PROJECT EVALUATION REPORT

Evaluation of DESA – Gender Sensitive Planning and Budgeting at Indonesian Village Level

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PROJECT EVALUATION REPORT

DESA: GENDER SENSITIVE PLANNING AND BUDGETING AT INDONESIAN VILLAGE LEVEL

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### List of Terms and Abbreviations

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<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>APBDes</td>
<td>Annual village budget</td>
</tr>
<tr>
<td>Banjar</td>
<td>Neighborhood (below village)</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
</tr>
<tr>
<td>FGD</td>
<td>Focus Group Discussion</td>
</tr>
<tr>
<td>Kabupaten</td>
<td>Governance District</td>
</tr>
<tr>
<td>Kecamatan</td>
<td>Governance Sub-District</td>
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<tr>
<td>KII</td>
<td>Key Informant Interview</td>
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<tr>
<td>MoU</td>
<td>Memorandum of Understanding</td>
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<tr>
<td>Musrenbang</td>
<td>Community planning forum</td>
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<tr>
<td>PRA</td>
<td>Participatory Rural Appraisal</td>
</tr>
<tr>
<td>PKK</td>
<td>Family Prosperity and Empowerment organization</td>
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<tr>
<td>RBA</td>
<td>Rights-based approach</td>
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<tr>
<td>RKPDesa</td>
<td>Village development plan</td>
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<tr>
<td>RPJMD</td>
<td>Medium-term development plan</td>
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Executive Summary

The DESA project was implemented by Search in partnership with a number of local Civil Society Organizations (CSOs) in the two Indonesian regions of Bogor, West Java, and Tabanan, Bali. The project's key goal was to enhance citizen involvement in gender and minority sensitive budget planning in local authorities at the village level. The project had three specific objectives:

1. To improve gender-sensitive village governance processes.
2. To increase participation of women in village governance.
3. To strengthen local actors and CSOs on gender-sensitive governance methods and processes.

About the Evaluation

This evaluation was initially designed to measure the ‘impact’ of the DESA project (the project), however was re-designed in the early stages of evaluation design to focus towards the project’s processes, which was determined a more suitable design based on the type, context and implementation stage of the overall project itself. Overall, the evaluation aimed at measuring the successes, limitations and challenges of the project with regards to engaging, empowering and preparing project stakeholders for improved and increased gender and marginalized group-sensitive governance processes at village level in Indonesia.

The evaluation was undertaken with a process-orientated approach, aimed to highlight changes caused by project interventions that in time could lead to achieving the project's overall goals and impacts. To achieve this, the evaluation utilized a rights-based approach format, based on this design's strength to support increased impact, strengthen sustainability by addressing the root causes, bring about policy and practice changes, engage key stakeholders to support right's fulfilment, and change power relations.

The evaluation used a primarily qualitative approach, chosen again in relation to the recentness of the project implementation in comparison to its long-term goals. The qualitative information was to be supported by some quantitative inputs – namely a document survey – aimed to generate evidence of change in physical form. There were, however, obstacles to the implementation of this document survey. The primary tools were
focus group discussions, key informant interviews, case study development, and a survey of village government documents.

Findings and Conclusions

Overall, the results of the evaluation suggest significant change in levels of awareness, capacity and engagement of women and marginalized groups within the village planning and budgeting context. However, in many cases, such changes have yet to be fully realized – or cemented – through formal process and policy changes within village government planning and budgeting process in the 19 target villages.

The engagement and strengthening of CSOs as support mechanisms – and as an extension, the identification and capacity development of community leaders – was an overall successful model on which to begin the process of change related to change for women and marginalized groups in village planning and budgeting. This approach clearly supported positive change in all villages surveyed, and ensured increases in both conceptual and practical elements related to the project aims. CSOs who held prior engagement and seasoned approaches to working with their communities were enhanced with specific knowledge and skills related to planning and budgeting that could then be incorporated to strengthen their work, while community leaders undertook similar development to enhance their role as representatives for women and marginalized groups.

The DESA project also made significant progress in improving participation for women and marginal groups within the community setting – if not yet specifically within formal planning and budgeting processes in most villages. The project displayed strong evidence of a ground-up focus towards meaningful participation – a very sustainable and effective mode of participation. Supporting meaningful participation will help to ensure that participatory engagement in village planning and budgetary processes do not merely take place in a traditionally ‘ceremonial’ way, but can support the movement for real positive change in the lives of women and marginalized groups. Awareness and understanding of rights – as the key primary step to meaningful participation – was evident throughout all villages surveyed.

Policy and process change was an area that displayed limited real change as a result of the DESA project. At the time of this report, no evidence of any documented changes to actual budget allocation for women and marginalized groups was recorded. This should not be a
great cause for concern, as it forms the third step of the empowerment and participation process, of which the previous two steps – capacity development and participation – have displayed significant progress within a relatively short time. Intention to change does display an increase in awareness, engagement and interest from village governments, but also holds little weight or mandate for application. While most changes were only in verbal agreement form – alongside some improved access to key documents – there were 3 recorded cases of positive change to government planning processes, which could in the future result in actionable change to gender-responsive planning and budgeting outcomes for the related villages.

**Recommendations**

The key recommendations resulting from the evaluation were:

A. Context Consideration – for the implementation of projects in various village contexts, rather than using one-size-fit all approach.

B. Top-Down Engagement – to ensure outcomes are approached from both directions.

C. Continuance through Innovation – to engage innovative and ‘out-of-the-box’ ideas that evidence results.

D. Revitalize the Old – to utilize pre-existing structures within a new direction.

E. Engage Various Government Levels – to approach change from a range of authority levels.

F. Strategic Engagement of CSOs and Community Leaders – to ensure most influential organizations and people are at the forefront.

G. Targeted Support for Government – to engage and increase capacity of key government institutions as required.

H. Highlight Legal Responsibility – to support the realisation of rights that are enshrined in related laws.
1. Introduction

The project evaluation was commissioned to Satu Bumi Jaya (SBJ) as the lead implementer by Search for Common Ground (Search) in mid-2019. The evaluation's data collation was undertaken by IDEA – an Indonesian-based partner of Search – under the guidance of SBJ and Search throughout the process.

The evaluation was initially designed to measure the ‘impact’ of the DESA project (the project), however was re-designed in the early stages of evaluation design to focus towards the project’s processes, which was determined a more suitable design based on the type, context and implementation stage of the overall project itself. Overall, the evaluation aimed at measuring the successes, limitations and challenges of the project with regards to engaging, empowering and preparing project stakeholders for improved and increased gender and marginalized group-sensitive governance processes at village level in Indonesia.

