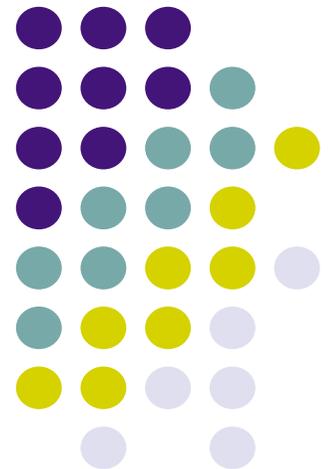


Support to Papua Empowerment and Economic Development (SPEED)

An Integrated Right-Based Programmatic
Intervention

Presentation by
Agung Djojosoekarto
The Partnership for Governance Reform



Voices from Partners in Papua: The Programmes (1)



- Customary based police service
- Evaluation of Otsus Papua
- Forestry programme with Telapak
- From Para-para facilitated by SNUP
- Revitalising customary court
- Regional Action Plan Anti-Corruption Facilitation
- ICS initiative on good governance
- FGDs, advocacy and technical assistance



Voices from Partners in Papua: Pro-poor economic governance (2)

- For decades, the Papuan has suffered from symptoms of paradoxes in their economies:
 - Tremendous amounts of wealth is available but remains ranked 33rd in HDI (NHDR 2005)
 - Huge potentials (human capital, public and private investment, as well as growing market) do not lead to symbiotic production and consumption system that give tangible benefit to the people (Evaluation of Otsus Papua on economic sector by MoHA-UNCEN, 2007)
 - Abundant financial resources from the Special Autonomy Fund have not produced quality public services in health, education, people's economy and infrastructure (Evaluation of Otsus Papua in sectors by MoHA-UNCEN-UKSW, 2007 and Para-para in Papua and Makassar)



Voices from Partners in Papua: Pro-poor economic governance (2A)

- Institutional design and policy formulation and implementation have not supported effective and accountable system government
 - In appropriate or misuse of governmental budgets have long been suspected but efforts to institutionalise structural solutions are hardly effective (Evaluation of Otsus Papua on policy framework)
 - Local governments (province, regency, district and village) lack of capacities in managing development planning and implementation on the principle of Rights Based Approach (From various FGDs and Para-para)



Voices from Partners in Papua: Rule of law and human security (3)

- Conflicting and inconsistent laws and regulations hamper the implementation of the Special Autonomy policies
 - Sectoral laws, Regulations, and programmatic policies do not support the implementation of the special autonomy at the provincial, municipal, district level (from the dialogue with local government and multi-stakeholders on the Special Autonomy Evaluation, Jayapura, Dec 2007)
 - Only limited facilities and expertise are made available for the formulation of the perdasi and perdusus, making the implementation of the special autonomy policies lack of policy and political guidance (from the Evaluation of the Special Autonomy, Public Policy Aspect, 2007)
 - Willingness to enforce laws and regulations to ensure human security is not equipped with institutional and agency capacities



Voices from Partners in Papua: Rule of law and human security (3A)

- Capacities of local agencies in formulating laws and regulations for the implementation of the Special Autonomy
 - Governmental agencies which are responsible for maintain order and justice are not yet sufficiently capacitated or not yet established. (from seminars, dialogues, advocacy by ICS, SNUP, etc)
 - The awareness and effort of Civil Societies in creating clean and accountable government are not yet sufficient for conducting effective public oversight and supervision (from FGDs of Police and Justice Support Programme)

Voices from Partners in Papua: Sustainable and just utilization of Natural Resources (4)



- Lack of coherent strategies for the optimum utilisation of natural resources that promote people's welfare and mitigate natural destruction
 - There is not yet comprehensive strategies on the utilisation of natural resources (mining, forestry, marine, etc.) based on the principle of maximum value and use (TNC reports, FGD with Telapak, Para-para)
 - Conflicting laws, regulations and policies on the exploitation and conservation of natural resources (Telapak, Forestry Governance Programme of PGR)
 - Conflicts in the tenurial system involving the agencies from the government, the private sectors and the civil societies

Voices from Partners in Papua: Sustainable and just utilization of Natural Resources (4A)



- Limited capacities of local agencies in developing policies programmes in sustainable and just resources management
 - Insufficient multi-stakeholder coordination and communication to improve forestry governance
 - Lack of capacities of government officials, police and military, civil society activists and the media to secure the forest and natural resources



What are the impacts and consequences of the current practices?

- Poverty and under-development
 - Very Low HDI
 - Insufficient human and institutional capital
 - Ineffective and unsustainable utilisation of resources
- Inequality and injustice
 - Problems of justice and social order
 - Continuing human insecurity
- Social unrest and local conflicts
 - Vulnerable social cohesion
 - Widening disparities and gaps
- Undermining of Papua's autonomy and reputation
 - Unsustainable capitalisation of past social, public and private investments
 - Papua treated as a “underprivileged class” citizen within Indonesia



The proposal from Partners: What needs to be done?

- Better use of the budget for people development:
 - More funds go to basic social services and infrastructure,
 - More and better “bottom-up” planning
 - Fewer resources are lost to corruption
- Better laws and regulations in support of development:
 - Drafting of better laws and regulations on the implementation of OTSUS
 - Better synchronization of national and provincial laws
 - Better implementation of laws and regulations
- Better governance of natural resources:
 - Better provincial level regulation, management and over-sight
 - More and better grass roots level management
 - Better enforcement



What Role Can the Partnership Play?

The Partnership proposes an expanded program in Papua with the following overarching objective:

***“Effective, Right-Based and Accountable Governance
to Accelerate People’s Development in Papua”***

Based on the Partnership’s experience and competencies, it proposes to work in one or more of the following five programmatic entries:

- Improving budgeting and planning
- Improving legislation and regulations
- Improving forestry governance
- Strengthening law enforcement for good governance
- Promote self-reliance capacities of autonomous villages



Key Approaches to the Partnership's Roles in Papua

The partners propose to the Partnership to work in Papua by emphasising in the following roles:

- Producing tangible improvements for the Papuan people
- Multi-stakeholder engagement
- Increasing the participation of women
- Reducing the opportunities for corruption
- Use of pilots to create models for wider replication
- Sustainability – especially by partnering with existing Papuan organizations



Promoting good governance at the provincial and local levels

Responding to the demands, the Partnership will work at both the provincial and local levels, based on the following directions:

