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Kinerja Program

Annual Report

Part A – Kinerja Program Annual Report Year 2

October 2011 to September 2012

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List of Abbreviations and Terms

Part A–Kinerja Program Annual Report Year 2

AIDS	Acquired Immune Deficiency Syndrome
AJI	Alliance of Independent Journalists
AOR	Agreement Officer Representative
APBD	District Government Annual Budget (<i>Anggaran Pendapatan dan Belanja Daerah</i>)
APEKSI	Indonesian Association of Municipal Governments (<i>Asosiasi Pemerintah Kota Seluruh Indonesia</i>)
APM	Net Participation Rate
BAKD	Director General of Regional Financial Administration (<i>Direktorat Jenderal Bina Keuangan Daerah</i>)
BaKTI	Eastern Indonesia Knowledge Exchange or BaKTI Foundation (<i>Yayasan BaKTI</i>)
Bappeda	Local Government Agency for Regional Development Planning (<i>Badan Perencanaan Pembangunan Daerah</i>)
Bappenas	National Development Planning Agency (<i>Badan Perencanaan dan Pembangunan Nasional</i>)
BASIC	Better Approaches to Service Provision Through Increased Capacity
BEE	Business-Enabling Environment
BHS	Access to Basic Health Services
BITRA	Indonesia Foundation for Rural Development (<i>Bina Ketrampilan Pedesaan</i>)
BKD	District Personnel Board (<i>Badan Kepegawaian Daerah</i>)
BKPM	Investment Coordination Board (<i>Badan Koordinasi Penanaman Modal</i>)
BOK	Health Operational Grant (<i>Bantuan Operasional Kesehatan</i>)
BOS	School Operational Assistance (<i>Bantuan Operasional Sekolah</i>)
BOSDA	World Bank term for BOSP
BOSP	Educational Unit Operational Cost Analysis (<i>Biaya Operasional Satuan Pendidikan</i>)
Bpk.	Abbreviation for Bapak (Mr.)
BPMD	Regional Investment Board (<i>Badan Penanaman Modal Daerah</i>)
BPPKB	District Family Planning and Women Empowerment Body (<i>Badan Pemberdayaan Perempuan dan Keluarga Berencana</i>)
Bupati	District Head
CHS	Complaint Handling Survey
COP	Chief of Party
CORDIAL	Center for Indonesian Human Resource Development
CS	Complaint Survey
CSI	Customer Satisfaction Index
CSO	civil society organization
DBE1	Decentralized Basic Education
DEO	District Education Officer
DG	Democratic Governance
DHO	District Health Office
District	In this report the term District will be used to refer to both regencies [kabupaten] and municipalities [kota]

DPKAD	District Asset and Finance Management Office (<i>Dinas Pengeleloaan Keuangan dan Aset Daerah</i>)
DPRD	Regional Legislative Body at either the provincial, district, or municipality level (<i>Dewan Perwakilan Rakyat Daerah</i>)
DSF	Decentralization Support Facility
EBF	Exclusive Breastfeeding
EDS	School Self-Evaluation (<i>Evaluasi Diri Sekolah</i>)
EGI	Economic Governance Index
EMIS	Education Management Information System
<i>Evaluasi Diri Sekolah</i>	School Self-Evaluation
FGD	focus group discussions
FIK-ORNOP	Nongovernmental Organization Information and Communication Forum Sulsel (<i>Forum Informasi dan Komunikasi Organisasi Non-Pemerintah Sulawesi Selatan</i>)
FIPO	Fajar Institute for Pro-Autonomy
FM	frequency modulated
FY	Fiscal Year
GERAK	Gerakan Anti Korupsi, Aceh
GJI	Governing Justly and Democratically
GOI	Government of Indonesia
HIV	human immunodeficiency virus
HO	<i>Hinder Ordonantie</i> (Nuisance Permit)
Humas	Public Relations (<i>Hubungan Masyarakat</i>)
I&EBF	Immediate and Exclusive Breastfeeding
IBF	Immediate Breastfeeding
ICLD	International Center for Local Democracy
IDR	Indonesian Rupiah
IKM	Customer Satisfaction Index (<i>Indeks Kepuasan Masyarakat</i>)
IMB	<i>Izin Mendirikan Bangunan</i> (Building Permit);
IMPACT	Inspiration for Managing People's Action (an IO)
IO	Intermediary Organization
ISAI	Institute for the Studies on Free Flow of Information (<i>Institut Studi Arus Informasi</i>)
ISO	International Organization for Standardization
JPIP	Jawa Pos Institute for Pro-Autonomy
JTV	Jawa Pos Teve
Jurnal Celebes	Journalist Network for Environmental Advocacy (<i>Perkumpulan</i>
Kabupaten	District (Regency); abbreviated as Kab.
Kecamatan	Subdistrict
KementerianPAN	Ministry for State Administrative Reform (<i>Keputusan Menteri Pendayagunaan Aparatur Negara</i>)
Kemitraan	Partnership for Governance Reform, Kinerja Partner Organization
KIA	Mother and Child Health (<i>Kesehatan Ibu dan Anak</i>)
KIP	Public Access to Information (<i>Keterbukaan Informasi Publik</i>)
KM	Knowledge Management
Konsil LSM	Indonesian NGO Council
KOPEL	<i>Komite Pemantau Legislatif</i>
Kota	Municipality

KP3M	Service Standards in the Office for Business Licensing and Investment Services (<i>Kantor Pelayanan Perizinan dan Pelayanan Modal</i>)
KPPOD	Indonesia Regional Autonomy Watch (<i>Komite Pemantauan Pelaksanaan Otonomi Daerah</i>)
KPPOD	Indonesia Regional Autonomy Watch (<i>Komite Pemantauan Pelaksanaan Otonomi Daerah</i>)
LBA	Local Budget Analysis
LBI	Local Budget Index
LBS	Local Budget Study
LEGS	Local Economic Governance Survey
LPA	<i>Lembaga Perlindungan Anak</i>
LPKIPI	Indonesian Institute for Education Innovation Training and Consulting (<i>Lembaga Pelatihan dan Konsultan Inovasi Pendidikan Indonesia</i>)
LPKP	Institute for Community Research and Development (<i>Lembaga Pengkajian Kemasyarakatan dan Pembangunan</i>)
LPSS	Local Public Service Specialists
M&[I]E	Monitoring and [Impact] Evaluation
M&E	Monitoring and Evaluation
Madanika	Building Peace and Justice (<i>Membangun Perdamaian dan Keadilan</i>)
MCH	Maternal and Child Health
MDGs	Millennium Development Goals
MenPAN	Ministry for State Administrative Reform (<i>Kementerian Pendayagunaan Aparatur Negara</i>)
MOEC	Ministry of Education and Culture
MOF	Ministry of Finance
MOH	Ministry of Health
MOHA	Ministry of Home Affairs
MONE	Ministry of National Education
MORA	Ministry of Religious Affairs
MOU	Memorandum of Understanding
MSF	Multi-stakeholder Forums
MSME	Micro, Small, and Medium Enterprises
MSS	Minimum Service Standards
NGO	nongovernmental organization
OSS	One-Stop Shop (services)
PC	Provincial Coordinator
PEO	Provincial Education Office
<i>Permendagri</i>	Ministry of Home Affairs Regulation (<i>Peraturan Menteri Dalam Negeri</i>)
PKBI	Indonesian Family Planning Association (<i>Perkumpulan Keluarga Berencana Indonesia</i>)
PKPA	Center for Child Protection and Research (<i>Pusat Kajian dan Perlindungan Anak</i>)
PKPM	<i>Pusat Kajian Pendidikan dan Masyarakat</i>
PMP	Performance Management Plan
Posyandu	Integrated Service Health Station (<i>Pos pelayanan terpadu</i>)
PP	Pontianak Post

PPD	Public-private dialogue
PPID	Local Government Public Information Official (<i>Pejabat Pengelola Informasi Daerah</i>)
PS	Peer Educators (<i>Pendidik Sebaya</i>)
PSD	public service delivery
PTD	Proportional Teacher Distribution
PUM	Directorate General for Administration in the Ministry of Home Affairs
PUPUK	for the Advancement of Small Business (<i>Perkumpulan Untuk Peningkatan Usaha Kecil</i>) (a TAF partner organization)
<i>Puskesmas</i>	Community Health Center (<i>Pusat Kesehatan Masyarakat</i>)
Q	Quarter
<i>Qanun</i>	Local regulations in Aceh
<i>Rencana Kerja Sekolah</i>	School Work Plans
RFA	Request for Application
RISKESDAS	National Basic Health Survey (<i>Riset Kesehatan Dasar</i>)
RPJMD	Medium-Term Development Plan (<i>Rencana Pembangunan Jangka Menengah Daerah</i>)
RTI International	The trade name for Research Triangle Institute
RTI	RTI International
SBM	School-Based Management
SD	Elementary School (<i>Sekolah Dasar</i>)
SDU	subdistrict unit
Sekda	Regional Secretary (<i>Sekretaris Daerah</i>)
Seknas FITRA	National Secretariat of the Indonesian Forum for Budget Transparency (<i>Sekretariat Nasional Forum Indonesia untuk Transparansi Anggaran</i>)
SI	Social Impact, Kinerja Partner Organization
SIAP 2	Strengthening Integrity and Accountability Program 2
SIM-NUPTK	Management Information System for Teachers and Teaching Staff,
SITU	<i>Surat Izin Tempat Usaha</i> (Trade Location Permit)
SIUP	<i>Surat Izin Usaha Perdagangan</i> (Trade License);
SK Bupati/ Walikota	Decree by a Regent/Mayor
SK	Decree
SKPD	District Technical Working Unit (<i>Satuan Kerja Perangkat Daerah</i>)
SMERU	SMERU Research Institute, Kinerja Partner Organization
SMP	Junior Secondary School (<i>Sekolah Menengah Pertama</i>)
SMS	Short Message System
SOP(s)	Standard Operating Procedure(s)
SOW	Scope of Work
SPP	Public Service Standards (<i>Standar Pelayanan Publik</i>)
STTA	Short-Term Technical Assistant
SUSENAS	National Socio-Economic Survey (<i>Survei Sosial Ekonomi Nasional</i>)
TAF	The Asia Foundation, Kinerja Partner Organization
TB	Tuberculosis
TBA	Traditional Birth Attendants
TDI	<i>Tanda Daftar Industri</i> (Industrial License).
TDP	<i>Tanda Daftar Perusahaan</i> (company registration license)
TDP	Tanda Daftar Perusahaan (Company Registration)
TOR(s)	Term(s) of Reference

TOT	Training of Trainers
TP3S	Public Service Development Team for Schools (<i>Tim Pengembang Pelayanan Publik di Sekolah</i>)
TPS	School Development Team (<i>Tim Pengembang Sekolah</i>)
UGM	Gadjah Mada University, Kinerja Partner Organization (<i>Universitas Gadjah Mada</i>)
UKM	Forum of Regional, Small, and Medium Businesses (<i>Forum Daerah Usaha Kecil Menengah/Forda</i>)
UNAIR	Airlangga University in East Java (<i>Universitas Airlangga</i>)
UNfGI	University Network for Governance Innovation
UNHAS	Hasanuddin University in South Sulawesi (<i>Universitas Hasanuddin</i>)
UNSYIAH	Syiah Kuala University in Aceh (<i>Universitas Syiah Kuala</i>)
UNTAN	Tanjungpura University in West Kalimantan (<i>Universitas Tanjungpura</i>)
UPTD	Regional Technical Service Unit (<i>Unit Pelayanan Teknis Daerah</i>)
US	United States
USAID	United States Agency for International Development
USG	United States Government
Walikota	Municipality Head/Mayor
WRI	Women's Research Institute
YAPIKMA	<i>Yayasan Pemberdayaan Intensif Kesehatan Masyarakat</i>
YAS	Prosperous Justice Foundation (<i>Yayasan Adil Sejahtera</i>) (a TAF partner organization)
YIPD	Local Government Innovation Foundation (<i>Yayasan Inovasi Pemerintahan Daerah</i>)
YKH	Hometown Foundation (<i>Yayasan Kampung Halaman</i>)
YKP	The Women's Health Foundation (<i>Yayasan Kesehatan Perempuan</i>) (an IO)
YKP	Women's Health Foundation (<i>Yayasan Kesehatan Perempuan</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: The Asia Foundation (TAF), Social Impact (SI), SMERU Research Institute, the University of Gadjah Mada (UGM), and the Partnership for Governance Reform (Kemitraan). The period of implementation of this program is September 30, 2010, through February 28, 2015. This 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. In March 2012, USAID awarded RTI with a program extension to include Papua. This extension focuses on Health System Strengthening in the areas of Maternal and Child Health (MCH), tuberculosis (TB), and human immunodeficiency virus/Acquired Immune Deficiency Syndrome (HIV/AIDS).

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, the program 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 levels. Its programs are aligned with national government priorities that all regions are required to implement and that have widespread applicability with local governments. This 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. Executive Summary: Summary of Achievements in Kinerja Year 2 (Fiscal Year 2011–2012)

During the past year, the Kinerja program provided technical support to 20 districts and conducted coordination with all four provinces. The program worked with 15 Intermediary Organizations (IOs) and 33 of their district-level partners. Kinerja made great progress during its second year throughout all program activities, with achievements right on target or even exceeding expectations for most of the targets set. Highlights are (1) the number of civil society organizations (CSOs) that are receiving United States Government (USG) assistance while engaged in advocacy interventions (32 from 33 targeted); (2) support to improved service delivery modules or approaches adopted by local governments (32 from 27 targeted); (3) the percentage of complaints that are being addressed by service delivery units (100% from 30% targeted), (4) the number of non-media CSOs reporting on local government performance (13 from 13 targeted); and (5) the number of policy papers published at the provincial or national level to support good practices in PSD (4 from 2 targeted). Also the cost share raised for this year, in the amount of US\$603,255, was considerably higher than the Year 2 projection of US\$494,762. The majority of the contribution was received from local governments.

For the Fiscal Year (FY) 2011–2012, Kinerja accomplished key achievements and conducted activities for the following areas.

INNOVATION-related achievements and activities:

In total, 11 districts have selected education packages.¹ Six regions selected School-Based Management (SBM). School-level Multi-stakeholder Forums (MSFs), including principals, teachers, school committee members, and parents representatives, participated in a joint school planning process, conducted complaint surveys, identified recommendations, and manifested them in jointly agreed upon service charters. Media coverage ensured public awareness and encouraged schools and the District Education Officer (DEO) to put the service charter in practice. The service charters have considerable positive effect on stakeholders. In several cases, schools reacted immediately to needed improvement. In Jember and Melawi, school principals passed regulations providing standards for establishing an effective school committee. In Probolinggo Municipality, 20 school principals have signed letters of commitment to conduct better public service in education. Several study trips have been conducted by other local governments to learn from these schools. The mayor of Probolinggo Municipality issued a regulation making SBM obligatory in schools in the municipality. The local government has also agreed to provide additional funding to the 20 Kinerja partner schools and to follow up on issues from the service charter. Kinerja supported the DEO in Probolinggo in preparing the Education Expo, a local exhibition developed to celebrate National Education Day, which showcases education reforms and promotes good

¹ In total, 11 districts have selected **Education Packages**: Kinerja conducted Proportional Teacher Distribution (PTD) training with three local governments in South Sulawesi (Luwu Utara, Luwu, and Baru); Educational Unit Operational Cost Analysis (*Biaya Operasional Satuan Pendidikan*) (BOSP) calculation with Multi-stakeholder Forums (MSFs) in Bulukumba; School-Based Management (SBM) in two districts in East Java (Jember, Probolinggo), three districts in West Kalimantan (Bengkayang, Melawi, and Sekadau), as well as in Aceh Tenggara.

governance in education. Thousands of people toured the Kinerja booth over a two-day period. Progress on Proportional Teacher Distribution (**PTD**) in Luwu Utara is outstanding, where, following Kinerja training, the government issued a local regulation to provide guidance on the distribution of teachers and is preparing a pilot for PTD to be implemented and tested in three subdistricts. The Bulukumba District has calculated Educational Unit Operational Cost Analysis (*Biaya Operasional Satuan Pendidikan [BOSP]*) for basic education and prepared an internal workshop with the DEO for follow-up.

The Kinerja health program covers a total of six districts.² For all of these locations, Kinerja has conducted baseline surveys and helped community health centers (*Puskesmas*) to use this data to aid in management. Almost all Kinerja Puskesmas are now able to conduct improved planning and budgeting that is targeted to the effective use of health operational assistance (BOK) and Jampersal funds (the government-supported health insurance for pregnant women). Puskesmas report and publish routine health data, apply Minimum Service Standards (MSS), and endorse MCH-related policies. Kinerja has also conducted training programs promoting **cooperation between traditional birth attendants (TBAs) and midwives** in Sambas, West Kalimantan Province, and in Singkil and Bener Meriah, Aceh Province. Banda Aceh and Singkil have both initiated regulations and have allocated additional budgets to support safe delivery and initiate Immediate and Exclusive Breast Feeding (I&EBF). In Aceh Singkil, an MCH Information System was established. In West Kalimantan, Kinerja supported technical recommendations on breastfeeding that have been formally endorsed by local governments of Sambas (with a District Head Decree) and Singkawang (with a Mayoral Decree). Kinerja conducted a very successful I&EBF media campaign in West Kalimantan, in partnership with the provincial government. Additionally, four counselors were qualified to widen the coverage of the program. Two puskesmas in Singkil have made commitments to communities to publish MCH information. The East Java IO, Indonesian Family Planning Association (*Perkumpulan Keluarga Berencana Indonesia [PKBI]*), uses local radio for talk shows to discuss safe delivery, immediate and exclusive breast feeding (I&EBF). In addition, **Adolescent reproductive health** education was developed with the Provincial Health Training Center and Provincial Health Offices (*Satuan Kerja Perangkat Daerah [SKPD]*), school teachers, and heads of schools and was discussed with Islamic leaders. It was implemented in Bondowoso District for students in 12 junior high schools and immediately replicated in 28 additional schools.

Business-Enabling Environment. Kinerja completed customer satisfaction index (*Indeks Kepuasan Masyarakat [IKM]*) surveys in seven BEE districts,³ and then disseminated results and conducted Public Private Dialogue (PPD) among stakeholders. Several local governments adopted delivery modules or approaches and formalized them in local policies.⁴ Standard operating procedures (SOPs) for integrated licensing were established in Simuelue District, Melawi, Probolinggo, and Barru. Provincial One-Stop Shop (OSS) forums have been established in West Kalimantan and South Sulawesi.

² The six districts are as follows: three in Aceh Province (i.e., Bener Meriah, Aceh Singkil, and Banda Aceh), two in West Kalimantan Province (i.e., Singkawang and Sambas), and one in East Java Province (i.e., Bondowoso).

³ In West Kalimantan Province (Melawi), the seven districts are as follows: two in South Sulawesi Province (i.e., Barru and Makassar), two in Aceh (i.e., Simeulue and Aceh Singkil), and two in East Java (i.e., Tulungagung and Probolinggo).

⁴ SK Bupati Barru No. 121/2012 dated January 26, 2012, on authority transfer from technical unit to OSS, and SK Bupati Barru No. 122/2012 dated January 26, 2012, SK Bupati Simeulue No. 078/2012 dated March 5, 2012, SK Bupati Aceh Singkil No 91/2012 dated March 22, 2012, on OSS technical team.

INCENTIVE-related achievements and activities:

Increasingly, **media in Kinerja districts are covering PSD issues.** Kinerja has found that 60–70% of local print and electronic media are covering PSD issues on Kinerja interventions in education, health, and BEE. Also, non-media CSOs report on local government performance. For example, in Aceh Singkil, a feature article and an opinion article with analysis of I&EBF were published in the local newspaper, and a comic and feature article on a government regulation restricting the promotion of formula milk in public institutions were published in a local newspaper in West Kalimantan. Kinerja finalized a training module for **Local Government Public Information Officials (PPIDs)** and conducted the training in all four provinces. The program raised the awareness of local governments about the mandate to provide information about PSD to the public. The district government in Luwu Utara (South Sulawesi) issued a decree to establish and formulate SOPs for providing information related to PSD. In Aceh Province, Kinerja built on the commitment of the Governor for more transparency and supported him to train and deploy the PPID to all 23 districts. In several Kinerja districts, offices for PPIDs are presently being established. In Kota Probolinggo (East Java), the office for PPIDs has been established and operational since April 2012.

Citizen journalists have been trained in all four provinces to report on PSD-related issues in their neighborhoods. In South Sulawesi, these citizen journalists succeeded in having their articles about PSD at the local level published in the mainstream media.

The Pro-Autonomy Awards of the Jawa Pos Institute for Pro-Autonomy (JPIP) and the Fajar Institute for Pro-Autonomy (FIPO) challenged partner districts to perform better. Kinerja also provided speakers for the award seminars of these organizations.

Complaint handling procedures have been implemented in 11 districts at 100 schools and 18 puskesmas. More than 700 people in 11 districts participated in the preparation and dissemination of the complaint survey, and a total of 2,050 respondents answered questions. The complaint analysis workshop received strong support from DEOs, District Health Offices (DHOs), and local councils (*Dewan Perwakilan Rakyat Daerah* [DPRD]), as well as from school principals and school committees. Several schools immediately responded to the complaint survey findings, even before discussions of the service charter started. In Probolinggo (East Java) at three schools, teachers and students cleaned up the school yards, decorating them with flowers and plants; cleaned toilets; and provided hand-washing facilities for students. The Ministry for State Administrative Reform (Kementerian PAN) shows great interest in this program. Currently, Kinerja is assisting stakeholders in using results of these surveys as input for finalizing service charters.

Multi-stakeholder Forums (MSFs). Seminars, focus group discussions (FGDs), workshops, personal approaches, and training all resulted in establishing and/or strengthening **MSFs** at puskesmas and schools and at district levels. MSFs are strengthened and will continue to be strengthened to conduct regular monitoring of complaint survey progress and advocacy for service improvement. MSFs discussed business licensing issues in Barru (South Sulawesi) and safe delivery and I&EBF in Singkawang Municipality (West Kalimantan). In Probolinggo Municipality, the school committees monitor and make efforts to improve the services at schools and support the improvement of school committee roles at all partner schools.

At the beginning of the year (2012), **Kinerja completed a local budget study and economic governance index.** Local governments' performance in economic development, budget allocation practices, and readiness to share budget-related information with civil society were discussed at provincial workshops and at a large-scale national workshop in Jakarta in May 2012, in which all districts participated with their leaders (Bupatis, DPRD, Ketua Bappeda, and heads of SKPD). A total of 250 participants from all Kinerja partner regions attended the large-scale national event with high-level national government support by the following speakers: Glenn Anders (USAID Acting Mission Director), Made Suwandi (Ministry of Home Affairs [MOHA] Director General for General Governance), Max Pohan (Bappenas Deputy for Regional Autonomy), and Yuswandi Temenggung (MOHA Director General of Regional Financial Administration [*Direktorat Jenderal Bina Keuangan Daerah* [BAKD])). The study raised considerable interest among the local governments, such as Barru District in South Sulawesi, where the regent wants to use the results of the studies to show the progress of his government over the next three years.

Formulation of performance measures. Kinerja supported local governments in refining and applying service standard-related governance innovations in all four of its provinces. Mentoring support was provided to all 20 partner district governments and service implementing units with a focus on health and education. Service standards are built into all Kinerja technical packages and are used as orientation for the customer satisfaction surveys. Kinerja will work through Year 3 on an approach to maximize the role of the provincial government in the application of service standards.