The evaluation aims to support the project's ongoing interventions, provide lessons and examples for all stakeholders, and act as a reference, case study and guide for similar interventions that are implemented across Indonesia in the future.
2. **Project Overview**

The DESA project was implemented by Search in collaboration with IDEA and selected 9 local Civil Society Organizations (CSOs) as the field implementer in the two Indonesian regions of Bogor, West Java, and Tabanan, Bali. The project's key goal was to *enhance citizen involvement in gender and minority sensitive budget planning in local authorities at the village level*. The project had three specific objectives:

1. To improve gender-sensitive village governance processes.
2. To increase participation of women in village governance.
3. To strengthen local actors and CSOs on gender-sensitive governance methods and processes.

Recent developments in village-level governance and budgeting provide an opportunity for progressive village planning and development to take place. While, public participation is already an integral part of the development planning policy throughout Indonesia in practice, it is more often only ceremonial with village and local elites dominating decision making processes. Subsequently, women have very limited participation in such processes, with studies showing that women's participation has never been higher than 20% in these forums – except in Aceh where there are planning forums specifically for women.

The DESA project aimed to support an improved environment and space for CSOs to operate in promoting governance and accountability, particularly through the empowerment of women and other marginalized groups to engage in village planning processes. The project worked through 9 CSOs to contribute to economic development and good governance efforts in the aforementioned two regions, with the targeted outcomes of:

1. Increased awareness and understanding among civil society organizations on the use of gender and minority sensitive public budgets.
2. Increased capacity of civil society organizations to scout community leaders as local facilitators to facilitate public budgeting processes and develop mechanisms at the village level.
3. Increased awareness and understanding of women community members and village leaders in gender and minority-responsive public budgeting processes.
4. Increased capacity of women community members and village leaders to engage constructively in a gender and minority responsive public budget process.
3. Evaluation Methodology

3.1. Approach

As the DESA project focuses on encouraging long-term gender-positive change and impacts within governance and policy efforts, it can be assumed that due to the relative recency of project implementation, such long-term changes and impacts would be difficult to identify at this stage. Therefore, the evaluation was undertaken with a process-orientated approach, aimed to highlight changes caused by project interventions that in time could lead to achieving the project’s overall goals and impacts.

To achieve this, the evaluation utilized a rights-based approach format1, based on this design’s strength to support increased impact, strengthen sustainability by addressing the root causes, bring about policy and practice changes, engage key stakeholders to support right’s fulfilment, and change power relations2. Rights-based evaluation approaches help to reinforce human rights standards, hold duty bearers accountable and strengthen participation and equity, and within this evaluation – based on the context of the project’s implementation – forms a strong base on which to predict the potential (or lack of potential) for project impacts in the future (see figure A). The evaluation focused towards three of the four RBA areas, with the fourth (changes in the equity and non-discrimination of women and marginalized groups) also considered a more ‘impact-based’, long-term outcome of project interventions, and therefore having limited potential for evidencing such outcomes at this stage of the project. The evaluation utilized purposive sampling, to ensure targeted and valuable information could be gathered from key stakeholders and influencers of change within the project scope.

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2 Ibid
This model suggests that **IF** there are changes in the capacity of CSO and village leaders to support women and marginalized group participation, **THEN** there can be increased women and marginalized group participation, which **THEN** leads to changes in policy and practices affecting women and marginalized groups, **RESULTING** in changes in equity and non-discrimination of women and marginalized groups, which **IMPACTS** on changes in the lives of woman and marginalized groups.

### 3.2. Methods

The evaluation used a primarily qualitative approach, chosen again in relation to the recentness of the project implementation in comparison to its long-term goals. The qualitative information was to be supported by some quantitative inputs – namely a document survey – aimed to evidence the implementation of change in physical form. There were, however, obstacles to the implementation of this document survey. The primary tools were:

*Focus Group Discussions* – FGDs with representatives from each region provided a forum for reflection and learning of successes and challenges from the project. They helped to measure what was considered as the most effective, relevant and sustainable intervention activities, what worked and what did not work, and identified opportunities for sustainability and improvement.
Key Informant Interviews – KIIs were a key method for probing the various questions within the evaluation design. Questions and topics depended on the respondent’s position and role in the project and engaged community, however will add to the depth of information gathered through other methods.

Case Studies – Used for tracking the process and elements of change, the evaluation utilized case studies to highlight a number of key changes or innovations within the target villages. The case studies focused on the ‘what and why’ of the change, highlighting the dynamics and variables, as well as the key processes that resulted in identified significant change.

Document Surveys – To log the existence of physical policy, regulation or process that evidences increased gender inclusion or outcomes within local government procedures, gathered by reviewing government documents related to the range of standard processes that should engage women and marginalized groups at village level. This method forms a strong cross-verification and triangulation tool, that can highlight evidence or anomalies from information collected through qualitative means.

3.3. Key Questions
The guiding evaluation questions were developed based on the rights-based model (Figure A), with supporting questions designed under each of the three focus areas. Overall, the evaluation aimed to determine the following:

1. Are there any changes in the capacity of local CSOs and village leaders in strengthening citizen participation in all phases of public budgeting process in gender-sensitive way?

2. Are there any changes in policy and practices to promote gender sensitive budgeting in village level?

3. Are there any changes in women and marginalized group participation in village planning and budgeting?

3.4. Scope
Following the evaluation design between SBJ and Search, the data collation was then implemented across 19 villages in two regions – Bali (7 villages) and Bogor (12 villages).
Search and SBJ first trained the data collation field team (IDEA) on the tools and methods to be used in data collation activities, before undertaking fieldwork within the two locations across two weeks. In total, 132 individuals were engaged in the interviews and FGDs throughout all locations, with the breakdown seen in Figure B. Primary respondents included government representatives, CSO staff, community leaders and community members from all the villages surveyed, as well as management and project staff from Search.

**Figure B: Evaluation Respondent Breakdown**

<table>
<thead>
<tr>
<th>Location</th>
<th>#FGDs (# Participants)</th>
<th># Respondent Interviewed</th>
<th>Total Respondents</th>
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<tbody>
<tr>
<td>Bogor</td>
<td>4 (30)</td>
<td>33</td>
<td>63</td>
</tr>
<tr>
<td>Bali</td>
<td>2 (31)</td>
<td>38</td>
<td>69</td>
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3.5. **Limitations**

There were a number of limitations faced by the evaluation, some of which were overcome or approached during the design stage, and some of which impacted the overall outcomes of the project.

A key limitation was the initial evaluation request to determine ‘impact’, which – as previously discussed – is not particularly feasible in early stages after project initial implementation. This was overcome by re-designing the evaluation to focus on process, and using the rights-based design, which paves the way for an initial measurement of potential long-term changes, and guides further impact-based evaluations related to the project interventions in the years to come.

Another key limitation was the stage of implementation of the DESA project itself, which varied between regions and villages, based on the implementers progress in engaging key parties, as each village, CSO and individual parties hold their own unique context. Regardless of this, by measuring the effects of the program process and using rights-based approaches, change and/or potential change can still be highlighted through many stages of project implementation.

