



Gender Responsive Planning and Budgeting as an Instrument for Mainstreaming Gender in Development

1. Background

In many aspects of life, Indonesian women still lack behind their male counterparts. Women constitute 50.14 % of Indonesia's total population of 244 million people; yet women only occupy 18.4 % seats in Parliament; they constitute only 10 per cent in the top-positions in Government Institutions; the average wage for women is 81 % that of men, and 40 % of women leave the workforce early due to family reasons. To overcome the gender gap regulations have been issued, such as Presidential Instruction No. 9/2000 on Gender Mainstreaming in National Development. Following this Presidential Regulation, government at national and sub-national level has been actively taking some concrete measures to **integrate gender perspectives into development planning**. GIZ has supported local governments in **Central Java** in integrating gender perspectives within local planning and budgeting.

2. Challenges and Responses

GIZ has been supporting Central Java province and three districts in Central Java (Grobongan, Jepara and Semarang) in advancing gender equality through planning and budgeting.

Challenge 1: Understanding the significance of gender equality:

Even though regulations to promote gender equality are already in place; the level of understanding among government officials themselves on the significance of gender equality in the development context is relatively low. This level of understanding, to some degree, correlates with the cultural and social beliefs/context. As a result, local governments have been reluctant to bring gender perspectives into their work as instructed by national regulations.

Response:

Having considered the fact that government officials need basic knowledge about gender-related concepts and gender equality before they can consider gender perspectives in their work, GIZ provided gender-awareness training involving decision- and policy makers at provincial and districts/municipality level and other relevant stakeholders. During the trainings, participants were challenged to open their mind by questioning existing social and cultural values that have constructed an imbalanced condition of men and women. Statistical data on the gender gap was also used to support the learning process. After joining these activities, government officials showed a commitment to promote gender perspective in their work.

Challenge 2: Technical skills to integrate Gender Perspectives into the Local Planning and Budgeting system:

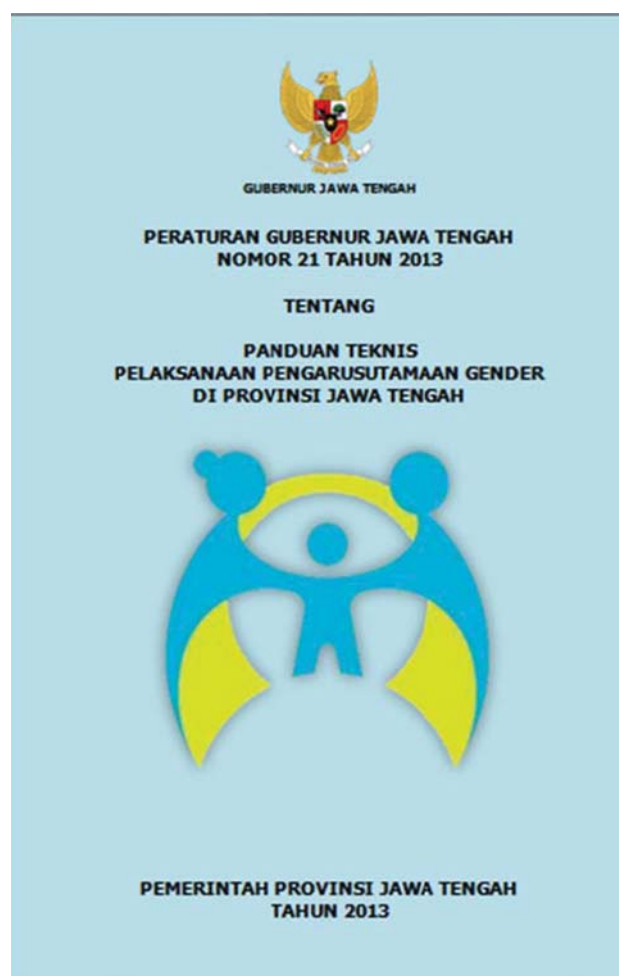
Integrating gender perspectives into the local planning and budgeting system is a key strategy to ensure men and women get equal access, participation, control and benefit from development programmes and activities implemented in the region. Women and men as stakeholders and beneficiaries of development should both be involved from the beginning of the planning process. It is the task and responsibility of government and government officials to set up certain mechanisms within the current planning and budgeting system to accommodate the needs and aspirations of male and female beneficiaries. However, many government officials have a very limited technical knowledge on mainstreaming gender issues into the system such as how to collect and analyze gender data, how to use the data as a basis for gender-sensitive indicators of results and how to encourage active participation of women in bottom-up planning processes.

Response:

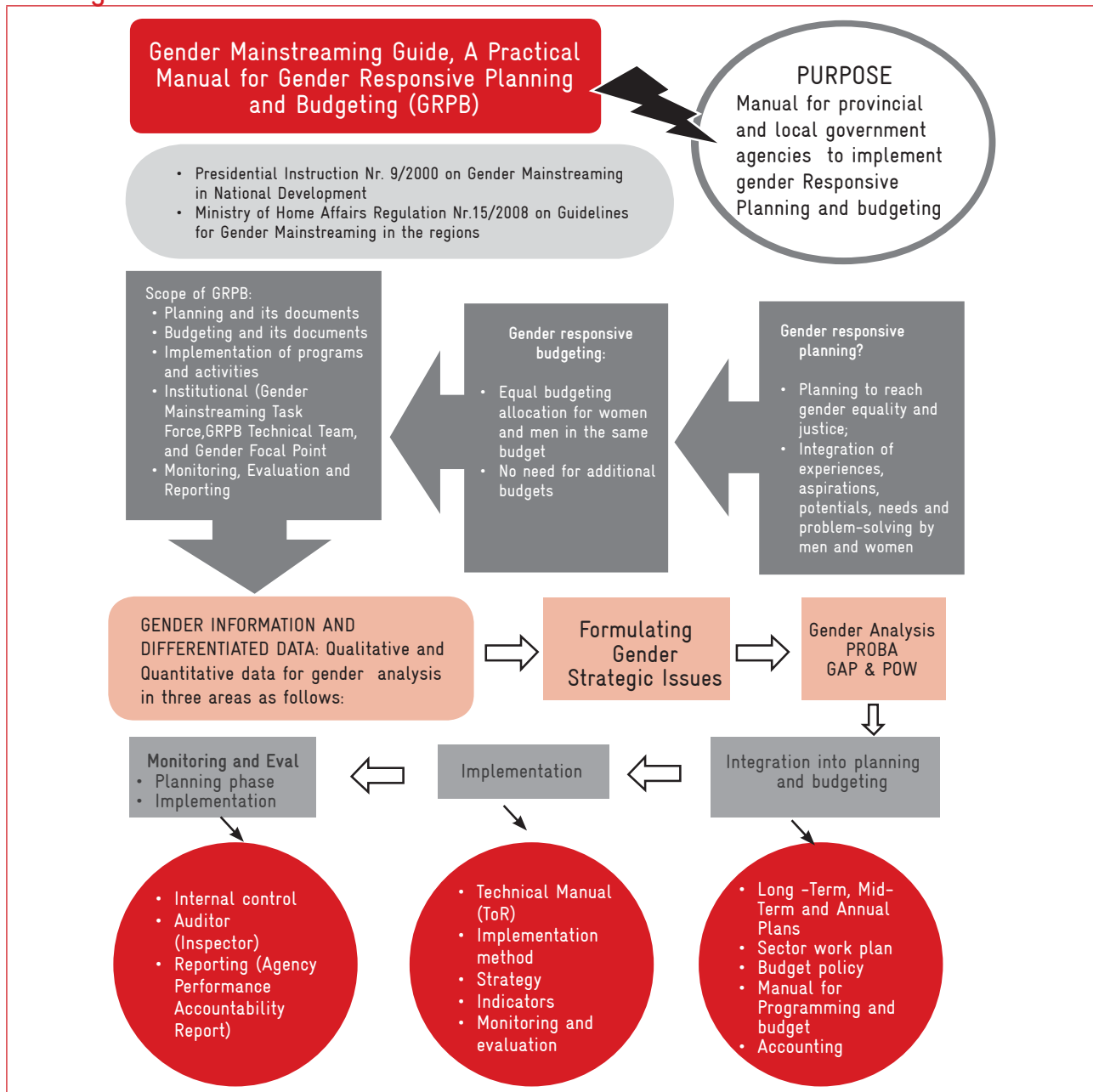
GIZ supported the Local Planning Agency and Women Empowerment Body of Central Java Province in developing a Practical Manual on Gender Mainstreaming in Planning and Budgeting. The manual contains some practical instruments that enable planners and government officials in all government units in the province and district level to integrate gender perspectives in the planning and budgeting process and documents.