REPLICATION-related achievements and activities:

Jawa Pos Institute for Pro-Autonomy (JPIP) and Fajar Institute for Pro-Autonomy (FIPO) Pro-Autonomy Awards have provided the basis for wide recognition of good practices in the respective provinces and throughout the country. In their efforts to establish an umbrella organization for award-providing organizations, JPIP and FIPO supported Pontianak Post (PP) to set up its own Pro-Autonomy Award Program. This support included an internship and training for PP staff to participate in the whole process of research and selection. PP staff could also participate in negotiation with the provincial government in West Kalimantan and help design approaches to securing potential funding sources.

Gadjah Mada University (UGM) in Yogyakarta continuously strengthened its **University Network for Governance Innovation (UNfGI)** throughout Year 2. UGM established an interactive databank of good practices, where its partner universities, researchers, and students can catalog good service delivery practices related to Kinerja interventions. The good practices are packaged in a way that they are easily applied, including information on modules, resource persons, and budget needed. UGM prepared collaborative research on good practices with each of its partner universities and also developed a manual to support researchers in the field. UNfGI provided training on evidence-related research to its partner universities and launched a student competition on good practices at the end of Year 2. A website displaying good practices has been launched and, to date, has recorded more than 300,000 hits.

Towards the end of Year 2, Kinerja was increasingly working on developing a replication strategy. A first draft was established for the education sector. Kinerja sees a strong role for provinces in replication of good practices and is experimenting with possibilities to

strengthen the role of the provinces, such as establishing technical forums (e.g., the OSS in West Kalimantan), supporting provincial campaigns (e.g., I&EBF and PTD in West Kalimantan), and adding value to the own initiatives of provincial governments (e.g., the complaint survey in South Sulawesi, the PPID in Aceh, or the assessment of the role of the province in application of service standards).

At the end of Year 2, achievements vary between districts. To ensure consolidation of achievements, support will be provided to implement remaining topics of the respective Year 2 programs. At the end of the support, the districts will have well performing showcases, implementation manuals, trained facilitators, a policy framework, and an MSF in place. Based on commitment of the respective districts for the health program and the SBM, Kinerja will provide support to scale up the programs within the district through additional technical support to establish an operational plan, to help set up working teams of government and Intermediary Organization (IO) partners for implementation, and to provide training of trainers (TOT) and oversight. In PTD- and BOSP-focused districts, the program will continue to work with MSF, SKPD, and the media to monitor the implementation of the pilot programs. For Year 3, an additional 25 grants have been awarded to IOs to implement their second sector-related support.

MAJOR IMPLEMENTATION ISSUES/CONSTRAINTS:

These focus on the lack of an SOP between USAID and Bappenas, which hindered national-level buy-in to the project. **Without such a structure, no Steering Committee could be established**, and no national-level cost share could be received. During a meeting with MOHA's International Cooperation Administration, Director for Deconcentration and Regional Cooperation (PUM), and USAID in June, one of the meeting's recommendations was for USAID to support establishment of a Steering Committee by facilitating the process and asking Bappenas for further support.

Following its philosophy to work through local organizations and in this way ensure sustainability, by the end of 2011, Kinerja awarded **grants to 16 IOs and their 33 local partners** to implement the Kinerja program packages. They started their work in December 2011/January 2012, after a first orientation and intensive training. During the program implementation, it became apparent that the local IO partners needed continued capacity building (both technical as well as administrative/financial) and intensive hands-on mentoring support by the Kinerja team, far beyond what had been initially estimated. As a result, the project plans to establish a capacity development unit focused on strengthening IOs, both administratively and technically, in a systematic and continuous way to enable them to implement the Kinerja packages beyond the duration of the project.

Kinerja M&E-related achievements for Year 2 included the approval of the Performance Management Plan (PMP) and the introduction of an online reporting system to be used by Kinerja technical staff and IOs for timely reporting. Kinerja also conducted qualitative data collection and analysis related to all Kinerja packages; conducted and analyzed the IKMs; established a baseline survey on SBM in three districts in West Kalimantan; and conducted ongoing monitoring and reporting, as well as primary quantitative and qualitative data collection related to Kinerja interventions.

3. Innovations

3.1. Summary of Progress in the Education Sector

The education sector packages address SBM, PTD, and BOSP. These three interventions were chosen because they are recognized by the Ministry of National Education (MONE) and local governments as critical issues for improvement of basic education services. Tools have been developed by the local governments with assistance from previous development partner-supported public service delivery programs. Kinerja support focuses on the application of these tools, in particular on how to facilitate the implementation, oversight, feedback, and response mechanisms in support of basic education reforms. Kinerja provided assistance in the education sector in a total of 11 districts: SBM (6), PTD (3), and BOSP (2). Kinerja has been working in West Kalimantan's districts of Bengkayang, Sekadau, and Melawi; South Sulawesi's Bulukumba, Barru, Luwu, and Luwu Utara; Aceh's Simeulue and Aceh Tenggara; and in East Java's Jember and Kota Probolinggo.

3.1.1. School-Based Management

SBM supports a participative, transparent, and accountable process in school governance. It includes the introduction of education service standards; a community complaint index and school self-evaluation; the participatory preparation of school plans and budgets involving school principals, teachers, school committees, and community leaders; the transparent and accountable application of these school plans and budgets; the strengthening of the school committee to oversee the implementation of the school plans; and the strengthening of the school committees to conduct advocacy with decision makers on the implementation of an agreed service charter.

Progress in schools is at different stages, based on local capacity and commitment. In East Java, all SBM-supported schools in Probolinggo Municipality and Jember District have conducted complaint surveys, and 90% of these schools have already integrated the results of the complaint survey in their planning documents, based on education MSS). Service charters with schools have been signed, recommendation letters with the SKPD will be signed on October 15, 2012, for Probolinggo Municipality, and in Jember District, it is close to finalization. Schools have been very responsive to the results of the complaint survey. In some schools, several activities were taken up even before the service charters were signed, such as cleaning the school vicinity or paving access roads. Also, the planning based on MSS achievement convinced the local government to provide a higher amount of funding for the 20 partner schools in Probolinggo Municipality. The municipality has exhibited a strong commitment and issued a regulation to implement SBM in all its schools.

In Jember, school committee members supported development of service charters and the DEO requested schools in the district to develop their plans based on self-evaluation mechanisms using MSS as the basis for development.

In West Kalimantan, positive results started to show, as well. In Melawi, a Decree on the establishment of school committees in 10 partner schools was issued. School committee members became aware of issues related to school budgets and on steps to develop these school plans and budgets. Because of this understanding, they encouraged more community members to contribute to support the school's activities. All of the Kinerja-supported 20 partner schools have been able to develop mid-term School Work Plans (*Rencana Kerja Sekolah*) based on the School Self-Evaluation (*Evaluasi Diri Sekolah* [EDS]) and complaint survey. Several complaints were even followed up immediately by the schools and parents. These were mostly complaints related to the improvement of the environmental situation around the schools, such as cleaning toilets, installing the wash basin, rehabilitating the cafeteria, etc. One school in Melawi managed to receive construction material from local companies to improve its sports facilities and to build a folding gate for classrooms to turn them into a school hall. In Sekadau District, the DEO issued a regulation for schools to integrate complaint survey results into school plans.



Parents and representatives of local companies attended a meeting to approve School Plan and School Budget in SMPN 01 Belimbing, Melawi (left). The School Committee of SMP 01 raised funds from community members and helped build new toilets (right).

To support sustainability of Kinerja's programs, all of the activities are implemented by IOs in partner districts. In Kota Probolinggo, *Lembaga Pengkajian Kemasyarakatan dan Pembangunan* (LPKP) or Institute for Community Research and Development, was responsible for supporting school plan development. *Konsil LSM* Indonesia, or Indonesia Nongovernmental (NGO) Council, facilitated the implementation of the complaint survey and strengthened the school committee to conduct oversight as well as conduct advocacy with decision makers.

Highlights from the Kinerja Performance Indicators for SBM for Year 2 are compiled below in Table 1.

Table 1: Highlight from Kinerja Performance Indicators Achievements for School-Based Management

Key Performance Indicator	District	Achievement
Number of Kinerja-supported technical recommendations to SKPD/DPRD/Bupati that have involved or are formally endorsed by other nongovernment actors	Bengkayang	Recommendation from complaint survey in 20 schools
	Jember	Recommendation from complaint survey in 4 schools
	Probolinggo	Recommendation from complaint survey in 16 schools
	Sekadau	Recommendation from complaint survey in 18 schools
Number of service charters agreed with Kinerja support	Bengkayang	Services charters were signed in 20 schools
	Jember	Services charters were signed in 20 schools
	Melawi	Services charters were signed in 20 schools
	Probolinggo	Services charters were signed in 20 schools
	Sekadau	Services charters were signed in 20 schools
Number of times Kinerja-supported improved practices for service delivery are institutionalized by service delivery units	Jember	<ul style="list-style-type: none"> • School development teams were established in 6 schools • School committees that meet minimum requirements for composition and activities were established in 11 Schools • 20 schools produced and published financial reports to stakeholders • 18 schools produced annual school plans
	Probolinggo	<ul style="list-style-type: none"> • School development teams established in 1 school • There were 8 schools with school committees that meet minimum requirements for composition and activities. • 6 schools established Improving Public Service Delivery teams • 5 schools produced annual schools plan
	Melawi	<ul style="list-style-type: none"> • 2 schools produced annual school plans • 2 schools produced school financial reports • 10 schools established development teams • 8 schools established school committees that meet requirements for composition and activities

Key Performance Indicator	District	Achievement
	Sekadau	<ul style="list-style-type: none"> • 2 schools produced financial reports • 4 schools produced annual school plans
Number of Kinerja-supported linkages between CSOs, users, DPRD, Dinas, etc., which are active in oversight of service delivery	Probolinggo	9 school committees were established and regularly conducting meetings
	Jember	11 school committees were established and regularly conducted meetings
	Melawi	8 school committees were established and regularly conducted meetings
Number of Kinerja-supported service delivery units where key planning documents are made available to stakeholders	Jember	18 schools have school document planning
	Probolinggo	5 schools have school document planning
	Melawi	2 schools have school document planning
	Sekadau	1 school has school document planning
Number of Kinerja-supported service delivery units where key budgeting documents are made available to stakeholders	Jember	18 schools have school budgeting documents
	Probolinggo	5 schools have school budgeting documents
	Melawi	2 schools have school budgeting documents
	Sekadau	4 schools have school budgeting documents
Number of Kinerja-supported service delivery units where key financial reporting documents are made available to stakeholders	Jember	20 schools published financial reporting
	Probolinggo	20 schools published financial reporting
	Melawi	2 schools published financial reporting
	Sekadau	4 schools published financial reporting
Number of Kinerja-affiliated Indonesian civil society organizations that have developed new or updated products or services for local governments		Produced tabloid and brochures about strategy of developing SBM program with support of Kinerja IO Research Institute for Social Development (<i>Lembaga Pengkajian Kemasyarakatan dan Pembangunan</i>)

Good Practice in SBM: With Kinerja's Assistance, School Planning in Probolinggo Municipality is Developed in a More Transparent and Participatory Way.

Already the appearance of Kinerja partner schools in Probolinggo is very different. School yards are clean and organized; plants are grown and displayed; welcoming recreation areas are established, where fresh juice (from students' own production) can be enjoyed; there is widespread greenery and information boards are established at prominent sites that include information such as school plans, funding, and service charters' recommendations. In addition, there is also a nurse's room with basic medical equipment. The teacher-student ratio is appropriate, and teacher assignments are shown at the classroom doors, which are covered with photos of the teacher and students. The class sizes follow national standards, and students sit in lighted classrooms with tables facing each other. It is a friendly place, where teachers, the school committee, and community leaders work hand in hand.

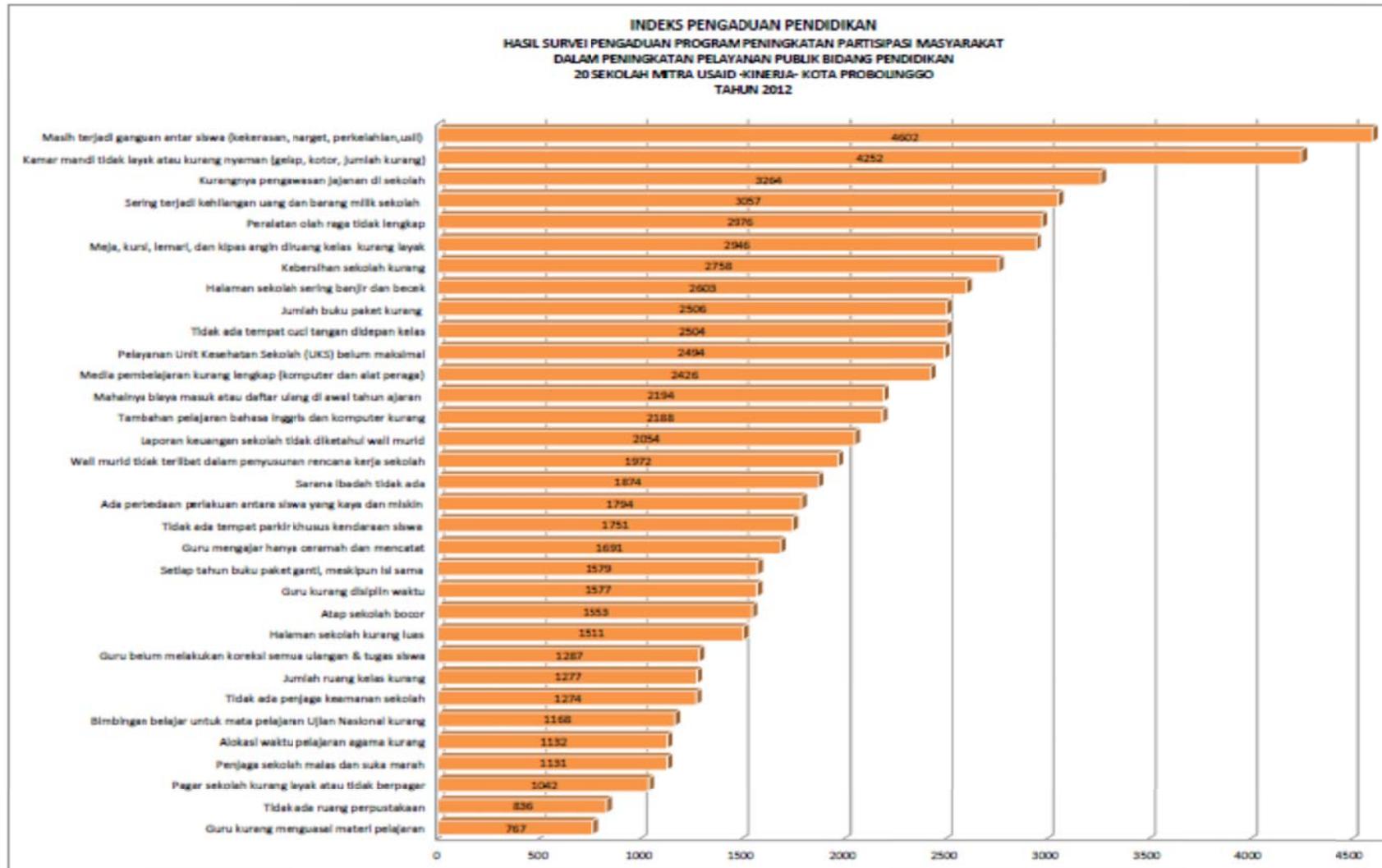
In Probolinggo, Kinerja worked with the school principal and teachers, parents, community leaders, students, and the government education office (DEO) to develop school plans in partner schools. Kinerja encouraged the direct involvement of community members in the school planning development process and trained and assisted the school committee in implementing a complaint survey and using the results to prepare school operational plans.



As result of school committee involvement in using complaint survey results in developing a school plan, the school was able to improve its appearance, such as by having a clean yard and clean toilets.

A total of 5,610 respondents who were also stakeholders from the 20 participating schools took part in the Probolinggo complaint survey. On average, 30 complaints were identified in each school. The complaints were then included in a school complaints index. The index was disseminated and discussed with the relevant stakeholders. The possibility to reflect and to contribute to an improvement of the school environment was taken up and promoted enthusiastically by the stakeholders. For example at SMP Negeri 1, the school principal announced the complaint index for this school during the Monday flag raising ceremony and asked students to actively respond to the complaints. One of the complaints stated that the school yard, including the toilet, was dirty. The students, along with the teachers, then worked together to clean up the schools. Figure 1 below lists types of complaints that were identified through the surveys.

Figure 1: List of Complaints Identified in the Survey in Probolinggo



A complaint survey was conducted in Probolinggo Municipality, for which 5,610 respondents (stakeholders from 20 participating schools) provided their complaints. On average, 30 complaints were identified per school and included in a school complaints index, which was disseminated and discussed with relevant stakeholders. School committee members then analyzed the complaint indexes, identified causes for complaints, and discussed alternative efforts to improve the situation. The complaints were then grouped into those that could be followed up by schools' stakeholders and those that needed DEO support. The schools then signed a "service charter" or formal promise to follow up on the complaints that were addressed to them. A recommendation letter was prepared for the local government to respond to the more complex complaints. Kinerja Papua is presently working with the school committee on how to best address the committee's interests with the relevant decision makers. The schools took up the complaints in earnest and published the service charters on information boards at the school. Implementation to address the complaints is overseen by the school committee, and regular meetings are conducted to inform stakeholders about the latest updates. The community responded very positively. Because members of the complaint survey team felt a sense of issues ownership, they continued to take part in the complaints-addressing process by becoming members of the School Development Team, consisting of the principal, school committee members, and community representatives, which was responsible for developing the school plan.

Kinerja faced many challenges during this process. For example, school stakeholders and facilitators have different levels of skill and ability, thus their ability varied in understanding the concept and in implementing the activities to address the complaints. To overcome this situation, Kinerja allocated more time to assist the stakeholders and facilitators so that they could support the programs' implementation fully and in a timely manner. Other challenges slowing down the process included frequent change of personnel at the DEO or schools, schools' busy schedules, and the limited number of school staff who can consistently take part in the program. Kinerja continued to communicate with related stakeholders to find and implement ways to manage these situations.



Left: Mayor of Probolinggo Municipality signed the Regulation Letter making SBM mandatory for all schools in the city. Right: Stakeholders, community members, and parents can easily read about school activities and the budget plan posted on the school information board.

After one year of the program working in Kota Probolinggo, the Kinerja partner schools have become model schools for other schools within the district and for districts as far away as Banda Aceh and Melawi. Furthermore, on May 2, 2012, the Mayor of Kota Probolinggo signed a Regulation Letter to apply SBM in all schools in the municipality. These schools received additional funding to implement the activities identified in the service charter.

3.1.2. Proportional Teacher Distribution

In many rural areas, there are schools with an insufficient number of teachers. Kinerja assists DEOs to review and analyze relevant district education data to determine current teacher distribution and to determine what would be a more equitable proportional teacher distribution (PTD). Kinerja aims to create an environment in which the DEO receives support from the district head and MSF to implement incentive strategies to encourage teachers to work in remote areas. The PTD support program's package of options consists of (1) a technical calculation that can be used to assess teacher distribution; (2) identification of incentive strategies to encourage teachers to work in remote locations; (3) formation of a policy regulation involving MSF; (4) implementation of pilot PTD strategies, including incentives and other approaches in three subdistricts; and (5) oversight of strategies through MSF. In 2012, PTD was implemented in three locations: Luwu Utara, Luwu, and Barru districts.

Progress of PTD support programs varied among the three districts. Due to the strong commitment of the Bupati and decision makers in Luwu Utara, progress was very fast, and the policy framework was developed with high participation from civil society. Luwu District is increasingly catching up to Luwu Utara in its activities. Barru is still slow in moving activities forward. The PTD achievement highlights in the partner districts are presented in Table 2. An example of good practice in the area of PTD is presented in the textbox below.

Table 2: Highlight from Kinerja Performance Indicator Achievements for Proportional Teacher Distribution

Key Performance Indicator	Districts	Achievement
Number of times Kinerja-supported improved service delivery models or approaches are adopted by local governments	Luwu Utara	Perbup Luwu Utara 28/2012 on Guidelines for PTD, addressing the issues of systematic teacher redistribution and identification of needs for teachers distribution
	Barru	Allocated budget into draft of local regulation for PTD
	Luwu	Allocated budget into draft of local regulation for PTD
Number of Kinerja-supported technical recommendations to SKPD/DPRD/Bupati that have involved or are formally endorsed by other non-government actors	Luwu Utara	Technical recommendations for PTD and incentive strategy
	Barru	Technical recommendations for PTD and incentive strategy
	Luwu	Technical recommendations for PTD and incentive strategy

Key Performance Indicator	Districts	Achievement
Number of Kinerja-supported linkages between CSOs, users, DPRD, Dinas, etc., which are active in oversight of service delivery	Luwu Utara	Regular discussions between DEO and CSOs on PTD issues. Discussions include addressing the issues of teacher distribution imbalance, recommendation for teacher re-distribution, and incentive strategy. In this particular district, a local regulation on teacher distribution has been issued.
	Barru	Regular discussions between DEO and CSOs on teacher distribution issues. Discussions include addressing the issues of teacher distribution imbalance, recommendation for teacher re-distribution, and incentive strategy. In this particular district, the need for teacher re-distribution and incentive strategy has been allocated in the draft local budget.
	Luwu	Regular discussions between DEO and CSOs on teacher distribution issues. Discussions include addressing the issues of teachers distribution imbalance, recommendation for teacher re-distribution, and incentive strategy. In this particular district, the need for teacher re-distribution and incentive strategy has been allocated in draft local budget.

An example of good practice in the area of PTD in Luwu Utara is presented in the following textbox.

Good Practice in PTD: Luwu Utara Head of District Issued Decree on Proportional Distribution of Teachers

To support the PTD activity, Kinerja and its implementing partner, Indonesian Institute for Education Innovation Training and Consulting (*Lembaga Pelatihan dan Konsultan Inovasi Pendidikan Indonesia [LPKIPi]*), trains the local government to use a system that was designed to provide an integrated picture of schools and teacher distribution by integrating data from two different sources: (1) the Ministry of Education and Culture's Education Management Information System (EMIS) database or PadatiWeb (containing data on schools in a particular district) and (2) the Management Information System for Teachers and Teaching Staff, known as SIM-NUPTK (containing data on each district's teachers and teaching staff). When reviewing data from these two data sources, district stakeholders can use the School Statistics Number as the common variable and cross-analyze different types of information. Using the pivoting feature in Excel, they can see, for example, the number of teachers that are able to receive an allowance because they have fulfilled the requirement of teaching for a total of 24 hours per week. By analyzing available data from these two sources, Kinerja helped the DEO to gain a comprehensive picture of schools and the status of teachers' distribution in Luwu Utara.

At the beginning of Kinerja assistance, the distribution of teachers in Luwu Utara was not properly conducted. Regardless of the needs and conditions of the area, the number of teachers in urban-area schools was higher than that of schools in rural and remote regions. In addition, different divisions of the district government conducted data management, making coordination of data maintenance and usage difficult.