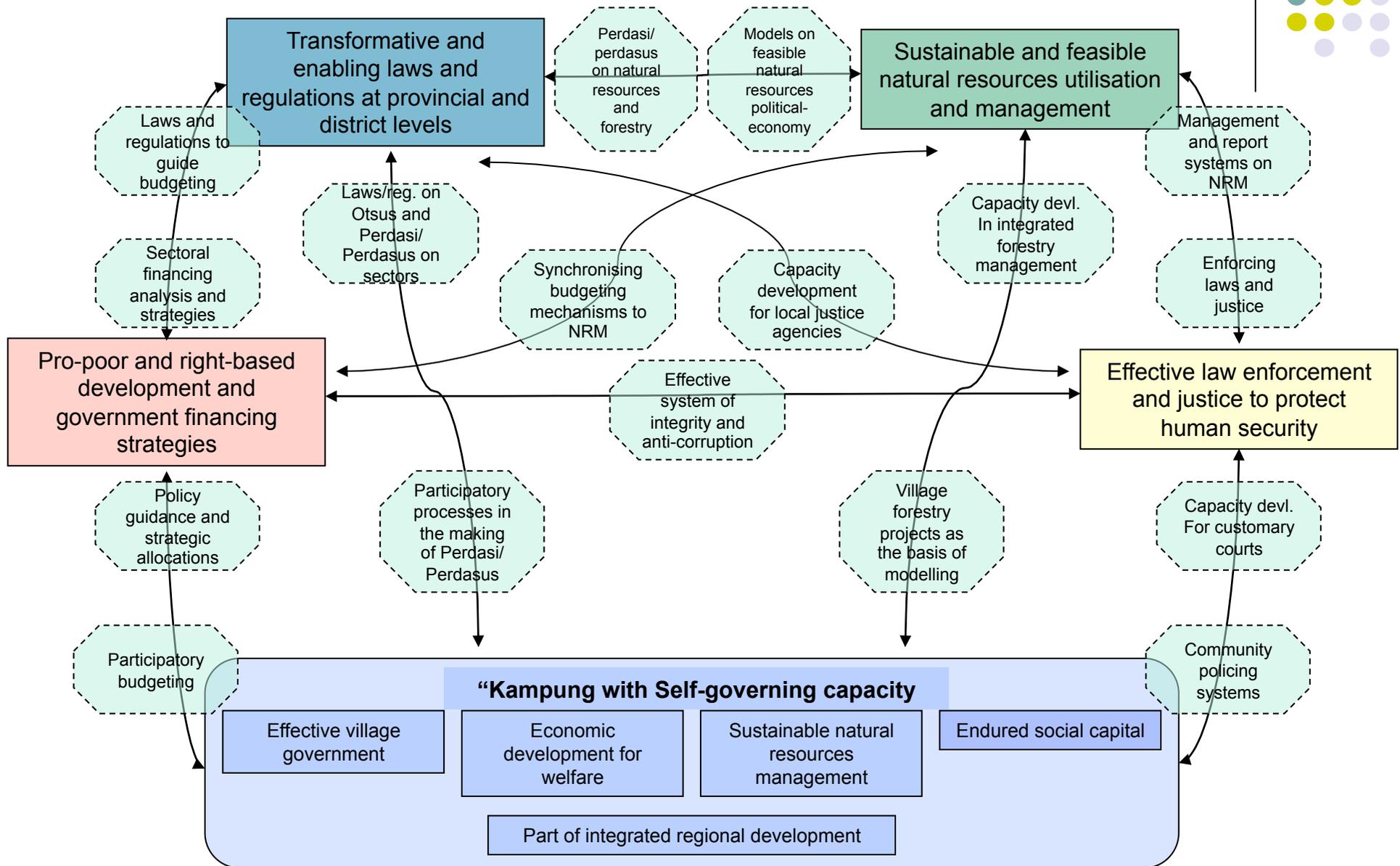
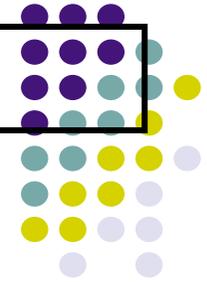
- The Partnership proposes to use about half of its resources to work at governance reform at the provincial level.
- About half of its resources would be used to develop two pilot programs that would develop models for bringing these reforms down to the lowest level possible.
- The goal of the work at the local level would be two-fold: 1) to ensure that reforms are implemented at lower levels and 2) to learn lessons for wider replication