The manual has been developed through a series of pilots in government units both at provincial and local levels. The process of manual development itself was designed based on the multi-level capacity building approach that consists of a series of decision makers coordination workshops/meetings, technical coaching by gender experts, and public consultation meetings with multi stakeholders.

A Central Java Governor Regulation that was issued after the Manual was drafted made it an official guideline for provincial and local governments in Central Java for integrating gender perspectives into local planning and budgeting.



3. Diagramme



Achievements

- Establishment of a GRPB (Gender Responsive Planning and Budgeting) technical team representing various government units from Central Java has driven mutual learning among government officials at provincial level and district level
- A change in mindset to understand equal rights of men and women in all spheres of life; increased commitment and technical competencies of government officials in Central Java Province and the pilot districts in Central Java to review and adjust gender issues within local planning and budget system occurred due to the support

- The guidelines co-developed by GIZ and endorsed by Governor Regulation No. 21/2013 have accelerated gender responsive planning in districts/municipalities all over Central Java

Expected impact

In the long term, the support is expected to contribute to the narrowing of the existing gender gap between men and women in pilot areas and beyond, marked by an increase in the number of women who access, participate in, and benefit from better public services.

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Transforming Administration – Strengthening Innovation (TRANSFORMASI) Programme

Doris Becker

Programme Director

Menara BCA, 46th Floor
Jl.MH.Thamrin No.1
Jakarta 10310 – Indonesia
T. +62-21-235 87 – 121/ –122/ –123
F. +62-21-235 87 120
E. doris.becker@giz.de
www.giz.de

Making NTB One-Stop Services Work: Approach and tools to speeding up the issuance of business permits and licenses



1. Background

The Indonesian government has made tremendous efforts to improve the quality of public services, the business climate and to accelerate local economic development. In line with these objectives, the central government introduced a One Stop Service (OSS) policy to foster an integrated, transparent and fast service for issuance of permits/ licences and for promotion and evaluation of investments at provincial as well as at district/ municipality levels.

According to the latest scores (2014), of the World Bank's 'Doing Business' index, which ranks countries on their ease of doing business, Indonesia is positioned 120 out of 189 countries, a better position compared to 2012 (rank 129 out of 183 countries). Sub-national data, however, reveals considerable variation of time and cost needed for starting a business. In addition, different regions adopt different institutional designs of OSS, either the so called "Satu Atap" (One Roof Service) or "Satu Pintu" (One Door Service). The former refers to a model in which the actual authority to issue permits is still with persons/organisations outside the OSS (i.e. sector agencies), while the latter refers to a model in which the authority has been transferred to the OSS entirely. The city of Mataram requested GIZ support to be able to provide an excellent « One Door » Service.



2. Challenges and Responses

Challenge 1: Lack of commitment of Heads of Districts/ Mayors to transfer full authority of permit issuance to OSS

Existing policies encourage local governments to shift toward the "One Door Service" in handling permits/ licence issuance. The response of local governments varies across the country. So far, however, most local governments maintain the above mentioned One Roof Model. This results in a timely and costly processing of permits due the bureaucracy involved.

Response:

The provincial government of Nusa Tenggara Barat (NTB) and GIZ developed an OSS Forum as a platform for policy dialogues, good practice exchange and collaborative actions among policy makers and OSS representatives from districts/ cities as well as the provincial level OSS in NTB. The Governor of NTB issued a decree as the legal basis of the OSS Forum operation.

Challenge 2: Local Governments including OSS staff members lack a common understanding and capacity on how to operationalise rules and regulations regarding OSS

A number of OSS regulations can be interpreted in various ways. In some cases, national regulations require local governments to formulate by-laws (PERDA) on OSS authority to develop service standards. These call for a comprehensive legal review and capacity building in legal drafting on local OSS regulations and the formulation of OSS service standards.

Response:

GIZ supported OSS team members, by providing information and on-the-job training, in drafting service standards. In addition, GIZ supported the Organizational Bureau of Mataram City in reviewing and drafting the related regulations on investment and OSS. The legal drafting process started with a series of discussions with OSS Mataram and a review on national regulations in order to ensure that the local regulation represented the needs of OSS Mataram and were in line with national guidelines on OSS.

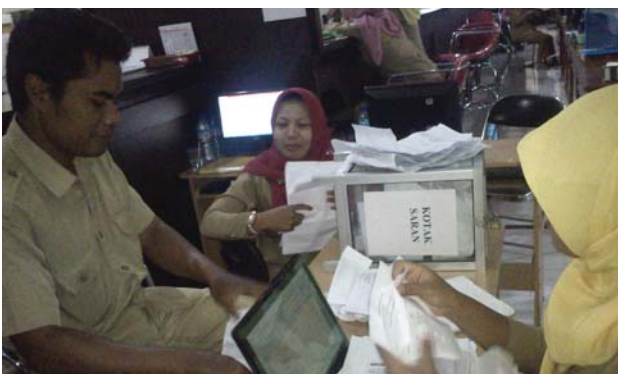
Challenge 3: Permit issuance process is managed through a manual (non-electronic) and unstandardized system

The OSS in Mataram City managed its customers manually. There was no integrated and easily-accessible data for each counter at the OSS office. The existing computers and other modern information facilities were not used fully in service processes. Consequently, the staff of OSS Mataram found it difficult to manage the filing system and data access of each counter. In addition, customers had considerable difficulty in getting complete information from OSS in one go.-

Response:

GIZ developed an integrated information system (SIMPT) that is standardized electronically and can be accessed by all OSS counters. It provides an electronic customer database. The process of development of this information system involved OSS Mataram's staff and was completed with training on SIMPT's operationalisation for the staff of OSS Mataram.

