

# REVITALIZING “THE MUSRENBANG” FOR INCLUSIVE AND TRANSPARENT PARTICIPATORY BUDGETING IN INDONESIAN CITIES

Jakarta, November, 2<sup>nd</sup> 2016



## EVENT REPORT

### NATIONAL DISSEMINATION WORKSHOP

NOVEMBER 2016

MAKING ALL  
VOICES COUNT  
A GRAND CHALLENGE  
FOR DEVELOPMENT

KOTA KITA  
A CITY FOR ALL

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## **NATIONAL DISSEMINATION WORKSHOP**

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FOR INCLUSIVE AND TRANSPARENT  
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INDONESIAN CITIES**

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# MAKING ALL VOICES COUNT

A GRAND CHALLENGE  
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## ABOUT MAKING ALL VOICES COUNT

**MAKING ALL VOICES COUNT** is a programme working towards a world in which open, effective and participatory governance is the norm and not the exception. It focuses global attention on creative and cutting-edge solutions to transform the relationship between citizens and their governments. The programme is inspired by and supports the goals of the Open Government Partnership.

Making All Voices Count is supported by the UK Department for International Development (DFID), the US Agency for International Development (USAID), the Swedish International Development Cooperation Agency (SIDA) and the Omidyar Network, and is implemented by a consortium consisting of Hivos, IDS and Ushahidi.

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# REMARKS

I would first of all deliver my highest appreciation to Making All Voices Count (MAVC) and Institute of Development Studies (IDS) in Sussex for supporting the research on the progress of participatory budgeting in Indonesia. I would also like to thank to MAVC-HIVOS Jakarta, who has been very supportive to the process of implementation of the national dissemination workshop in Jakarta.

This workshop was intended to disseminate the results of the research on participatory budgeting and further push future advocacy to revitalize participatory budgeting in Indonesian cities. I would like to reiterate the importance of this workshop; First, the participatory budgeting in Indonesia has been able to introduce the idea about inclusive city, involving different stakeholders in transforming cities, by which more people are being represented and cities are moving toward better and democratic cities. Recently, the adoption of the New Urban Agenda (NUA) resulted from Habitat III process has been finalised in Quito, Ecuador. There are a lot of encouragement through the document on the importance of principals such as city for all, the rights to the city, no one left behind, city that socially functions, participation and inclusive city. This shows that the future of urban development will be much more about bringing together participation of the citizen.

Secondly, I would like to underline that the workshop brought a lot of fresh ideas and inputs that can help future actions in promoting participatory budgeting in Indonesia. Not only from MAVC and Kota Kita research perspective, but also bringing other research perspectives and also practitioners from different cities. This process I believe has strengthened our current understanding of participatory budgeting, and take lessons for the improvement of the process.

We also thank to the all partners; International NGO Forum for Indonesian Development (INFID), and Transparency International Indonesia. We would like to express our sincere thanks to Mayor of Solo City, Mayor of Makassar City , Mayor of Bandung City, representative from Bojonegoro municipality and National Development Planning Agency.

I hope that this report will contribute to the follow-up step and further advocacy plan on participatory budgeting. The research report will be disseminated further to wider audiences, in the national and global context.

Thank you.

Ahmad Rifai  
Executive Director of Kota Kita Foundation

# SPEAKERS AND MODERATORS PROFILE



## Ahmad Rifai, Kota Kita

Ahmad Rifai is the co-founder and Executive Director of Kota Kita, a foundation that addresses urban issues through improved planning, and the involvement of citizens in the design process. He is the lead-researcher for the MAVC research project on '*Improving the Transparency, Inclusivity, and Impact of Participatory Budgeting in Indonesian Cities*'. Ahmad finished his MSc in Social Development Practices, Development Planning Unit, University College London in 2014. His main research interest are on citizenship and participation, urban informality and urban poverty.



## Beka Ulung Hapsara, INFID

Beka has been very well known as an activist for equality, social justice , human rights and democracy. Beka Ulung Hapsara is an advocacy manager at INFID Jakarta where he is responsible for bringing major projects on the national advocacy platform and network, especially how to institutionalise them into national policies. He now involves in three major project related to inequality, post 2015 development agenda and human rights and democracy.