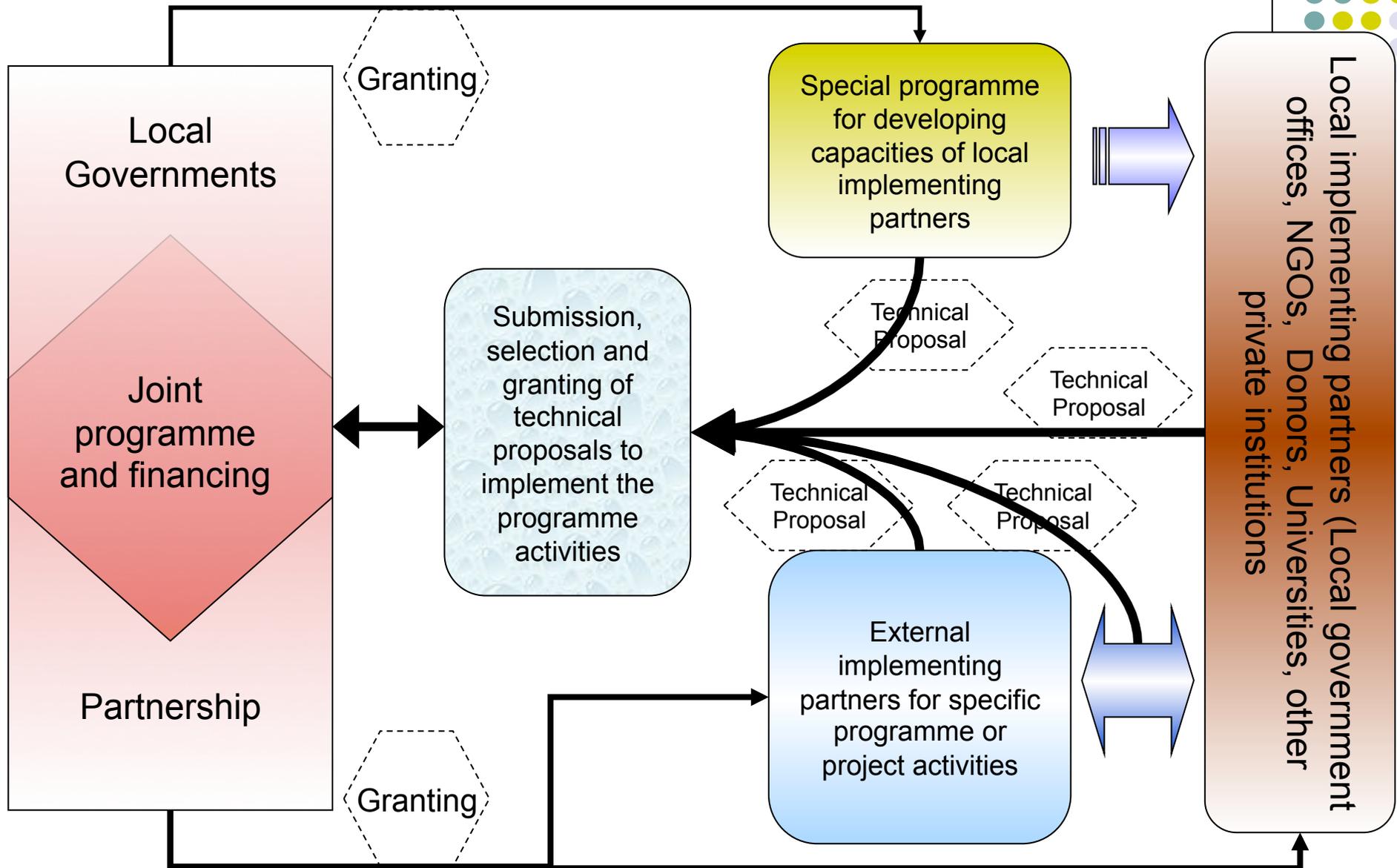
The agreed programme areas

- The partners and the Partnership have agreed to work together in the following programme areas:
 - Programme Area 1: Strengthen budgeting and development planning
 - Programme Area 2: Strengthen drafting of laws and regulations
 - Programme Area 3: Improve forestry/NRM governance
 - Programme Area 4: Strengthen law enforcement in support of good governance
 - Programme Area 5: Promote self-reliance capacities of autonomous villages

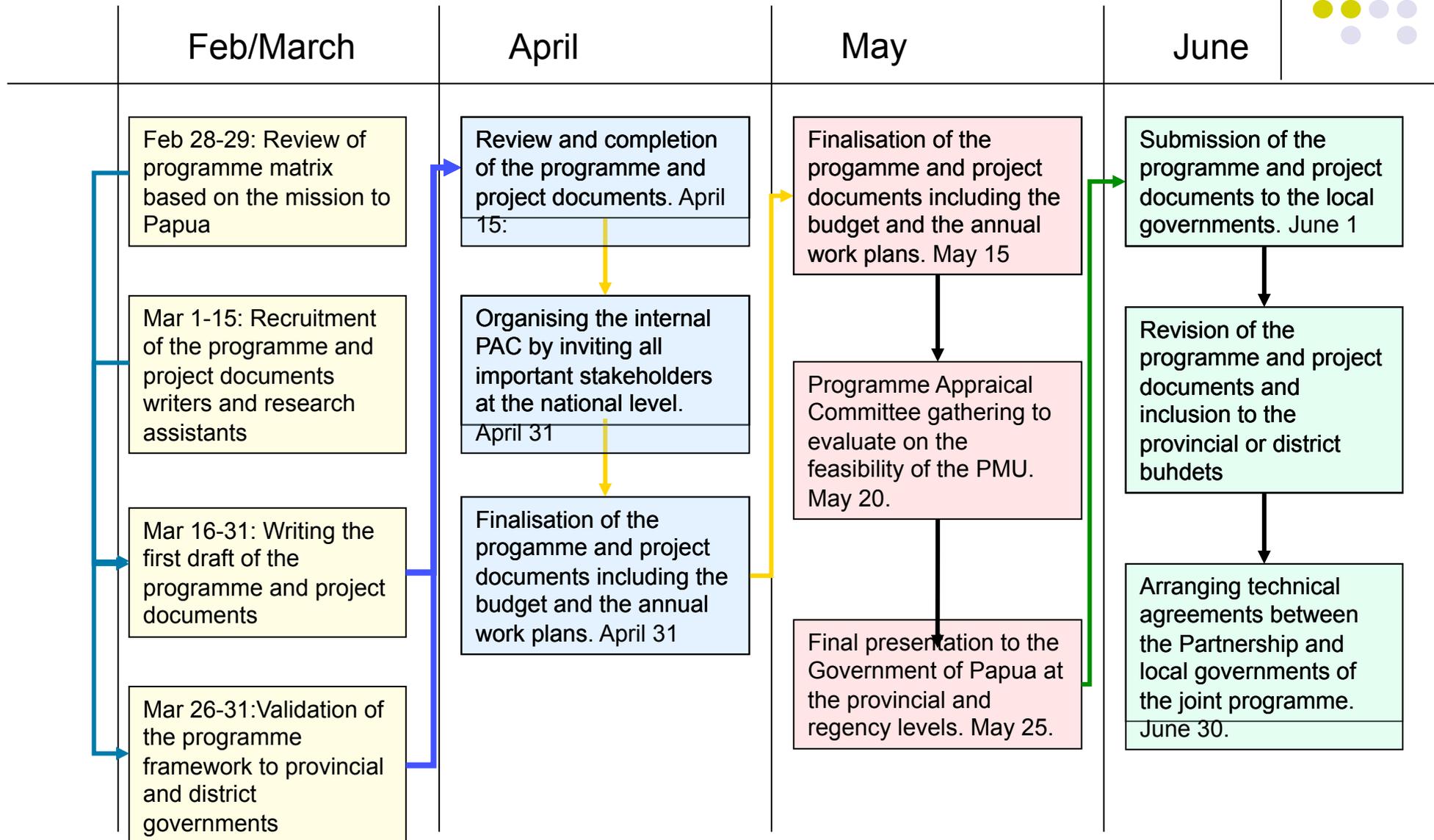
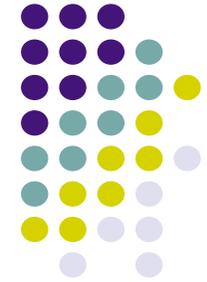
Integrative Programme Strategies



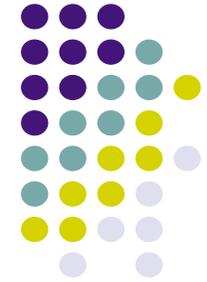
Arrangement of programming flows



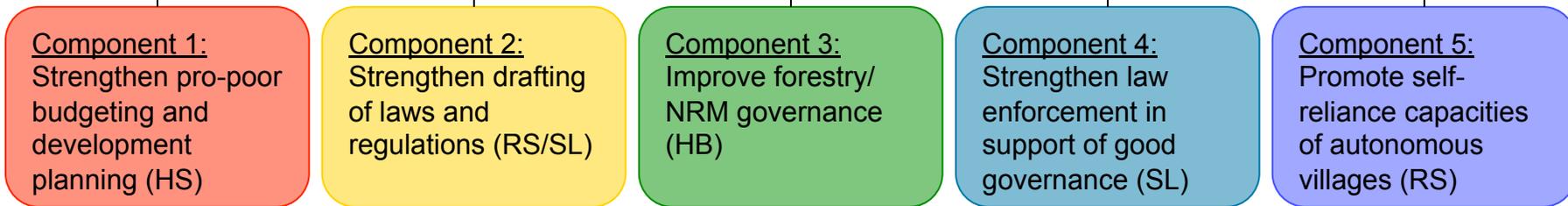
Scheduling and targeting for Programme Development