To improve this condition, Luwu Utara District Government showed a strong interest in working with Kinerja to implement PTD. The government also welcomed Kinerja's approach to encourage civil society participation in this process. Kinerja proposed to strengthen the existing Education Forum. Three subdistricts (Sukamaju, Seko, and Malangke Barat) were selected as pilot teacher distribution areas. Sukamaju was selected because it represents an urban area; Seko is located in the mountain region, while Malangke Barat is on the coast.

Local government and the Education Forum conducted a preliminary analysis and discovered several facts about the current condition of teacher distribution among subdistricts in Luwu Utara:

- Sukamaju and Seko subdistricts were experiencing a teacher deficit of 22 and 32 teachers, respectively. In the meantime, Malangke Barat had a surplus of 37 teachers.
- The highest number of qualified teachers (76) was located in the urban Sukamaju area subdistrict.
- Despite this, in Sukamaju, one of the junior high schools did not have enough subject-based teachers (except for science, physical education, and civics.) However, in another junior high school in the subdistrict, there were too many teachers who taught math and local content.

In implementing PTD, there were also several challenges that Luwu Utara District Government and Kinerja had to face. Although Luwu Utara's PadatiWeb and NUPTK data was complete, data validity was still below expectations. To overcome this challenge, Kinerja supported DEO to cross check the available data with actual conditions in the field and update the systems accordingly. Furthermore, Kinerja not only trained representatives of the DEO, but also of the District Personnel Board (*Badan Kepegawaian Daerah* or BKD), the District Asset and Finance Management Office (*Dinas Pengeleloaan Keuangan dan Aset Daerah* or DPKAD), and the District Development Planning Agency (*Badan Perencanaan Pembangunan Daerah* or Bappeda.) This training was conducted to develop capacity of stakeholders in analyzing available data and preparing a comprehensive strategy to handle different issues in teacher distribution, as well as to facilitate better communication among the stakeholders involved.

Kinerja also used the Education Forum to gather input and encourage involvement of community members and other stakeholders. To support this activity, a radio talk show with Adira FM radio was held and attended by members of the community, NGOs, university students, and representatives of local media (*Jurnal Celebes*). In this talk show, issues related to teachers' distribution were raised and received good responses from the general public. Local newspapers also reported on the issues and raised wide awareness and support for Luwu Utara's efforts to provide access to good schooling for all its citizens.

The Education Forum joined the local government in drafting a Head of District Decree on Teacher Distribution. It was issued on August 30, 2012. Some of the articles of the Decree included that:

- Schools must update their related information for PadatiWeb and NUPTK regularly;
- The Education Office is to use actual needs and status of schools and teachers to hire new teachers or transfer existing ones; and
- The Education Office is to consider teachers' responsibility to teach a minimum of 24 hours in a week and provide 37.5 hours of workload, as required by the Minimum Service Standards (MSS) for the education sector.

As a follow-up of this Decree, the Luwu Utara DEO issued a Letter of Task Command on September 11, 2012, to appoint the DEO Division Heads, Subdistrict Office Heads, and the Coordinator of School Supervisors to carry out the activities as requested in the Head of District Decree in the three pilot areas. These activities will be funded by the DEO budget. A task force was established to put the pilot activities into practice. Along with the DEO, the Education Forum will conduct the oversight of this program.

Figure 2 below shows the actual Luwu Utara Education Office Task Order, and Figure 3 shows the Head of District Decree on Teacher Distribution.

Figure 2: Task Order of the Head of the Luwu Utara Education Office

**PEMERINTAH KABUPATEN LUWU UTARA**
DINAS PENDIDIKAN, OLAAHRAGA DAN PEMUDA
KOMPLEKS KANTOR GABUNGAN DINAS GEDUNG E LANTAI 2
Jalan Simpursung Telp/Fax. (0473) 21517
M A S A M B A

SURAT PERINTAH TUGAS
Nomor : 800/1332/DIKORDA

Dasar : Peraturan Bupati Luwu Utara Nomor 28 Tahun 2012 tanggal 30 Agustus 2012 tentang Pedoman Pelaksanaan Distribusi Guru Pegawai Negeri Sipil secara Proporsional.

MEMERINTAHKAN :

Kepada : Nama (terlampir) sebagai Tim Teknis dan Keanggotaan Sekretariat Pelaksanaan Distribusi Guru Pegawai Negeri Sipil secara Proporsional.

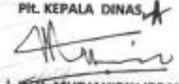
Untuk : 1. Menghimpun data guru PNS antarsatuan pendidikan, antarjenjang dan antarjenis pendidikan Lingkup Diras Pendidikan, Olahraga dan Pemuda Kabupaten Luwu Utara.

2. Menata ulang guru PNS antarsatuan pendidikan, antarjenjang dan antarjenis pendidikan agar rasio kualifikasi akademik, distribusi dan komposisi guru PNS sesuai dengan kebutuhan riil masing-masing satuan pendidikan.

3. Melaporkan hasil verifikasi data guru PNS antarsatuan pendidikan, antarjenjang dan antarjenis pendidikan kepada Pejabat yang berwenang untuk selanjutnya melakukan Penataan dan Pemerataan Guru Pegawai Negeri Sipil di Kabupaten Luwu Utara.

Demikian Surat Perintah Tugas ini disampaikan untuk dilaksanakan dengan penuh rasa tanggung jawab.

Dikeluarkan di Masamba
pada tanggal 11 September 2012

PIL. KEPALA DINAS

H. H. MUDJAHIDIN IBRAHIM, M.Si
Pangkat : Pembina Utama Madya
NIP. : 195612071991031002

Tembusan, disampaikan kepada Yth:

1. Bupati Luwu Utara (sebagai laporan) di Masamba.
2. Ketua DPRD Kabupaten Luwu Utara di Masamba.
3. Kepala BKDD Kab. Luwu Utara di Masamba.
4. Inspektur Kabupaten Luwu Utara di Masamba.

Figure 3: Example of Local Media Coverage on the Preparation of the Head of District Decree on Proportional Teacher Distribution



3.1.3. Educational Unit Operational Cost Analysis (Biaya Operasional Satuan Pendidikan [BOSP])

The national government provides school operational grants to schools to support education operational costs. According to some surveys, the grant is not sufficient to meet the real needs for education financing to achieve MSS. Many districts have funds available to cover the balance but do not know how to calculate it. Calculation and analysis of school operational cost facilitated by USAID/DBEI had in the past encouraged DEOs and other stakeholders to analyze and calculate the real needs for school operational costs and allocate funds for primary education and cost composition per district. This analysis is used to find out whether there is any financial gap, particularly when School Operational Assistance (*Bantuan Operasional Sekolah* [BOS]) funds are not sufficient to cover school operational costs. Recommendations are made jointly by the District Technical Working Unit, Revenue and Finance Offices, Agency for Regional Development Planning and related stakeholders to offer alternatives from the district or provincial budgets or from contributions from community members.

Kinerja in cooperation with its IO, LSM Forum Bulukumba, facilitated the application of BOSP in Bulukumba and Simeulue districts and worked with the DEO to calculate school unit costs for partner schools in the districts. In Bulukumba, the DEO felt that the BOSP calculation was beneficial because, in addition to helping to find out the operational costs for

schools, it also assisted the DEO in calculating the budget for its overall work plan (*rencana kerja*). Until September 2012, Kinerja was also in the process of facilitating the development of Technical Guidance on Implementation and Usage of Bulukumba District and South Sulawesi Provincial Budgets Allocated for Education in 2012. Kinerja’s activities in Simeulue were delayed because of frequent changes of staff in the DEO, as well as in other members of the local government. In Bulukumba, because the DEO did not take action to allocate additional budget to fill the gap between funds available from the district budget and School Operational Grants, the issues were being addressed through community involvement and the MSF mechanism. More detailed information on the achievements can be found in Table 3.

Table 3: Highlights from Kinerja Performance Indicators Achievements for BOSP

Key Performance Indicator	District	Achievement
Number of times Kinerja-supported improved service delivery models or approaches are adopted by local governments	Bulukumba	<ul style="list-style-type: none"> Draft local regulation (Perbup) in-term re-allocation BOSDA 2012 Draft local regulation (SK) technical direction (Juknis) BOSDA 2012
Number of Kinerja-supported technical recommendations to SKPD/DPRD/Bupati that have involved or are formally endorsed by other non-government actors	Bulukumba	<ul style="list-style-type: none"> Recommendation for alternative funding resources of BOSP Recommendation for calculation process of BOSP
Number of Kinerja-supported linkages between CSOs, users, DPRD, Dinas, etc., which are active in oversight of service delivery	Bulukumba	MSF district was established—regular meetings with topics on school budget needs and current availability of funding were held.

Note: BOSDA = World Bank term for BOSP

The following Table 4 provides detailed information about the number of people trained by Kinerja to support the implementation of activities in SBM, PTD, and BOSP.

Table 4: Number of People Trained to Support Kinerja Assistance in the Education Sector

Activity	Number of Activities	Participants		Total
		Male	Female	
FGD	27	454	145	599
Training/Capacity Building	5	155	56	211
Total	32	609	201	810

3.2. Summary of Progress in Health

To support promotion of the three Kinerja-supported national health programs: (1) Immediate Breast Feeding Initiative and Exclusive Breast Feeding Promotion (I&EBF); (2) Birth Preparedness; and (3) improvement of transparency in Partnership of Midwives and Traditional Birth Attendants (TBA), Kinerja continues to work on the sector’s supply and demand sides. On the supply side, Kinerja is focused on activities such as setting up policy

frameworks with participation of MSF; improving puskesmas management that is based on results of baseline surveys; managing data; planning and budgeting for Health Operational Grant (*Bantuan Operasional Kesehatan*) and health insurance for delivery (*Jaminan Persalinan* or *Jampersal*); introducing MSS; and publishing SOPs, service pathway, MCH information, and service charters. These programs have been part of the Government of Indonesia (GOI) efforts to support the health sector. Kinerja supports local governments to improve the provision and quality of public services, in particular those that are related to the achievements of MSS for the health sector.

To improve public demand in the health sector, Kinerja also works on advocacy for political, budgetary, and community support through MSFs. Kinerja IO, Inspiration for Managing People's Action (IMPACT), carries out the technical assistance in partner districts in Aceh, while the Indonesia Family Planning Association (*Perkumpulan Keluarga Berencana Indonesia* or PKBI) provides technical assistance in East Java and West Kalimantan. A total of six partner districts implemented the Kinerja Health Package and implemented subprograms such as the Puskesmas Management (6), Midwives & TBA (3), I&EBF (6), Safe Delivery (6), and Reproductive Health (1).

By September 2012, Kinerja's work with stakeholders in the health sector had resulted in many achievements. Table 5 below lists some of these.

Table 5: Examples of Kinerja Achievements in the Health Sector

Province	District	Achievement
ACEH	Singkil	Implementation of the Partnership of Midwives and TBAs (funded by the district budget)
		Routine information sessions on MCH held between puskesmas and the public
		Establishment of Subdistrict Health Committee, supported by Head of Subdistrict Regulation. The Committee became part of MSF and was involved in developing the Head of District Decree
		Completion of puskesmas SOPs
		Completion of Service Charter by puskesmas and District Health Offices (DHOs)
		Completion of MCH Handbook, which is based on religious information from the DHO and community members
		Issuance of MCH Head of District Regulation
	Bener Meriah	Establishment of Subdistrict Health Committee, supported by Head of Subdistrict Regulation. The Committee became part of MSF and was involved in developing the Head of District Decree
		Completion of puskesmas SOPs
		Completion of MCH Handbook, which is based on religious information from the DHO and community members
		Acceptance of spouses of Head of District, Head of Subdistrict, and Head of Village to become Ambassadors for Breastfeeding
	Banda Aceh	Establishment of Subdistrict Health Committee, supported by Head of Subdistrict Regulation.
		Completion of puskesmas SOPs
Completion of MCH Handbook, which is based on religious information		
Election of Head of Puskesmas, Meuraxa, as Health Ambassador		

Province	District	Achievement
		Draft Agreement on Improvement of Service Delivery completed
		Blog and publications to support Information System in Puskesmas Kopelma Darussalam
		Based on the results of a study tour to Probolinggo, East Java, the puskesmas in Banda Aceh developed online systems to provide faster services.
		Support provided to establish Breastfeeding Committee
		Draft completed of Mayor's Decree on MCH
WEST KALIMANTAN	Singkawang	Issuance of Mayor's Decree on I&EBF
		Establishment of an MCH Awareness Forum, consisting of subdistrict representatives
		Completion of puskesmas SOPs for Mother and Child-Friendly <i>Puskesmas</i> .
		Finalization of Service Charter
		Selection of Breastfeeding Ambassadors
		Awards provided to parents who supported breastfeeding
		Development of plans to achieve MSS for all puskesmas in Singkawang District
	Sambas*	Draft completed of Head of District Decree on Safe Delivery, and Immediate and Exclusive Breastfeeding (I&EBF)
		Agreement reached on collaboration mechanism between midwives and TBAs
		Establishment of MCH Awareness Forum at subdistrict and district levels
		Completion of puskesmas SOPs for Mother and Child-Friendly <i>Puskesmas</i> .
		Dissemination of information on Safe Delivery and I&EBF to community members and high school students
		Introduction of service charters to all <i>Puskesmas</i> in the district
		Improved Health Information System to support improved service delivery

* More information on Kinerja's achievement in the Sambas District is included in the text box below and in Section 3.4.

Pilot Project in Bondowoso, East Java, on Early Marriage Prevention Campaign and Young Adults Reproductive Health Education.

Kinerja decided to carry out a pilot project in Bondowoso, East Java, as a result of the Head of Bondowoso District's concern over high maternal mortality rates and high numbers of drop outs for junior high school students in Year 8 and 9 due to early marriage. The District Head was interested in addressing these problems through prevention of early marriage and campaigns for reproductive health for the young people in the area. He further emphasized that he would like to improve the Human Development Index of the region by improving the quality of health and education for the people, in particular for the young adults. Factors such as poverty, local beliefs that allow children of a certain age group to be married, and the lack of access to information and reproduction health services play a significant role in this condition, as well. Since Kinerja's main focus in Bondowoso was to support delivery service for the MCH sector, it was mutually agreed that Kinerja would focus on the important issue of reproductive health education for young people. The program aimed to increase awareness of students and stakeholders regarding the need for reproductive health information to

prevent early marriage in Bondowoso. YKP (*Yayasan Kesehatan Perempuan*) or the Women’s Health Foundation was the IO selected to implement the activities.

Starting in February 2012, the program was fully supported by the district government of Bondowoso. The government was involved in selecting pilot schools, appointing related staff to support the implementation, developing draft policies, providing the necessary funds, and taking part in all activities. As a result, the number of participants for the activities often exceeded the target participants’ number as Table 6 below shows.

Table 6: Number of Participants (Target Versus Actual) Who Attended Sessions to Support Reproductive Health Campaigns

Activities	Target	Actual		
		Total	Male	Female
FGD with stakeholders	10	14	5	9
Testing of sample module	25	39	22	17
Module development workshop	10	10	6	4
Training of trainers for teaching personnel	25	25	12	13
Junior high school students information session	40	200	100	100
Workshop for peer educators (PS; <i>Pendidik Sebaya</i>)	20	20	10	10
Information session for community members	50	52	50	2
Information session for parents	50	77	40	37
Total	230	437	245	192

Response from schools, teachers, and students was very positive. A total of 24 teaching personnel from 12 schools and 20 students from 5 schools were selected as peer educators. The teachers who took part in the training sessions established an alumni group. The District Head became the alumni group’s patron, and the support from the district government



Training on Reproductive Health Education for Junior Secondary Students in Bondowoso

continued to be strong. Members of this group trained students from 28 high schools in Bondowoso District on reproductive health education and assisted students in peer educator

training sessions. They also continued to report their activities to school principals and Bappeda.

In addition to working with local stakeholders, YKP also used print media and radio to communicate the activities to the general community. The organization also encouraged members of the community to write about the importance of reproductive health education for young people in the local media. YKP, together with another local organization, *Kampung Halaman*, conducted training for students on poster and video making, as well as carrying out competitions to use different media to communicate the issues. The response was very positive. For each training session, where only 50 seats were available, more than 300 students signed up.

As a result of these efforts, the Bondowoso District Budget Plan for 2013 allocated funds to obtain a mobile health clinic in 12 schools that will be supported by health personnel who are competent in health reproductive issues. The district also planned to appoint the spouse of the District Head as Ambassador for this issue.

Good Practice in Health: Kinerja-Supported Governance of Puskesmas and District Health Office in Sambas

In West Kalimantan, Kinerja assisted stakeholders in Kota Singkawang and Kabupaten Sambas to support the improvement of public service quality in the health sector, in particular in I&EBF and Safe Delivery. To do so, Kinerja used a two-pronged approach by strengthening the capacity of those who delivered the services, such as the staff of health service units (*puskesmas*) and the DHO. Additionally, Kinerja raised awareness of service users such as *puskesmas* patients and community members in general about good standards of service delivery. In Sambas, West Kalimantan, the Indonesia Family Planning Association for West Kalimantan (PKBI Kalbar) supported the activities for the supply side, while *Konsil LSM* Indonesia or Indonesia NGO Council, supported the activities for the demand side.

Kinerja faced many challenges. For example, the frequent change of *puskesmas* or DHO staff resulted in difficulties to ensure that knowledge transfer was conducted properly. Another challenge was the limited understanding of MSF members regarding their roles and functions, which caused confusion about what they could do to support the whole process.

At the beginning of the process, Kinerja supported the *puskesmas* to conduct a baseline survey in 30 villages in five subdistricts. Kinerja facilitated meetings between *puskesmas* and DHO staff in Kabupaten Sambas to gather information about the existing services in the *puskesmas* and to gauge community members' understanding of related issues. The challenges of this process included the difficulty of finding women who had recently given birth or were currently pregnant. In addition, difficult terrain and the rainy season hampered the data collection process. As a result of these activities, the existing conditions of *puskesmas* services in the five subdistricts were mapped. In *Puskesmas Mata Suri*, for example, the Head of *Puskesmas* mentioned that due to the lack of clear guidelines for midwives and traditional birth attendants' (TBAs') functions, roles, and responsibilities, there was very little trust between the two parties. As a result, many expecting mothers tended to use the assistance of TBAs who had been around longer. It was one of the tasks of IOs to build and improve trust between the parties. Also, the Head of *Puskesmas* mentioned that only a few mothers started to breastfeed immediately after giving birth. He then pointed out the urgent need for breastfeeding counselors.

Kinerja worked with Radio Swara Sambas to enhance community awareness of issues related to Safe Delivery and I&EBF. Together with Radio Swara Sambas, Kinerja conducted six talk shows that ranged from 30 to 120 minutes, where relevant topics were discussed by experts, and community members were invited to actively take part.

Furthermore, participatory policy formation was encouraged by establishing a task force of representatives of district government, local CSOs, and community members to draft a Head of District Decree on Safe Delivery and I&EBF. This Draft aimed to build commitment of stakeholders and would be supported later by a District Regulation (*Peraturan Daerah* or *Perda*.) The Draft is currently being finalized for approval in the near future.

(For more information regarding the MSF to support Kinerja activities in Sambas, please refer to Section 3.4.)



*Based on input from *puskesmas* users in a survey conducted by Kinerja, a "Children's Corner" in *Puskesmas Semparuk* was built with the *Puskesmas* budget*

3.3. Summary of Progress in the Business-Enabling Environment (BEE)

To support implementation of the Business-Enabling Environment (BEE) program, one of Kinerja's core partners, The Asia Foundation (TAF), provides technical assistance to improve the quality of service of One-Stop Shop (OSS) services in Kinerja's partner districts. TAF works with partner organization Yayasan Bitra Indonesia in Aceh, with Yayasan Madanika in West Kalimantan, with Perkumpulan untuk Pengembangan Usaha Kecil (PUPUK) in East Java, and with Yayasan Adil Sejahtera (YAS) and Pilar Nusantara (Pinus) in South Sulawesi.

As can be seen in Table 7 below, Kinerja achieved the following accomplishments in the efforts to support OSS services in partner districts.

Table 7: Results of Kinerja Work in BEE Sector

One-Stop Shop Services	<ul style="list-style-type: none"> • Simeulue, Aceh: Head of District Decree 9 Year 2012 on SOP for Integrated Licensing Office • Melawi, West Kalimantan: Head of District Decree 17 Year 2012 on SOP for application for 23 types of licenses and 4 non-licenses • Probolinggo, East Java: Decision of Head of OSS Office to eliminate fees in processing different licenses • Barru, South Sulawesi: Head of District Decree 13 Year 2012 on SOP for Licensing Procedures and Investment • Using MSF known as Public-Private Dialogue, district level meetings were regularly conducted to discuss issues related to licensing in all seven districts implementing OSS.
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As part of Kinerja's effort to improve public service in the business sector, Kinerja assisted Probolinggo, Tulungagung, Makassar, Barru, Melawi, Simeulue, and Aceh Singkil districts to improve the quality of service in providing licenses to set up businesses in particular through the districts' OSS mechanism.

Table 8 below lists the number of licenses produced by OSS in 2011 and 2012, while Table 9 includes information about the length of time needed to obtain different types of licenses.

Table 8: Number of Licenses Produced by OSS, by Year

District	October 2011	September 2012	Remarks
Kabupaten Simeulue	0	12	Local regulation on OSS establishment issued In 2008, but only operationalized in February 2012
Kabupaten Aceh Singkil	36	36	Based on Regent Decree No 8/2009, 45 types of licenses, plus 12 recommendations, were transferred to the OSS
Kabupaten Melawi	23	22	Based on Regent Decree No 13/2010 (35 licenses) and revised by Regent Decree No 57/2011, 30 types of licenses and recommendations transferred to OSS Based on Local Regulation No 13/2008, SITU and HO should be merged. The IO Madanika facilitated this merger in 2012

District	October 2011	September 2012	Remarks
Kabupaten Probolinggo	18	21	Based on Regent Decree No 33/2008 (30 licenses) and revised by Regent Decree No 41/2008, 29 licenses were transferred to OSS, but only 19 licenses were issued. An additional three new licenses were added to OSS.
Kabupaten Tulung Agung	64	64	Based on Regent Decree No 188/2010, 85 types of licenses were transferred to OSS, but the OSS only has authority to transfer 64. This decree revised (No. 188/2011) and transferred the 21 licenses back to the original government working units (Health and Transportation). The remaining 64 signed by OSS are still located within OSS.
Kabupaten Barru	7	17	Additional licenses were transferred in two batches: 2 and 8 licenses in March and September 2012, respectively
Kota Makassar	9	9	Based on Regent Decree No 14/2008, OSS Makassar provides 21 types of licenses

Note: SITU = Surat Izin Tempat Usaha (Trade Location Permit); HO = Hinder Ordonantie (Nuisance Permit).

Table 9: Official Time Needed to Obtain Five Basic Licenses

District	Official Time (in Days) to Obtain Five Basic Licenses														
	October 2011					March 2012					September 2012				
	IMB	SITU/HO	TDP	SIUP	TDI	IMB	SITU/HO	TDP	SIUP	TDI	IMB	SITU/HO	TDP	SIUP	TDI
Kabupaten Simeulue	30	3/15	30	15	NA	30	3/15	30	15	NA	14	1/7	1	7	NA
Kabupaten Aceh Singkil	30	15/3	3	3	3	30	15/3	3	3	3	30	3/15	3	3	3
Kabupaten Melawi	14	5	5	3	5	14	5	5	3	5	14	5	5	3	5
Kabupaten Probolinggo	7	7	2	2	2	7	7	2	2	2	7	7	2	2	2
Kabupaten Tulungagung	8	9	4	7	7	8	9	3	3	4	7	9	3	3	4
Kabupaten Barru	17	5	5	5	NA	17	5	5	5	NA	14	5	3	3	NA
Kota Makassar	12	6	6	6	6	12	6	6	6	6	12	6	6	6	6

Note: IMB = Izin Mendirikan Bangunan (Building Permit); SITU = Surat Izin Tempat Usaha (Trade Location Permit); HO = Hinder Ordonantie (Nuisance Permit); TDP = Tanda Daftar Perusahaan (Company Registration); SIUP = Surat Izin Usaha Perdagangan (Trade License); TDI = Tanda Daftar Industri (Industrial License).