GIZ also provided a series of training courses for OSS Mataram staff members on developing a website. Customers can now access information regarding service requirements, duration and procedure and can track the status of their permit issuance process on the website.


Challenge 4: Public participation in service improvement is lacking

As a public service institution, OSS Mataram needs to consider customer feedback to improve its services. In previous years, the local government of Mataram conducted a customer satisfaction survey on public services. The survey was conducted rarely (once in 1-2 years), so the result could not be used for the activity planning of OSS Mataram.

Response:

GIZ supported OSS Mataram staff members in developing a methodology for customer feedback management, including questions for customers, a questionnaire distribution process and the follow up. Periodically, feedbacks from customers are now compiled and analysed by the OSS team members and GIZ, and accordingly, necessary follow up actions in improving service delivery are being defined.

Challenge 5: Capacity development and cultural change toward excellent services

Business as usual (BAU) and resistance to changes were prevalent among OSS staff members in Mataram city. The Head of the OSS Office of Mataram city sought for quick wins to change individual mindsets and the organizational culture towards becoming an excellent services provider. In addition, the capacity development activities on service competencies were still lacking.

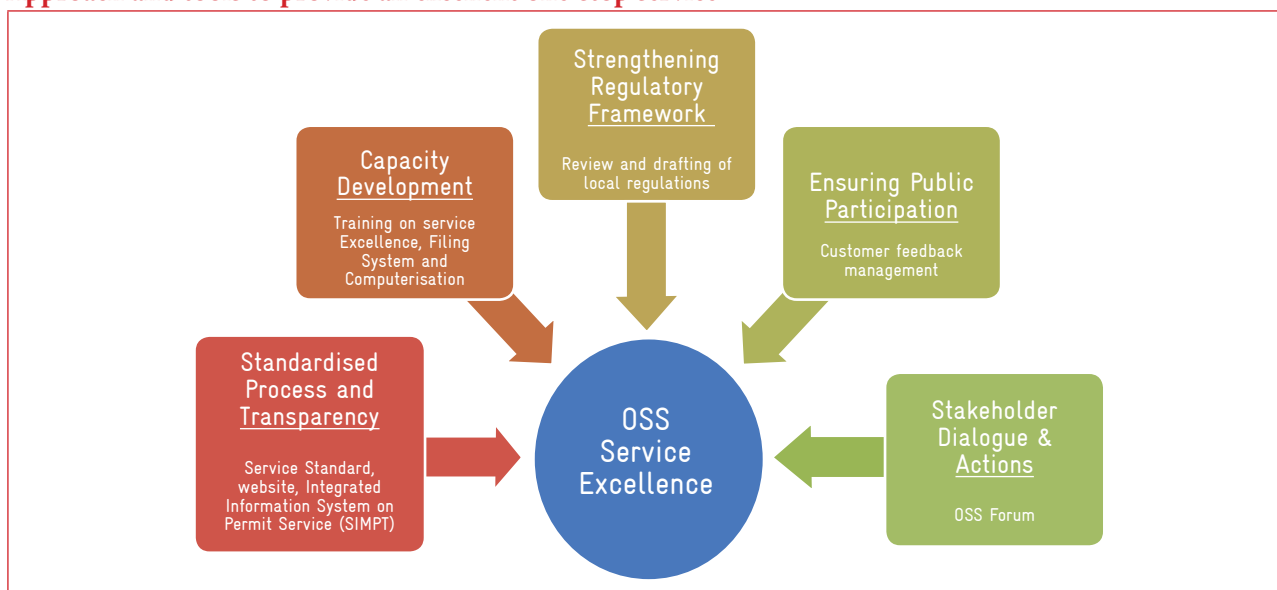
Response:

GIZ assessed training needs and conducted tailor-made trainings for excellent services. Three training were identified: (1) training on an electronic and manual filling system, (2) training on computerisation and information systems and (3) training on service excellence. Participants of the training included all staff members of OSS Mataram and the Head of OSS Mataram. Moreover, GIZ identified OSS innovations and good practices outside NTB province, and funded study tours to selected regions (OSS Solo and OSS Sragen). Participants of the study tours included OSS staff members of Mataram city.



3. Diagramme

Approach and tools to provide an excellent one-stop service



Achievements (02/2014)

Permit issuance process is standardized and publicly available	<ul style="list-style-type: none"> A website of OSS Mataram city is established An Integrated Information System on Permit Issuance Process (SIMPT) is established Service standard of OSS Mataram is enacted
GIZ inputs for local/ mayor regulations on OSS are adopted by counterpart organisation	<ul style="list-style-type: none"> Draft of regulation on authority delegation for OSS Mataram has been discussed with related stakeholders and approved by the Deputy Mayor The draft of the regulation on investment has been handed over to the Organizational Bureau of Mataram city
Public participation in service improvement is enhanced	<ul style="list-style-type: none"> A mechanism and tool for Customer Feedback Management is developed The second stage of feedback management is being processed by OSS Mataram
Capacities of OSS Mataram staff are increased	<ul style="list-style-type: none"> Training on service excellence, filing system and computerisation are conducted New numbering in filing system is applied Change in staff service behaviour, esp.in communication with customers

Stakeholder dialogue and actions

- OSS Forum is established and is active in developing stakeholder dialogues
- Forum's action plan is developed based on thorough identification of the needs of local OSS
- The sharing of information and good practices among local OSS is intensified through participation in the Forum
- Coordination and collaboration between the OSS Forum and the Ministry of Home Affairs is enhanced



Expected future impact

- Establishing more One Door Services: Other OSS NTB will follow Mataram's example
- Sustainability of an effective channel to influence regional policy making on OSS: The OSS Forum facilitates information and knowledge dissemination on OSS in NTB and enables regular communication between local OSS and local decision-makers.
- Improved and standardized service quality of OSS in NTB: The capacity development activities of the Forum improve the quality of the services provided by all OSSs in NTB



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T. +62-21-235 87 - 121/ -122/ -123
F. +62-21-235 87 120
E. doris.becker@giz.de
www.giz.de

Public Financial Management at sub-national level: Towards a sustainable state of the art training system



1. Background

Improving the quality of public financial management in Indonesia's more than 500 local governments is a priority for the Ministry of Finance (MoF). It initiated annual training courses in public financial management at sub-national level, the:

1. LKD (Latihan Keuangan Daerah) for heads of units and senior staff (currently not offered), and
2. KKD (K) (Kursus Keuangan Daerah (Khusus)) for finance professionals, now comprising six modules of which two (the KKDK) focuses on accounting),

commissioning their implementation to training centres at six Indonesian Universities and at MoF's school of accounting involving at each center around 25 lecturers on a part-time basis. The participants in the training courses are local government civil servants from the revenue divisions and financial management units, but also civil servants tasked with financial managements in other divisions. For the training to become more effective and to meet international standards the MoF requested GIZ to support a comprehensive reform of the training system under MoF. GIZ's support to KKD(K) comprised: an updated Roadmap, standardized KKD(K) modules with an e/m-learning component, ToT, systems for updating and evaluation, and a strategy for linking training with career paths.