Programme Structure



Programme Goal:
Effective and Accountable Governance to Accelerate People's Development and Welfare in Papua



Component 1:
Strengthen pro-poor budgeting and development planning (HS)

Component 2:
Strengthen drafting of laws and regulations (RS/SL)

Component 3:
Improve forestry/ NRM governance (HB)

Component 4:
Strengthen law enforcement in support of good governance (SL)

Component 5:
Promote self-reliance capacities of autonomous villages (RS)

- Programme Results:
1. Improved capacities of local government in programme and budget planning based on Right Based Approach
 2. Integrative budget and resources management of local governments
 3. Accountable and transparent audit systems
 4. Enhanced institutional capacities of local ombudsmen and inspectorates
 5. Effective public oversight on the use of local budget and resources

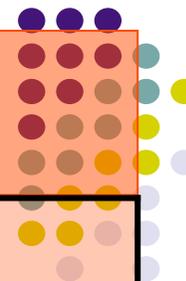
- Programme Results:
1. Trained executive branch and legislators on drafting of laws and regulations
 2. Established expertise and multi-stakeholder forums to formulate laws and regulations
 3. Completed academic drafts of local laws and regulations as inputs to the task force
 4. Disseminated local laws and regulations to the public
 5. Synchronized laws and regulations drafted and enacted by the local and the national governments

- Programme Results:
1. Consolidated strategies and regulations in the political economy of sustainable forestry
 2. Effective multi-stakeholder coordination to improve forestry governance
 3. Trained officials, police and military on forestry management
 4. Built capacity of CSOs and media on forestry issues and monitoring illegal logging
 5. Protected customary communities on their tenurial rights

- Programme Results:
1. Established and strengthened local Forums on Corruption Eradication and Integrity Pacts
 2. Enhanced capacities of Papuan CSOs in combating corruption
 3. Trained officials and public monitor in organising local auditing and oversight
 4. Effective collaboration between local initiatives and KPK in combating corruption
 5. Established and effective Adat-based community policing models

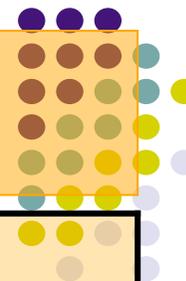
- Programme Results:
1. Consolidated policies and strategies in developing village governance and economy
 2. Capacitated village business management units
 3. Coordinated management in village governance programme by regency and provincial governments
 4. Established models or pilots on village governance and economic development
 5. Disseminated learning from model sites

Component 1: Strengthen pro-poor budgeting and development planning (HS)



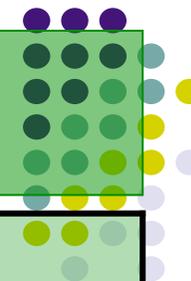
Programme Results	Indicative Principle Activities
<p>1. Improved capacities of local governance actors (local governments and local parliaments) in programme and budget planning based on Right Based Approach (RBA)</p>	<ul style="list-style-type: none"> i. Reformulating “business process” of each local governance actors in programme and budget planning based on RBA ii. Synchronizing all “business process” of local governance actors based on RBA iii. Facilitating various and thematic training iv. Developing and implementing M&E tools and procedures
<p>2. Integrative budget and resources management of local governments</p>	<ul style="list-style-type: none"> i. Analyzing and synchronizing budget and resources management structure from regency/ city to province government level ii. Facilitating and establishing budget and resources management coordination of all SKPD with Bappeda (regency/city and provincial level)
<p>3. Accountable and transparent audit systems</p>	<ul style="list-style-type: none"> i. Adapted national audit system for local government ii. Developed integrated review mechanism between audit institutions (BPKP, regional inspectorates) iii. Developed regular accountability report to public
<p>4. Enhanced institutional capacities of local ombudsman and inspectorates</p>	<ul style="list-style-type: none"> i. Establishment of local ombudsman (provincial level) ii. Development methods and implementation in coordination between local ombudsman and Regional Inspectorates
<p>5. Effective public oversight on the use of local budget and resources</p>	<ul style="list-style-type: none"> i. Developing alternative TPA (Transparent, Participative, Accountable) audit systems ii. Strengthening CSOs and media in capacity and capability on local budget and resources systems iii. Establishing local CSOs network from regency/city level up to provincial level

Component 2: Strengthen drafting of local laws and regulations (DT)



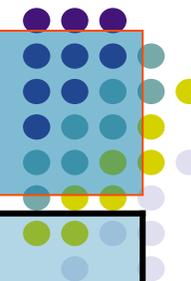
Programme Results	Indicative Principle Activities
<p>1. Trained executive branch, local legislators and CSO activists on drafting of local laws and regulations</p>	<ul style="list-style-type: none"> i. Developing comprehensive training manuals and modules. ii. Facilitating several laws and regulation drafting training. iii. Developing manual book for drafting laws and regulations
<p>2. Established expertise and multi-stakeholder forums to formulate laws and regulations</p>	<ul style="list-style-type: none"> i. Developing resource centre for drafting laws and regulations at province level. ii. Establishing CSO network on laws, regulation policy monitoring. iii. Developing local regulation/province level on principles and SOP of local laws and regulation drafting. iv. Facilitating multi-stake holder dialogs as part of drafting laws and regulations process
<p>3. Completed academic drafts of local laws and regulations as inputs to the task force</p>	<ul style="list-style-type: none"> i. Facilitating researches and studies on several issues related to the draft laws and regulation. ii. Facilitating drafting team in formulating academic drafts and alternative draft laws and regulations. iii. Facilitating public inputs gathering to the draft laws and regulations. iv. Facilitating dialogs between The Task Force and drafting team on related draft laws and regulation. v. Developing model, lesson learnt and manual for drafting local laws and regulations
<p>4. Local laws and regulations implementation monitored and evaluated.</p>	<ul style="list-style-type: none"> i. Increasing public awareness on local laws and regulation. ii. Facilitating local laws and regulation implementation monitoring through public inputs gathering.
<p>5. Synchronized laws and regulations drafted and enacted by the local and the national governments</p>	<ul style="list-style-type: none"> i. Developing gap analysis between national and local laws, regulations and policies regarding to the special autonomy implementation. ii. Facilitating policy dialog among stakeholders (national and local level) in building their commitment and action plan to synchronize the laws, regulation and policies. iii. Ensuring national/ local legislation process and public policy making process are accommodating the approved principles (people centr dev) and its action plan.