With the exception of Makassar District, for the other six participating districts, the actual time needed to obtain five basic licenses was reduced by 50% on average. This result stems from simplifying SOPs and implementing regent decrees.

The good practice example below elaborates on how Kinerja worked with stakeholders in Barru District to improve its OSS services.

Good Practice in OSS: Kinerja Assisted Barru District Government to Start Improving Its One-Stop Shop

In November 2011, six months after the Barru District OSS was newly established, Kinerja started to assist Barru District Government in improving its business licensing process. At that time, the process of obtaining a business license was cumbersome, not user friendly, and prone to misuse. No supporting regulations were in place, service provision procedures were unclear, and license services were separately provided by different institutions. To achieve maximum effect, Kinerja used a holistic approach, using capacity building for the supplier of the service, such as the local government and OSS, as well as encouraging active involvement from the service users and other community members. Kinerja also encouraged active participation from decision makers and related staff in the district government and from among members of various business associations. At this stage of the cooperation, support focused on building up the technical capacity of the OSS staff and setting the policy framework. Results in Barru, South Sulawesi, have now started to show.

At the beginning of the process, Kinerja used Ministry of Home Affairs Regulation (*Peraturan Menteri Dalam Negeri*) Number 24, Year 2006, which requires that a Customer Satisfaction Index (CSI) be conducted as the basis for monitoring and evaluation of OSS performance. In Barru, a total of 150 respondents (103 men and 47 women) were interviewed to gain their input about their level of satisfaction with the business licensing process in their area. To provide a more comprehensive approach to the CSI, Kinerja used a 10-scale scoring system rather than the four-scale system that was required by the Indonesian government. From the survey at all seven locations, Kinerja found that the public, as the main users of the services, still had very limited understanding of matters that are related to OSS. For example, only 28% of the applicants knew the exact cost of obtaining the license, another 28% had only a rough idea about the cost, while 21% had no idea of the cost involved. Further, 41% of the business applicants applied for licenses through another business person, family member, or agent and felt that they would save time by doing so, while 11% claimed that they did not know the procedure.

To encourage community involvement, the findings were disseminated to local stakeholders, where in Barru, the Head of the Organization Bureau of South Sulawesi Provincial Government discussed the findings with 31 participants from the district government and civil society. The event was also covered by local media.

Throughout the whole process, the Barru government was very determined and committed to establishing a well-functioning OSS, because they saw this as an important way to enhance the local economy. With the help of Kinerja, they improved the policy framework and issued regent regulations to support the delegation of authority to the OSS to issue nine additional types of business licenses, and for the establishment of the OSS technical team. These regulations were central to Kinerja's effort to improve the quality of the services in the OSS. Kinerja also provided assistance for the internal management of the OSS, such as improving the current database system or incentive system for the OSS staff. Also, Kinerja facilitated development of OSS SOPs, as well as means to monitor the implementation in the future. The development of SOPs was based on the findings of the complaint survey and on input from business sectors.

The Barru OSS staff received an update on national policies and regulations, learned how to do the OSS branding, and were trained on aspects such as the role of the technical team and the coordination mechanism. The Barru OSS staff selected "Masiga," which means friendly, reliable, and accessible services, as the OSS motto.

Kinerja worked with the local media to raise awareness of business licensing issues within the private sector and among the general public. Kinerja, together with the Head of Barru OSS, representatives of the private sector, and Barru legislative members, took part in a radio talk show to discuss simple business licensing services through OSS. The response of this talk show was very positive.

Within less than one year since Kinerja started its assistance in Barru District, several results can already be seen. For example, the following regulations were issued:

- District Regulation Number 2 Year 2012 regarding License for Matters that are not Levied
- Head of District Decree Number 121 Year 2012 regarding Transfer of Authority to Barru OSS
- Head of District Decree Number 122 Year 2012 regarding Technical Team Establishment
- Head of OSS Decree Letter Number 10 Year 2012 regarding OSS Service Charter
- Draft Head of District Decree regarding Service Standards in OSS (to be approved)
- Draft Head of District Decree regarding Standard Operating Procedures for OSS Services (to be approved)

- Draft Head of District Decree regarding Complaint Mechanism (to be approved)
- Draft Head of District Decree regarding Incentive Mechanism (to be approved)

Furthermore, in 2012 the number of licenses issued increased by 20% compared to those issued in 2011. Until August 2012, there were a total of 1,885 licenses issued, which included licenses to operate businesses, to build buildings, to install advertisement boards, and others.

Kinerja hopes that these achievements will help the Barru district government continue to provide better service for its business community, in particular, as well as for the rest of its citizens in the area.



Hand Prints of Barru OSS Staff as a symbol of their commitment to provide services to the public in a sincere and considerate manner.

3.4. Summary of Progress with Multi-stakeholder Forums (MSFs) and Complaint Survey (CS)

In improving the quality of public service delivery in Education, Health, and BEE, Kinerja works through both the supply and demand sides. Community and government stakeholders are encouraged to engage in a productive dialogue and establish working groups to identify sustainable solutions. From the supply side, Kinerja strengthens service delivery unit management so it will be more transparent and accountable and provide access for community participation. From the demand side, Kinerja supports efforts to increase community awareness of their rights to access basic services and to articulate demands for better services. The process includes establishing a powerful support mechanism and networks of government actors, civil society representatives, and members of the community.

The following provides detailed information about achievements in developing, establishing, and maintaining MSF activities in Kinerja partner districts.

3.4.1. Multi-stakeholder Forum

Multi-stakeholder Forums have been established or strengthened in all Kinerja partner districts. They actively engage in public-private dialogue (BEE sector), complaint surveys and advocacy (health and education sectors), and policy formulation. Some examples of MSF strengthened by Kinerja include *Forum Pengembangan Ekonomi Lokal* or Local Economy Development Forum (Probolinggo District), *Business Club* (Tulungagung District), *Tim Pengembang Pelayanan Publik di Sekolah/TP3S* or Public Service Development Team for Schools (Probolinggo Municipality), *Forum Daerah Usaha Kecil Menengah/Forda UKM* or Forum of Regional, Small, and Medium Businesses (Barru District), *Tim Pengembang*

Sekolah/TPS or School Development Team (Bengkayang, Sekadau, and Melawi districts), and *Forum Aceh Sehat* (Banda Aceh District). Kinerja strengthened active MSF where they already existed (both for health and education, MSF were supported at the service delivery unit and district levels), and in other areas, Kinerja supported the establishment of new forums.

3.4.2. Complaint Survey

When service users are involved in providing services, know what their rights are, and understand how they can voice their concerns and aspirations in the most effective ways, they are more likely to receive services that are high in quality. A summary of activities for complaint surveys is included in Table 10 below.

Table 10: Summary of Activities Through September 2012 for the Complaint Survey

Complaint Surveys	<ul style="list-style-type: none"> • The complaint survey was conducted in 11 Kinerja-assisted districts implementing health and SBM packages throughout Aceh, West Kalimantan, and East Java • Advocacy activities at the service unit level and the district level were also conducted to introduce and acquire local organization support in the respective district for the implementation of these surveys • Follow-up advocacy activities also include workshops on survey analysis and development of technical recommendations and service charters for improving service unit performance • Approximately 121 service charters were agreed at the school and <i>puskesmas</i> level as the result of these processes
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In this reporting period, Kinerja facilitated the implementation of complaint surveys in 11 districts, with a total of 25,339 respondents. Table 11 below includes respondent details.

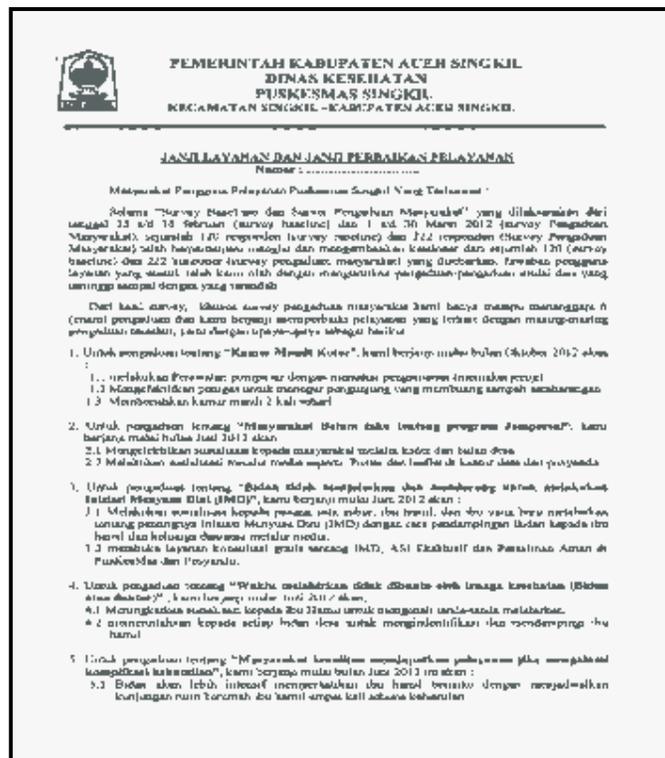
Table 11: Complaint Survey Respondent Details

District	Service Delivery Unit	No. of Units		No. of Respondents	
		School	Puskesmas	School	Puskesmas
Kalbar					
Bengkayang	SD-SMP	20		2,548	
Melawi	SD-SMP	20		1,900	
Sekadau	SD-SMP	20		2,721	
Sambas	<i>Puskesmas</i>		6		645
Singkawang	<i>Puskesmas</i>		3		850
Jatim					
Probolinggo	SD-SMP	20		5,601	
Jember	SD-SMP	20		6,539	
Bondowoso	<i>Puskesmas</i>		4		1,750
Aceh					
Banda Aceh	<i>Puskesmas</i>		3		905
Bener Meriah	<i>Puskesmas</i>		3		1,200

District	Service Delivery Unit	No. of Units		No. of Respondents	
		School	Puskesmas	School	Puskesmas
Aceh Singkil	<i>Puskesmas</i>		3		680
Total		100	22	19,309	6,030
Total respondents for all schools and puskesmas: 25,461					

With the hard work of multi-stakeholder forums and facilitation by Kinerja IOs throughout the development stages, all 11 districts formulated community complaint indexes and published them at the respective service delivery units (*puskesmas* and schools) and through local media channels. Complaints, such as lack of clear information from *puskesmas* to service users regarding types of family planning services that were covered by insurance or high cost of ambulance use, were jointly analyzed, and recommendations for improvement were developed and agreed upon. For an example of the types of complaints covered in the service charters please refer to Figure 4 below, with an example from Aceh Singkil.

Figure 4: Example of Draft Service Charter on Health Issues from Aceh Singkil District Health Office



The MSF formulated service charters, stating the commitment by schools and *puskesmas* to tackle complaints the service units could solve on their own. These service charters were publicized at school and *puskesmas* information boards and distributed through local media. Complaints that addressed issues that were beyond the authority of the service units were formulated in recommendation letters and addressed to the local government (SKPD, Bupati, and DPRD). At the end of Year 1, all service units prepared service charters (121). Of these

121 service charters, 83 of which are in final draft stage and awaiting signatures. MSF will oversee the implementation of the service charter and will visit service units regularly to see the progress directly.

For the coming year, Kinerja will continue to strengthen the MSF to conduct advocacy for implementing the recommendation letters with the district government. Local media actors and citizen journalists are encouraged to report on progress. As mentioned previously, involvement in the implementation of service charters raises great enthusiasm and improvements, based on the service charters and recommendation letters that already can be seen. Some service delivery units and local governments, such as Probolinggo Municipality Government, signed a district decree demonstrating their commitment to the service charter. In Sambas, the local government felt that problems identified in the three pilot *puskesmas* are relevant for all *puskesmas* and decided that all *puskesmas* in the district should have their own service charter. Furthermore, the Sambas DHO sent recommendations to the District Head to handle issues that were relevant to the three pilot *puskesmas*. For example, to answer the complaint of lack of clear information from *puskesmas* to service users regarding types of family planning services that were covered by the insurance, the DHO recommended working with the District Family Planning and Women Empowerment Body (*Badan Pemberdayaan Perempuan dan Keluarga Berencana* or BPPKB). To respond to the complaint of high cost of ambulance use, the DHO recommended providing additional money to buy gasoline for lower income patients. Detailed information about the MSF activities in Sambas can be found in the good practice text box just below.

Dissemination of good practices related to MSF and complaint surveys as part of the replication strategy has been conducted in other districts, such as in Rembang, Central Java. Kinerja national staff were invited to meet with the Rembang DEO to share Kinerja's experience with community member involvement in developing school plans to support SBM. In this sharing session, principals and representatives from the Education Council and the Education Office were present.

Good Practice in MSF Strengthening and Complaint Surveys: Multi-stakeholder Forum Supported Partnership of Midwives and Traditional Birth Attendants in Semparuk, Sambas

This good practice from Sambas describes how the complaint surveys and involvement in MSF resulted in a better Traditional Birth Attendants (TBAs) and midwife partnership.

In Sambas, the Kinerja IO in the district started the partnership process by conducting customer satisfaction surveys. A total of 645 questionnaires were completed by people who lived in the vicinity of Kinerja partner *puskesmas*. The survey was announced through local radio stations. When the data collection began, there was some initial resistance from *puskesmas* staff. For example, staff tried to modify some answers because they felt that the "answers were not correct." To avoid this issue, the IO conducted the survey directly with respondents. Results of these questionnaires, together with inputs from members of communities and MSF, were then identified and used as a basis for developing the service charter.

To gather support from the community and the local government, as well as to strengthen their advocacy capacity, the IO worked with community members, such as religious leaders and representatives of CSOs and the Bappeda office. These members met every month to discuss the implementation of the service charter. Through this group, issues such as lack of information from *puskesmas* to the public on available services to support Safe Delivery, or on insurance for Safe Delivery, were identified together and shared with partner *puskesmas*. For matters that involved the district government, issues such as the need to improve the nutrition of young children to support health

food intake at village health centers, or the need for midwives to stay in the village, were forwarded to district stakeholders for further action.

One of the issues identified through the survey was the weak partnership between midwives and TBAs to assist safe deliveries. Kinerja worked with MSF members, head of *puskesmas*, head of subdistricts, health office staff, and community leaders to identify the underlying problems and to improve the partnership. Kinerja then facilitated the development of a mechanism to clearly manage the different roles and functions of midwives and TBAs during and after delivery and to provide both parties a source of income as an incentive to work together. The division of work was based on the experience and competency of each party involved. For example, TBAs were given incentives to motivate expectant mothers to go to midwives for regular check-ups at least four times prior to delivery. TBAs were encouraged to report to the nearest midwives in cases of pregnancy and to motivate expectant mothers to go to *puskesmas* when any sign of abnormalities was detected. After delivery, the TBAs could help the new mothers to take care of the baby. These TBAs will also be trained to recognize signs of infections in newborn babies.



Partnership of Midwives and Traditional Birth Attendants in Puskesmas Semparuk, Sambas

To sustain the partnership, a Memorandum of Understanding (MOU) was signed. MSF witnessed the MOU signing ceremony with local government. In Sejangkung Subdistrict, the local village head also agreed to establish the Indonesia Village Government Association (*Asosiasi Pemerintah Desa Indonesia Kecamatan Sejangkung*), which aimed to provide a small financial incentive to TBAs, and the village allocated funding for this. After the MOU was signed, *puskesmas* and MSF were very involved in monitoring the implementation. For example, the *puskesmas* held regular meetings to see that both parties followed the agreement.

Kinerja also facilitated development of another MSF at the subdistrict and district level in Sambas: the Mother and Child Health Awareness Forum (*Forum Peduli Kesehatan Ibu dan Anak*). The Forum aimed to monitor the implementation of the service charter, support partnership between TBAs and midwives, and support advocacy for related issues. In addition, the Forum also disseminated information on Safe Delivery and I&EBF to different stakeholders, such as religious office staff, religious leaders, community leaders, junior high and high school teachers, and health-sector personnel.

3.5. Summary of Progress in Media

The IOs to support the media capacity development effort were the Institute for the Studies on Free Flow of Information (ISAI; *Institut Studi Arus Informasi*) for Aceh, East Java, and West Kalimantan, and Jurnal Celebes for South Sulawesi.

The Kinerja Media Program includes (1) the sensitization of mainstream media to report on PSD issues; (2) the training of PPIDs, a new concept introduced to local governments as part of the Freedom of Information Bill for transparency of public information; and (3) the training of citizen journalists, i.e., of local people who are interested in PSD and wish to write

about the experience in their neighborhood. Citizen journalists are linked to main stream media to provide them a sounding board to voice and “noise” their concerns and issues.

As of September 2012, there were many different activities and achievements. To support the PPID activities in South Sulawesi, Jurnal Celebes supported the local governments in the development of Makassar, Barru, and Luwu Head of District Decrees on PPID. In Luwu Utara, Bulukumba, and Luwu, Jurnal Celebes also supported the local governments in the establishment of SOPs on access to public information. These SOPs were approved and will be signed in the near future. Similar achievements were accomplished in East Java, in Probolinggo Municipality and in Tulungagung; in West Kalimantan, in Singkawang, Sambas, and Bengkayang; and in Aceh, the districts of Simeulue, Aceh Tenggara, Bener Meriah, and Banda Aceh

As for citizen journalism, Kinerja trained and mentored community members in partner districts in East Java, West Kalimantan, Aceh, and South Sulawesi to be involved in issues that are relevant to providing public service delivery by writing and voicing their concerns in local media. Particularly for South Sulawesi, the government and media of Luwu, Luwu Utara, Makassar, and Bulukumba were very responsive. In total, approximately 128 citizen journalists have been trained (13% of them are women), out of which 18 have been actively writing reports on local government performance. Some good examples show how, after the training, local journalists increasingly picked up PSD issues, and articles prepared by citizen journalists found their way into mainstream media.

Newspapers such as *Palopo Pos*, *Cakrawala*, *Ujung Pandang Express*, and *Radar Bulukumba*, as well as online media (www.luwuraya.com) agreed to publish a regular column on community member complaints on the service delivery issues. Local governments of these districts were also very responsive to these complaints and responded to them immediately. Jurnal Celebes worked together with four local radio stations (Arahman FM in Luwu, Adira FM in Luwu Utara, IGA FM in Barru, and Cempaka FM in Bulukumba) to discuss a variety of issues. For example, in Arahman FM, discussions were focused on issues related to education, while Adira FM aired public service advertisements regularly to support the PTD campaign in the area.

Good Practice in Citizen Journalism: Citizen Journalists in Luwu Utara Used Online Media to Support Proportional Teacher Distribution

There are many ways to encourage community members to participate in the efforts to improve access to information and the quality of public service. One possible way is by sharing information and training these community members on public service delivery issues and grass roots journalism. In March 2012, Kinerja IO, Jurnal Celebes, trained many people in Luwu Utara on citizen journalism. As a result of this capacity building, articles were written by community members and were published through social media.

Jurnal Celebes encouraged the training participants to be actively involved in monthly MSF discussions. Through these discussions, community members increased their understanding and ability to analyze different public service issues. They were able to go beyond event-based reporting to reporting that is issue oriented and substance based. This can be seen in different articles that they wrote on teachers' conditions and teachers' distribution in Luwu Utara (one example of this article can be seen in the short article just below.) These pieces were included not only in social media, but also in regular mainstream media outlets, where, Jurnal Celebes also worked with several print and online media to regularly include these citizen journalists' articles.

In its online publication, Jurnal Celebes opened a public complaint column about quality of services. Community members can simply send a text message to voice their concerns or complaints. In addition, Jurnal Celebes

encouraged the Head of the Subdistrict to respond to all the complaints. Although not many complaints have been received, the District Government showed their commitment by responding to many of them.



Regular discussion among media, citizen journalists, and local government attended by the Head and Vice Head of Luwu Utara District at Warkop Media Center.

After taking part in several citizen journalism trainings, Fatmawati pushed herself to write an article about the conditions of teachers who lived in the highlands of Luwu Utara. This article was printed in the *Cakrawala Morning Daily*. According to Fatmawati, she was proud and happy that her article was published. "I am proud to help the community to convey their voice to the local government. I am also happy that now I know more about journalism."



IMPROVE TEACHER WELFARE IN LUWU UTARA HIGHLANDS

By: Fatmawati—Citizen Journalist, USAID—Kinerja, South Sulawesi

Reported from Masamba

To accelerate provision of service in the education sector, in particular for the highlands in Luwu Utara, the Government must also improve the welfare of the teachers in the region. The Government can do this by increasing the teachers' salary to a higher amount than the salary of teachers in urban areas. This was one of the recommendations of a dialogue about "Acceleration of Service Provision in the education sector for the Highland Area" that was held at *Warkop* (Coffee House) Media Centre Masamba, Luwu Utara, on May 15th.

The participants in the dialogue also recommended that the district government pay closer attention to the teacher recruitment processes. The government should prioritize recruitment of teachers who are local people, contract-based, and have worked for at least two years. The district government should also improve the promotion system for those teachers and improve their capacity through training sessions.

One of the participants, a teacher in Rampi who was also a civil servant, Bapak Yohanis, said that in his school there were 11 teachers. He was the only civil servant teacher while the other 10 were still contract-based and appointed by the principal. He further doubted whether his school can achieve minimum service standards.

Another participant, former Seko Subdistrict Head, Hakim Bukara, expressed the need for district government to specifically manage the highlands because the area's geographical, topographical, social, and cultural conditions are different from other areas in Luwu Utara.

This dialogue was facilitated by *Jurnal Celebes* in cooperation with the Forum Lingkar Masyarakat Luwu Utara, as part of the USAID *Kinerja* program, implementation in South Sulawesi. (wsc)

This article is available at <http://cakrawalaberita.com/daerah/tingkatkan-kesejahteraan-guru-di-pegunungan>.

3.6. Summary of Progress in Service Standards

The national government issued Government Regulation No.65/2005 on Minimum Service Standards (MSS) specifically targeting core public services. Kinerja supported the Ministry of Home Affairs (MOHA) and Ministry of State Administrative Reform in reviewing policies related to MSS and implementing activities to accelerate the achievement of these standards. Kinerja cooperates with core partner Kemitraan on this program. Through activities such as comparative studies and workshops at the provincial and district levels, Kinerja increased stakeholders' awareness and understanding of the importance of using service standards (MSS, SOPS, and Public Service Standards) in delivering services to the public. These workshops built upon the *Mapping Service Standards* white paper (written by the Kinerja Technical Team) and discussed the prioritization of regulations on MSS per sector (Education, Health, and BEE). Specific areas of focus were (1) helping participants understand the gap between the present realities of service provision and (2) what needs to be improved to meet the service standards, as well as (3) how to link MSS with indicators for Kinerja core innovation packages. During the workshops, local governments were encouraged to develop district guidelines that give clear direction to their service management and implementing units on how to proceed and commit to providing more integrated, measurable, and effective public service delivery. In addition, these workshops emphasized the importance of improving both supply and demand for quality service standards through increased local government and stakeholder and community involvement in the process.