## Donny Setiawan, Perkumpulan Inisiatif Bandung

Donny Setiawan is the Director of Perkumpulan Inisiatif, an NGO based in Bandung which was founded in 2005 to enhance the quality of life of marginalised people. Perkumpulan Inisiatif facilitates citizens' demands for more responsive, accountable, and transparent governance through its four main initiatives – public policy reform, planning and budgeting reform, community development, and knowledge management.



## Fx. Hadi Rudyatmo, Mayor of Surakarta

Fransiskus Xaverius Hadi Rudyatmo or known as F.X. Hadi Rudyatmo is the current Mayor of Surakarta. Before becoming Mayor of Surakarta, he was the Vice Mayor of Surakarta on period 2005-2010 and 2010-2012. He then rose to replace Joko Widodo - who was elected as Governor of Jakarta - and inaugurated on October 2012. Having the long experience in leading the city, he is known to remain close to people in the policy making process and uphold the culture and value in his programs.



## I Nyoman Sudana, Head of Dev. Planning Agency Bojonegoro

I Nyoman Sudana, is the current Head of Development Planning Agency in Municipality of Bojonegoro. As a previous expert staff for Municipal Leader of Bojonegoro, I Nyoman Sudana has a strong desire to alleviate poverty in Bojonegoro. Leading the Development Planning Agency, he is now focusing on developing the poverty monitoring system through a movement of health and smart village, named Gerakan Desa Sehat dan Cerdas (or GDSC).



## Ilham B. Saenong, TI-I

Ilham B Saenong, Program Director of Transparency International Indonesia (TI-I), has been part of the Open Government Indonesia (OGI) Core Team since its inception. He was the CSO coordinator of OGI in 2013-2014 where he led development of National Action Plan 2014-2015 and coordinator of the OGP Asia Pacific Civil Society Day and Market Place in Bali 2014. He is also among the Project Leaders of the Open Governance Project (OGP) to mainstream OGP values and implement Open Governance Scorecard. He collaborates with the Anti-Corruption Commission (KPK), National Planning Bureau, UKP4 and now the President Office in promoting integrity and anti-corruption through campaign and citizen engagement, particularly using ICT, movies, social accountability mechanism and OGP platform.



## Muhammad Ramdhan Pomanto, Mayor of Makassar

Mohammad Ramdhan Pomanto or commonly known as Danny Pomanto, is a Mayor of Makassar who served since 2014. He began his career as a lecturer in the faculty of engineering of Hasanuddin University and started his own architectural firm. He has strong vision to apply smart city concept and bring Makassar to be a liveable world class city for all.



## Mochamad Ridwan Kamil, Mayor of Bandung

Mochamad Ridwan Kamil or widely known by his nickname Kang Emil is the current Mayor of Bandung. He experienced as an architect and lecturer in Bandung Institute of Technology and established his own architecture and design firm, Urbane which involved in the development of the urban area or mega projects. His education background on architecture and urban design influence him in putting more attention to design aspects on city development. Toward smart city, his leadership also highlights the importance of technology in public service delivery and community engagement.



## Oktorialdi, BAPPENAS

Oktorialdi is the Director of Regional Development of National Development Planning Agency. He previously lead the data and information center for development planning for 9 years and the technical committee for big data for development for 3 years in National Development Planning Agency.



## Ria Ernunsari, HIVOS

Ria Ernunsari is the Programme Officer Making All Voices Count Asia (MAVC) at Hivos ROSEA since June 2014. Her works in Indonesia is managing projects under MAVC funding which implemented by local stakeholders and NGOs, with the aims to improve transparency and inclusivity in planning and public service delivery. Some of the projects are improving health service by developing a systematic citizen monitoring of BPJS services in Bali, including women in village planning in Indonesia, developing SMS reporting system linking women with local health services in Bandung, transforming Indonesia's child protection system.



# 1

# ABOUT THE EVENT

## 1.1

## BRIEF

This Event Report records the National Workshop “*Revitalising the Musrenbang<sup>1</sup> for Inclusive and Transparent Participatory Budgeting in Indonesian Cities*”, on November 2<sup>nd</sup>, 2016. It aims to create a platform to promote and mainstream the idea and practice of participatory budgeting (hereinafter PB) alongside with encouraging Musrenbang as one form of participatory planning and budgeting mechanism in Indonesia.