**Component 3:
Improve forestry governance for mitigating
climate change and eradicating poverty (HB)**



Programme Results	Indicative Principle Activities
<p>1. Consolidated strategies and regulations in the political economy of sustainable forestry</p>	<ul style="list-style-type: none"> i. Conducting policy analysis on forestry governance ii. Facilitating multi-stakeholder policy dialogue on forestry issues iii. Facilitating participatory planning on forest management iv. Establishing knowledge management
<p>2. Effective multi-stakeholder coordination to improve forestry governance</p>	<ul style="list-style-type: none"> i. Establishing multi-stakeholder task force on forestry governance ii. Strengthening multi-stakeholder institution on forestry governance iii. Formulating strategic issues on forestry governance iv. Internalizing strategic issue of forestry governance into regional planning v. Establishing KPH as management unit on forestry governance
<p>3. Trained officials, police and military on forestry management</p>	<ul style="list-style-type: none"> i. Developing forum to run serial dialogue on sustainable forest management ii. Training on sustainable forest management iii. Serial workshop due to develop regional framework of sustainable forest management iv. Campaigning and promoting pluralism forestry
<p>4. Built capacity of CSOs and media on forestry issues and monitoring illegal logging</p>	<ul style="list-style-type: none"> i. Workshop on integrated strategy of combating illegal logging ii. Formulating incentive of combating illegal logging to the forest user group iii. Training on participatory combating illegal logging iv. Developing coordination team on combating illegal logging
<p>5. Protected customary communities on their tenurial rights</p>	<ul style="list-style-type: none"> i. Promoting community forestry as strategy of sustainable forest management ii. Developing learning site of community forestry practices iii. Securing access right of community to the forest iv. Formulating tenurial system on community forestry practices

Component 4: Strengthen law enforcement in support of good governance (SL)

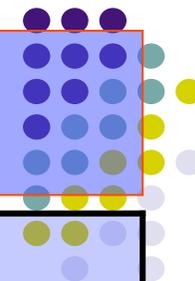


Programme Results	Indicative Principle Activities
<p>1. Strengthened local Forums on Corruption Eradication and Integrity Pacts</p>	<ul style="list-style-type: none"> i. Formulating roles and functions , as well as procedures of the forum ii. Facilitating forum regular meetings on related corruption eradication issues iii. Documentation of forum overall results, including best practices iv. Publication of best practices of corruption eradication related issues v. Enlargement public involvemet in local forum
<p>2. Enhanced capacities of Papuan CSOs in Judicial System Oversight</p>	<ul style="list-style-type: none"> i. Consolidating local judicial oversight through CSO network development ii. Enhancing CSO capacities of pro poor budget advocacy iii. Enhancing CSO capacities of related judicial system oversight iv. Enhancing CSO capacities of providing technical assistance to the Government concerning corruption prevention system v. Media
<p>3. Trained officials and public monitor in organising local auditing and oversight</p>	<ul style="list-style-type: none"> i. Building common understanding among law enforcers ii. Developing comprehensive training manuals and modules iii. Provide training to enhance local auditing agencies iv. Developing pocket book for effective auditing and oversight
<p>4. Effective collaboration between local initiatives and KPK in combating corruption</p>	<ul style="list-style-type: none"> i. Socializing roles and functions of KPK in corruption prevention and eradication ii. Enhancing KPK' roles of supervising local law enforcers and local audit agencies iii. Establishing KPK representave office with full functions?? iv. Establishing and strengthening effective collaboration between KPK with local CSO-s in corruption prevention and eradication
<p>5. Established and effective Adat-based community policing models</p>	<ul style="list-style-type: none"> i. Revisit Memorandum of Understanding (MOU) among law enforcers on Adat court ii. Formulating policies and guidance on effective Adat-based community policing models iii. Provide training on Adat-based community policing models iv. Facilitating pilot project implementation on Adat-based community policing v. Formulating best practices and lessons learned

Component 5: Promote self-reliance capacities of autonomous villages (RS)