Finally, the design of the evaluation and the capacity of the evaluation team also had significant limitations and impacted the outcomes of the evaluation. Satu Bumi jaya (SBJ) was
requested to design, lead and report on the evaluation only, and were limited by the preferences of Search regarding sample size, organization of evaluation activities, and capacity of the IDEA team provided for data collation. The implementation of data collation from the entire scope of villages (19 in total) was severely time consuming and heavy, based on the resources provided for the project. SBJ had originally proposed to choose a sample of 6 villages (best, dynamic and least) from the total target villages, however the option to engage with all target villages was chosen by Search.

4. Key Findings

4.1. Changes in Community Capacity

Primary Question: Are there any changes in the capacity of local CSOs and community leaders in strengthening citizen participation in all phases of public budgeting process in gender-sensitive way?

Local-level CSOs and community leaders form strategic players in organizing, empowering, and acting on behalf of women and marginalized groups in their communities. While it is important that all community members are empowered in some way or other, it is these CSOs and leaders that form the ‘bridge’ between community and government, and therefore require extra capacity and skills in which to undertake their role to the maximum potential. They are the ones who the community will listen to – who can organize a movement – and therefore formed a primary target for initial DESA project capacity development efforts. With increases in their leadership and empowerment from early stages, CSOs and community leaders would be at the frontline of community-based movements for greater women’s and marginalized group engagement in village planning and budgeting processes.

In general, the DESA project achieved significant success within these capacity development targets. Each village and party engaged was susceptible to its own unique context – as is always the case – therefore the project’s achievements varied in type and level throughout each of the nineteen villages. However, it can be broadly stated that all villages experienced positive change within CSO and community leader capacity that would lead to strengthening citizen engagement in village planning and budget processes.
**CSO Capacity**

Nine Civil Society Organizations (CSOs) were engaged in the DESA project to support the different elements of the project's rollout across the 19 villages. While the CSOs had an array of different and unique working backgrounds, they were engaged for their experience in working at community/village level – an integral requirement if any project success is to be achieved. Not only was this village-level experience an important factor within the project's successes, but also that the CSOs had experience engaging with government – from village through to provincial levels. While such experience was a positive for the project's implementation, the identified weaknesses or areas for capacity development (as highlighted in the project's baseline study) were related to the CSO's lack of experience specific to formal government planning and budgeting processes – in particular, on how to implement and safeguard the nationally-implemented Village Law. By focusing on this, the project managed to successfully strengthen the working capacity of all nine CSOs related to two focus areas, namely; 1) village law, and; 2) gender-sensitive planning and budgeting.

“We have been working to raise awareness on gender equity through community radio programs. However, just through DESA project that we learned to work directly and intensively with communities and village government to advocate gender-sensitive budget.”

Adi Rumansyah - Representative of JRK (Jaringan Radio Komunitas – Community Radio Network) West Java.

In a different scenario, a CSO such as FITRA (*Forum Indonesia untuk Transparansi Anggaran* – Budget Transparency Forum Indonesia) – who hold a specific focus to transparent budgeting – found working within the village-level process a new experience, and still developed new capacities to support their work regardless of their budgeting-related background.

“Our organization has been working on budgeting issues, however we only started to work on advocacy for gender-sensitive budgeting at village level after engagement with the DESA project – through which we learned new ways of approaching different stakeholders in the village.”
With these capacities, CSOs were then able to engage more intensively with their communities on planning and budgeting issues, using the approaches and individual working areas that had already provided them a foothold within the target villages.

Local understanding of context and choice of approach with government formed a key point for successful CSO engagement in village planning and budgeting, as did the overall intensity of a CSOs work within the community. In a village such as Pondok Udik, Bogor, strong support and understanding from the CSO regarding the plight of a marginalized religious group ensured a strategic approach with real change resulting. The engaged CSOs in this village facilitated government support for the development of a women’s economic empowerment program, with more details found in the Case Study section of this report. On the other hand, the supporting CSO for Geluntung Village in Bali was actually based in East Java, and the evaluators found that knowledge and engagement in the village was quite minimal compared to other locations. Geluntung did show some significant change in other aspects of the project’s working areas (such as individual women’s inclusion in village planning forums – as covered in later sections of this report), however this may be attributed to a number of individuals within local government who were considered as quite progressive (to the point that a woman is the head of one banjar (neighbourhood) in the village – a very rare occurrence in Bali).

**Community Leader Capacity**

Across all 19 villages, identified community leaders displayed significant increase in capacity to engage on a range of activities and concepts related to village planning and budgeting. Increases in capacity were evidential for both conceptual (awareness of rights and value of participation) and practical (facilitation, lobbying, assessment tools) aspects of the planning and budgeting process through the lens of gender and marginalized groups. Each village – and their identified leaders – varied in the types of capacity development displayed, which was primarily dependent on the capacity held by the community leaders before the project intervention took place. Therefore, selection or identification of community leaders was also key in developing this element of the project.
“Overall, within both the conceptual and practical scopes of planning and budgeting capacity development, community leaders clearly experienced significant change in knowledge and capacity to implement. Awareness and knowledge regarding gender and minority rights, information on government laws, as well as soft skills related to community facilitation and advocacy approaches formed a central focus across both regions (see text box below).”

“I now understand the village development process and different village institutions, plus how to work with them to assess opportunities that can address existing women’s issues within the next village budget.”

Juhana - Community Representative, Rawa Panjang Village, Bogor.

“I can now read and understand a village budget document, and know how a gender-responsive budget should be designed.”

Saropah - Community Representative, Waringin Jaya, Bogor.

“I have gained awareness on the existence of disadvantaged groups in the village – such as people with disabilities – and the importance of undertaking affirmative actions to fulfil their rights within the village budget.”

Ni Luh Meira - Community Representative, Dajan Peken, Bali.

Specific practical skills were developed in almost all of the 19 villages, though the depth in which community leaders and other participants were trained varied. There were two primary skills that were developed, namely; 1) understanding and use of Participatory Rural Appraisal (PRA) tools, and; 2) proposal development and writing. 15 from the 19 community representatives engaged in the evaluation stated that they learnt about the practical application of PRA tools and proposal development, with representatives from Wanasari, Susukan, Waringin Jaya and Geluntung villages stating they had only studied the basics – not practical application – of the tools at the time of evaluation data collection.

Clearly, developing community leaders’ capacity in conceptual and practical areas is one thing, however their actual application in a ‘real’ setting is another. This practical application has so far been limited – however this is mainly due to the stage of the project’s implementation, and not necessarily related to capacity to implement. There were, however,
a number of examples of practical implementation, including the use of PRA tools during a specific women's village planning session in the village of Dauh Peken, Bali (see Case Studies in section 4.4), to support the identification of most urgent issues for women. Adding to such practical outcomes was the recruitment of two female community leaders (both from Bantas Village, Bali) into the local village planning team, with a similar outcome recently taking place in the Balinese village of Geluntung.