Kinerja also conducted on-site support through coaching, mentoring, and clinics for selected local government representatives, such as members of government's legislative and executive bodies and representatives of Bappeda, DHO, and DEO.

Kinerja trained staff from district offices and service delivery units to enhance their technical capacity to develop strategies and action plans to implement service standards. In addition, Kinerja supported district offices in formulating circulation letters to support the integration of MSS into their services especially at the school level. Kinerja also supported service delivery units to improve their annual planning and budgeting by integrating MSS into their annual plan and budget at the school level.

As a result of Kinerja assistance, unit management and service delivery units could map gaps in MSS achievement, develop plans of intervention and policies to fill the gap, and integrate policies and costing into planning and budgeting documents. At the service unit level, Kinerja improved staff ability to formulate SOPs of service management to ensure provision of services for people in terms of both access and quality by using results of complaint surveys, MSS, and service charters.



Group Discussion during Minimum Service Standards Workshop in the education sector in Kota Probolinggo.

Some of the findings from this process include the following:

- Capacity of local government representatives at all levels (policy maker, middle management, and technical staff) in understanding the issues of service standards and in efforts to support the standards' integration into planning and implementation of public service delivery was rather weak.
- Low levels of political commitment to support the integration of MSS and service standards into public service delivery were evident.
- Most local governments did not have strong policies, especially on planning, budgeting, and service management, to implement service standards.
- Local government (management and service delivery units) did not have valid supporting data to identify their current achievement in MSS implementation, including the gap, costing and budget policies, and also action plans.
- Local governments have low fiscal capacity to allocate budget to achieve MSS.
- There is a need for stronger awareness that service standards should be understood not only by the supply side, but also by the demand side.

Until September 2012, Kinerja assisted local governments to formulate local policies for MSS implementation in Luwu and to draft Head of District Decree on Free Education and Funding for the Education Sector in Bulukumba. Also in Luwu and Luwu Utara, Kinerja assisted the district to develop its work plan (based on MSS) to support PTD. At the school level, Kinerja helped schools in Melawi, Probolinggo, and Jember to develop their school work and budget plan based on MSS. Meanwhile in Bondowoso, Kinerja supported the development of an MSS-based District Health Office Work Plan and Strategic Plan, as well as the District Government Mid-Term Development Plan. In Aceh Singkil, after being assisted by Kinerja, the local government now is in the process of implementing a service

charter and using an SOP for service charters in partner *puskesmas*, as well as in other *puskesmas* in the region. For more information regarding this, please refer to the Good Practice textbox below.

Good Practice in Integrating Service Standards into a Service Charter: Kinerja Assisted Development of Standard Operating Procedures in Puskesmas Aceh Singkil

In Aceh Singkil, the field work to improve public service delivery in the health sector was conducted by IMPACT (Inspiration for Managing People's Action).

Puskesmas Singkil is located at the center of Kota Singkil and is the only *puskesmas* that provides support in obstetrics and basic emergency services for neonatal care (*Pelayanan Obstetri dan Neonatal Emergensi Dasar*) and the only one with an overnight facility. As a *puskesmas* that is located in the capital city of the district, it is expected to be an example for other *puskesmas* in the district. At the end of March 2012, although the staff was trained in SOP development by the provincial health office, the development process for the SOP did not take place.

After taking part in a workshop on service standards for the health sector from April 3 to 4 in Aceh Singkil District, the Head of *Puskesmas* Singkil wanted to develop the SOP. He started by inviting all the Heads of Sections in May 2012 to start the SOP development. The idea was further strengthened when the *Puskesmas* staff took part in the comparative study to *Puskesmas* Kedawung II in Sragen. (The cost for this comparative study was funded partly by the District of Aceh Singkil as part of its cost-sharing with *Kinerja*). After the comparative study, *Puskesmas* Singkil agreed that it should develop its own SOPs for all *puskesmas* in Aceh Singkil.

In the 4-month period of SOP development, *Kinerja* visited the *puskesmas* twice in a month to facilitate the process.

By June 2012, *Puskesmas* Singkil finished the SOP on MCH, which included SOPs for Antenatal Care and Prenatal Care. After the support from the IO, there was a total of 67 SOPs that were produced, which covered issues from the availability of MCH rooms, steps involved in dental care, and doctor's referral letters.

The *Puskesmas* is now also willing to support replication activities for the SOP development process to 10 other *puskesmas* in the district.

4. Incentives

4.1. Local Economic Governance Survey (LEGS)/Economic Governance Index (EGI)

As a part of Kinerja incentives work, two important studies were implemented to measure local government performance: (1) the Local Budget Study (LBS), and (2) Local Economic Governance Surveys (LEGS). These studies measured the performance of 20 local governments participating in Kinerja programs, and the results are being used by Kinerja, local governments, and civil society to improve the quality of public services in the three sectors supported by the program: health, education, and business-enabling environment (BEE).

4.1.1. Local Budget Study

The Asia Foundation (TAF) and its local nongovernmental organization (NGO) partner, the National Secretariat of the Indonesian Forum for Budget Transparency (Seknas FITRA), developed the LBS to help civil society, local government, and parliamentarians better understand local budgeting and budget allocation practices. Three sectors (i.e., health, education, and public works) were studied in detail. The following are the two components of the LBS:

- a) Local Budget Index (LBI). The LBI was a study to measure the quality of governance (transparency, participation, accountability, and gender equality) throughout the local budget cycle (planning, budgeting, implementation, and reporting/auditing). On the transparency aspect, for example, based on Law No. 14/2008 on Transparency of Public Information, this study tested the accessibility of 21 local-level budget documents. This study also reviewed the availability and implementation of forums for public consultations, including those specifically held for women and other groups. Based on the study's results, an index score was constructed to ease inter-district comparison.
- b) Local Budget Analysis (LBA). In addition to the budget process reviewed during the LBI, local budget allocations (planned and actual) over the past four or five years were reviewed. The LBA compared the budget allocations of all Kinerja districts. The LBA also included an in-depth analysis, which was conducted in the three sectors previously mentioned, to measure how pro-poor and gender-responsive the budget allocations have been and to identify the budget inefficiencies that can be reallocated to support improvement of health, education, and BEE services.

Following the preparatory activities (methodology review and training for the assessors and coordinators) conducted in July–September 2011 (see the first Annual Report), Seknas FITRA collected data and information on the budgeting process in 2011 using the 2008–2011 District Government Annual Budget (APBD; *Anggaran Pendapatan dan Belanja Daerah*) documents for the LBI and LBA, respectively.

The data collected was then verified through a series of provincial and national workshops in October–December 2011, involving LBS assessors and coordinators, Kinerja's Local Public

Service Specialists (LPSS) and Provincial Coordinators (PCs). The preliminary findings of the study were presented to the Kinerja National Office staff and PCs in Jakarta on January 11, 2012. Based on the results of the meeting, Seknas FITRA re-verified and collected additional data and information and wrote the LBI and LBA reports from January to April 2012. These reports were disseminated through a joint LBS–LEGS event in Jakarta on May 9–10, 2012, as explained further in section 4.1.3, **Public Consultations**.

Box 1. Main Findings of the Local Budget Study (LBS)

1. Local Budget Index (LBI)

- Public access to budget information was low and institutions had not been established to provide information services.
- Other than Development Planning Discussions (*Musrenbang*), public consultations and participatory forums were limited.
- Most local governments did not submit budget documents to the Regional Legislative Body at either the provincial, district, or municipality level (DPRD; *Dewan Perwakilan Rakyat Daerah*) in time.
- Most local governments have undertaken some type of procurement reform.
- Gender equality in Kinerja districts is still poor.
- Among the Kinerja districts, Kota Banda Aceh achieved the highest LBI score.

2. Local Budget Analysis (LBA)

- Local budget revenues have changed little, although the contribution from “Other Revenues” (*Lain-lain Pendapatan Daerah yang Sah* or LPDS) has increased.
- Budget expenditures were not allocated and spent efficiently. Average personnel spending rose from 47% of the budget (2008) to 56% (2011), whereas capital investment declined from 27% (2008) to 19% (2010–2011).
- Education spending has been high, but has not been effective in improving outcomes—the net participation rate (APM) was not correlated to the high spending for the Nine-Year Mandatory Education Program (*Wajar 9 Tahun*).
- Budget spending on health and infrastructure had been low, making important programs such as maternal, neonatal, and child health (MNCH) and road construction and rehabilitation underfunded.

The LBS results (both LBI and LBA) have been used for the analysis of Kinerja-led interventions. For example, access to information—considered a prerequisite for effective public participation and improved accountability—needed to be enhanced in all Kinerja districts. Establishment of PPIDs and the development and enactment of SOPs on provision of information were both considered important. Nonetheless, as the LBI shows, PPIDs and the SOP did not automatically improve public access to information. It is important that Kinerja’s partner in this area should continue to demand access to information because this should help ensure that the PPIDs and SOP are operating properly.

With regard to education interventions, the LBA results showed that intra-sector budget allocation policy needs to be enhanced, rather than simply engaging in advocacy for higher overall allocations. More detailed analysis on student/teacher

ratios (including non-permanent teachers) at the level of the school is needed to improve the distribution of teachers and the efficiency of budget allocations, particularly in terms of personnel expenditures. With significant differences in the student/teacher ratios among education levels and the districts within a province, it may be worth considering improving teachers’ qualifications so that they can teach higher levels, and redistributing teachers among the districts.

Health sector interventions face a bigger challenge. An overall increase in health budget allocations is needed, as is improved intra-sector policy. To ensure that MNCH programs can be implemented effectively, a budget reallocation is needed from the other sectors to health and from other expenditure categories (e.g., personnel, grants, social assistance) to MNCH. A more detailed analysis is required of the relevance of the activities undertaken in the MNCH

subsector in each district to ensure that the limited budgets available are effective in achieving development outcomes (e.g., lower child and maternal mortality rates).

4.1.2. Local Economic Governance Study (LEGS)

TAF and its partner, the Indonesia Regional Autonomy Watch (KPPOD; *Komite Pemantauan Pelaksanaan Otonomi Daerah*), developed the LEGS/Economic Governance Index (EGI) methodology to measure the perception of local businesses on the local governments' performance in nine aspects of economic governance.⁵ Having been implemented in previous years across Indonesia with positive results, the survey results provide solid information for the local governments participating in Kinerja to prioritize local economic governance reform areas. In addition, because the local EGI was constructed to enable inter-district comparison, the survey also created incentives for local governments to compete with others and perform better.

The KPPOD conducted quantitative data collection only in South Sulawesi Province under Kinerja Program and collected the data for the three other provinces through other programs.⁶ The KPPOD also conducted focus group discussions (FGDs) in seven Kinerja districts, selecting the BEE as their priority sector. This data collection and the FGDs were conducted from July through October 2011.

The KPPOD then cleaned and analyzed the data collected and conducted a series of workshops at the national level and in South Sulawesi Province to confirm the initial findings from the October through December 2011 period. From January to April 2012, the KPPOD and TAF wrote the report, which included a review process conducted by a national government official from the Investment Coordination Board (BKPM; *Badan Koordinasi Penanaman Modal*), a Hasanuddin University lecturer, and World Bank staff. As discussed in section 4.1.3, **Public Consultations**, the KPPOD and Seknas FITRA disseminated the LEGS and LBS reports, respectively, in a workshop in Jakarta.

Box 2. Main Findings of the Local Economic Governance Study (LEGS)

1. Public perception of business licensing has been relatively good in general (business licensing is perceived as efficient and free from collusion and illegal levies); however, service quality has been poor (e.g., private firms in 17 of 20 Kinerja districts need more than three days to obtain a business registration certificate, a company registration license (TDP; *Tanda Daftar Perusahaan*).
2. Significant numbers of business-related local regulations are still problematic—of 139 bylaws reviewed, almost two-thirds did not have up-to-date legal basis and 32% could have negative economic impacts.
3. Infrastructure was considered to be the most important local economic governance aspect, and quality was still perceived to be low in many Kinerja districts.
4. Business operators did not perceive LG services as being supportive to micro, small, and medium enterprises (MSMEs).

The LEGS findings, particularly for business licensing services, are used to enhance the implementation strategy for Kinerja's BEE component in seven districts. Improving OSS

⁵ These nine aspects of economic governance are the following: (1) access to land, (2) business licensing, (3) infrastructure, (4) transaction cost, (5) business development program, (6) government-business interaction, (7) capacity and integrity of mayor/regent, (8) security and conflict resolution, and (9) local regulations.

⁶ The data from the 2010 Aceh-Nias LEGS (funded by the Department for International Development and the Multi Donor Fund for Aceh and Nias through the World Bank) and the 2011 LEGS of 245 districts in 19 provinces (funded by the Australian Agency for International Development [AusAID]) were used for districts in West Kalimantan and East Java.

service standards, particularly in terms of the time and cost incurred to obtain a business license, should be the highest priority. Kinerja's BEE component is also directed towards increasing public awareness about the OSS and the complaint survey mechanism, in addition to providing support for other programs (such as "mass licensing") to increase the formalization of business.

4.1.3. Public Consultations

The objective of the public consultation events was to disseminate the findings and recommendations of the two studies to local governments participating in Kinerja and to national government, civil society organizations (CSOs), and development partners. Each of the local governments of Kinerja, including the mayor/regent, the head of the local Legislative Council, and the heads of relevant technical departments, were invited to attend the public consultation events.

Nationally, the findings of the studies were discussed at a two-day event on May 9–10, 2012. In attendance were Made Suwandi, the Indonesia Ministry of Home Affairs Director General for General Administration; Yuswandi A. Temenggung, the Director General for Regional Financial Management at the Ministry of Home Affairs; Max H. Pohan, the Deputy Chairman for Regional Autonomy and Local Development at the National Development Planning Agency; Glenn Anders, Mission Director of USAID; and approximately 200 national and local government officials, development partners, and representatives of CSOs. The results were used to improve public service delivery (PSD) in education, health, and BEE sectors in 20 districts in Aceh, East Java, West Kalimantan, and South Sulawesi.

In addition to the national-level dissemination, LBS and LEGS results were disseminated at the provincial level. In West Kalimantan and South Sulawesi Provinces, the two studies were jointly disseminated by Seknas FITRA and KPPOD on June 11, 2012 in Pontianak and on June 14, 2012 in Makassar, respectively. Because the LEGS results had been disseminated in the Aceh and East Java Provinces under another program of the Foundation and KPPOD, Seknas FITRA only disseminated the results of the LBS in these two provinces. The event for East Java Province was held in Malang on June 28, 2012.

To increase media coverage on the LBS and LEGS findings, a press gathering, attended by representatives from six media outlets, was held on May 16, 2012, in Jakarta. As a result, 12 articles were published in seven media titles. One report indicated that the Minister of Home Affairs agreed that local budgets are not confidential documents and declared his intention to issue a circular letter to make them more open. Unfortunately, several news reports misinterpreted the findings of the LBS and LEGS, and this resulted in clarification from TAF, which was reported in the *Tribun News*.



Glenn Anders, Mission Director of USAID Indonesia, presented opening remarks during the release of Kinerja Local Budget and Local Economic Governance Studies on May 9, 2012, in Jakarta.



Bapak Yuswandi A. Temenggung, Director General for Regional Financial Management at the Ministry of Home Affairs (left) and Bapak T. Saifuddin TA, Interim Head of the Banda Aceh Municipality, discussed the studies from national and local viewpoints.

5. Replication

5.1. UNfGI (University Network for Governance Innovation)

Gadjah Mada University (UGM; *Universitas Gadjah Mada*) in Yogyakarta was selected as Kinerja's partner to implement Kinerja's knowledge management activities and facilitate replication by capturing and analyzing good practices in Kinerja's core sectoral and governance innovations. Together with Syiah Kuala University (UNSYIAH) in Aceh, Airlangga University (UNAIR) in East Java, Tanjungpura University (UNTAN) in West Kalimantan, and Hasanuddin University (UNHAS) in South Sulawesi, the University Network for Governance Innovation (UNfGI) was established to conduct research, publish related works, and support efforts to develop innovations and good practices related to the delivery of public services in the education, health, and BEE sectors.

During this reporting period, UNfGI conducted the following activities:

1. Performed collaborative research in Aceh, East Java, West Kalimantan, and South Sulawesi
2. Maintained the UNfGI website
3. Held a research competition for undergraduate, graduate, and doctoral students from UNSYIAH, UNAIR, UNTAN, and UNHAS
4. Held a public writing competition on public service innovation and good governance.

5.1.1. Collaborative Research

To begin the process, the partner universities identified potential good practices in their respective areas through local media, books, newspaper, and websites. The universities also used local organizations that were active in supporting the delivery of public services, in particular in the education, health, and BEE sectors, as sources of information. At the beginning, the universities collected a total of 150 good practices. After further verification processes that involved data and other supporting information verification, the universities selected 14 good practices.

From these good practices, the universities identified six components as factors that would support or weaken a good practice from being established and/or maintained. These factors were leadership, support of local government, champion or agent of change, community member participation, link to donor organization, and national regulations and/or policies.

As a next step, UGM and its partner universities developed research instruments for identifying and documenting good practices from the three sectors into the Researcher Guide Book. This guide book was completed with interview guidelines, a list of information to be gathered by the researchers, relevant data, and report forms. In addition, supporting information such as geographical data, demographics, and maps of local economic conditions were provided to assist the researchers.



Researcher Guide Book developed by UNfGI.

All of these good practices were uploaded to UNfGI's website and can be accessed by the public.

Samples of identified good practices from the research areas are presented in Table 12.

Table 12: Some Identified Good Practices from Kinerja Partner Provinces

Province	Research Coverage Area	Identified Good Practices
Aceh	Banda Aceh Municipality	OSS, I&EBF, and gender
East Java	Probolinggo Municipality	OSS and MNCH
	Probolinggo District	SBM
	Bondowoso District	PTD and OSS
South Sulawesi	South Sulawesi Provincial Government	I&EBF
	Bantaeng District	Safe delivery
	Bulukumba District	Safe delivery
	Gowa District	BOSP
West Kalimantan	Kubu Raya District	OSS
	Pontianak District	SBM
	Bengkayang District	Safe delivery and I&EBF

5.1.2. UNfGI Website (<http://www.igi.fisipol.ugm.ac.id>)

The website content was organized into two general groups. The first group was designed to provide brief information regarding certain innovations or good practices. The full version provided detailed information such as the initiation of the good practices and implementation stages, the possibility of replication, and a list of contact persons. The website was completed with some supplementary reports and inspirational stories from local champions that supported the improvement of PSD in their respective area. Since the launch of the website in March 2012, it has been visited 39,024 times.

5.1.3. Competition for Students of UNSYIAH, UNAIR, UNTAN, and UNHAS

The objective of the University Students Competition was to gather good practices from different regions, improve students' ability to conduct research and have their work published, and encourage these students to become researchers of good practices, in particular, in delivery of public services. The papers were judged based on the research methodology and reporting quality. During the first round of the competition, a total of 35 papers were selected, and the authors of these papers were invited to attend a research and report writing workshop from July 17 through 20, 2012. These papers will be finalized and submitted to UGM for evaluation. Three papers will then be announced as the winners of the competition, and these will be presented at the UNfGI Innovation Summit. The remainder of the articles will be published on UNfGI's website.

5.1.4. Public Writing Competition on Public Service Innovation and Good Governance



An advertisement of the Public Writing Competition on UNfGI's website.

To increase the coverage of the research and encourage involvement of the public and students to write about PSD, UNfGI also held a competition that was open to the public. Information about the Public Writing Competition was communicated through different media such as posters, UNfGI's website, social media, and different mailing lists. Initially, a total of 96 articles were collected. These articles were written by community members who came from different backgrounds such as university

students, NGO activists, lecturers, and civil servants. Out of 25 good practice stories that were subsequently selected, three winners will be announced and presented at the UNfGI Innovation Summit. Similar to the articles from the University Student Competition, the remainder of the articles from the Public Writing Competition will also be uploaded onto UNfGI's website.

In capturing and analyzing good practices in Kinerja's core sectoral and governance innovations, one of UNfGI's challenges was to find documents (policies or modules) and individuals that support good practices. This was a challenge because most of the good practices were results of assistance from donor organizations or institutions in the area. When the program ended, oftentimes the innovation was not continued, the key personnel were transferred to different positions or locations, and the supporting documents could not be found. To prevent the same situation from occurring, Kinerja and UNfGI agreed to develop a clear exit strategy to support sustainability of good practices of Kinerja programs.

Another challenge was to keep university personnel and academicians from UNfGI engaged despite their busy schedule and work commitments. One of the ways to overcome this challenge was to plan the program and divide the work among UNfGI members. UNfGI also encouraged each university's person-in-charge to write; meet regularly with Kinerja; develop

networks with media or other institutions, which were focused on public service; and support internalization of good practices in universities' syllabuses. In this case, the UNHAS person-in-charge demonstrated the initiative by regularly meeting with Kinerja staff and working together with the FIPO in South Sulawesi. In addition, UNfGI partner universities included good practices in their syllabuses.

5.2. Jawa Post Institute for Pro-Autonomy (JPIP), Fajar Institute for Pro-Autonomy (FIPO), and Pontianak Post (PP)

In November 2011, Kinerja awarded the Jawa Post Institute of Pro-Autonomy (JPIP) a grant to lead the consortium of award-giving organizations that consists of JPIP, the Fajar Institute for Pro-Autonomy (FIPO), and Pontianak Post (PP). The three main activity components are to build the capacity of PP to implement the Pro-Autonomy Awards in West Kalimantan, improve FIPO and JPIP Pro-Autonomy Awards implementation, and develop an effective knowledge management system through better documentation of good practices and innovation.

5.2.1. Pontianak Post (PP) Pro-Autonomy Awards

Initially, the Pro-autonomy Awards Consortium experienced a lack of political will and commitment to the program from the executive management of PP and West Kalimantan Provincial Government. However, the process was accelerated and a commitment was secured through a series of informal meetings between JPIP and these stakeholders to outline the awards program. Kinerja, PP, and the West Kalimantan provincial government prepared a draft Memorandum of Understanding (MOU) on the implementation of Autonomy Awards. To support this effort, the Autonomy Awards were introduced on January 26, 2012, during the Governor's Working Meeting attended by the West Kalimantan Governor and other government personnel. A second information session was conducted during the West Kalimantan Provincial Bappeda Forum on March 29, 2012. The team also visited stakeholders such as university representatives, NGOs, and traditional leaders of the areas to discuss the awards and gain support from the officials. JPIP and PP conducted a meeting with the West Kalimantan Provincial Government to clarify the provincial government's role in managing and implementing the Autonomy Awards in West Kalimantan. This meeting was attended by representatives of district governments. Currently, PP is in discussions with the Regional Autonomy Bureau of the Provincial Government about funding for the event. Implementation of the Autonomy Awards is now planned to take place in 2013.