2. Challenges and Responses

GIZ supports the MoF and the training centres in addressing key challenges in order to successfully establish a sustainable state-of-the-art training package (as outlined in the diagram on page 3). The project is managed for GIZ by GFA Consulting Group, Germany, and Asian Management Consulting (AMC), Indonesia.

Challenge 1: Effectiveness

The MoF and the training centres realised that the impact of the KKD(K)/LKD is limited and identified inappropriate teaching methods as a mayor bottleneck. As a response to this, Training of Trainer (ToT) courses have been developed and offered since 2008 with the support of the German Development Cooperation to equip university lecturers with the necessary adult-learning and participatory training skills. However, an assessment in late 2011 showed that most trainers did not apply participatory learner orientated methods and still relied on their own individual training materials.

Response:

Linking training skills with state-of-the-art training methods

Under MoF's coordination GIZ supports the continued focus on improving training, stepping up the endeavor to make it more participatory and job-performance orientated, and at the same time providing trainers and trainees with uniform, high quality guidelines and training materials. Support is provided to make ToT more effective and ensure that the trainers apply state of the art training methods.

Challenge 2: Quality standards

Although the curriculum was standardized and regularly updated, the training modules were neither standardised nor updated and the trainers used their own materials and lecture notes. A quality assurance committee, consisting of representatives from all training centres and the MoF, on the whole focused on training content. In 2011 the MoF therefore decided to start standardising the training modules.

Response:

Standardised modules

In order to standardize the modules GIZ supports MoF and the training centers in developing for each module a) a Textbook, b) a Trainer's Guideline, and c) improved PowerPoint presentations. Mechanisms are established to update the modules regularly through a web-based platform, and a system is developed to evaluate training courses, with a focus on participants' learning and the impact on the quality of financial management in local governments.

Challenge 3: Scope and reach

At least 13.100 civil servants should be trained on sub-national public financial management (KKD/KKDK/LKD) per year. Between 2009 and 2012, an average of approximately 1000 civil servants attended the KKD/KKDK/LKD courses per year. Out of the seven centres, 2 are located in Jakarta, 2 elsewhere in Java, 1 in Sumatra and 2 in Sulawesi. For the training courses to have an impact on local financial management nationwide, scope and reach had to be widened significantly.

Response:

Designing complementary e- and m-learning courses

A road-map for training module standardisation, developed in 2012 with GIZ support, promotes e-learning as a means of making financial training more accessible for local government civil servants. In addition to traditional e-learning courses, GIZ also supports the development of m(obile)-learning applications on smart phones, which are used regularly by most civil servants. E- and m-learning will be based on a central web-based platform under the MoF. The approach takes into account capacity and user-friendliness for administrators, trainers and trainees.

Challenge 4: Costs

The financial burden for the MoF amounts to roughly 10 billion Rupiah (app. 651.000 Euro) per year. This covers participants' overnight and per diem, rental of training facilities and fees for trainers, annual national seminars to update all trainers, and supervision activities by MoF staff. Pressures on the national budget has increased in recent years, and so has the pressure to reduce costs. Hence, innovative ideas were needed to lower the financial burden on the MoF.

Response:

Introducing fair cost-sharing mechanisms

On MoF's request GIZ set up an independent consultant team to assess the extent to which the KKD/K courses had an impact and what bottlenecks remain. The paper recommends among other measures to engage better-off local governments in sharing the training costs according to their financial capacity. The MoF is currently considering this option.



Challenge 5: Sustainability

MoF, the Training Centers and GIZ recognized that several factors may influence the sustainability of the standardized and improved KKD(K) modules, such as the above-mentioned financial pressures, the need for institutional embedment and ownership, motivation of trainers and trainees, support from management in local governments and integration within HR- and career systems.

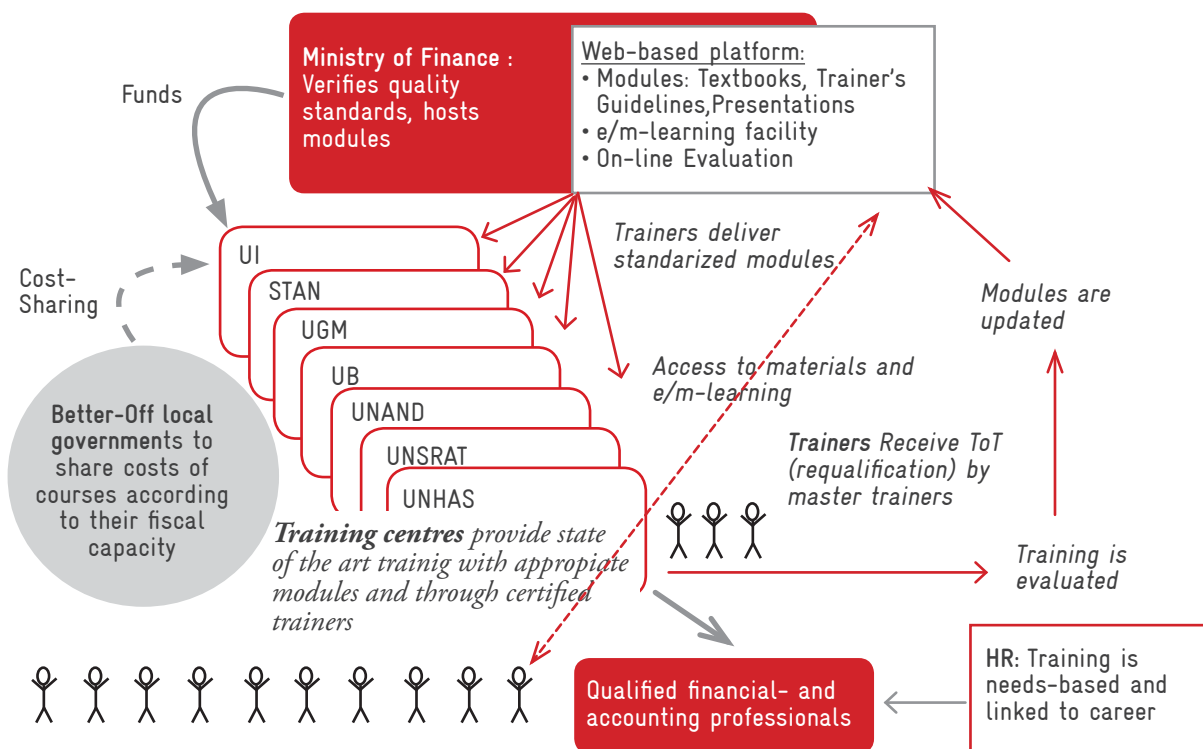
Response:

In-building sustainability in a coherent training package

The above-mentioned reforms are key ingredients for a coherent and sustainable training package. Sustainability is secured by the MoF's and the training centers' solid ownership of the KKD(K). Other sustainability measures comprise certification of trainers to motivate and enable outreach training services, systematic certification of those who complete the courses and linking training to career paths, and a flexible, innovative training system applying e/m-learning, tailor-made training on demand, and possibly a modular "blended" structure enabling shorter periods away from work. Finally innovation and future-orientation



A sustainable state of the art training package



Achievements (12/2013)