4.2. Changes in Participation

Primary Question: Are there any changes in women and marginalized group's participation in village planning and budgeting?

Participation under the DESA project – and in general – is formed through a number of identifiable elements. In general, we can classify these as formal and informal participation in village planning and budgeting. Formal participation is highly cross-sectional with the evaluated objective related to governance policy and process. Changes in policy can come about as a result of participation, while changes in process are the formalization of such participation within the planning and budgeting processes. Much of the participation change was informal, which in reality can be explained as participating in preparing for formal engagement, or participating in informal forums that are then utilized within the formal planning and budgeting processes.

Overall, all 19 villages covered displayed varying amounts of change in relation to participation. Such change included in areas of self-confidence and awareness, participation in groups providing direct and indirect input and ideas for planning and budgeting, and participation in skills development (capacity) for improved formal engagement in village processes. In some villages, women and marginalized groups were able to develop and present ideas to local government to help shape planning and budgets in the year to come, while all villages showed significant increases in knowledge of rights and confidence to voice those rights through a range of formal and non-formal village forums.
**Changes in Confidence and Awareness**

Improved awareness of rights and context, alongside increased self-confidence to voice such rights forms the primary starting point for changes in participation rates both formally and informally in village governance. This imperative starting point has traditionally been lacking for women and marginalized groups, and therefore forms a key stepping stone to greater overall participation. All villages covered by the evaluation displayed significant increases in awareness of rights and self-confidence, with many being able to utilize such increases by moving through to further participation.

Awareness of rights was evident in many outcomes for women and marginalized groups, with such things as gender equity and disability rights providing them a foundation on which to raise their voice. Increased awareness was also portrayed regarding civil rights – in particular related to women and marginalized groups’ engagement in village governance – providing these groups increased enthusiasm and ammunition to engage in an array of forums and meetings, as well as develop their own non-formal mechanisms.

> “With new knowledge about gender, village plan and budgeting, I am no longer shy to speak up in different community meetings such as the neighborhood meetings, and also at my children’s school committee meeting. Thus, many women in my village now come to me so that I can raise their concerns within village planning and meetings.”
>
> Suryaningsih - Community Member, Rawa Panjang, Bogor.

In Waringin Jaya Village in Bogor, women began to meet and discuss the village context in an informal environment, whereas, previously, they would stay in their home and not get involved in things outside of their household. A similar context was portrayed in Dajan Peken Village, Bali, with the focus of women’s group discussions shifting to the context and issues they face in their community. Interestingly, a number of respondents also noted this awareness of rights filtering into their private lives, as they applied the knowledge within the division of daily tasks in the home.
“Now I understand about men and women’s equality, I have developed the courage to speak to my husband about the importance of fair task division in our household.”

Ning - Community Member, Waringin Jaya, Bogor.

Armed with new knowledge and awareness, there was no shortage of examples during the evaluation that portrayed increase in self-confidence for women and marginalized groups to voice and defend these rights in a broader setting. Some respondents spoke of their realization of this confidence – such as speaking-up during village meetings or developing an idea and proposing it to leaders – while many others stated they were much more confident to undertake such efforts when the chance arises.

“Once we had more knowledge on gender and village budgets, we are able to voice our complaints and opinions that were previously suppressed and kept to ourselves.”

Putu Eka Saradewi - Community Member, Wanasari, Bali.

In the village of Cibentang, Bogor, women’s increased knowledge on gender equality, civil rights and village law resulted in significant increase in confidence to stand up and make their aspirations known during the village meetings. As a result (portrayed in the section on policy and process), the local government are now willing and open to ensuring women are engaged, and their aspirations are included in the next round of planning and budgeting. Increased confidence was also highlighted in Bali on an individual level, with women in the villages of Dauh Peken and Delod Peken nominating themselves to join the village representative bureau in each village.

Changes in Skills, Understanding and Engagement in Local Governance

Continuing from increased awareness on rights and improved self-confidence, knowledge of formal governance systems and processes forms the next step in participation. This ensures women and marginalized groups not only can participate, but understand how to participate, to ensure the strongest and most impactful results from their engagement. Indonesia’s governance system is notoriously bureaucratic and difficult to negotiate, which forms a key
reason for limited participation by Indonesian citizens throughout recent history. Therefore, increased understanding in this system, and skills to navigate it, is key if women and marginalized groups are to truly participate in planning and budgeting processes. Such positive change was highlighted throughout many of the surveyed villages.

“After I joined training on village law, village development cycles and gender, I realized the importance of normal community members like me understanding our rights to access village governance information”.

Ayu - Community Member, Cimanggis, Bogor.

In the villages such as Antijaya and Kedungwaringin in Bogor, and Sudimara in Bali, women and marginalized groups highlighted their increased knowledge of village meeting planning, and budgeting processes, and were able to provide examples of knowledge application through participation in meetings and proposing ideas (such as a waste management plan in Kedungwaringin) to local government. In other villages, proposal development and writing were a key focus for skill development, with the participation of women and marginalized groups in Bojong Gede (Bogor) and Dajan Peken (Bali) facilitating a new avenue for participation in overall planning and budgeting processes. Women and marginalized group participation in other forums – such as a school committee in Rawa Panjang, Bogor – highlights increased engagement in alternative channels for governance participation, as does the previously-mentioned cases of women nominating for citizen representative bureaus.

“These processes used to feel ‘closed’ from the community, but now that we have learnt about them, we feel we have the right and knowledge to be included.”

Sunartini - Community Member, Dajan Peken, Bali.

These examples highlight the success of participation through a range of forums and methods, and through the development of the participation context from the individual through to the community level. We can also see that there were a number of cases of participation attempted and, in some cases, realized through both formal and non-formal
methods. The approach signifies a strong bottom-up methodology being employed by the project implementers, and while real outcomes may require time, there is clearly a base that has been developed to facilitate major change in participation of women and marginalized groups in village planning and budgeting in target villages.

“The PRA and gender trainings raised our awareness about what forms a good proposal. Previously, most women in the village would propose things like funding for uniforms, and did not address crucial issues in the village. This has now changed.”

Ni Nyoman Sarasmini, Bantas, Bali.
4.3. Changes in Policy and Practice

Primary Question: Are there any changes in policy and practices to promote gender sensitive budgeting at village level?

Overall, there is limited quantitative evidence related to real changes in village budgeting policy and procedure as a result of the DESA project. A majority of the change identified was in reality only informal or in the form of a verbal commitment.

Overall, 17 of the 19 villages included in the evaluation highlighted positive change related to policy and practice for women and marginalized groups, however, only three of the 17 could evidence any formally documented change, and none of these were within actual budget plans or allocations. Overall, the change was more likely to be related to process rather than policy, however this is not surprising due to the relatively new injection of gender and marginalized group elements within long-standing government institutions and practices. While little of the change was actioned – with much of it ‘promised’ – this still forms a strong base on which to continue such efforts into the future. There were a number of specific cases of small policy change realization, including the case of the minority religious group in Pondok Udik Village, Bogor, which is covered in the Case Study section.