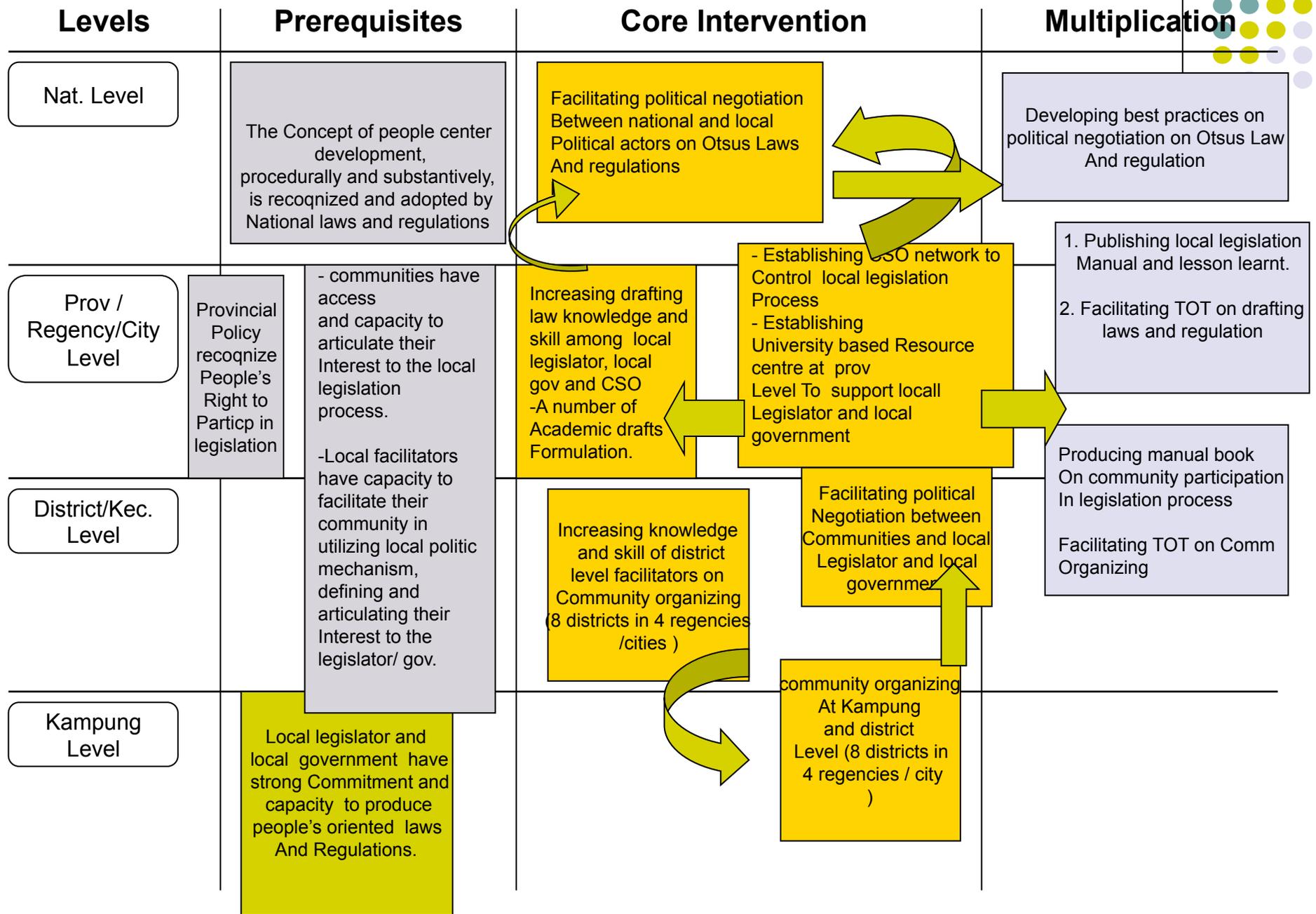
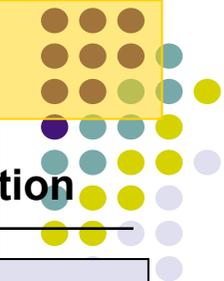
Programme Results	Indicative Principle Activities
<p>1. Consolidated policies and strategies in developing village governance and economy</p>	<ul style="list-style-type: none"> i. Formulated lesson learnt from Pembangunan Kampung Program and referred as the main documents to draft provincial and regencies development plan. ii. Formulating policies and regulations related to the Pembangunan Kampung Program which are pro-kampung, user friendly, easy to implement without compromising the accountability aspect. iii. Multistakeholders in all levels (provincial, regency, district and village) are involved in the decision making process in the program development which affecting their lives iv. Mainstreaming Pembangunan Kampung Program into Papua Provincial and Regencies long-term and mid-term development plan (RPJM and RPJP)
<p>2. Capacitated village and district business management units</p>	<ul style="list-style-type: none"> i. Strengthening business management unit in kampung level through capacities and expertise trainings in all aspect of management (POAC) at kampung context ii. Created baseline data at the village and district level for future program planning and implementation iii. Strengthening local market at village and district levels both at supply and demand side iv. Strengthening local producing centre based on local resources and human capacity v. Pro-Kampung Regulations disseminated in an user friendly approaches in selected kampung and district
<p>3. Integrated management system in village governance programme by regency and provincial governments</p>	<ul style="list-style-type: none"> i. Integrated management system in village governance formulated through multi-stakeholders approaches at provincial and regencies levels ii. Staff and agencies capacities in managing Pembangunan Kampung Program at all regencies and provincial levels improved iii. Infrastructure for e-governance for key governance agencies related to the Pembangunan Kampung established and improved at provincial and regencies levels iv. Integrated management system in village governance disseminated and trained for relevant officials at all regencies and district levels

Component 5:
Promote self-reliance capacities of autonomous villages (RS)

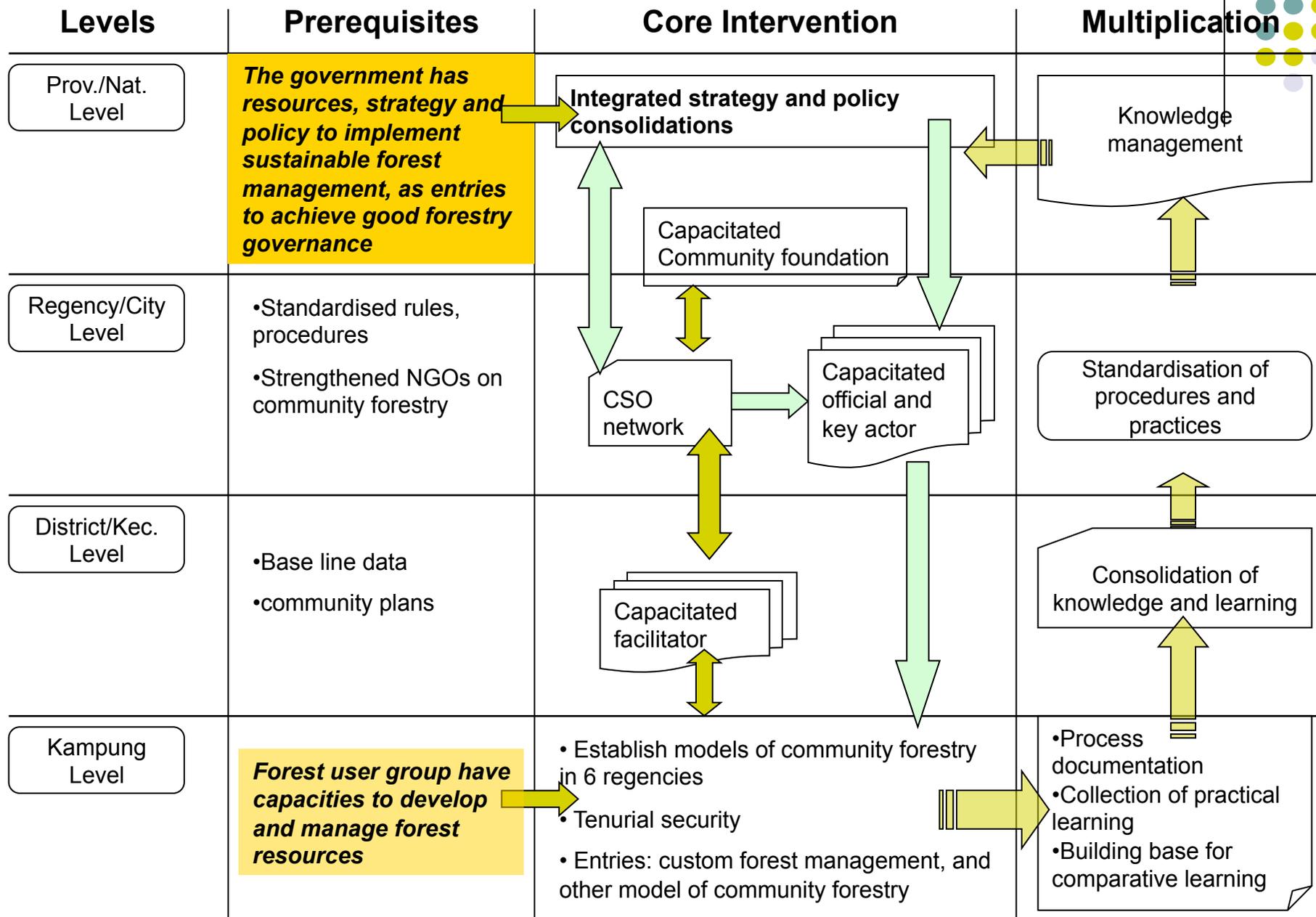
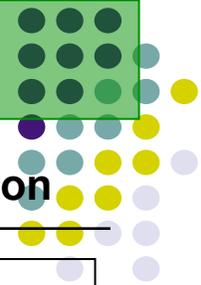