5.2.2. Knowledge Management

On December 23–24, 2012, JPIP held a 2-day workshop in Surabaya on developing knowledge management systems for documenting, managing, discussing, and facilitating public feedback on public service innovations. Workshop attendees included representatives from FIPO, PP, and all Kinerja IOs who are working in East Java (i.e., *Konsil LSM Indonesia* [Indonesian NGO Council], the Institute for the Studies on Free Flow of Information (ISAI; *Institut Studi Arus Informasi*), the Research Institute for Social Development [LPKP; *Lembaga Pengkajian Kemasyarakatan dan Pembangunan*], the Indonesia Family Planning Association (PKBI; *Perkumpulan Keluarga Berencana Indonesia*) Jatim, and the Association for the Advancement of Small Business (PUPUK; *Perkumpulan Untuk Peningkatan Usaha*

Kecil). The first day of the workshop focused on knowledge management narrative documentation and formatting options. To provide participants with a practical example of a knowledge management system, Kinerja presented a session on a similar initiative developed by UNfGI. In addition, JPIP presented a draft format to encourage further discussion and input from participants. The knowledge management narrative format is expected to be finalized by JPIP and FIPO in the next quarter.

During the workshop, an editor from Jawa Pos Teve (JTV) gave a presentation on producing regular short audio-visual documentaries to record good practices and innovation. Most of the participants showed considerable enthusiasm for these ideas, and as a result, Kinerja plans to provide additional capacity building on audio-visual production skills. Kinerja will further discuss strategies for sharing the results of these activities with other provinces to assist with replication.

5.2.3. Internships in South Sulawesi and East Java

To provide opportunities for PP journalists to gather information about innovative programs and conduct interviews with local stakeholders and members of the community, three people were sent for internships with FIPO in South Sulawesi and JPIP in East Java.

The purpose of these internships is to provide the participants with first-hand experience and knowledge about planning and implementing the Autonomy Awards in South Sulawesi and East Java.

The team members learned about monitoring and evaluation (M&E) methods to support the Autonomy Award, the mechanism used to gather data and present the programs to related government offices. The JPIP and PP staff were involved in field observations and in-depth interviews to gather information from respective districts and/or municipalities. The research was conducted in Malang District and Malan Municipality.

5.2.4. FIPO Autonomy Awards

FIPO conducted the 2012 Autonomy Award Ceremony on June 30. Representatives from Kinerja partner districts (Makassar, Luwu Utara, Luwu, Bulukumba, and Barru) were all nominated as recipients of the Autonomy Awards. Luwu Utara won the following three awards: Health (for *Arisan Jaga*, a water and sanitation project), Public Participation (for community-based planning), and the Grand Award for Innovation. Makassar Municipality won the Public Accountability Award for the role of the Ombudsman.

FIPO organized a national seminar in conjunction with the Autonomy Award titled, Readiness Level of Districts to Implement Minimum Service Standards for Basic Education. This seminar encouraged national-, provincial-, and district-level stakeholders to gather and clarify the rules and regulations to support achievement of MSS. This seminar also encouraged the stakeholders to identify good practices from education offices or schools, increase awareness of the importance of a clear understanding regarding MSS so the standards are integrated into the district planning process effectively, and identify possible challenges that could hamper the efforts to achieve MSS in South Sulawesi.

Presenters at this national seminar included the Kinerja Public Service Delivery Advisor, Professor Arismunandar M.Pd. (Rector of *Universitas Negeri Makassar*), and Ibu Karini Saade, M.Pd. (a representative of the South Sulawesi Provincial Education Office [PEO]).

This well-attended event included Heads of Districts, Heads of South Sulawesi Education Councils, Heads of the District Education Office (DEO), principals, teachers, and members of the community.



Far left: Miles Toder, the Director of the USAID Democratic Governance Office, poses with the winners of the FIPO Autonomy Awards (from left: Jeneponto for the Education sector, middle: Luwu Utara for Health, and right: Luwu Timur for Licensing) on June 30, 2012, in the Municipality of Makassar.

6. Project Management

6.1. First- and Second-Round Grants

6.1.1. First-Round Grants

After undergoing a rigorous selection process, Kinerja awarded grants to a total of 13 IOs. Two grants (i.e., Seknas FITRA and KPPOD) under TAF were approved during the previous reporting period. These IOs were funded to implement the core sectoral innovation packages and core governance interventions in Kinerja-supported provinces according to district priorities identified during the district consultations. In October 2011, Kinerja had provided orientation workshops and in-depth briefings for all selected IOs. The IO workshops then introduced the tools and methodologies that would be used in implementing Kinerja packages and discussed the IO work plans in detail. The workshops also introduced the Kinerja activity reporting system and familiarized participants with the report information they are required to provide, as well as the indicators used by Kinerja to assess program achievements.

A total of 16 grants were approved by USAID for the first round of Kinerja subgrants. RTI International managed 10 of these grants, and TAF handled six. Details of Kinerja's first-round grant implementation are presented in Table 13.

Table 13: Summary of Kinerja's First-Round Grant Implementation

Grantee	Project Location	Purpose
Seknas FITRA	All 20 Kinerja districts	Public service budget advocacy
KPPOD	All 20 Kinerja districts	Survey of district economic governance
Journalist Network for Environmental Advocacy (<i>Jurnal Celebes, Perkumpulan Jurnalis Advokasi Lingkungan</i>)	5 Districts in South Sulawesi	Media and information access to improve PSD
ISAI	5 Districts in East Java, 5 districts in Aceh, and 5 districts in West Kalimantan	Media and Information access to improve PSD
Konsil LSM	3 Districts in East Java, 5 districts in West Kalimantan, and 3 districts in Aceh	Community participation in public services through complaint survey
LPKP	2 districts in East Java and 3 districts in West Kalimantan	SBM
PUPUK	East Java: Probolinggo and Tulungagung	BEE

Grantee	Project Location	Purpose
Prosperous Justice Foundation (YAS; <i>Yayasan Adil Sejahtera</i>)	South Sulawesi: Makassar and Barru	BEE
Indonesia Foundation for Rural Development (BITRA; <i>Bina Ketrampilan Pedesaan</i>)	Aceh: Simeulue and Singkil	BEE
Building Peace and Justice Organization (Madanika; <i>Membangun Perdamaian dan Keadilan</i>)	West Kalimantan: Melawi	Technical assistance program to improve the business environment
Indonesian Institute for Education Innovation Training and Consulting (LPKIP; <i>Lembaga Pelatihan dan Konsultan Inovasi Pendidikan Indonesia</i>)	South Sulawesi: Barru, Luwu, North Luwu, and Bulukumba	Education unit operating cost calculation and proportional teacher distribution
Inspiration for Managing People's Actions (IMPACT)	Aceh: Banda Aceh, Bener Meriah, and Aceh Singkil	Encouraging community involvement in health services
PKBI Kalbar	West Kalimantan: Singkawang and Sambas	Safe childbirth, breast feeding early initiation, and exclusive breast feeding
JPIP	East Java, South Sulawesi, and West Kalimantan	Safe childbirth, breast feeding early initiation, and exclusive breast feeding
PKBI Jatim	East Java: Bondowoso	Safe childbirth, breast feeding early initiation, and exclusive breast feeding
<i>Yayasan Kesehatan Perempuan</i> (YKP)	East Java: Bondowoso	Early marriage prevention campaign and young adults reproduction health education

6.1.2. Second-Round Grants

At the beginning of 2012, Kinerja conducted an open solicitation process and used local newspapers, employment data bank (JobsDevIndo) and Kinerja's website to announce the Request for Applications (RFA) to the public. Kinerja invited all interested applicants to submit a concept paper. Out of a total of 87 applicants that responded to the RFAs and submitted their concept papers, 67 were eligible to participate in the next step of the selection process. Based on a further review by the Kinerja Team, a total of 35 applications were shortlisted and invited to submit a full grant application. At the end of the process, a total of 31 organizations responded within the given time period.

Kinerja conducted seven pre-bid meetings (see Table 14) for these applicants to ensure that they understood the content of the respective Kinerja RFAs and the procedures for submitting the grant application.

Table 14: Pre-bid Meetings for Second-Round Grant Implementation

Event	Date	Location	Participants		
			Male	Female	Total
SBM	March 19	Makassar, South Sulawesi	5	1	6
Health	March 20	Makassar, South Sulawesi	6	0	6
PTD and SBM	March 21	Pontianak, West Kalimantan	4	3	7
Health	March 21	Pontianak, West Kalimantan	1	2	3
BOSP and Health	March 22	Banda Aceh, Aceh	11	6	17
Health	March 22	Malang, East Java	1	3	4
PTD	March 22	Malang, East Java	3	0	3
Total			31	15	46

To rate the grant applications, Kinerja established Technical Evaluation Committees, which consisted of Technical, Administrative, and Finance Teams. The Technical Evaluation Committees evaluated the grant applications based on the quality of the technical approach, the M&E plan, organizational capacity and performance, and cost effectiveness.

IOs that had good capacity to carry out Kinerja programs, in particular in financial and administrative matters, were considered as low-risk grantees. Several IOs had good technical experience in governance activities, but had limited organizational and financial management capacity; therefore, the IOs needed substantive additional administrative and finance training and oversight. To finalize the grant applications, Kinerja held a series of discussions and negotiations with the potential IOs.

From July to August 2012, Kinerja issued additional RFAs for second-round grants and invited selected local organizations to submit comprehensive grant applications regarding health, education, and media packages. During the grant submission period, the Technical and Grants Team conducted serial pre-bid meetings to explain to all applicants the Terms of Reference (TORs) and administrative requirements for the grant application. The Evaluation Teams were formed and completed the process similar to the first-round grants.

After modifying the grants packages for the proposed grantees based on the new policies from the Office of Procurement, USAID approved 15 grants with starting periods for implementation on September 1, 2012, except for one of grant, *Pusat Kajian Pendidikan dan Masyarakat (PKPM) Aceh*, which began on October 1, 2012. Details of Kinerja's second-round grant implementation are presented in Table 15.

Table 15: Summary of Kinerja's Second-Round Grant Implementation

Grantee	Project Location	Purpose
CORDIAL (Center for Indonesian Human Resource Development)	Kabupaten Barru, South Sulawesi	School-Based Management (SBM)
Lembaga Pengembangan Potensi Perempuan dan Anak (Pepopeda) Barru Sulawesi Selatan	Kabupaten Barru, South Sulawesi	Multi-stakeholder Forum (MSF) in policy advocacy on proportional teacher distribution (PTD)
Yayasan Latimojong Tiga Puluh (L-30)	Luwu District, South Sulawesi	MSF in policy advocacy on PTD
Lembaga Pemberdayaan Ekonomi dan Lingkungan Masyarakat Luwu Utara	North Luwu District, South Sulawesi	MSF in policy advocacy on PTD
Bulukumba NGO Forum (LSM ; <i>Forum Bulukumba</i>)	Bulukumba District, South Sulawesi	MSF in policy advocacy on educational unit operational cost analysis (BOSP; <i>Biaya Operasional Satuan Pendidikan</i>)
Satya Pila Foundation	Aceh Tenggara, Aceh	SBM
Indonesian Institute for Education Innovation Training and Consulting (LPKIPI; <i>Lembaga Pelatihan dan Konsultasi Inovasi Pendidikan</i>)	2 districts in Jatim and 3 in Kalbar	On PTD with the West Kalimantan PEO, the District Government and DEO, and MSF and on SBM
Yayasan Pemberdayaan Intensif Kesehatan Masyarakat (YAPIKMA)	East Java Province, Probolinggo Municipality, and Jember District	Encouraging community involvement in health services
NGO Information and Communication Forum (FIK ORNOP, Sulsel; <i>Forum Informasi dan Komunikasi Organisasi Non-Pemerintah Sulawesi Selatan</i>)	South Sulawesi Province, Luwu and North Luwu District	Encouraging community involvement in health services

Grantee	Project Location	Purpose
<i>Lembaga Perlindungan Anak (LPA)</i>	Probolingg District and Tulungagung District, East Java	Encouraging community involvement in health services
Center for Child Protection and Research (PKPA; <i>Pusat Kajian dan Perlindungan Anak</i>)	Aceh Province, Simeulue District	Encouraging community involvement in health services
Inspiration for Managing People's Actions (IMPACT)	Aceh Province, Southeast Aceh	Encouraging community involvement in health services
<i>Komite Pemantau Legislatif (KOPEL)</i>	South Sulawesi Province, Makassar, and Bulukumba District	Encouraging community involvement in health services
Eastern Indonesia Knowledge (BaKTI; <i>Exchange Bursa Pengetahuan Kawasan Timur Indonesia</i>)	All districts in Kinerja Papua	Kinerja Papua expansion for health systems strengthening: establishment of the Project Management Committee

6.1.3. Kinerja Grants Cost-Share as of September 2012

The cost share committed from grantees during the reporting period was US\$603,255; the actual cost share submitted to Kinerja was US\$494,762.

6.2. IO Capacity Development

6.2.1. Capacity-Building Workshops

Kinerja conducted a special capacity-building workshop for Kinerja IOs, who are facilitating MSFs for PTD, as a continuation of the first-round grants from September 4–5, 2012, in Makassar. In addition, Kinerja conducted capacity-building workshops for all IOs who are implementing second-round grants. These workshops were held in Surabaya for PTD IOs on September 10–13, 2012; for SBM IOs on September 17–21, 2012; for Health IOs on September 17–21, 2012; and in Banda Aceh for BOSP IOs on October 8–12, 2012. A total of 14 organizations participated with 65 participants. Table 16 presents details of the IOs involved and the number of participants. Related PCs and LPSS from the districts were involved in this activity.

Table 16: Details of Participants in the Kinerja Capacity-Building Workshops

Intermediary Organization	Sector	Number of Participants
PKPA	Health	3
IMPACT	Health	3
PKPM	SBM	3
Satya Pila	SBM	3
LPKIPI	SBM	6
LPA	Health	5
YAPIKMA	Health	5
FIK ORNOP	Health	5
KOPEL	Health	5
PKBI	Health	7
CORDIAL	SBM	3
LPKIPI	MSF PTD	9
Foundation for Indonesian Democracy (Yayasan Daun)	MSF PTD	3
Gerakan Anti Korupsi (GERAK) Aceh	BOSP	5
Total participants		65

6.2.2. Capacity-Building Workshop to Support Multi-Stakeholder Forums in Proportional Teacher Distribution and Educational Unit Operational Cost Analysis—Continuation of First-Round Grant

The capacity-building workshop for IOs mandated for strengthening MSFs in PTD and BOSP advocacy in South Sulawesi with 25 participants. The purpose of this workshop, conducted in Makassar on September 4–5, 2012, was to develop common advocacy strategies for the implementation of BOSP and PTD in Kinerja partner districts. The specific objectives of the activity were to:

- Develop a common understanding on the general approach of the Kinerja program
- Introduce Kinerja performance indicators, especially those that will be assessed through the MSF strengthening program
- Agree on a common model for MSF strengthening strategies and activities
- Develop an action plan for policy advocacy related to BOSP and PTD
- Explain the Kinerja financial and administration system.

The agenda of the workshop included an introduction of the Kinerja program and its general approach, working and cooperation mechanisms, familiarization with performance indicators applied in the program, the Scope of Work (SOW) of the BOSP, the PTD program and the MSF strengthening program, sharing of good practices from other regions, and an orientation on effective advocacy.

By the end of the workshop, each IO in its respective districts, assisted by LPSS, was able to develop policy advocacy action plans related to BOSP and PTD. These action plans were discussed during the plenary discussion, and each action plan received feedback and inputs from other IOs.

6.2.3. Capacity-Building Workshop for Second-Round Grants

One lesson learned from the first-round grants was that Kinerja packages need to integrate both technical (e.g., PTD, SBM, BOSP) and governance issues (MSF and complaint survey) that the IOs are expected to facilitate. Similar to the first round of trainings, the training method was built on adult learning approaches and interactive methods.

All participants were asked to actively use the tools applied in Kinerja's packages (e.g., completing a school development plan, practicing the execution of PTD analysis, formulating BOSP, designing health promotion strategies, practicing the preparation of complaint surveys, and analyzing and developing draft service charters).

These modules and implementation manuals were built on the lessons learned from implementation of first-round grants and included step-by-step guidance, examples of good practices, and worksheets or case studies. Returning IOs also shared their experiences in anticipating and overcoming challenges and their keys to success from the implementation of first-round grants.



Participants in the Health Capacity-Building workshop.

During the SBM and Health Capacity-Building workshops, counterpart speakers, including a school principal and a Head of *Puskesmas*, respectively, talked about their experiences in conducting and publishing complaint surveys for the first time and how they convinced their colleagues to respond positively to the results and to take action. The speakers also shared how skeptical they were at first because their service units would not receive any cash funds from Kinerja; however, as a result of the reform process, their service units received funds from other sources to address the complaints in the survey. The IO facilitators shared how they approached the reluctant service unit heads and the factors that helped convince them to take risks and embrace good governance principles. The IOs were able to directly learn from counterparts about the importance of the Kinerja approach, and they were further motivated to master the materials and facilitation techniques needed to succeed.

During the orientation on the PTD workshop, the IOs also learned about the new regulation issued by five ministries (i.e., the Ministry of Education and Culture [MOEC], the Ministry of Religious Affairs [MORA], the Ministry of Finance [MOF], the Ministry of Home Affairs [MOHA], and the Ministry for State Administrative Reform [KemenPAN]). The IOs learned how to support the DEOs in applying this compulsory regulation. The IOs also learned to

maximize the use of the country's system on unique number of teachers and education personnel (NUPTK; *Nomor Unik Pendidik dan Tenaga Kependidikan*), which is in line with the Government of Indonesia's objectives. On the MSF part, Kinerja presented the SOW on MSF strengthening, and the IOs provided feedback and input. The IOs then analyzed and modified the SOW in accordance to their respective situation and context. Each IO identified related stakeholders in respective districts and discussed relevant activities. At the end of the session, the participants agreed on general concepts, such as the role of MSF and the inter-linkages between activities with the main PSD or governance issues. The participants, divided into their own districts, also developed policy advocacy strategies considering the actual political and social contexts and dynamics at the district level.



Among others, the participants were trained on effective facilitation skills.

For BOSP, Kinerja decided to conduct joint training with the World Bank, which had already developed and successfully tested the formulated BOSP (which it calls the “formulated BOSDA”). IOs were trained during the workshop and worked directly on the formula. Participants were also trained on the MSF approach to gain wider support from related stakeholders. IOs were trained to strengthen the MSF, to monitor the implementation of BOSP, and to support advocacy for the policy recommendations developed by the team. Under the guidance of experienced facilitators, the IOs developed policy advocacy action plans based on the analysis of the actual conditions and dynamics at the district level. At the end of the training session, the draft of a formulated BOSP was presented to the Head of DEO and some Division Heads. The district government representatives welcomed the approach and promised to incorporate the results into local regulations and policies.

In addition to a comprehensive introduction and a review of the technical materials, the IO workshops included sessions on M&E, documentation of good practices, facilitation skills, and reporting. The IOs also had a chance to network with other IOs in different regions and interface with PCs, LPSS, National Office Technical Specialists, and Kinerja management. Based on feedback from the IO capacity-building workshops, the Kinerja Team will revise its modules for wider replication.

7. Monitoring and Evaluation Summary

Fiscal Year (FY) 2012 saw the delivery of several M&E activities and achievements relating to Kinerja programming. In addition to routine monitoring through an online system, primary M&E activities included monitoring field trips to the four provinces in which Kinerja operates. The M&E Team regularly met with Kinerja field staff, IOs, and local government partners to discuss the ongoing assistance provided by Kinerja and to oversee its implementation. The Social Impact (SI) Team worked with program staff to select performance indicators and set targets for achievement. The selection of targets was largely based on the program work plan and on the SOWs for the districts or subdistrict unit (SDU) levels. The SI Team also helped to set targets for the second-round grants for Kinerja's 20 assisted districts. Both targets and indicators were included in the Performance Management Plan (PMP) and were approved by USAID in March 2012. The M&E Team completed data collection and presented the findings from the baseline survey for the impact evaluation of the SBM packages in three West Kalimantan districts. The team also planned and began implementation of the mid-term process evaluation, jointly conducted by SI and the SMERU Research Institute (a Kinerja partner organization). This evaluation was implemented in 12 Kinerja-assisted districts in four provinces.

7.1. Measuring Kinerja's Achievements

During the reporting period, the M&E Team recorded several key performance indicator achievements for Kinerja. Many of these achievements relate to the establishment and use of communication channels for local governments and their constituents; for example, media IOs were able to generate feedback mechanisms in most of the Kinerja districts in South Sulawesi. These mechanisms allow the public to send text messages and express their concerns related to Kinerja's assistance; likewise, the respective local government officials will provide responses to messages through the same mechanism. Similarly, in response to the results of complaint surveys conducted in districts whose selected package is health and SBM, all of the complaints were addressed by the service units. Achievements concerning the improvement of service quality, such as the written commitment to service charters at the service-unit delivery (SDU) level and the drafting of implementing regulations were also observed. Other targets achieved included the number of non-media CSOs that report on local government performance and the fact that two of three replication indicators (i.e., 26 and 27) have been met or exceeded.

7.2. M&E Challenges

During this period, Hendrik Rupang, SI's M&E Specialist, resigned. He was replaced by Erwien Temasmico. The M&E Manager, Mark Fiorello, phased out his full-time assignment in April 2012 and accepted a part-time position. SI Team member Yulianto Dewata transitioned into the role of the M&E Manager, and with support from SI Headquarters, targeted the engagement of Mr. Fiorello.

During the implementation of data collection during the reporting period, there were several challenges identified that could potentially alter the target achievement set for several indicators. These challenges primarily include slow progress on some indicators and difficulties with data collection. Most of the specific challenges can be attributed to two main factors: a lack of cooperation by IOs in submitting complete and timely data and delays in project activities as caused by delayed approval of the revised IO work plans. In some cases, the IOs were slow to implement elements of the intervention, as was the case with the short message system (SMS) Gateway in 15 districts in Aceh, West Kalimantan, and East Java by ISAI. However, more frequently, it was because that the IOs failed to submit documentation of meetings that substantiate findings on certain achievements. The M&E Team cannot comprehensively report on indicators 8, 9, 12, 14, 15, and 16 due to inadequate information received to date.

7.3. Lessons Learned and Next Steps

Based on the findings and challenges previously outlined, there are several recommendations proposed by the Kinerja M&E Team for the M&E in FY 2013. These recommendations include, but are not limited to the following:

- More intensive monitoring for the newly contracted IOs to ensure timely and complete submission of deliverables
- A review of indicators for LPSS to improve M&E data collection; increased reliance on LPSS to obtain required documentation; and greater cooperation between the M&E and Grants Teams to improve administrative processes of deliverable collection, including tying grant disbursement to confirmed submission of reporting documentation.
- The M&E Team proposes the review of indicators 7, 9, 13, 14, 15, 16, and 17 to ensure relevance to Kinerja's FY 2013 work plan.

The M&E Team has drafted a list of planned activities for Kinerja Year 3 (October 2012–September 2013). The team will continue to provide project monitoring and oversight of the online reporting implementation and data collection for the second-round grants. The M&E Team will maintain responsibility for data entry of performance indicators into the Kinerja online reporting system. In addition to these ongoing activities, the SI M&E Team, with core partner SMERU, prepared the design of the Kinerja Mid-term Evaluation. Data collection is ongoing and will continue up to December 2012. SI and SMERU will prepare the analysis and discuss it with related stakeholders before it is submitted to USAID in February 2013. The M&E Team will also hold an M&E workshop, for Kinerja staff and second-round grantees.