- New training methods integrated into *standardized state-of-the-art modules* to be used by all centers for the upcoming local financial management trainings
- MoF hosts all *modules and e-learning* test version on *own server*, accessible to trainers
- Test training of new modules and ToT for *certified master trainers* successfully implemented

Expected Future Impact

- Considerably *improved quality of public financial management* in local government which sent civil servants to the trainings, due to improved training quality and complementary e- and m-learning offers
- *Reduced financial burden for the MoF* due to cost-sharing mechanism according to financial capacity of participating local governments
- *Increased access to trainings* due to e-learning offers which are accompanied by trainers as e-learning tutors

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T. +62-21-235 87 - 121/ -122/ -123
F. +62-21-235 87 120
E. doris.becker@giz.de
www.giz.de



Increasing the share of Local Own Revenue as a key to improving the quality of sub-national public financial management



1. Background

Local governments depend to a large extent on financial transfers from the national government to provide services to the citizens. To improve the quality of public service delivery and gain greater financial autonomy, local governments need to increase their own revenue. It is expected that an increase in local own revenue through higher and wider subnational taxes and charges would trigger greater societal control over local governments' spending, which should ultimately put pressure on local governments to become more accountable and transparent. This assumption rests on the principle that citizens will want to know how the government spends their money. The national government encourages more fiscal independence from local governments. Law no 28/2009 on Subnational Taxes and Charges empowers local governments with greater fiscal powers through extension of the tax base, additional type of taxes, increase of minimum tax rates and improvement of local tax management. The devolution of property taxes from the national to the local level is another significant step in this direction. Nevertheless, empirical evidence has shown that some local governments lack the knowledge and capacity to enjoy the full benefits of their new powers. Therefore, the Ministry of Finance (MoF) has requested technical assistance from GIZ to optimize the implementation of Law no 28/2009 in general and the collection of property taxes in particular.

2. Challenges and Responses

Challenge 1: **Slow implementation of Law no 28/2009**

Although the law enables local governments to increase subnational taxes and charges, the own-source revenue of subnational governments did not show great signs of expansion in the first year after it entered into force. Awareness-raising campaigns about the new scope of action offered by the law did not bring about the anticipated results. Some local governments were struggling to implement the law and the collection of subnational taxes and charges was sub-optimal. However, the reasons for the slow implementation were unknown and the problem could not be redressed properly.



Our response:

Identifying main challenges to implementing Law no 28/2009 and assisting selected local governments in designing an action plan.

In 2011 GIZ provided assistance to MoF to conduct a study to identify main challenges faced by local governments in implementing Law no 28/2009. Findings showed that some, especially rural, not densely populated and poor local governments were not able to collect subnational taxes and charges optimally due to limited knowledge and capacities, inadequate infrastructure and IT-systems, and low tax compliance. It also revealed that some legal provisions were unclear thereby opening the door to many different interpretations. Based on those findings, GIZ assisted selected local governments in three provinces (East Kalimantan, Central Java and NTB) in developing an action plan with strategic measures to improve implementation. GIZ facilitated focus group discussions and workshops to help stakeholders get a clearer understanding of the law and finding appropriate solutions to boost implementation. Participants represented district and province administration, notaries and the private sector (business associations and/or local chamber of commerce). The impact assessment of local action plans on the implementation of Law no 28/2009 was conclusive: Local governments used their revenue potential more effectively, introducing more citizen- and business-friendly administrative procedures and increasing own-source revenue.

Challenge 2: Sub-optimal collection of property taxes

At the beginning of 2010, the competence to collect property taxes had been transferred from central to local governments.. The devolution of power happened gradually until 2014, when the central government stepped out completely. It soon became evident that most local governments were lacking the capacity and knowledge to perform this new responsibility efficiently and without losing potential revenue.

Our response:

Identifying the main challenges faced by local governments in collecting property taxes.

GIZ assisted MoF to draft a Roadmap for the devolution of property taxes. The Roadmap clearly mentions tasks, responsibilities and deadlines and was later endorsed by MoF, the Ministry of Home Affairs (MoHA), and some provincial and local governments. GIZ also helped MoF raise awareness on the importance and benefits (in terms of revenue) of collecting property taxes in an efficient and effective manner, with a special focus on improving property administration. An international seminar on property taxes gathering government representatives from selected Asian countries took place in November 2012 to allow exchanging best practices and experiences.

Challenge 3: Insufficient local charges

Law no 28/2009 sets a predetermined list for the collection of local charges. Local governments are only allowed to collect charges for 30 types of local services mentioned on the list. However, in some districts/municipalities, some of those services are not provided, but others are, for which charges could be levied. For that reason, many local governments consider that the list restricts optimal local own revenue therefore they demand its amendment.

Our response:

Developing basic principles for the collection of local charges.

GIZ supported MoF to develop basic principles for the collection of local charges based on international best practice. Using those principles as guidance, the services provided by the targeted local governments were assessed to define which ones should be charged and included into the list. The MoF currently considers proposing an amendment to law 28/2009 in order to replace the predetermined list by guiding principles for local charges.

Challenge 4: Limited capacities

Based on the findings of the study and discussions with stakeholders, it appeared that local institutions did not have sufficient understanding, knowledge and capacities to set appropriate tax policies and collect taxes and charges optimally.

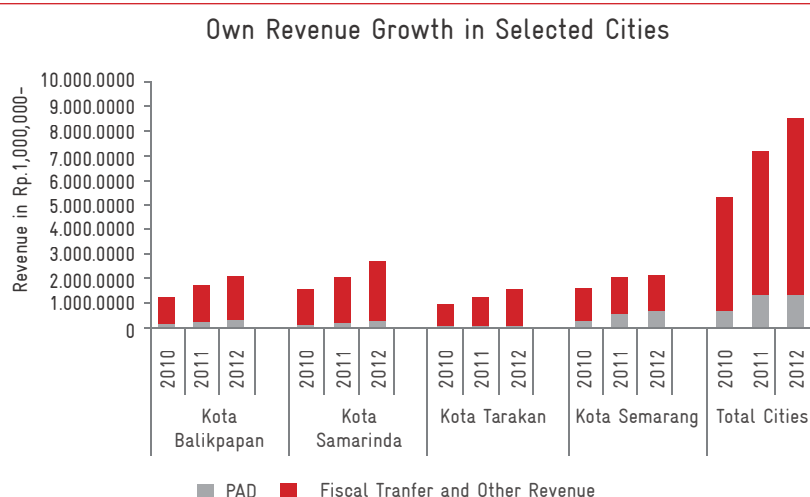
Our response:

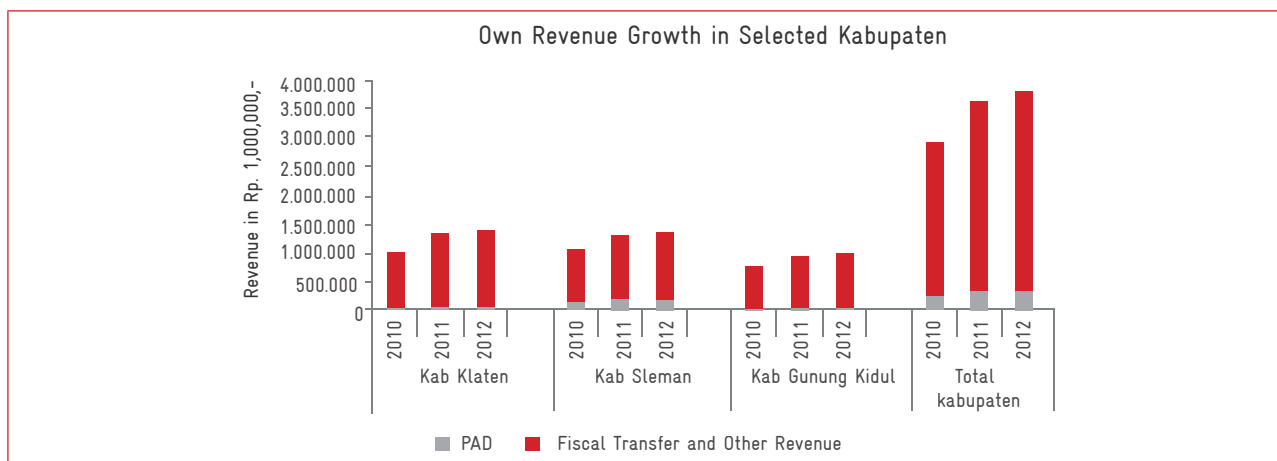
Designing tailor-made training programmes

To build the capacities of local apparatus for better collection of subnational taxes and charges and implementation of the law. Trainings were conducted in selected districts in the three focus areas. The training programmes gathered professionals with different backgrounds depending on the specific needs of the stakeholders. With regards to property taxes, trainings with tax officials and appraisers were conducted to improve data collection (using GIS technology), property appraisal and the management of taxpayers' claims and complaints.

3. Diagramme

Local Own Revenue of selected LGs in East Kalimantan, Central Java, and West Nusa Tenggara





4. Achievements (2013)

- The local own revenue of targeted local governments and its share in the total budget increased significantly: GIZ supported local governments in fully implementing their action plans, using their revenue potential more effectively, introducing more citizen- and business-friendly administrative procedures and increasing own-source revenue.
- The Ministry of Finance is considering a concept to amend Law 28/2009, introducing guiding principles as benchmark for local charges instead of a predetermined list, thereby resolving the dilemma between inappropriate and inflexible regulation on the one hand (predetermined list) and proliferation of nuisance charges on the other (without predetermined list).
- The Ministry of Finance is currently implementing the Road Map for property tax devolution; whereas in early 2013 there were 369 100 local governments unable to collect property tax, only 30 local governments without appropriate local regulations remained in early 2014.

Expected future impact

As the share of local own revenue in the total budget increases, the quality of public financial management at the local level will improve and local governments will be more accountable and transparent

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Jl.MH.Thamrin No.1
Jakarta 10310 – Indonesia
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F. +62-21-235 87 120
E. doris.becker@giz.de
www.giz.de

Fuel Price Subsidies: Dialogue Fora as a means to raise public awareness of financial, environmental and logistical consequences



1. Background

Fuel price subsidies in Indonesia have important consequences on the national budget, the environment and traffic congestion. In 2012, fuel subsidies accounted for more than government spending on education and health combined, or 12% of total national expenditures. Subsidies largely miss their target, since they are provided by liter consumed, rather than based on the income of the consumer. Only 3% of subsidized fuel is consumed by public transport, compared to 53% by private cars. Furthermore, low fuel prices are an incentive for many households to purchase private vehicles, resulting in ever more traffic congestion. Fiscal and environmental consequences because of subsidised carbon-emitting energy consumption and transport are enormous. The Centre for Climate Finance Financing and Multilateral Policy at the Ministry of Finance requested GIZ support in addressing this challenge to raise awareness and influence public policy.

2. Challenges and responses

GIZ supports the MoF in identifying key challenges and designing and implementing dialogue fora as an appropriate response to raise awareness on the complex subject-matter of fuel subsidies.

Challenge 1: Low level of public awareness

Although data is available and fiscal and environmental simulations allow for evidence-based scenarios, public awareness on the impact of subsidies is low. Understandably, the fear of many on their direct and personal consequences is more important than impacts that appear more general and impersonal.

Response:

Creating appropriate platforms to raise awareness

Reports presenting their findings on fuel subsidies are public, but awareness among a large part of the population is still low. Instead of providing yet another study, GIZ supported the Ministry of Finance in presenting its findings in a format which is more accessible to many. By facilitating the organisation of dialogue fora on the matter, key facts and figures were exchanged in a moderated discussion.



Challenge 2: Polarisation in the public sphere

Debates about the issue of fuel subsidies are rarely an open exchange, but rather a polarised presentation of arguments and counter-arguments.

Response:

Giving all standpoints a fair chance

The dialogue format was designed to allow a fair and free exchange of arguments from all standpoints. The right mix of Members of Parliament and representatives of public administration, private sector and civil society allowed for more nuanced discussions. The audience of about 150 participants could raise questions and challenge viewpoints of the panellists.

Challenge 3: Neutrality on a very politicised topic

A level playing field for all participants is a precondition for a discussion forum to be credible, especially on such a politicised topic. This potentially conflicted with the fact that the Ministry of Finance has a very critical position regarding fuel subsidies, but at the same time has been the initiator of this process.

Response:

Universities as guarantor of an open academic exchange

In order to overcome this challenge, each of the three dialogue fora were organized by a different University (UGM, UNSRI and UI), taking place in an auditorium of the organising faculty. This location credibly stood for impartial academic exchange. It turned out to be the ideal setup for the panelists to speak more openly than they would have within the walls of one of the protagonists.

Challenge 4: Reach

Although dialogue fora have been well attended, the reach of the discussion remained limited. The average size of the auditorium has been about 100 - 125 students and 30 – 60 representatives of concerned institutions. For the dialogue fora to have an impact, more people needed to be aware about the discussion.

Response:

Classical and modern media

Besides inviting classical media like radio stations and TV, attracted by high level speakers, each dialogue forum has been recorded and uploaded on you-tube. The discussion may thus be watched anytime and anywhere.