While information is based primarily on qualitative inputs from numerous parties, through triangulation and cross-referencing we can form an overview of the village context in relation to policy and process change. Figure C follows a path that assumes with awareness and agreement, there can then be actionable measures, which will result in actual evidential policy and process change. Using this simple logic, we can see the approximate stage of each village on this path. It must also be remembered that these elements have many cross-sectional points with the other two parts of the evaluation – namely participation and capacity development. The following figure also utilizes highlighted change only, which does not mean such change can be applied to all other elements of gender and marginalized group engagement within one village. However, we can assume – based on this simple data – that Bali has experienced (or begun to experience) more policy and process-related change than villages in Bogor.
Invitations to engage

A key first step for improved outcomes related to policy and process is the initial engagement of women and marginalized groups in current governance processes. Indonesia has a relatively long-standing tradition of inclusive village planning processes (Musrenbang), however in reality this process has mostly been undertaken in a ‘ceremonial’ fashion, and often fails to properly include women and marginalized groups – let alone hear the real needs of the community as a whole. Alongside this, recent changes to village budgeting allocation and access to information have also been formalized across the country, however engagement of their content and aims is still limited in application.

Throughout data collation, almost all villages highlighted increases in invitations for women and marginalized groups to engage within village governance processes. The reality of such engagement was dependent upon the project’s intervention stage – with some villages evidencing actual engagement, while others were verbal ‘promises’ from authorities for the next planning cycle. A number of villages also highlighted increases in village government ‘outreach’ – in which village heads go to the people in search for information – which is a unique reversal of the traditional citizens-to-government model. This included impromptu visits from village government to citizens in Cimanggis Village, Bogor, and the utilization of a survey-style form for resident input in the village of Dajan Peken, Bali.
While these promises will be dependent upon follow-up actions to ensure their realization, there were a number of actionable activities worthy of highlighting. In Bogor, aside from the unique case of Pondok Udik Village, any engagement of women and marginalized groups in planning and budgeting processes is so far in promise form only. However, a number of villages in Bali could evidence real outcomes in this area, with specific processes developed to ensure such engagement was valuable. In the village of Bantas, two women (community organizers) were recruited into the current village work plan development team, to ensure ongoing input and oversight of the village planning processes from women's perspectives. This recruitment was formalised through an official government document (and provided to evaluators). In Dauh Peken Village, the local government organized and implemented an extra village planning meeting (after the original) specifically for women, with the aim to further discuss key women's issues, and ensure they are captured within the next round of activity development and budgeting at village level.

Access to Documents

Alongside being invited and facilitated to engage in village governance processes, community members having access to and input on key planning documents forms another key step in inclusive development and budgeting at the village level. This key step in the process of change is integral to promote transparency for community members, as well as form an important mechanism for checks and monitoring of change for women and marginalized groups.

Seven of the target villages (Antajaya, Bojong Gede, Rawa Panjang, Susukan, Cise'eng, Cibentang, and Sudimara) highlighted positive change related to accessing documents such as the village budget allocation (APBDes), and planning documents including annual village work plans (RKPDesa) and medium-term development plans (RPJMD). Overall, these changes were mainly formed by government verbal commitments, however included promises to review budgets with community groups and provide general access to documents that have been developed. There were no evidence cases of changes resulting from document revision/transparency at the time of evaluation, however such initial commitments are a strong starting point to overcome transparency-related policy and process issues.
There were a number of cases of government resistance to community requests for document access, some of which were overcome and some that remain a challenge. Such resistance remains a common theme across Indonesia, as village governments remain unaware that village transparency and accountability is mandatory according to Village law. Many still see village budget as a ‘secret documents’, thus any review of such a document is seen as ‘allowing access to the village's kitchen’ – or an overall threat to their domain. In the village of Sudimara, Bali, local government was originally resistant to providing access before agreeing, while in Antajaya Village in Bogor, the government has provided access to the budget but only partially. In the village of Sasak Panjang in Bogor, the local government continues to resist providing access to such documents, creating difficulties related to engagement and understanding for community groups, as well as the system of checks and balances that access creates.

**Increase in Funding and Activity Allocation**

Due to the relatively recent implementation of the interventions in many villages – particularly related to village planning and budget cycles, alongside the process required to engage women and marginalized groups within the system – limited real evidence of change in funding allocation or specific activities was found during the evaluation. In reality, these real changes form the ‘next step’ for a majority of the project’s target villages. There were once again, however, verbal commitments from government to ensure budget and activity allocations would offer higher consideration to women and marginalized groups in the years to come.

The primary key outcome displaying physical evidence of policy and process change was for the minority religious group in Pondok Udik Village, Bogor, with the group provided a Memorandum of Understanding (MoU) from local government to support empowerment activities for this notoriously persecuted religious sect (see case study section). 6 other villages (3 in Bogor and 3 in Bali) also highlighted the willingness of government to action gender and marginalized group aspirations in the next round of activity and budget formulation. Interestingly, there were also numerous cases that highlighted the appreciation of input from these groups to support better planning and budgetary measures, which points to the lack of awareness on behalf of government regarding women and marginalized group rights and engagement.
Engagement through CSOs

The DESA project’s initial baseline survey found that Village governments tended to not recognize the work and reputation of CSOs within village budget and planning processes. Some government officials held negative views of CSOs, often believing that they aimed to impose their ‘agenda’, creating an intrusion on the village development process. Such village government distrust toward CSOs affected their openness to support the DESA project directly, and prompted CSOs to try creative and different approaches to engage in the village processes. Most CSOs focused their approach on empowering community leaders (intermediary) and marginalized groups before engaging directly with the village government.

The CSO Kunti Bakti, for example, recruited the wife of the village head as their Community Organizer, due to her formal position as the local women’s group leader and her informal power in the village as an agent of change within the community. Other CSOs also engaged influential individuals within the communities, such as health cadres, empowerment cadres, or other informal positions. YSK (Yayasan Satu Keadilan) applied an approach that empowered and increased capacities of youth (Antajaya village) and mothers (Pondok Udik village) to create economic opportunities from village resources as an entry point to engage in inclusive village planning and budgeting.
4.4. **Case Studies**

This evaluation chose to identify a number of stories to highlight certain aspects of the DESA project implementation and achievements. The case studies look at the project from two different perspectives, highlighting stories related to changes in both ‘process’ and the ‘individual’.

**Process Case Studies**

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**Pondok Udik, Bogor**

The plight of a persecuted minority Islamic sect is well documented across Indonesia, with a small community settled in the village of Pondok Udik. The DESA project signed a Memorandum of Understanding (MOU) with the village government to provide support to a local women's group to start economic empowerment activities in the village. A key to this MOU was the approach utilized by the engaged parties, which chose to focus on the actual women's activities in question – not their religious beliefs.