Programme Results	Indicative Principle Activities
<p>4. Established models or pilots on village governance and economic development</p>	<ul style="list-style-type: none"> i. Established Baseline data for existing model sites and proposed model sites ii. Lesson learnt from Kampung and District levels are documented and incorporated into provincial and regencies development program plan iii. Training modules on Strengthening Kampung Business Unit based on lesson learnt are formulated by the Provincial and regencies governments. iv. Resources allocations, kampung business unit and monev at district level developed
<p>5. Disseminated learning from model sites</p>	<ul style="list-style-type: none"> i. Kampung Business unit capacities at 750 kampung in managing kampung development plan and implementation improved through trainings ii. Learning Centres at 5 regencies developed iii. Training needs, programs and modules on Managing Pembangunan Kampung Program at villages, districts and regencies levels are developed iv. Best practise on the management of the Pembangunan Kampung Program replicated kampung/district baru v. Monev on the implementation of the replication programs by kabupaten/kota and provincial government

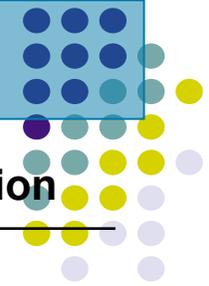
Programme Strategies – Component 2



Programme Strategies – Component 3

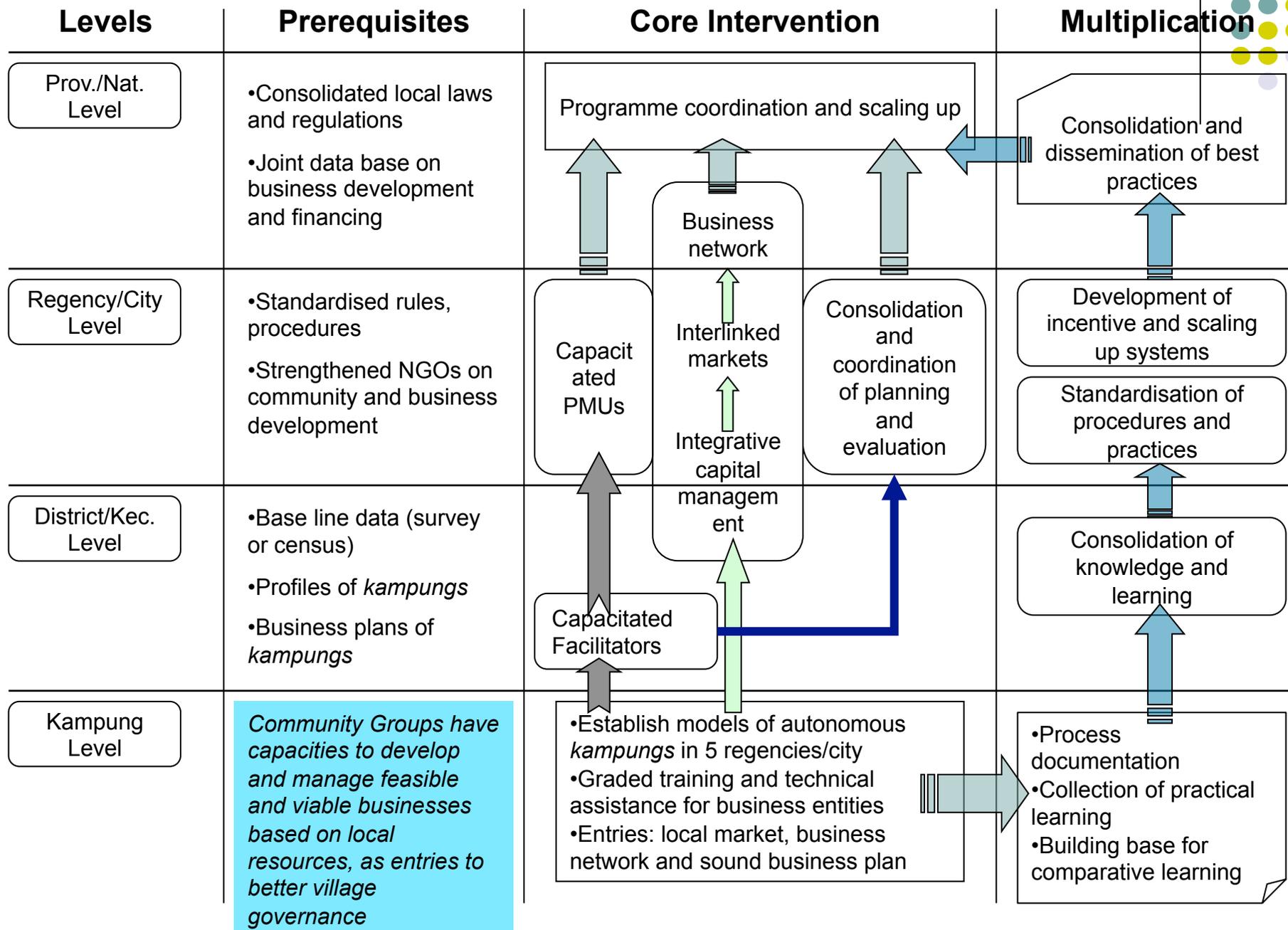
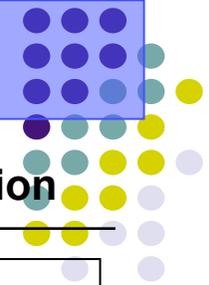