8. Annexes

Annex A-1: Kinerja Packages Based on District Consultations

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

Annex A-2: List of Intermediary Organizations Awarded Grants Through September 2012

Intermediary Organization	Sector	Province	Districts		Date Approved
			First Round	Second Round	
1. KONSIL LSM (Indonesian NGO Council)	CHS—Health and SBM	Aceh, East Java, and West Kalimantan	Sambas, Bengkayang, Sekadau, Melawi, Singkawang, Aceh Singkil, Bener Meriah, Banda Aceh, Bondowoso, Jember, and Probolinggo		October 24, 2011
2. IMPACT (Inspiration For Managing People's Actions)	Health	Aceh	Banda Aceh, Bener Meriah, and Aceh Singkil	Aceh Tenggara	October 20, 2011
3. ISAI (Institute for the Studies on Free Flow of Information)	Media	Aceh, East Java, and West Kalimantan	All districts in these 3 provinces		October 17, 2011
4. JPIP (The JawaPos Institute of Pro Autonomy)		East Java, South Sulawesi, and West Kalimantan	All districts in these 3 provinces		November 4, 2011
5. Jurnal Celebes (Network of Journalists for Environmental and Media Advocacy)	Media	South Sulawesi	All districts in South Sulawesi	Bulukumba, Barru, Makassar, Luwu, and Luwu Utara (develop proposal)	October 17, 2011
6. LPKIP (Indonesian Institute for Education Innovation, Training, and Consulting)	SBM, PTD, and BOSP	South Sulawesi, West Kalimantan, and East Java	Bulukumba, Luwu, Luwu Utara, and Barru	Singkawang, Sambas, and Bondowoso	October 20, 2011
7. LPKP (Institute for Community Research and Development)	SBM	East Java and West Kalimantan	Probolinggo, Jember, Bengkayang, Melawi, and Sekadau		October 24, 2011
8. PKBI Jatim (Indonesian Family Planning Association for East Java Province)	Health	East Java	Bondowoso		November 14, 2011

Intermediary Organization	Sector	Province	Districts		Date Approved
			First Round	Second Round	
9. PKBI Kalbar (Indonesian Family Planning Association for West Kalimantan Province)	Health	West Kalimantan	Singkawang and Sambas		October 20, 2011
10. PUPUK (Association for the Advancement of Small Businesses)	BEE	East Java	Tulungagung and Probolinggo		October 20, 2011
11. Madanika (Peace and Justice Foundation)	BEE	West Kalimantan	Melawi		October 20, 2011
12. BITRA (Indonesia Foundation for Rural Development)	BEE	Aceh	Simeulue and Aceh Singkil		October 20, 2011
13. YAS/Pinus (Prosperous Justice Foundation)	BEE	South Sulawesi	Baru and Makassar		October 20, 2011
14. Seknas Fitra (National Secretariat of the Indonesian Forum for Budget Transparency)	Local Budget Study	Aceh, East Java, South Sulawesi, and West Kalimantan	All Kinerja districts		June 9, 2011
15. KPPOD (Indonesia Regional Autonomy Watch)	Research and Advocacy	Aceh, East Java, South Sulawesi, and West Kalimantan	All Kinerja districts		June 9, 2011
16. YKP (Women's Health Foundation)	Health	East Java	Bondowoso		January 6, 2012
17. PKPA (Center for Child Protection and Research)	Health	Aceh		Kabupaten Simeulue, Banda Aceh, Bener Meriah, and Aceh Singkil	August 24, 2012
18. GERAK (Anti-Corruption Movement – Aceh)	BOSP	Aceh		Banda Aceh and Simeulue	Waiting for USAID approval
19. PKPM (Center for Community and Education Research – Aceh)	SBM	Aceh		Kabupaten Bener Meriah	September 11, 2012
20. Satya Pila Foundation	SBM	Aceh		Aceh Tenggara	August 1, 2012
21. LPA (Child Protection Institution)	Health	East Java		Kabupaten Tulungagung dan Kabupaten Probolinggo	August 13, 2012

Intermediary Organization	Sector	Province	Districts		Date Approved
			First Round	Second Round	
22. YAPIKMA (Community Health Empowerment Foundation)	Health	East Java		Kota Probolinggo dan Kabupaten Jember	August 2, 2012
23. FIK ORNOP Sulsel (Nongovernmental Organization, Information, and Communication Forum)	Health	South Sulawesi		Kota Makassar and Kabupaten Bulukumba	August 2, 2012
24. KOPEL (Legislative Monitoring Committee)	Health	South Sulawesi		Kabupaten Luwu and Kabupaten Luwu Utara	August 24, 2012
25. CORDIAL (Center for Indonesian Human Resource Development)	SBM	South Sulawesi		Kabupaten Barru	August 1, 2012
26. Pepopeda Organization for Child Protection and Women's Empowerment	PTD	South Sulawesi		Kabupaten Barru	August 1, 2012
27. Yayasan Latimojong Tiga Puluh (L-30) Foundation	PTD	South Sulawesi		Kabupaten Luwu	August 1, 2012
28. Community Economic and Environmental Empowerment Organization of North Luwu	PTD	South Sulawesi		Kabupaten Luwu Utara	August 1, 2012
29. Bulukumba NGO Forum	BOSP	South Sulawesi		Kabupaten Bulukumba	August 1, 2012
30. BaKTI Foundation (BaKTI Eastern Indonesia Knowledge Exchange)	PMC	Papua		Kota Jayapura, Kabupaten Jayapura, Jayawijaya, and Mimika	August 22, 2012
31. PMPK UGM (Center for Health Services Management, Gadjah Mada University)	Health	Papua		Kota Jayapura, Kabupaten Jayapura, Jayawijaya, and Mimika	Waiting for USAID approval

Annex A-3: Kinerja Performance Monitoring Plan FY 2012 Achievement

Current Reporting Period: FY 2012 (October 2011–September 2012)

NO.	INDICATOR NAME	BASELINE	TARGET FY 2012	FY 2012 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
				Q5	Q6	Q7	Q8		
USAID Governing Justly and Democratically (GJD) Indicators									
1	GJD 2.2.3-3: Number of local mechanisms supported with United States Government (USG) assistance for citizens to engage their subnational government	0	372	12	12	83	193	300 (81%)	For FY 2012, slightly more than 80% of the set target has been achieved. Although this is a good achievement, unfortunately, the lack of supporting documents to capture these processes implemented by Kinerja have prevented the M&E Team from counting those reports into this indicator (see also indicator 12 that further details the information).
2	GJD 2.2.3-4: Number of local non-governmental and public sector associations supported with USG assistance	0	36	18	20	20	37	37 (103%)	The total number of organizations contracted by Kinerja during this fiscal year is 37 organizations, across the four Kinerja-assisted provinces. This is slightly higher than the initial target for this fiscal year of 36 organizations. This number includes the newly contracted organizations for second-round grant implementation. Note: This is a non-cumulative indicator.
3	GJD 2.2.3-5: Number of sub-national entities receiving USG assistance that improve their performance	0	20	0	1	6	6	13 (65%)	This indicator is measured by the number of Kinerja-assisted districts that have adopted Kinerja-supported improved delivery models. During this fiscal year, the majority of the assisted districts have produced local regulations related to Kinerja advocacy or have at least committed to allocate the regional budget into the draft of local regulations. These districts are from Aceh (i.e., Aceh Singkil, Aceh Tenggara, Simeulue, and Kota Banda Aceh), West Kalimantan (i.e., Kota Singkawang and Melawi), South Sulawesi (Luwu Utara, Luwu, Barru, Kota Makassar, and Bulukumba), and East Java (Kota Probolinggo, Jember, and Tulungagung). Note: This is a non-cumulative indicator.

NO.	INDICATOR NAME	BASELINE	TARGET FY 2012	FY 2012 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
				Q5	Q6	Q7	Q8		
4	GJD 2.4.1-9: Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions	0	33	2	4	11	32	32 (97%)	A total number of 31 organizations (direct Kinerja partners, Intermediary Organizations [IOs], and its network) have provided advocacy for the area of Kinerja-assisted sectors on education, health, and business licensing, as well as the minimum service standards (MSS) and good practices. Note: This is a non-cumulative indicator.
Activity Indicators									
5	Number of times Kinerja-supported improved service delivery models or approaches are adopted by local governments	0	27	0	3	9	26	38 (141%)	The achievement for this indicator has exceeded the set target for FY 2012. This is due to several targets set for FY 2013 that have actually been completed for this fiscal year. Targets for BOSP and PTD for completion of local regulation and/or allocated budget were approved during the past quarter for this fiscal year.
6	Number of Kinerja-supported technical recommendations to the District Technical Working Unit (SKPD; <i>Satuan Kerja Perangkat Daerah</i>), DPRD, Bupati that have involved or are formally endorsed by other non-government actors	0	33	0	1	2	83	86 (261%)	The achievement for this indicator has highly exceeded the set target for FY 2012. Kinerja was intending to produce one technical recommendation for each district implementing Kinerja packages for round-one grant. However, it turned out that several schools and health clinics agreed to produce technical recommendations based on the findings of complaint surveys conducted in the respective units.
7	Number of service charters agreed upon with Kinerja support	0	138	0	0	0	122	122 (88%)	Service charters are all now in the form of an agreed upon final draft (the activities are on the sectors of health and school-based management [SBM]), and its signing is dependent upon local officials' availability. Some of these agreed final drafts were already signed during the period from September to October. This fiscal year's achievement for this specific indicator (88%) is due to service charters for schools in Aceh Tenggara that are put on hold due to the change of the package from BOSP to SBM, as well as the delayed start of the programming in this district.

NO.	INDICATOR NAME	BASELINE	TARGET FY 2012	FY 2012 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
				Q5	Q6	Q7	Q8		
8	Number of times Kinerja-supported improved practices for service delivery are institutionalized by service delivery units	0	421	0	1	54	86	141 (33%)	For this indicator, approximately one-third of the set target was met. This is mainly caused by lack of documentation from IOs implementing the health and SBM package. Most current reports are gathered from the SBM package on the availability of documents on school planning, the School Development Team, School Committee, and the School Improvement Team (mostly from Jember, Kota Probolinggo, Sekadau, and Melawi). There are also several documents on health information systems recorded from Aceh Singkil and Bener Meriah.
9	Number of Kinerja-supported mechanisms that incentivize district government or service delivery units based on actual performance	0	14	0	0	2	5	7 (50%)	During this fiscal year, half of the set target on Kinerja-assisted incentive mechanisms implemented by local government or service-delivery units were met. However, several recorded achievements are more on the provincial and district levels rather than on service-units level. These achievements are the FIPO and JPIP Autonomy Awards supported by Kinerja in 2011 and 2012 and the Bupati Barru Decree on performance-based incentive mechanism for Business Licensing Office staff. There was also a provincial-level OSS Performance Index, which was implemented in South Sulawesi and East Java, where non-Kinerja-assisted districts were also involved.
10	Number of Kinerja-supported feedback mechanisms at the district government- or service-delivery unit levels used by clients and users	0	23	0	0	2	14	16 (70%)	<p>During this fiscal year, JURnal Celebes has been proactively setting the mechanisms in which people can provide inputs and/or voice their opinions regarding the quality of service provided by Kinerja-assisted local government and/or service units. These mechanisms include regular radio talk shows in South Sulawesi districts and those accommodated by the local print media, to which people can send their comments and complaints through text messages. Local government staff also use these mechanisms to provide feedback from the people.</p> <p>The BEE Team developed other mechanisms on procedures for service complaints, implemented in two districts in East Java. An IO (i.e., ISAI) was supposed to establish the SMS Gateway to 15 districts in Aceh, West Kalimantan, and East Java. Unfortunately, due to shortage of ISAI staff, this plan was not implemented, and Kinerja had to alter</p>

NO.	INDICATOR NAME	BASELINE	TARGET FY 2012	FY 2012 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
				Q5	Q6	Q7	Q8		
									its approach on supporting this mechanism.
11	Percentage of complaints about services received through Kinerja-supported complaint survey process, which is addressed by public service delivery units	0	30%	0	0	0	100 %	333%	The achievement for this indicator has exceeded the set target for FY 2012. The service-delivery units were able to address all the complaints about services within their authority in the agreed service charters. Those complaints not within the authority of the respective service units were addressed as technical recommendations.
12	Number of Kinerja-supported linkages between CSOs, users, DPRD, Dinas, and others, which are active in the oversight of service delivery	0	144	0	8	30	43	81 (57%)	During this fiscal year, slightly more than 50% of the set target have been recorded to document the achievement of this indicator. Even though IOs have submitted reports that such a linkage has been established or strengthened (or at least, such meetings have been conducted regularly), unfortunately the written reports documenting these processes were lacking. Because Kinerja is relying on supporting documentation to be able to justify that achievement of this indicator, those "undocumented" processes have been put on hold from the data entry process. Any additional documents received by the Kinerja Project Team will be put into the data entry once these are verified by the M&E Team.
13	Number of non-media CSOs that report on local government performance	0	13	2	6	8	8	13 (100%)	The achievement for this indicator has met the set target for FY 2012. Note: This is a non-cumulative indicator.
14	Number of Kinerja-supported citizen journalists actively reporting on local government performance	0	100	0	1	5	18	18 (18%)	During this fiscal year, approximately less than one-fifth of trained citizen journalists across Kinerja's four provinces were able to produce a report on local government performance. Most of the training sessions for the selected potential citizen journalists were commenced during Quarters 2 and 3 into this fiscal year. Therefore, the focus after completion of the trainings was on encouraging the citizen journalists to be able to write (mostly small and light features on their daily lives or features of Kinerja-assisted training or workshops events). It is expected that their level of confidence and quality of reporting will increase with the number of reports they produce or publish. Note: This is a non-cumulative indicator.

NO.	INDICATOR NAME	BASELINE	TARGET FY 2012	FY 2012 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
				Q5	Q6	Q7	Q8		
15	Number of Kinerja-supported service delivery units where key planning documents are made available to stakeholders	2	62	0	0	3	23	26 (42%)	During this fiscal year, schools in Kota Probolinggo, Jember, and few schools in Sekadau and Melawi are reported to have their school planning documents available for stakeholders. These documents are recorded to be posted on school information boards and distributed during School Committee and/or parents' meetings, or available as per request at the school. During the fiscal year, one health service unit in Kota Banda Aceh was also recorded for having its planning published in the health clinic's blog.
16	Number of Kinerja-supported service delivery units where key budgeting documents are made available to stakeholders	3	63	0	0	2	27	29 (46%)	During this fiscal year, schools in Kota Probolinggo, Jember, and few schools in Sekadau and Melawi are reported to have their school planning documents available for stakeholders. These documents are recorded to be posted on school information boards and distributed during School Committee and/or parents' meetings, or available as per request at the school. During the fiscal year, one health service unit in Kota Banda Aceh was also recorded for having its planning published in the health clinic's blog.
17	Number of Kinerja-supported service delivery units where key financial reporting documents are made available to stakeholders	5	65	0	0	4	43	47 (72%)	During this fiscal year, schools in Kota Probolinggo, Jember, and few schools in Sekadau and Melawi are reported to have their school planning documents available for stakeholders. These documents are recorded to be posted on school information boards and distributed during School Committee and/or parents' meetings, or available as per request at the school. During this fiscal year, all Kinerja-supported health service units in Kota Banda Aceh were also recorded for having their planning published in the health clinic's blog.
Replication Indicators									
18	Number of times Kinerja-supported good practices are adopted by local governments outside of the original Kinerja target jurisdictions	0	0					n/a	There is no target for FY 2012. The target is set for FY 2013. There is no report for this period of reporting.
19	Number of non-Kinerja-supported districts where adoption of Kinerja-supported good practices take place	0	0					n/a	There is no target for FY 2012. The target is set for FY 2013. There is no report for this period of reporting.
20	Number of times Kinerja-supported improved practices for service delivery are institutionalized by service-delivery units not receiving direct implementation support	0	0					n/a	There is no target for FY 2012. The target is set for FY 2013. There is no report for this period of reporting.

NO.	INDICATOR NAME	BASELINE	TARGET FY 2012	FY 2012 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
				Q5	Q6	Q7	Q8		
21	Number of Kinerja-affiliated Indonesian CSOs that have developed new or updated products or services for local governments	0	25					5 (20%)	<p>The achievement for this indicator is lower than the set target for FY 2012. Perhaps this is because the organizations were mainly focusing on implementation to meet the approved work plan. Therefore, there might be too little time for Kinerja IOs to produce these documents during their one-year contract. However, several organizations produced the following documents:</p> <ul style="list-style-type: none"> - LPKIPI produced guidelines for proportional teacher distribution (PTD) facilitation for 3 Kinerja districts in South Sulawesi, and it is currently writing the same guidelines for the BOSP package - KONSIL LSM, guidelines on complaint survey process facilitation - YKP produced 2 modules on reproduction health and guidelines for teaching on reproduction health - LPKP produced a module for school-based implementation - YAS produced documents on a Customers Satisfaction Survey
22	Number of Kinerja-affiliated Indonesian CSOs that have marketing or outreach strategies targeting local government	1	0					n/a	There is no target for FY 2012. The target is set for FY 2013. There is no report for this period of reporting.
23	Number of Kinerja-supported good practices that are contained in replication packages available for use by Indonesian CSOs	0	0					n/a	There is no target for FY 2012. The target is set for FY 2013. There is no report for this period of reporting.
24	Number of engagements in which Kinerja-affiliated Indonesian organizations provide technical assistance or other support for Kinerja-supported products to districts outside of the original target jurisdiction	0	0					n/a	There is no target for FY 2012. The target is set for FY 2013. There is no report for this period of reporting.
25	Number of engagements in which local governments or service-delivery units contribute to cost of technical assistance by Kinerja-affiliated Indonesian CSOs	0	0					n/a	There is no target for FY 2012. The target is set for FY 2013. There is no report for this period of reporting.
26	Number of policy papers published that are directed at the provincial or national level to support replication of good practices in local service delivery	0	2	0	0	0		4 (200%)	<p>The achievement of this indicator has exceeded the set target for FY 2012. Policy papers include the following:</p> <ul style="list-style-type: none"> - Paper on Business Licensing, the implementation of service standard for One-Stop Service

NO.	INDICATOR NAME	BASELINE	TARGET FY 2012	FY 2012 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
				Q5	Q6	Q7	Q8		
									<ul style="list-style-type: none"> - Paper on Basic Education, understanding the minimum service standard for basic education - Paper on Health's minimum service standard - Paper on the mapping of service standards
27	Number of mechanisms to support the adoption of good practices related to Kinerja activities	0	4					5 (125%)	<p>The achievement for this indicator has met the set target for FY 2012. Several mechanisms have been in place and are ongoing:</p> <ul style="list-style-type: none"> - Kinerja website (www.kinerja.or.id) - UNfGI's website (http://iqi.fisipol.uqm.ac.id/index.php/en/home) - FIPO Autonomy Awards were conducted in Kota Makassar in June 2012 - Kinerja-supported JPIP Autonomy Award in 2011 and continues to do so for the 2012 award. - The Jawa Pos Institute of Pro-Otonomi website (www.ipip.or.id)

Annex A-4: Quarter 8 (Q8) Quarterly Report Summary

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Introduction

Because the Annual Report for Year 2 includes detailed information about Kinerja's achievements and examples of good practices from October 1, 2011 to September 30, 2012, this Quarter 8 Report highlights some of the activities that occurred in Kinerja partner districts from July to September 2012.

Program Implementation in Kinerja Partner Provinces

The following section highlights various activities from the work plans of the Kinerja-supported packages organized by province, and it includes notes about special achievements or noteworthy developments.

Aceh

Q8 Table 1: Example of Activities Implemented in Aceh in This Quarter

Activity	Date	Location
Facilitation of minimum service standards in the MCH sector	August 1	Banda Aceh
Facilitation of minimum service standards in the MCH sector	August 8	Banda Aceh
Facilitation of minimum service standards in the MCH sector	August 15	Banda Aceh
Introduction of the MCH Program and selection of <i>puskesmas</i> (health center)	September 13	Simeulue
Introduction of the Education Office Decision Decree to establish 20 partner schools to support school-based management (SBM)	September 27	Kutacane Aceh Tenggara
Introduction of MCH Program and selection of <i>puskesmas</i>	September 29	Kutacane Aceh Tenggara

Education Sector

From September 17 to 20, 2012, Kinerja participated in a workshop on PTD data analysis and recommendations held by the Support for Education Sector Development in Aceh Coordination Team for Education Development in Aceh (SEDIA-TKPPA in Aceh Singkil for Gayo Lues, Sabang, and Singkil districts.

To support the implementation of the school-based management package in Bener Meriah District as part of Kinerja second-round grant activities, Kinerja and the Bener Meriah District Government started the preparation process by introducing the program to district stakeholders and schools and by preparing facilitators who will help support the implementation. As a result of this activity, a total of 20 schools in three subdistricts were identified.

Health Sector

During this reporting period, Kinerja also facilitated a comparative study of representatives of Puskesmas Bandar, Bukit, and Permata from Bener Meriah to Puskesmas Kota in Probolinggo, East Java. Inspired by this visit, the three *puskesmas* (health centers) established their own health services flow charts and SOP to support Maternal and Child Health (MCH) services. They also started to take steps so services in the *puskesmas* become more transparent and accountable to stakeholders.

Kinerja also facilitated discussions among stakeholders to support their involvement in safe delivery and immediate and exclusive breastfeeding. Because of this facilitation, a partnership between Bener Meriah Health Office, participating *puskesmas*, Religious Affairs Office, and the Islamic Syariah Office was established through an MOU. Kinerja also assisted the District Health Office (DHO) in developing its work plan to support the improvement of service delivery in the three subsectors. This work plan will be forwarded to the District Budget and Planning Team as one of the strategies to support replication of Kinerja programs. With the support of Kinerja, Bener Meriah District was also able to develop three draft service charters in the three partner *puskesmas* and draft a Head of District Decree on delivery of services to support safe delivery and immediate and exclusive breastfeeding. As of August 2012, these documents were awaiting approval from the Head of District.



Bener Meriah, Vice District Head, gave remarks to commence the work of the Development Team for the Head of District Decree on safe delivery and immediate and exclusive breastfeeding.

In Aceh Singkil on September 6, 2012, the Head of District signed the Head of District Decree Number 58/2012 on the same issues mentioned above. Meanwhile, In Banda Aceh, a draft of the same document for the district was established. As part of citizen journalism effort in Banda Aceh, a written piece on Health Information Systems in Puskesmas Kopelma Darussalam in Banda Aceh was published in a blog for journalists and the general public as shown below.



Article on the Puskesmas Kopelma Darussalam Health Information System in a public blog

Business-Enabling Environment

In Aceh Singkil, because the District plan to change the Head of OSS did not materialize until September 2012, Kinerja focused its activities on identifying businesses that were not yet receiving good service from the OSS. In Simeulue, as of September 2012, a Draft Head of District Decree on the Transfer of Authority to OSS to Produce Licenses was prepared. With this decree, the OSS has the authority to handle the issuance of 10 to 29 types of business licenses.

Citizen Journalism

During this reporting period, Kinerja continued to train members of the general community who were interested in public service delivery issues in education, health, and BEE. In Bener Meriah, Kinerja trained 10 people, and in Simeulue, a total of 15 people participated in the activities.

Local Government Public Information Officials

As of September 2012, Kinerja facilitated the development of district policies to support information dissemination and establishment of Local Government Public Information Officials (PPID; *Pejabat Pengelola Informasi dan Dokumentasi*) in Bener Meriah and Simeulue.