This report summarizes the sessions and provides a brief look of the dissemination process from researcher and experience talks from government officials that took place during the one-day seminar. It also illustrates the participants’ impression and recommendation for further participatory budgeting research and action. It also shares the names and institutions of speakers and moderators in attendance for each session.

## 1.2

## GENERAL EXPLANATION ABOUT THE EVENT

The National Workshop was held on November 2<sup>nd</sup>, 2016, in Millenium Hotel, Kebon Sirih, Jakarta, Indonesia. The reception to this event has been very encouraging, with 150 attendees coming from different cities in Indonesia and representing diverse backgrounds. Civil Society Organisation (CSO) members, National and Local Government officials, academics and university students attended the workshop. The idea of revitalising the practice of Musrenbang as participatory space of urban development has been appreciated. It is seen as a good first step to introduce the importance of authorising budget allocation to the communities in order to better address urban issues such as infrastructure, health, education, and poverty reduction. The National Workshop could become a platform that promotes and campaign for inclusive and transparent Musrenbang practices in Indonesia, while enriching the conversation about PB, particularly in participatory model and innovation on national level.

The second session of the Workshop invited the three progressive Mayors (Solo, Makassar, and Bandung). Side-by-side, they were able to illuminate the differences and the learning opportunities from the varied experiences on promoting inclusive participatory planning and budgeting process in their cities. At last session, participants were invited to share their thoughts on the practice of participatory budgeting.

<sup>[1]</sup> Musrenbang, the short form of *Musyawarah Perencanaan Pembangunan*, is a participatory budgeting cycle that occurs in cities in Indonesia.

## 1.3

## AGENDA

As already mentioned in the previous section, the National Workshop was held on November 2<sup>nd</sup>, 2016, in Millenium Hotel, Kebon Sirih, Jakarta, Indonesia. The following diagram explains the detail agenda of the one day dissemination event.

09.00 – 09.30	REGISTRATION
09.30 – 10.00	<b>OPENING REMARKS:</b> 1. Ahmad Rifai, <i>Executive Director of Kota Kita</i> 2. Ria Ernunsari, <i>Representive of HIVOS Indonesia and Making All Voices Count (MAVC)</i>
10.00 – 12.00	<b>PLENARY SESSION #1 - RESEARCH PRESENTATION</b> 1. Ahmad Rifai – <i>Kota Kita</i> Improving the Transparency, Inclusivity, and Impact of Participatory Budgeting in Indonesian Cities: Solo, Yogyakarta, Surabaya, Makassar, Bandung, Kebumen 2. Ilham Saenong – <i>Program Director of Transparency International Indonesia (TI-I)</i> The public participation in the budgeting process, inputs for the President Office 3. Lieuwe De Boer – <i>Independent researcher</i> Blooming Alun-Alun : Urban citizen participation in the Ward level from Solo and Banda Aceh 4. Beka Ulung Hapsara - <i>INFID Jakarta</i> Open Government Partnership and its experiences to foster participation in Indonesia <b>Moderator: Ria Ernunsari – HIVOS Indonesia and MAVC</b>
12.00 – 13.00	LUNCH BREAK
10.00 – 12.00	<b>PLENARY SESSION #2 - SHARING EXPERIENCES IN PARTICIPATORY BUDGETING IN INDONESIAN CITIES</b> 1. Drs. Oktorialdi, MA, Ph.D, <i>Director of Regional Development of National Planning Beureu (BAPPENAS)</i> 2. FX. Hadi Rudyatmo, <i>Mayor of Surakarta</i> 3. Ir. H. Mohammad Ramdhhan Pomanto, <i>Mayor of Makassar</i> 4. Mochamad Ridwan Kamil, S.T, M.U.D, <i>Mayor of Bandung</i> 5. Ir. I Nyoman Sudana, MM, <i>Head of Planning Department, Bojonegoro Municipality</i> <b>Moderator: Donny Setyawan – Executive Director of Perkumpulan Inisiatif</b>
15.00 – 15.15	COFFEE BREAK
15.15 – 16.30	<b>FRAMING THE ACTION</b> Facilitated by: Ahmad Rifai - <i>Kota Kita</i>





# 2

# SESSION PER SESSION

## 2.1 | OPENING REMARKS

### OPENING REMARKS:

Ahmad Rifai,  
Executive Director of  
Yayasan Kota Kita

Ria Ernunsari,  
HIVOS Indonesia  
and Representative  
of Making All Voices  
Count (MAVC)