This approach was implemented by a local CSO – a youth group engaged in village development – and a member of another women's group. The key challenge was that village-based women's empowerment activities had always focused on the long-standing women's community group, which in itself had never reached inclusion of the minority community, creating ongoing exclusion and monopoly over funding. Minority women were supported to begin selling their wares in the local market to decrease the feeling of social exclusion, while the project also utilized the context of a transitional village government.

Moving forward, the engaged parties aim to introduce the group with the long-standing women's organization in the village, as there is a clear sustainable value – both economically and socially – from their inclusion in the related activities and opportunities.

“We explained to the village head that this was purely a community activity – not related to any specific religious or other type of group. Even in the beginning our engagement was denied permission by the neighborhood head, but after we explained it repeatedly, we were given permission to proceed.”
Dauh Peken, Bali

The village of Dauh Peken faced strong resistance and suspicion of project DESA's engagement in their community. The project's activities were initially rejected by both the village government and the local family welfare empowerment (PKK) group, who refused to support the project's activities. The project overcame these issues by using personal, individual approaches, as well as engaging at the ultimate base of the community level.

By engaging with local neighborhoods (banjar), awareness raising about community engagement in village development began from the grass roots, as the project continued to attempt to engage the wider village institutions through ongoing and intensive meetings. One of the project's community leaders was also the wife of the village head, with this strategic engagement ensuring a personal approach that supported acceptance of the project's activities through ‘back channels’ to village government. As a result, the time and intensity – matched with approaches through different channels and levels – sees activities now running fluently in Dauh Peken.

“In the beginning, when we socialized the DESA project, our activities were refused by the PKK group in the village. We were somewhat looked-down upon and not valued. This forced us to instead focus our engagement at the neighborhood level, within which we received great reception and engagement.”

Community Organizer, Dauh Peken Village, Bali.
Individual Case Studies

Ibu Indah, Cimanggis, Bogor

Ibu Indah – a resident of Cimanggis Village in Bogor – is a single-parent who had previously never given thought to women’s rights or issues. That is until she was invited to participate in gender training by the village’s community leader in the DESA project.

“I joined the project because I was once a victim of domestic violence, and felt confused about how to face such an issue in my home,” she explained. “I got involved in this project because I want to help other women in similar situations become more empowered.”

As a single mother, Indah was always hesitant to get involved in activities in the village, due to the stigma often associated with women in her situation. The training not only changed her mind-set on women’s rights and empowerment, but also had a significant impact on other women in the village who had previously looked-down on Indah.

“After participating, I know a lot more and am very open regarding gender, women’s rights, and village development as well” Indah states. “I am now confident and have started to talk about these issues in different forums – such as parents’ groups at my child’s school.”

Indah hopes to see these trainings and discussions continue and expand. “It would be good if the training about gender and village development can be given to all women in the community – as currently only a certain amount of us have engaged” she recommends. “To the future I want to campaign for gender equality and reach-out to other women, as many still live in situations where they are not equal with their husbands.”

Ibu Ni Luh Kadek Meirayati, Dajan Peken, Bali

Ibu Kadek was requested to engage in gender training in the village of Dajan Peken through the DESA project. While she found it challenging to provide time between her work selling cakes from morning to afternoon and raising awareness with her new knowledge to other women in the community, her role representing women working in home industry ensured she took everything in her stride.
Ibu Kadek experienced great value in learning about village governance and gender. “After I engaged in the training, I learnt more about the village’s issues and how we could overcome them – therefore I became really passionate to participate in the village development process,” she explains. Ibu Kadek also identifies a range of benefits that can grow from such activities, primarily through improving sharing of needs and benefits – particularly between and from marginalized groups – as well as to streamline perceptions of the village’s needs between its residents and the local government.

But results for Ibu Kadek are not only conceptual, but are beginning to be realized through active engagement in village planning and budgeting. “We are currently planning to submit a budget proposal for training on micro and small business development,” she says. “We want to improve our marketing and packaging skills so they are more attractive to our buyers, and can then be supplied to the market through the village-operated minimart.”
5. **Conclusions**

Overall, the results of the evaluation evidence significant change in levels of awareness, capacity and engagement of women and marginalized groups within the village planning and budgeting context. However, in many cases, such changes have yet to be fully realized – or cemented – through formal process and policy changes within village government planning and budgeting process in the 19 target villages. This result should not be construed as a failure, or a display of minimal project impact. This is due to the DESA project choosing to work and intervene for change within a thematic area (village planning and budgeting) that is influenced by a range of intricate, complex and dynamic features, rooted in the multi-sectional contexts of culture, gender inequity, religion, tradition and ingrained governmental bureaucracy. Such outcomes as significant awareness increases for women about their rights forms a major step in advancing said rights into the future.

Facilitating change for measurable results within this area is not – and has never been – equated to picking low-hanging fruit. It is a long-term, complex and challenging process that requires focus from a range of different levels and angles, of which many have been successfully developed through the DESA project. There are also clear areas for improvement or re-alignment, however it can be concluded that the DESA project has created a significant platform for long-term institutional change within the target villages, particularly by working through bottom-up, grass-roots approaches.

Notably, while women and marginalized groups form the target benefactors for the DESA project, there is also significant benefit being realized for the wider community. New local government approaches to engaging community (outreach) in planning would stand to benefit all members, as would general increases in government awareness on participation. Planning and budgetary processes have traditionally excluded most of the community (aside from a select few), therefore the inclusion of these groups may improve the inclusion of all. Any positive changes in governance related to participation, transparency and responsibility is likely to have a flow-on effect for all members of a community.

5.1. **Community Capacity**
While it is a common approach, the engagement and strengthening of CSOs as support mechanisms – and as an extension, the identification and capacity development of community leaders – was an overall successful model on which to begin the process of change related to change for women and marginalized groups in village planning and budgeting. This approach clearly supported positive change in all villages surveyed, and ensured increases in both conceptual and practical elements related to the project aims. CSOs who held prior engagement and seasoned approaches to working with their communities were enhanced with specific knowledge and skills related to planning and budgeting that could then be incorporated to strengthen their work, while community leaders undertook similar development to enhance their role as representatives for women and marginalized groups.

As the primary starting point within the rights-based approach, as well as the work plan for the DESA project, overall success hinged on this capacity development. As a result, the best outcomes were found in villages with close ties to CSOs, and also those in which very active community leaders were identified and engaged. It can be concluded that with stronger the historic links and activeness of CSOs and leaders within villages comes stronger results – not only related to uptake and application of knowledge and skills developed, but also within the flow-on effects to other parts of the project (participation and policy/process). This was clearly highlighted in the cases of Dauh Peken (Bali) and Pondok Udik (Bogor), who displayed strong changes throughout all elements resulting in real, formal change for women and marginalized groups in village planning and budgeting.

