5 Oktober 2011

LOKAKARYA
 SPM: Pelaksanaan Lokakarya Standar Pelayanan Minimum (SPM) sektor pendidikan oleh USAID Kabupaten Luwu Kamis-Jumat (29-30 September).
 Salah satu poin penting dalam kegiatan ini, USAID Luwu mengupayakan pendistribusian guru yang ideal, dimana saat ini masih jauh dari harapan untuk diwujudkan diberbagai daerah.

USAID Bidik Sektor Pendidikan Gelar Lokakarya SPM Pendidikan

BELOPA - Sektor pendidikan menjadi salah satu faktor terpenting dalam aspek pembangunan di daerah. Untuk itu, USAID Luwu menggelar lokakarya standar pelayanan minimum (SPM) pada Selasa (29/9) di Belopa, Kabupaten Luwu. Kegiatan ini dihadiri oleh perwakilan dari berbagai instansi terkait, termasuk Dinas Pendidikan dan Kebudayaan Kabupaten Luwu, Dinas Pendidikan dan Kebudayaan Kecamatan Belopa, serta perwakilan dari beberapa sekolah dasar di Belopa.

USAID Luwu berharap melalui lokakarya ini, dapat meningkatkan kualitas layanan pendidikan di Belopa, khususnya dalam hal distribusi guru yang ideal dan merata di seluruh daerah.

USAID Luwu

PROSES INKUI USAID

didirikan tahun-tahun ini dengan program yang terencana dan terukur. Untuk itu, United States Agency for International Development (USAID) Kabupaten Luwu mengadakan lokakarya standar pelayanan minimum (SPM) pada Selasa (29/9) di Belopa, Kabupaten Luwu. Kegiatan ini dihadiri oleh perwakilan dari berbagai instansi terkait, termasuk Dinas Pendidikan dan Kebudayaan Kabupaten Luwu, Dinas Pendidikan dan Kebudayaan Kecamatan Belopa, serta perwakilan dari beberapa sekolah dasar di Belopa.

USAID Luwu berharap melalui lokakarya ini, dapat meningkatkan kualitas layanan pendidikan di Belopa, khususnya dalam hal distribusi guru yang ideal dan merata di seluruh daerah.

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USAID Luwu berharap melalui lokakarya ini, dapat meningkatkan kualitas layanan pendidikan di Belopa, khususnya dalam hal distribusi guru yang ideal dan merata di seluruh daerah.

capat standar pelayanan minimum (SPM).
 Judy Ruzhito, kepala Bidang Pendidikan dan Kebudayaan Kabupaten Luwu mengatakan, contoh pendistribusian guru yang ideal, yaitu mengacu pada standar pelayanan minimum (SPM) yang ditetapkan oleh pemerintah pusat. Menurutnya, distribusi guru yang ideal harus memperhatikan aspek-aspek seperti: kualifikasi, kompetensi, dan pemerataan. Untuk itu, USAID Luwu akan terus mendukung pemerintah Kabupaten Luwu dalam meningkatkan kualitas layanan pendidikan di Belopa, khususnya dalam hal distribusi guru yang ideal dan merata di seluruh daerah.

USAID Luwu berharap melalui lokakarya ini, dapat meningkatkan kualitas layanan pendidikan di Belopa, khususnya dalam hal distribusi guru yang ideal dan merata di seluruh daerah.

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