Ahmad Rifai open his opening remark by mentioning the results of Habitat III Commitment in Quito. The adoption of the New Urban Agenda has indicated the importance of participation and some principles around "city for all, rights to the city, no one left behind" that will lead the future of urban development. PB is one of the future of our urban development which so far in Indonesia has contributed to many urban projects. PB, in this term Musrenbang, in Indonesia is a proof toward the need of inclusive and democratic cities. He also reiterated the need to grow citizen demand, how to make the existing formal system of PB can be revitalised as a catalyst of urban improvement. He expected that the workshop can be a first great step toward national advocacy and campaign for PB revitalisation.

Meanwhile, Ria Ernunsari, representative of HIVOS Indonesia and MAVC, described that many forms of participation is continuously developing in which following the advancement of technology, distribution of varied information, development of community capacity, monitoring and evaluation, and dissemination of lesson learned from cities experience. Giving the space for sharing the progress of participatory budgeting process is a good opportunity to welcome diverse ideas in better addressing the community needs.



## 2.2

# PLENARI PANEL #1 - RESEARCH PRESENTATION

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### MODERATOR:

Ria Ernunsari,

HIVOS Indonesia and  
Representative of Making  
All Voices Count (MAVC)

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### SPEAKERS:

Ahmad Rifai  
Kota Kita

Ilham Saenong  
Transparency International  
Indonesia (TI-I)

Lieuwe De Boer  
Independent researcher

Beka Ulung Hapsara  
INFID Jakarta

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In the first session the speakers shared their knowledge and experience on participatory budgeting (PB) which expressed through the practice of *Musrenbang*.

Ahmad Rifai, firstly presented the research by Kota Kita on PB in six study-cases in Indonesia, including Yogyakarta, Makassar, Surabaya, Bandung and Municipality of Kebumen. The research observed and documented the experiences of PB, and evaluated its constraints and prospects. He described how *Musrenbang* as one form of PB has not yet well implemented, considering many of community's aspiration have not accommodated. Regardless the unsatisfying result of PB, the practice of PB need to be encouraged because it gives room for community to be heard. Towards the inclusivity, PB practices in Solo, Kebumen, and Yogyakarta take the marginalised groups into account. While in Bandung, Makassar, and Surabaya where technology applied in PB process, likely bring the process to be more transparent and accountable. He also emphasised that CSOs have significant roles in developing, promoting, maintaining, and accelerating the PB process through various initiatives, such as piloting the PB system, advocating, capacity building, assisting, monitoring, or supporting and fostering the use of technology. Summarizing his research, as *Musrenbang* gives community to monitor the planning and budgeting process, there is a



need to strengthen the facilitator's skill and CSOs' roles, devolve the budget to neighbourhood, encourage local initiatives and the use of technology, open the accessibility and feasibility to urban data, monitor and evaluate the overall process of PB.

Taking other research-cases from Solo and Banda Aceh, Lieve De Boer explained that over the last decade PB process offers promising progress and initiatives. Nevertheless, the limited opportunities for substantial participation results in the dissatisfying outcomes which are less responsive to community actual needs and aspirations. *Musrenbang* is not yet sufficiently empowered. Therefore, he suggested that the key is to enshrine participation as right, enable citizen to access the information; to monitor, evaluate and audit the process; and to challenge decisions. The complicated processes in each administration level (RT/RW<sup>[2]</sup>, neighbourhood, district, and city) need to be simplified which can be easily understood by community. Following the advancement of technology, it is suggested to develop the virtual platform for PB, allowing representation through internet as complementary to physical participation and representation.

Describing the challenges in participatory budgeting, Ilham Saenong, Program Director of Transparency International Indonesia, conveyed that the PB process is still reflected as quasi participation where certain group interest dominate over the community needs in general. Meanwhile, the euphoria of participation itself tends to be sided on political view rather than for development. Participation is merely considered as a significant aspect in development, rather viewed as a complementary aspect. Therefore, the institutionalisation of participation is suggested to heighten the interest on PB, such as through public survey and petition, innovation, and social audit.