Challenge 5: Selecting the topic – not too narrow and not too large

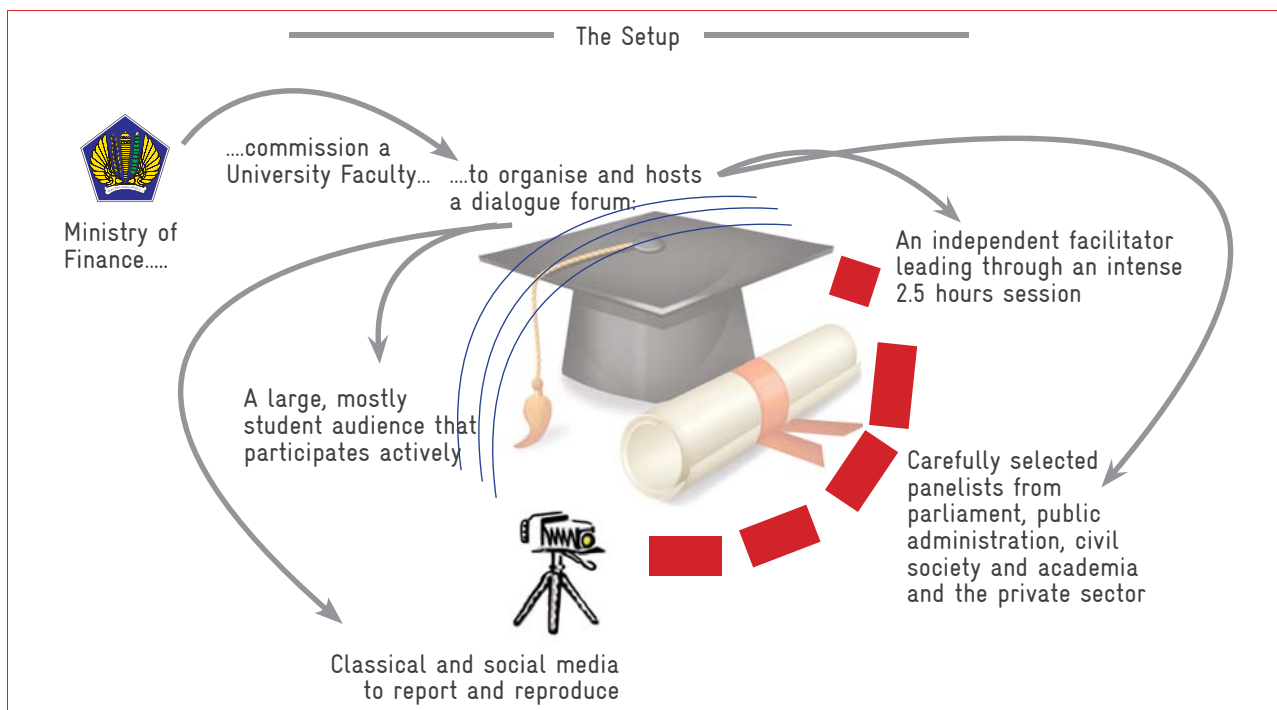
The potential scope of discussions about fuel subsidies is nearly endless, be it on the various (financial, environmental, etc) consequences or policies to reduce subsidies and appropriate compensation matters. If the topic is too large, the discussion forum would not come to conclusions; if it is too narrow, it would become a boring discussion among experts.

Response:

Careful selection and narrowing down

GIZ assisted the MoF in carefully drafting the ToR for each forum in a way that the series starts with a broader discussion. The second forum then narrowed down on a more specific issue which turned out to be the most challenging one in the first round (transport). The third forum again built on the conclusions of the former, leading to a progressive discussion.





3. Achievements:

- Successful implementation of three dialogue fora, one in Yogyakarta (UGM), one in Palembang (UNSRI) and one in Jakarta (UI); high demand, full audiences
- Positive feedback from panelists (MPs, representatives of public administration, civil society and academia) of the open and fruitful discussion

4. Expected impact:

- Contribution to a more evidence-based discussion in the public sphere about fuel subsidies
- Increased public awareness about the many facets of the issue through (social) media
- Improved networking among protagonists of different viewpoints, ultimately leading to better policy advice within their institutions
- Replication of the format by other institutional players





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Transforming Administration – Strengthening Innovation (TRANSFORMASI) Programme
Doris Becker
Programme Director

Menara BCA, 46th Floor
Jl.MH.Thamrin No.1
Jakarta 10310 – Indonesia
T. +62-21-235 87 – 121/ -122/ -123
F. +62-21-235 87 120
E. doris.becker@giz.de
www.giz.de

Increasing the Use of Geo-spatial Data in Local Governments



1. Background

The province of Nusa Tenggara Barat (NTB), as well as Indonesia as a whole, is experiencing rapid development and urbanization. Within this context, sound development planning including strategically planned investments, policy interventions, stakeholder coordination and monitoring is crucial. It is estimated that 90% of all government activities have geospatial elements and even the President of Indonesia stated that “geospatial data are needed by all government institutions and communities to improve the quality of decision-making in all aspects of national developments”. Although the necessity of using geospatial data is acknowledged, in reality only very few local government institutions (Satuan Kerja Perangkat Daerah –SKPD) in NTB make use of it. Even in the SKPD where (very basic) Geographic Information Systems (GIS) are in place, many challenges impose serious limitations to the scope, effectiveness, reliability and sustainability of the use of geospatial data in data driven decision-making. Being aware of the importance and potential benefits of geospatial information, Bappeda NTB requested assistance in Data Management and GIS from GIZ in 2011.

2. Challenges and Responses

The use of geospatial data at institutional level requires a Geographic Information System, which consists of software, hardware, skilled people, data and methods/procedures. Each aspect poses its very own set of challenges in the environment of local government institutions in NTB and within Bappeda NTB (Badan Perencanaan Pembangunan Daerah/Regional Development and Planning Board) in particular. Increased institutional capacity is necessary to provide access to spatial data easily and quickly, promote the utilization and integration of spatial data to support decision making, and improve the understanding and use of spatial information.

Limited availability of skilled people (in IT and GIS):

Even though an increasing number of students graduate in studies related to IT and geospatial data and the importance of IT (and geospatial data) is acknowledged, the number of civil servants in local government institutions possessing this background is extremely limited and usually Standard Operating Procedures (SOP) guiding IT (and data) management are not in place. Until today, only a very limited number of IT or spatial data-related civil service candidates are recruited annually. Another significant challenge is the practice of Mutasi, the frequent transfer of civil servants to different sub-departments and departments, usually without adequate time for handing over.

Our response:

- Development of several training modules of standard GIS Software (ArcGIS, QGIS, etc.)
- Conducting of several intensive training courses with around 150 participants from a variety of SKPD
- Training on the job of selected staff
- Advocating to assign and/or hire qualified personnel
- Investigate and promote suitable IT solutions (often easier to manage and cheaper than the usual solutions seen in many SKPD)



Lack of funds to buy necessary hard- and legal software:

Even though Bappeda has access to funds to purchase equipment and software, these funds are limited. Proprietary GIS software is very expensive and local government institutions are not always able to buy legal software. In addition, due to a lack of experienced IT personnel, suboptimal decisions are made at times, regarding the purchase of equipment, e.g. over dimensioned and/or difficult to manage.

Our response:

- Advice and purchase of suitable hard- and legal software solutions
- Introduction and promotion of (free) OpenSource Software including training

Limited availability of spatial data due to non-existent data:

The creation and update of accurate and reliable spatial data can be a very time-consuming and expensive process. In Indonesia not many government institutions have the skills and funds for creating this type of data. BIG (Badan Informasi Geospasial/Geospatial Information Agency) is one of the exceptions. It creates small and medium scale data and also, although to a lesser extent, large scale data. Nevertheless Indonesia is far too large to be mapped by BIG or the few other capable government institutions on their own. This situation leads to a lack of data, especially large-scale data, thus hampering the efficient use of GIS. Sometimes local governments hire consultants on a project basis to create data. Nevertheless knowledge transfer of how to create this data is often not done and the contracting authority (due to a lack of knowledge) is often not able to check the quality of the data.