5.2. Participation

Based on the context within the opening paragraph of this section, it can also be concluded that the DESA project has made significant progress in improving participation for women and marginal groups within the community setting – if not yet specifically within formal planning and budgeting processes in most villages. Participation is not something that can be switched-on overnight – conversely it requires significant attention to be afforded to the development of awareness on rights, equity, processes and specific skills within individuals and groups that have rarely participated within village government processes. In reality, the DESA project displays strong evidence of a ground-up focus towards meaningful participation.
– a much more sustainable and effective mode of participation. Supporting meaningful participation will help to ensure that participatory engagement in village planning and budgetary processes do not merely take place in a traditionally ‘ceremonial’ way, but can support the movement for real positive change in the lives of women and marginalized groups.

Awareness and understanding of rights – as the key primary step to meaningful participation – was evident throughout all villages surveyed. Moving from the success of the primary step, there was also significant evidence of changes for groups in numerous villages related to understanding and application of the processes and tools required to formally participate in village governance. While a majority of villages are yet to advance to engagement in which they apply and draw upon this awareness, confidence and tools within a formal planning and budgeting setting, there were a number of cases in which these outcomes were achieved. However, the results or impact of such engagement is unknown to this point. There were also many examples of ‘informal’ participation, which form both a stepping stone to formal participation as well as an alternative within a village context. It could be expected that if project efforts were to continue, realization of strong formal and informal participation would become the norm for women and marginalized groups in target villages, particularly should such participation be supported by government policy and processes.

5.3. Policy and Process

Policy and process change – that can be seen as the third key step in the overall rights-based approach – was an area that in reality displayed limited real change as a result of the DESA project. At the time of this report, no evidence of any documented changes to actual budget allocation for women and marginalized groups was recorded. As mentioned, however, this should not be a great cause for concern, as it forms the third step of the empowerment and participation process, of which the previous two steps – capacity development and participation – have displayed significant progress within a relatively short time. It could be assumed that with continued development of the previous two phases, that this third phase would then become more significant, resulting in real change to formal policy and processes that impact the lives of women and marginalized groups through village planning and budgeting mechanisms.
Most change was only in verbal agreement form – alongside some improved access to key documents. While this does display an increase in awareness, engagement and interest from village governments, it also holds little weight or mandate for application. Government awareness evidenced through significant increase in promises of inclusion and other small acts forms a strong beginning to realizing process and policy change, however it appears to be driven totally from the bottom-up (due to increased community awareness and capacity). While this is a key element to promote overall change, there is also space for top-down pressure to be applied in supporting the bottom-up efforts.

If real policy and process change is to be achieved and embedded in a sustainable way, there is definitely value in the consideration of interventions from various angles at different governance levels. Multiple stakeholders – old and new – will be required to drive the movement to ensure application of the promises regarding policy and process change. However, even the increase in awareness, interest, and a few small process changes by local governance is enough to display that the DESA project has begun to have an impact on governance mindsets, and at least begin to shift the balance through questioning traditional ‘norms’ related to village planning and budgeting.
6. **Recommendations**

The following recommendations are drawn from the evaluation's findings, alongside the evaluator's experience engaging in similar projects to the DESA project.

A. **Context Consideration**

Future project design should ensure strong consideration of project context, whether related to community, governance, or the array of complexities and characteristics within villages in different Indonesian regions. Particular consideration should be afforded to understanding the timelines of government processes, the required effort to move within the governance system, and the intricacies of engaging within the processes ingrained within all government levels. This would support a more balanced, prepared and flexible project approach in general.

B. **Top-Down Engagement**

Regardless of the strength of a bottom-up project, top-down elements are required to chase real success and impact when working within any area related to governance in Indonesia. Lack of knowledge, awareness and attention to civil rights is a common theme – particularly in village level governments – and has seen the hard work of many bottom-up project simply fizzle out due to lack of support and intervention from above. Indonesian projects such as Kompak stand as a testament to bringing about real change for women and marginalized groups at the village level, with many valuable lessons to be learned in strengthening bottom-up change through providing support and interventions at village, sub-district and district government levels. Such efforts ensure that communities and government come together with similar understanding and desire for change when they engage in formal and non-formal settings at the village level.

C. **Continuance through Innovation**

Innovative and interesting empowerment activities, that also answer the real needs of women and marginalized groups, can form a strong method for protecting the results of previous work, and ensuring groups remain engaged and orientated towards the overall goals. A key challenge is the continuance of previously-developed engagement after initial

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3 More information about Kompak's approaches can be found at: [http://kompak.or.id/id/media/materials](http://kompak.or.id/id/media/materials)
training and empowerment activities have finished, which is integral to ensuring groups and individuals continue on the path to be agents of change in their communities.

D. **Revitalize the Old**

Groups at village level that have previously been formed – yet have become stagnant or dormant – can be revitalized and further empowered to form platforms for change at village level. Often these groups can speed-up the process of change, as they already hold a legal status and are often already recognized by the village government.

E. **Engage Various Government Levels**

Utilizing sub-district (*Kecamatan*) and district (*Kabupaten*) governments have proven to be successful in accelerating change at village level. Not only are their roles as overseers of village governments enshrined in law and regulations – particularly related to women, marginalized groups, and social issues in general – but they also form the parties in the chain of responsibility that structure-addicted village governments are more likely to adhere to.

F. **Strategic Engagement of CSOs and Community Leaders**

While capacity development of these parties that bridge the gap between government and their communities is important, future projects should ensure that community leader and CSO identification and engagement is strategic and well-informed. They must have a strong and ongoing presence directly in the community – with previous history of the capacity to engage both government and citizens – if the impacts of capacity development are to bear fruit.

G. **Targeted Support for Government**

Related to the top-down approach mentioned previously, there must be a point in which government is strongly engaged in the community-driven movement, and there is significant scope for targeted support and intervention at village government level. Potential support includes engagement of legal specialists (to raise awareness on the legal requirements of participation and transparency), governance specialists (to support formal development of policy and process), or even higher-level engagement at district and sub-district level (as the authorities that monitor and guide the village budget approvals and distribution). Such
interventions have been evidenced in similar projects across the country, and must be considered for real, long-term impact at community level.