East Java

Q8 Table 2: Example of Activities Implemented in East Java in This Quarter

Activity	Date	Location
Facilitation to develop minimum service standards for the education sector for Jember	July 9–11	Jember
Facilitation to develop minimum service standards for education sector for Probolinggo	July 16–17	Probolinggo
Introduction of Probolinggo public access to information and training of PPIDs	July 18–19	Probolinggo
OSS forum workshop for the Tulungagung cluster	July 23	Tulungagung
Minimum service standards for a health sector workshop for Tulungagung	July 24–25	Tulungagung
Health regulation development workshop for Bondowoso	July 26–27	Bondowoso
Facilitation to develop minimum service standards for the education sector for Bondowoso	July 31–August 2	Bondowoso
Tulungagung business owners meeting	August 4	Tulungagung
Facilitation to develop minimum service standards for the education sector for Bondowoso	August 7–9	Bondowoso
Minimum service standards workshop for Probolinggo	September 6–7	Probolinggo
School plan finalization workshop for Probolinggo	September 10–14	Probolinggo
Reproductive health workshop for Bondowoso	September 18–20	Bondowoso
Facilitation to develop minimum service standards for Bondowoso	September 19–20	Bondowoso

Education Sector

In Probolinggo Municipality, the *Kinerja* public service-oriented school-based management approach was implemented in 20 partner schools. With this implementation, schools were able to be more transparent as can be seen in its school budgeting and planning that are now available to the public. Partner schools were also able to improve their school conditions based on results of complaint surveys that were supported by school committees and related District Technical Working Units. For example, schools were able to obtain new wash bins and toilets because of support from the Public Works Office and from the Education Office, respectively. The Government of Probolinggo Municipality showed strong support of this achievement by committing to provide funds to support the 20 partner schools.

Meanwhile, in Jember, the District Education Office and Bappeda showed great interest in the progress of *Kinerja* work and planned to prioritize district budget allocation to support the 20 partner schools in the area. The school committees also showed commitment to support improvement of schools facilities such as school gardens and canteens.

Health Sector

The following were activities and achievements in East Java to support the related health sub-sectors (i.e., safe delivery, immediate and exclusive breastfeeding, early marriage prevention campaign, and young adult reproductive health education):

- Wider promotion and socialization on safe delivery and immediate and exclusive breastfeeding by using local radio
- Baseline survey and complaint survey results discussed and clarified with MSF and *puskesmas*
- Active participation of MSF at the subdistrict level to promote issues related to three subsectors and early marriage prevention and reproductive health education by involving local Islamic boarding schools
- Initial commitment to improve partnership of midwives and traditional birth partnership
- Campaign to support early marriage prevention and educate young adults on reproductive health replicated in 28 other schools.

Business-Enabling Environment

In the Probolinggo District, the Head of District signed the Head of District Decree on Authority and Complaint Mechanism. Meanwhile, in Tulungagung District, the OSS started implementing the Decree from the OSS Head and the standard operating procedures (SOP) that are based on the results of complaint surveys. The OSS was selected as a starting point for the Tulungagung District's pilot project to establish a corruption-free zone.

Local Government Public Information Officials

In Probolinggo Municipality, PPIDs were appointed, and a PPID office was formed and started to function during this reporting period. Meanwhile, Tulungagung and Probolinggo Districts were in the process of preparing for the establishment of PPIDs.



Training of PPIDs in Probolinggo Municipality.

South Sulawesi

Q8 Table 3: Example of Activities Implemented in South Sulawesi in This Quarter

Activity	Date	Location
FGD on review of expenses and requirements to process licenses	July 12	Barru
Introduction of Governor Decree Number 16/2012 on Public Service	July 16	Makassar
Journalists' discussion on PTD	July 25	Luwu Utara
Public discussion and finalization of the draft Head of District Decree on PTD	July 25	Luwu Utara
FGD on the cooperation mechanism between OSS and local business association	July 28	Barru
FGD on the community-based exclusive breastfeeding initiatives and activities	August 2	Makassar
Minimum service standards in health sector workshop	August 8–9	Makassar
Teachers data validation and verification meeting for Barru	August 13	Barru
Journalists' discussion on improvement of PPIDs	August 13	Luwu Utara
Radio talk show to discuss achievement of minimum service standards in education	September 8	Luwu Utara
Facilitation of BOSP calculation for Bulukumba	September 13–14	Barru
Teachers data validation and verification meeting for Barru	September 13	Barru
FGD on safe delivery and immediate and exclusive breastfeeding	September 25	Bulukumba
FGD on exclusive breastfeeding	September 26–28	Makassar
Introduction of OSS Services in Barru	September 28-29	Barru

Education Sector

In Luwu Utara, work of the Intermediary Organizations started to show results. For example, there is strong support from Luwu Utara and Vice District Heads, the District Education Office, and the Legislature to improve the distribution of teachers in the area. With the Head of District Decree Number 28/2012 on Guidelines of Proportional Distribution of Civil Servant Teachers, the district government established a team that is led by the District Secretary who is also Acting Head of the Education Office to implement the decree.

In Bulukumba, the District Education Office used school operational cost calculation results that were facilitated by Kinerja as input to establish its work plan (*rencana kerja* or *renja*.) With support of Kinerja, the Bulukumba District Government has now established a draft of technical guidelines to support the implementation and utilization of district and province education funds to improve education services in Bulukumba.

Business-Enabling Environment

To support the improvement of the OSS service quality, the Barru District has issued various decrees and letters as follows:

- District Regulation Number 2/2010 on Licenses for Non-levy Licenses
- Head of District Decree Number 121/2012 on the Transfer of Authority to the Barru OSS
- Head of District Decree Number 122/2012 on a Decision Letter of Issues Related to the Technical Team
- Head of District Regulation Number 13/2012 on the Service Standards in the Office for Business Licensing and Investment Services (KP3M; *Kantor Pelayanan Perizinan dan Pelayanan Modal*)
- Head of District Decision Letter Number 357/KP3M/IV/2012 on the Mechanism to Provide Incentives in KP3M
- Head of Office Decision Letter Number 10/2012 on the KP3M Service Charter.

Citizen Journalism

To support advocacy, those who were selected to take part in citizen journalism training have published their articles in local media such as *Tribun Palopo Pos*, *Radar Bulukumba*, *Sindo*, and *Koran Tempo Makassar*.

Local Government Public Information Officials

All Kinerja partner districts in South Sulawesi (i.e., Bulukumba, Barru, Luwu, Luwu Utara Districts, and Makassar Municipality) have issued Decision Letters on the establishment of PPIDs. Meanwhile, the PPIDs in Luwu Utara and Luwu have issued draft SOPs.

West Kalimantan

Q8 Table 4: Example of Activities Implemented in West Kalimantan in This Quarter

Activity	Date	Location
Socialization of Government Regulation PP Number 33/2012 on Exclusive Breastfeeding	July 4–6	Pontianak
Technical assistance to support minimum service standards for Melawi	July 4–5	Melawi
Technical assistance of quality standard service for Singkawang	July 10–13	Singkawang
Discussion of complaint survey results and preparation of citizen charter approval with District Government representatives and partner schools	August 7–8	Sambas
Discussion of complaint survey results and preparation of citizen charter approval with District Government representatives and partner schools	August 8–10	Sekadau

During this reporting period, there were many achievements in the education and health sectors and in the business-enabling environment in West Kalimantan. Many of these achievements are highlighted as follows:

Education Sector

- Head of the Melawi Education Office Decision Letter to appoint partner schools
- Decision Letter to establish school committees in partner schools in Melawi
- Establishment of a public–private alliance in Melawi, where one school obtained support from a local company to build its sports facility
- Increased understanding of school committee members about allocations to improve the conditions of schools based on complaint survey results
- To support replication, the Head of the Melawi Education Office issued a Decision Letter to appoint a local facilitator team, consisting of Education Office staff who were involved in the school development process in partner schools.

Health Sector

- Head of District Decision Letter to establish a forum to support issues on safe delivery and exclusive and immediate breastfeeding in the Sambas District
- Establishment of a forum to support MCH issues in Singkawang Municipality
- Head of Singkawang Municipality Regulation on Exclusive and Immediate Breastfeeding
- Establishment of a partnership between midwives and traditional birth attendants
- Establishment of SOP for Puskesmas Ria in Singkawang
- Participation from all *puskesmas* (partner and non-partner) in Singkawang in the development of a plan to achieve minimum service standards for health for *puskesmas*.

Business-Enabling Environment

- Head of the Melawi District Regulation on SOP in providing business licenses services
- Dissemination of the Local Economic Governance Survey (LEGS) and the Economic Governance Index (EGI).

Annex A-5: Selected Articles from Kinerja in the Media

Ranperbub Distribusi Guru Lutra Dibedah di Warung: Tribun Timur

Jumat, 29 Juni 2012 16:11 WITA

BANYAK cara pelibatan masyarakat untuk menyerap masukan dari berbagai kalangan terhadap rancangan kebijakan. Di Luwu Utara misalnya, Rancangan Peraturan Bupati (Ranperbub) tentang Distribusi Guru PNS di Kabupaten Luwu Utara dibedah di Warung Kopi Media Center yang selama ini menjadi Warung Demokrasi Luwu Utara. Bedah Ranperbub ini dilaksanakan KINERJA USAID, JURNAL Celebes, Lembaga Pelatihan dan Konsultan Inovasi Pendidikan Indonesia (LPKIPI) Surabaya dan Forum Lingkar Masyarakat Luwu Utara (FAKTA) pada Kamis malam (28/6/2012).

Hadir sebagai narasumber pada bedah Ranperbub ini adalah Muhammad Lutfi Firdauzi (Konsultan Pendidikan KINERJA USAID) yang selama ini mendampingi Pemkab Luwu dalam penyusunan Ranperbub Distribusi dan Penataan Guru di Kabupaten Luwu Utara.

Menurut Lutfi Firdauzi bedah ranperbub yang dilakukan di warung kopi sebagai upaya menerima masukan dari masyarakat terhadap penyempurnaan ranperbub yang saat ini disusun Pemkab Luwu Utara. Sedangkan tujuan dari Ranperbub Distribusi dan Penataan Guru PNS Secara Proporsional adalah untuk pemenuhan jam mengajar sesuai dengan standar pelayanan minimal; dan penyegaran, pemberian kesempatan yang sama bagi semua guru, promosi, dan peningkatan mutu pendidikan. "Jika dalam tahap pelaksanaan seharusnya disebutkan dalam Ranperbub bahwa pelaksanaan DGP dengan memperhatikan pemenuhan jam mengajar untuk memenuhi minimal 24 jam tatap muka dan minimal 37,5 jam beban kerja perminggu dan bobot penilaian." katanya.

Peserta yang hadir mengharapkan agar kebijakan ini bisa dijalankan oleh pemerintah untuk pemenuhan hak guru dan pemenuhan hak pendidikan bagi peserta didik. Perbub ini jangan hanya jadi pajangan belaka tapi tidak dijalankan. Masukan lain dari masyarakat adalah mengatur apa yang dilakukan jika terjadi kekurangan guru, dan apa yang dilakukan jika terjadi kelebihan guru. (***)

Tomas Plus Ortu Mendapat Pendidikan Kespro: Layanan Publik Sabtu, 22 September 2012

Bondowoso, Memo Pendidikan Kesehatan Reproduksi (Kespro) sangat penting diketahui sejak dini agar saat masuk usia remaja , informasi penting permasalahan seputar organ reproduksi bisa lebih terkontrol.

Kini, Pemerintah Kabupaten (Pemkab) Bondowoso yang bekerjasama dengan KINERJA USAID dan Yayasan Kesehatan Perempuan Jakarta (YKP) melaksanakan program pendidikan Kespro melalui jalur pendidikan.

Sayang, partisipasi dari Diknas dinilai sangat rendah dan yang banyak proaktif dari Dinkes. “Partisipasi dari Dinas Pendidikan sangat rendah dalam mengikuti acara ini. Dan hanya dari Dinkes yang lebih proaktif,” ujar fasilitator Zumrotin dari YKP.

Sedangkan menurut Ririn Sefsani, Kinerja USAID bahwa program pendidikan Kespro diawali oleh tenaga pengajar yang kemudian membentuk sebuah paguyuban.

Dari paguyuban inilah kemudian memberikan pendidikan Kespro di 28 sekolah tingkat SMA dan 5 tingkat SMP. Komunitas inilah dengan bimbingan tenaga pendidik terlatih melakukan kampanye pencegahan pernikahan dini.

Setelah menyentuh para tenaga pendidikan sehingga terbentuk paguyuban, kali ini pendekatan terhadap orang tua murid dan tokoh lokal berpengaruh dilakukan oleh tim program dan pemerhati pendidikan dan kesehatan.

Tujuannya adalah untuk mendorong berbagai pihak untuk bersama-sama mendukung kampanye pencegahan pernikahan dini. Kini, pendidikan Kespro ini masuk di kegiatan Ekstra bererapa sekolah di Bondowoso.

“Pada akhirnya, pendidikan Kespro ini diharapkan masuk ke muatan local di masing-masing sekolah,” ujar Ririn Sefsani. Namun salah satu audien merasa kesulitan untuk mengkampanyekan pernikahan usia dini. Pasalnya, biaya pendidikan yang terus melambung tinggi membuat para orang tua seakan-akan tidak bisa mencegah pernikahan dini. Orang tua yang tidak mampu melanjutkan anaknya sekolah memilih menikahkan anaknya di usia dini.

“Kalau di daerah pinggiran sepertinya sulit mengkampanyekan pernikahan dini bu, soalnya biaya sekolah yang terus melambung tinggi banyak orang tua yang tidak bisa melanjutkan sekolah anaknya,” ujarnya.

“Kalau dulu ada istilah bayar uang gedung, malah sekarang diganti nama bayar uang insentif. Jumlahnya juga jutaan bu,” tambahnya. (roy)

Cegah Pernikahan Dini, Pemkab Sosialisasikan Reproduksi Kesehatan: Metro, Baratha Post

Metro, Baratha Post. Undang-undang Negara kita telah mengatur batas usia perkawinan. Dalam undang-undang Perkawinan Bab II Pasal 7 Ayat 1 disebutkan, bahwa perkawinan hanya diijinkan jika pihak pria mencapai umur 19 (sembilan belas) tahun dan pihak perempuan sudah mencapai umur 16 (enam belas) tahun.

Kebijakan pemerintah dalam menetapkan batas minimal usia pernikahan ini tentunya melalui proses dan berbagai pertimbangan. Hal ini dimaksudkan agar kedua belah pihak benar-benar siap dan matang dari sisi fisik, psikis dan mental.

Untuk meminimalkan angka pernikahan dini yang terjadi di Indonesia, khususnya Kabupaten Bondowoso, Pemkab Bondowoso menyelenggarakan Sosialisasi Kesehatan Reproduksi, Untuk Tokoh Masyarakat dan Orang Tua yang digelar di Aula Sabha Bina Praja Sekretariat daerah Kabupaten Bondowoso, beberapa pekan lalu.

Dalam kesempatan yang berharga ini, Pemerintah kabupaten Bondowoso bekerjasama dengan Yayasan Kesehatan Perempuan Jakarta (YKP) dan Kinerja USAID (*United States Agency for International Development* atau dalam bahasa Indonesia Badan Bantuan Pembangunan International Amerika).

Sosialisasi ini dibuka secara resmi oleh Bupati Bondowoso Drs. H. Amin Said Husni. Dalam sambutannya, Bupati menyampaikan apresiasi yang setinggi-tingginya atas terselenggaranya kegiatan tersebut. “Sosialisasi ini merupakan bentuk *support* (dukungan) pemerintah Kabupaten Bondowoso dan YKP bersama Kinerja USAID dalam meningkatkan kualitas masyarakat Bondowoso yang akan datang,” katanya.

Selain itu, lanjut Bupati, semua ini merupakan bentuk langkah kongkrit yang diambil oleh Pemkab Bondowoso untuk meminimalisir angka pernikahan dini yang terjadi selama ini. “Pernikahan dini merupakan *fenomena social* yang terjadi di Indonesia. Oleh karena itu kami bersama YKP dan Kinerja USAID memberikan sosialisasi bagaimana cara untuk mencegah pernikahan dini di Bondowoso,” terangnya lugas.

Oleh karena itu, tambah Bupati, peran tokoh masyarakat untuk memberikan pencerahan kepada masyarakat, sesuai dengan konteksnya sebagai salah satu upaya mencegah dan semakin meminimalkan terjadinya angka pernikahan dini. “Tokoh masyarakat diharapkan memanfaatkan kedekatan psikologis di setiap daerah untuk memberikan sosialisasi kepada orangtua dan para remaja, agar terhindar dari fenomena social ini, “tambahnya.

Orang nomor satu di kota Tape juga mengharapkan, upaya pencegahan pernikahan usia dini bukan hanya tugas dari pemerintah kabupaten, tetapi melalui kerjasama dengan YKP dan Kinerja USAID, harus mendapatkan dukungan dari masyarakat untuk menjamin apa yang menjadi tujuan Pemerintah dan masyarakat dapat efektif dan maksimal.

“Saya berharap semua elemen masyarakat, orangtua, lembaga pendidikan juga bisa bersinergi untuk memberikan dukungan kepada Pemerintah dalam meminimalkan pernikahan dini di Bondowoso,” pungkask mantan anggota DPR RI ini. (hms/r**)

Transparency Drives Bureaucracy Reforms

The Jakarta Post, Jakarta | National | Thu, August 30 2012, 7:44 AM

The lack of government transparency on bureaucratic reform has left the media unable to access information on the issue and the subject is underreported.

There are, however, very few success stories on the matter to report.

Eko Maryadi, chairman of the Alliance of Independent Journalists (AJI), said on Wednesday that the government's openness to the media is an indicator of bureaucrat's transparency to the public.

"If bureaucrats are reluctant to give information to the press, how can they be transparent to the public?" Eko said on the third day of the Bureaucracy Reform Conference, Exhibition and Stakeholders Meeting in Jakarta. He added that bureaucratic reform itself can be measured by how a government gradually shifts from being concealed to being transparent to the media.

"The Freedom of Information Law [UU KIP] was initiated in 1999 but it was endorsed only in 2008. The law became effective in 2010 but up until now implementation is only around 30 percent. The government is moving very slowly in ensuring accessible information for public," Eko told The Jakarta Post.

Imam Prakoso of the United States Agency for International Development (USAID) also said that the media play a great role as a voice of the people.

"The people feel more at ease voicing their complaints through the media, as it gives them distance from the institutions they are filing the complaints against," Imam said.

"Therefore the media must ensure that the public has their voice heard," he added.

Herry Abdul Aziz, the Communication and Information Ministry's E-Government director, argued that the government still has to regulate the accessibility of data which may harm the governmental institutions themselves.

"Accessibility of data is a matter of perception: the government still has to follow procedure. While some people might think that waiting two weeks for data is a very long time, for others it's a matter of procedure," Herry told the Post.

Meanwhile, Dadan Suharmawijaya of the Jawa Pos Institute of Pro-Otonomi (JPIP) said that the media should not only focus on "bad news" but also good news in the reform process.

"The media should not only be a tool to criticize but encourage government institutions by covering success stories of reform," Dadan said.

According to Eko of AJI, what the journalists see in the field is no different from what the public see. He said that the substance of the news itself is not important, as long as the news is accurate and ethical. "The main task of journalists is controlling and supervising the government," Eko said. (nad)

Prosedur Permohonan Informasi Mudah, Berharap Segera Dimanfaatkan Masyarakat : Radar Bromo

Rabu, 30 Mei 2012

Demi menciptakan pelayanan prima kepada pemohon informasi, PPID Kota Probolinggo melengkapi front desk di dalam kantor Bagian Humas dan Protokol. Tujuannya untuk memudahkan setiap pemohon informasi mendapatkan informasi yang diinginkan.

Kantor Bagian Humas dan Protokol Sekretariat Daerah Kota Probolinggo kini dilengkapi alat publikasi papan dan x-banner Pejabat Pengelola Informasi Daerah (PPID). Kantor yang tak begitu luas itu juga dimanfaatkan menjadi *front desk* (sekretariat) PPID.

Ya, disinilah motor bergulirnya informasi dari badan publik (satuan kerja/ lembaga) khususnya di Pemkot kepada pemohon informasi (masyarakat). PPID yang dijabat oleh Kabag Humas dan Protokol Gatot Wahyudi dan Sekda Johny Haryanto sebagai atasan PPID. "Jika ada pemohon informasi yang mengajukan permohonan informasi kami selalu siap melayani sesuai UU14 tentang Keterbukaan Informasi Publik (KIP)," kata Gatot Wahyudi.

Disentil oleh Gatot, sebelum PPID berdiri Bagian Humas dan Protokol kerap didatangi pemohon informasi baik itu dari LSM (Lembaga Swadaya Masyarakat) atau masyarakat umum. Mereka banyak meminta informasi baik tentang anggaran, program hingga pembangunan di kota mangga ini. Bukan PPID kota saja, sejumlah badan publikpun pernah mengalami hal yang sama seperti Dinas Pendidikan dan Dinas Perhubungan. Bahkan permohonan informasi itu sampai bermasalah, masuk ke meja Komisi Informasi (KI) Provinsi Jawa Timur menjadi sengketa informasi. Beruntung sengketa informasi dapat terselesaikan dan tidak berbuntut panjang.

Gatot pun mengaku sangat terkesan dengan antusiasme pemohon informasi karena tidak sedikit yang memahami tentang UU KIP. "Keberadaan PPID itu sangat penting. Karena melalui PPID masyarakat yang sebelumnya tidak tahu harus bertanya kepada siapa dan kemana, sekarang itu sudah bisa ke PPID saja. Permohonan informasi bisa disampaikan langsung ke front desk atau melalui email kami," terang mantan camat Wonoasih ini.

Kasubag Humas Suci Ningsih, yang juga punya tugas di PPID menambahkan, prosedur pemohon informasi sangat *easy* dan tidak rumit. "Setiap informasi yang masuk punya tenggat waktu (sesuai UU 14), apabila lebih dari waktu yang ditetapkan maka PPID bisa dikenai sanksi. "Memang tidak semua informasi dapat kami berikan karena ada jenis-jenis informasi yang bisa atau tidak kami informasikan," tuturnya.

Ia menjelaskan, prosedur permohonan informasi sangat mudah sekali. Pemohon informasi bisa datang ke sekretariat. Pemohon mengajukan permohonan informasi dengan menyertakan copy identitas dan mengisi form, kemudian petugas meregister dan meverifikasi permohonan informasi. Ketika informasi yang diminta masuk dalam informasi publik, petugas menyiapkan materi dokumen (berkoordinasi dengan PPID pembantu terkait) barulah kemudian pemohon informasi dapat memperoleh informasi yang diminta

Berbeda prosedur ketika informasi yang diminta masuk kategori informasi yang dikecualikan. Petugas tetap akan berkoordinasi dengan PPID pembantu yang dimintai informasi dan menyusun materi jawabannya. "Apabila pemohon informasi tidak puas dengan jawaban yang kami berikan, mereka dapat mengajukan keberatan. Masa pengajuan keberatan terlewati dan masih tidak terima dengan jawaban PPID, pemohon dapat mengukukannya menjadi sengketa informasi ke Kormisi Informasi berlulusan STPDN (kini IPDN) ini. Adanya PPID ini diharapkan dapat dimanfaatkan oleh masyarakat untuk memenuhi kebutuhan informasi yang diperlukan. (*)