Our response:

- Creation of a large scale Geodatabase for the area of a pilot project site (Kota Mataram), including field surveys, support in satellite imagery acquisition, digitizing/vector data creation, facilitation of data verification workshops (at Kelurahan Level)
- Involvement of government officials in the whole process
- Support the creation of large scale geodata in cooperation with AusAid Access (using Open Streetmap), including surveys in selected villages in NTB and Training of Trainers of Village Survey Units and coordinators.

Limited availability of spatial data due to limited data sharing:

One of the most important parts of a GIS is data. In NTB there is not yet a culture of formalized data sharing and exchange. Large and medium scale spatial data of varying quality exists, stored by different users and different institutions, but it is not easily available. Data exchange is often severely hampered by a wrong understanding of custodianship. Data custodians still see themselves as owners of the data. Rather, the custodian should manage the spatial information as “trustee” for the community. Failure to define the roles and responsibilities of data custodians means that much of the data is very difficult to access, it is of poor quality or incomplete. Another problem is that data sharing between different government institutions, especially at different levels of government, is difficult. For instance the National Land Authority (Badan Pertanahan Nasional – BPN) as a vertical institution has for large areas good large-scale spatial data (particularly parcel data) very much needed by local government administrations (Pemerintah Daerah – PEMDA). Nevertheless, PEMDA has no legal authority to access this data.

Our response:

- Intensive communication with decision makers and staff of Data Custodians within the local government as well as with stakeholders from national level government and vertical institutions
- Support the Initiative “NTB satu data” and “NTB in My Hands” by advising Bappeda NTB representatives
- Set-up of a GIS Data Server (NAS) within the Intranet of Bappeda NTB
- Development of a data scheme for selected Spatial Datasets
- Development of a WebGIS System as a provincial hub of the national spatial data infrastructure (NSDI) and integration of selected geo-datasets of Bappeda into the Ina-GeoPortal



Limited practical application of geodata:

Due to a lack of skilled personnel, the lack of experience in using data for analysis and compiling map layouts, and the practice of making decisions based on unreliable or incomplete data (due to a lack of reliable data), maps are still a very underused tool in government administration and decision making. Civil servants and most of all decision makers are often unaware of the potential and benefits of GIS.

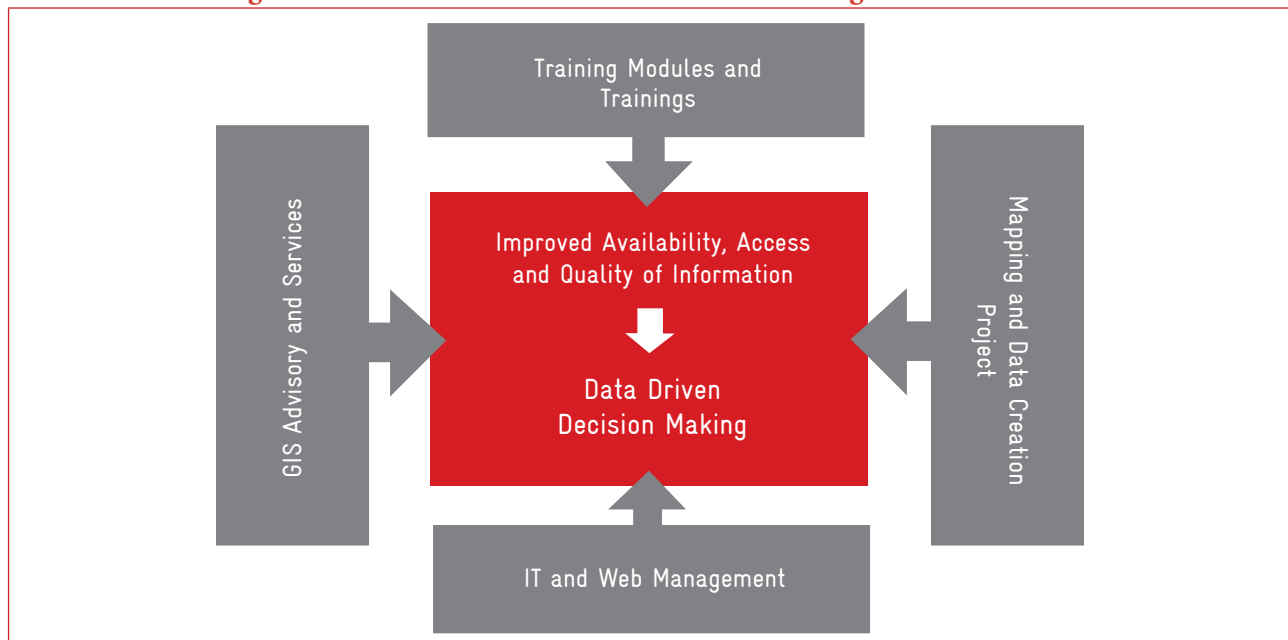
Our response:

Generate eye-catching and demand-oriented outputs to increase awareness and high-level support through:

- Creation of the Mataram Street Atlas and Tourism Maps as an eye-catching and useful GIS output (e.g. on www.openstreetmap.org, <http://bappeda.ntbprov.go.id>)
- Support stakeholders in GIS on request:
 - Support local government institutions, NGOs and villages in creating maps based on OpenStreetMap Data (in Cooperation with AusAid Access)
 - Create Tsunami Evacuation Maps (in cooperation with GIZ IS Protects)
 - Create Basemaps for improved village administration and tourism management (in cooperation with GiliEcoTrust)

3. Diagramme

GIS and Data Management as a basis for Data Driven Decision Making



Achievements (03/2014)

- Increased capacities and availability of training materials in the public and private sector (150 people trained) to manage GIS as a tool for data driven decision making
- Improved access to information and greater transparency via the Bappeda NTB as well as the KPPT (Kantor Pelayanan Public Terpadu/One-Stop-Service-Center) Kota Mataram Website
- Widespread use of the spatial data created and shared via OpenStreetMap by local governments and other stakeholders for planning, monitoring and social mapping at the village level (in the health and education sectors).
- The maps produced for Tsunami Contingency Planning are used in most of the working districts of GIZ Protects
- Kota Mataram possesses its first comprehensive Street Atlas as well as the underlying data which facilitates decision making for different stakeholders
- Mobilization of private funds (Gili Eco Trust) for development of tourist maps.



Expected future impact

- Improved quality of decision-making based on available spatial data and information
- Enhanced data transparency and accessibility; Mindset change towards a more collaborative and open way of handling spatial data – not owner of the spatial data but manager – away from the the mindset of ownership towards custodianship regarding spatial data
- Improved national data integrity and transparency: Bappeda will extend the use of the WebGIS system and link it to the National InaGeoPortal
- Use of the data in the context of the one stop service to take informed decisions on requests for permits for building, operation of enterprises, etc.
- Increased use of GIS to foster better cooperation between local government institutions and inter-local governments cooperation



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Menara BCA, 46th Floor
Jl.MH.Thamrin No.1
Jakarta 10310 - Indonesia
T. +62-21-235 87 - 121/ -122/ -123
F. +62-21-235 87 120
E. doris.becker@giz.de
www.giz.de