Programme Strategies – Component 4

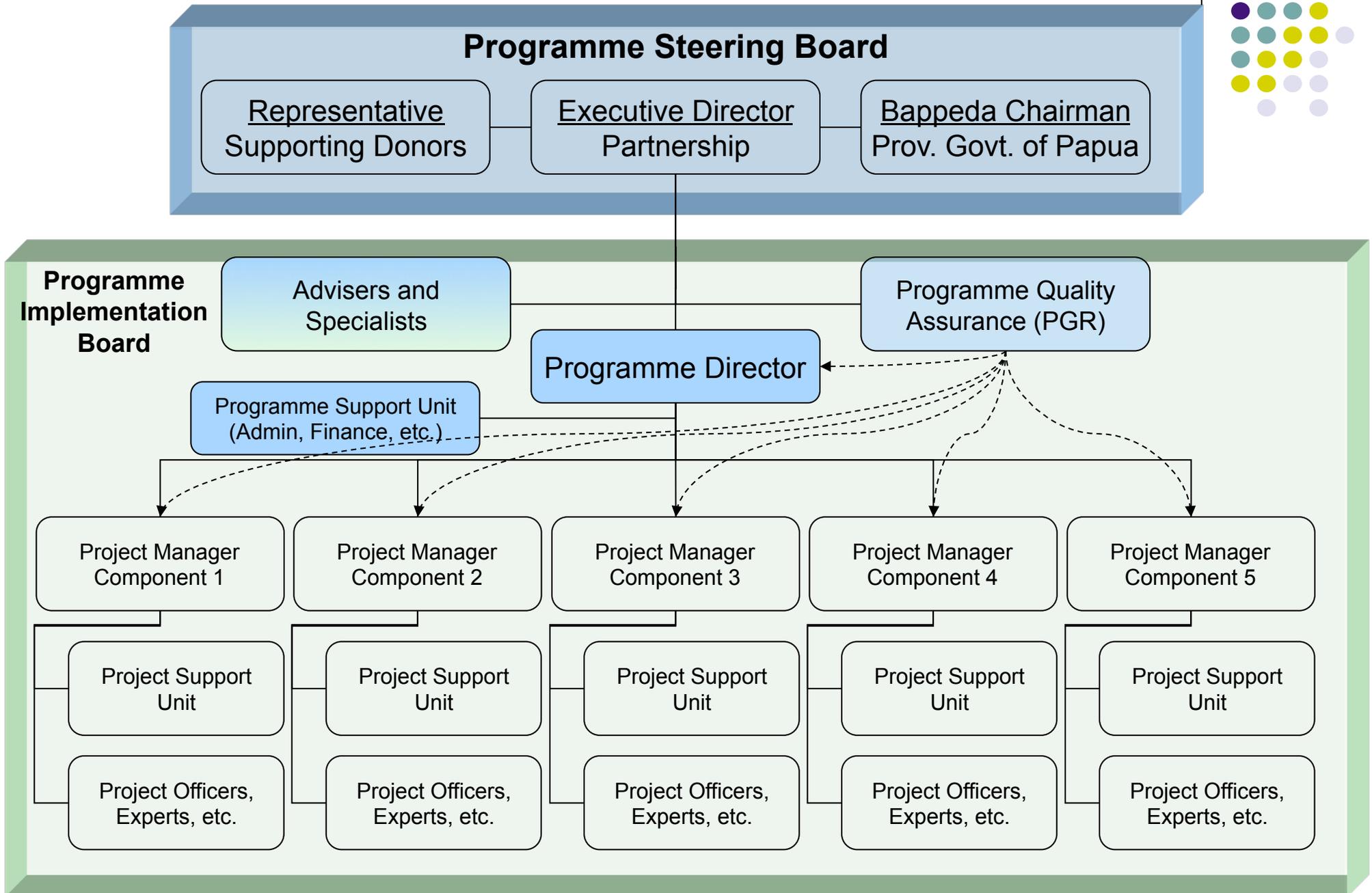


Levels	Prerequisites	Core Intervention	Multiplication
<div style="border: 1px solid black; border-radius: 10px; padding: 5px; width: fit-content;">Prov./Nat. Level</div>	<ul style="list-style-type: none"> • Consolidated regulations and laws • Consolidated CSO network 		
<div style="border: 1px solid black; border-radius: 10px; padding: 5px; width: fit-content;">Regency/City Level</div>	<ul style="list-style-type: none"> • standardised rules and procedures • strengthened CSO on judicial oversight system 		
<div style="border: 1px solid black; border-radius: 10px; padding: 5px; width: fit-content;">District/Kec. Level</div>	<ul style="list-style-type: none"> • solid local policies • strengthened police on Adat 		
<div style="border: 1px solid black; border-radius: 10px; padding: 5px; width: fit-content;">Kampung Level</div>	<p>Well functioning judiciary institutions and regulations or system to ensure human security</p>		<ul style="list-style-type: none"> • Process documentation • Develop general model

Programme Strategies – Component 5



Arrangement of Programme Organisation



Principles in recruiting the members of the programme implementation team



- **Capacitating local professionals**
 - At least 60 % of the programme personnel will be recruited locally
 - Thus, providing opportunities for the young people to pursue their career
 - Sufficient training and capacity development will be provided to all team members
- **Promoting gender balance**
 - At least 30 % of the programme personnel will be allocated for women at all levels
 - But, remains considering the professional capacities



Annex:
Original Programme Structure
For Reference



Programme Area 1: Strengthen budgeting and development planning

Examples of what the Partnership can do:

- Provide training and mentoring in:
 - Performance-based budgeting
 - Financial and project management
- Assist with the development of reliable budget and expenditure databases at the provincial and kabupaten/kota levels
- Help build transparent and accountable audit systems
- Help build system of integrity and anti corruption by
 - establishing local ombudsman
 - strengthening local inspectorate and supervisory bodies
- Facilitate greater public involvement in budgeting and budget oversight



Programme Area 2: Strengthen drafting of laws and regulations

Examples of what the Partnership can do:

- Train executive branch and legislators on drafting of laws and regulations
- Facilitate expert and multi-stakeholder meetings to provide input into pending laws and regulations
- Develop dissemination/socialization strategies for new laws and regulations
- Assist with synchronization with national laws and regulations



Programme Area 3: Improve forestry governance

Examples of what the Partnership can do:

- Facilitate multi-stakeholder coordination and communication to improve forestry governance.
- Train gov officials, police and military on forestry laws and regs
- Facilitate the drafting of new or improved laws and regulations
- Build capacity of NGOs and media to do better socialization about forestry issues and to monitor and report on illegal logging
- Work with customary communities on securing tenurial rights



Programme Area 4: Strengthen law enforcement in support of good governance

Examples of what the Partnership can do:

- Strengthening the Papua Communication Forum on Corruption Eradication
- Enhancing capacity of Papuan NGOs to combat corruption
- Provide training to enhance local auditing capacity
- Facilitating KPK support to combat corruption in Papua
- Development of Adat-based community policing models



Why the Partnership?

- The Partnership's sole Mission is governance reform
- We are well placed to work with and bridge government and civil society
- We have experiences and an office in Papua
- We have experience in the four proposed program areas
- We have experience in other autonomous provinces (Aceh and Yogya)
- We are a strategic link between the provincial and national government
- We are well positioned to develop more effective links to the national government as well as the UN and other donors



Budget and Operations

- To have an impact in all four Program areas will require at least \$ 4 M per year for at least 3 years.
- The Partnership would expect resources and cost sharing from local governments and donors
- The Partnership would maintain an office and core staff in Papua, but would augment staff as needed with consultants.
- The Partnership would develop strategic partnerships with key Papuan institutions and groups.

THANK YOU