H. **Highlight Legal Responsibility**

Effort should be afforded to engaging in policy and process from a legal standpoint, as many of the gaps and issues that arose during the evaluation formed areas that are required under Indonesian law. Citizen access to documents, participation in processes, and transparency of village funding allocation are cornerstones of the recent Village laws, yet still tend to be overlooked within village government processes. There are various options to approaching this sensitive issue, which may depend on each village and regional context. However, it remains a key area that can be utilized to ensure real and meaningful change in the lives of women, marginalized groups, and other community members on the whole.
Appendixes

A. Evidence of Formal Policy or Process Change

Inclusion of female representatives in Village Planning Team, Bantas, Bali.
Inclusion of female representatives in Village Planning Team, Geluntung, Bali.
NOTA KESEPAHAMAN
ANTARA
PEMERINTAHAN DESA PONDOK UDIK
dengan
FORUM KADER DESA PONDOK UDIK
tentang
PENGELOLAAN SAMPAH RUMAH TANGGA RT 02/RW03 DESA PONDOK UDIK
DAN PEMBENTUKAN RUMAH KREASI SEBAGAI WADAH UNIT USAHA KREATIF
KELOMPOK IBU DAN MUDA DESA PONDOK UDIK

Pada hari ini, Senin Tanggal dua puluh empat Bulan Juni Tahun Dua Ribu Sembilan Belas,
bertempat di Desa Pondok Udik, Kecamatan Kemang, kabupaten Bogor dilakukan
penandatanganan dokumen nota kesepakahan antara:

1. Nama : NUROSID
   Jabatan : Ketua Forum Kader Desa Pondok Udik
   Alamat :

   Berlindak untuk dan atas nama Forum Kader Desa Pondok Udik, untuk selanjutnya disebut
   sebagai PIHAK PERTAMA

2. Nama : IBROHIM, S.Pd
   Jabatan : Pejabat Sementara Kepala Desa Pondok Udik
   Alamat :

   1. Nama : UDIN ZAENUDIN
      Jabatan : Ketua RW 03 Desa Pondok Udik
      Alamat :

   2. Nama : ROSIDIN
      Jabatan : Ketua RT 02 Desa Pondok Udik
      Alamat :

   Berlindak untuk dan atas nama Pejabat Pemerintah Desa Pondok Udik, untuk selanjutnya disebut
   PIHAK KEDUA

PIHAK PERTAMA dan PIHAK KEDUA yang selanjutnya disebut PARA PIHAK, terlebih dahulu
menjelaskan hal-hal sebagai berikut:

1. Bahwa kondisi terkait pembuangan sampah di Desa Pondok Udik masih cukup
   memprihatinkan dan belum terkelola dengan baik yang mengakibatkan maraknya
   pembuangan sampah sembarangan dan berpotensi mengancam lingkungan dan kehidupan
   sosial masyarakat di Desa Pondok Udik
## Data Table Overview

<table>
<thead>
<tr>
<th>ID</th>
<th>Changes in village leader capacity</th>
<th>Changes in Policy and Practice</th>
<th>Changes in Women and Marginalized Group Participation</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
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<tr>
<td>3</td>
<td></td>
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</tr>
</tbody>
</table>

**Table Legend:**
- **F**: Field/Community is fully functional.
- **P**: Field/Community is partially functional.
- **N**: Field/Community is non-functional.

**Example:**
- **ID 1**: Awareness of the importance of women's participation in the village plan (F).
- **ID 2**: Women's empowerment through community organizing and village leadership (P).
- **ID 3**: Women's leadership in decision-making processes (N).

**Notes:**
- The village head is a temporary office holder (P) who was appointed by maintenance during transition phase before the next election happened.
- Women and village leaders have encouraged community to access village budget (F) through community organizing and village leadership (P) to increase awareness and participation.
- The village head is a temporary office holder (P) that was appointed by maintenance during transition phase before the next election happened.
<table>
<thead>
<tr>
<th>Phase</th>
<th>Goal</th>
<th>Activity</th>
<th>Expected Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Knowledge on village budgeting and increased participation from villagers in village development</td>
<td>Village government distributed an expenditure report to show priorities with an informal meeting</td>
<td>Increase awareness of village budget and participation in development planning and budgeting.</td>
</tr>
<tr>
<td>2</td>
<td>Increase awareness of village budgeting and increased participation from villagers in village development</td>
<td>Knowledge of village budget that makes women aware of their rights to know and to participate in village development planning.</td>
<td>Women start to speak up in village meetings.</td>
</tr>
<tr>
<td>3</td>
<td>Increase awareness of village budgeting and increased participation from villagers in village development</td>
<td>Knowledge on village budget and gender, women have awareness of their rights to know and to participate in village development planning.</td>
<td>Women start to speak up in village meetings and traditional meetings.</td>
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</tbody>
</table>
## C. Interview and Document Survey Guideline

<table>
<thead>
<tr>
<th>NO</th>
<th>RESEARCH QUESTION</th>
<th>INDICATOR</th>
<th>PROBING QUESTIONS</th>
<th>INFORMANT</th>
<th>MEANS OF VERIFICATION</th>
</tr>
</thead>
</table>
| 1  | Are there any changes in the capacity of local CSOs and village leaders in strengthening citizen participation in all phases of public budgeting process in gender-sensitive way? | - Knowledge and awareness  
- Critical understanding  
- Changes in value and attitude  
- Changes in practices | 1. At what level has there been an increase in CSO capacity?  
2. Was there an increase in local government understanding about gender-sensitive budgeting?  
3. What strategies have been implemented by CSOs and village leader to strengthen community participation?  
4. Which strategies/approaches were most effective and relevant?  
5. What plans are in place to ensure these approaches are sustainable and | CSO  
VILLAGE LEADER  
CO  
VILLAGE MEMBERS | Interview notes |
| 2 | Are there any changes in **policy and practices** to promote gender sensitive budgeting in village level? | Village law/regulation  
- Information accessibility  
- Village’ government responsiveness toward woman and marginalized group aspiration  
- Data on marginalized group needs | 1. Was there a regulation to ensure a more gender sensitive village planning and budgeting?  
2. Did policy change increase the inclusion of gender needs?  
3. Was there an increase in funding for women's empowerment? Or an increase in project that brought positive impacts to woman and marginalized group's lives? | CSO  
VILLAGE LEADER  
CO  
VILLAGE MEMBERS  
- Interview notes  
- Village regulation (Perdes)  
- Data based on community' needs assessment  
- Village budget (APBD) |
| 3 | Are there any changes in woman and marginalized group participation in village planning and budgeting? | - Space | 1. Did community understanding of gender-sensitive budgeting increase as a result of knowing what must be done and how they can participate in the process?  
2. Do women have a space to communicate, share and gain knowledge about village budgeting?  
3. Are women capable of preparing input and delivering said input within a public forum or within village government forums?  
4. Are their aspirations heard? | CSO VILLAGE LEADER CO VILLAGE MEMBERS | ● Interview notes  
● Village forum attendance list  
● List of (approved) aspirations |
<p>| 4 | Are there any changes in equity and non-discrimination of village government involved | - Village government involved | 1. Who are invited in village planning and budgeting forum? Who are not? Why? | CSO VILLAGE LEADER | ● Interview notes |</p>
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
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<tr>
<td>1. Are there any efforts from village government to reach out woman and the most marginalized group in village planning and budgeting forums?</td>
<td>Village government carried out affirmative action to reach woman and the most marginalized group. Village government carried out activities to promote tolerance, non-discrimination and/or gender-sensitive awareness.</td>
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<td>2. Are there any efforts from village government to promote tolerance, non-discrimination and/or gender-sensitive awareness?</td>
<td>CO VILLAGE MEMBERS</td>
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