First, development needs to be acknowledged as shared responsibility where citizen has a right to be heard. The process itself has to enable their voices to be taken into account in a way better addressing their needs. Then, monitoring and evaluation process is a must to provide



<sup>[2]</sup> RT/RW, the short form of *Rukun Tetangga / Rukun Warga*, are the lowest administration unit of an Indonesian neighbourhood.



transparency and accountability because PB is not only about fulfilling citizen wishes. Together with civil society organisations (CSOs) initiative, broadening the social audit platform can be developed to maximise PB evaluation process. The rigid platform of today's Musrebang process is likely challenging, hence revitalising *Musrenbang* or developing other innovation which allows the citizen to progressively express their aspiration and response to any development policy and programs is suggested.

Beka Ulung Hapsara, INFID Jakarta, delivered his view on PB through open government initiative lenses. Principally, open government partnership (or OGP) has commitment to provide transparency, accountability, and innovation. OGP could be the bridge for government and public, in which helping to monitor the conflict of interest, to fulfil the rights and public service accessibility, to close the geographical gap, and to improve public trust to government. However, the OGP system is still heavily in government and donor's hand, and yet collaborated with neither CSOs nor local governments. Though local governments have many initiatives, including the innovation on PB, they have not been connected with OGP system. There are several factors to better implement the OGP, include the good local government leadership as well as progressive bureaucrats in accelerating their knowledge and experience to develop good initiatives on PB. Besides, it requires public participation, support from CSOs, and integration between other institutions. There is also a need to institutionalise the participation, acknowledge the roles of CSOs, and develop the broader network in enhancing the PB process.

## 2.3

## PLENARI PANEL #2 - SHARING EXPERIENCES IN PARTICIPATORY BUDGETING IN INDONESIAN CITIES

### MODERATOR:

Donny Setiawan  
Perkumpulan Inisiatif

### SPEAKERS:

Oktorialdi,  
Director of Regional  
Development of National  
Planning Agency  
(BAPPENAS)

FX. Hadi Rudyatmo,  
Mayor of Solo

M. Ramdhan Pomanto,  
Mayor of Makassar

M. Ridwan Kamil,  
Mayor of Bandung

I Nyoman Sudana,  
Head of Bojonegoro  
Development Planning  
Agency

During the second session, the speakers from National Planning Agency, Mayor of Solo, Makassar, Bandung, and Head of Development Planning Agency of Bojonegoro shared the experience in implementing PB in local context as well as national framework.

Oktorialdi, National Planning Agency, mentioned that the national planning and budget should be controlled by policy driven strategy with the consideration of budget driven mechanism. Government need to optimise all the resources to reach the national development goals and objectives, which technically synchronised with Nawa Cita<sup>[3]</sup>, through an effective, efficient, transparent, and accountable planning and budgeting process. The revitalisation of *Musrenbang* as a form of PB includes the objectives of *Musrenbang* as a completing process of Government Work plan in each year; the substantial issues which need to be discussed in the forum; the implementation of *Musrenbang*; the procedural process of *Musrenbang*; the communication pattern and publication on result of *Musrenbang*; and the synchronisation of National and Regional (both in Provincial or City/Municipality level) *Musrenbang* process. Using the HITS (Holistic, Integrative, Thematic, and Spatial) approach, in 2018 National Planning Agency aims for (a) the holistic substantial integration in central and regional, (b) the spatial integration of interrelated activities in one location, (c) the distribution of authority on Ministry/Institution,



<sup>[3]</sup> Nawa Cita is nine-agenda priorities which elaborated on National middle-term development planning document (or Rencana Pembangunan Jangka Menengah Nasional or RPJMN) year 2015-2019.



Provincial/City/Municipality level, and (d) the distribution of budget resources in Ministry/Institution, local budget, special budget allocation, investment, social insurance, and private sector.

Sharing a rich experience in implementing and maintaining the practice of participatory planning and budgeting process in city, FX Hadi Rudyatmo - Mayor of Solo - mentioned that Solo acknowledges the importance of community engagement in PB process. He thus explained that Solo has diverse public aspiration room. First, *Musyawarah Lingkungan* as a part of *Musrenbang* process held in neighbourhood level to create the list of proposed project. Second, *Rembug Warga* is a community forum held in neighbourhood level where Mayor and local officials directly meet the community to discuss general issues happening in neighbourhood. Third, *Sonjo Wargo* which is also a community forum, but only focusing on identification of public service issues. Last, *Mider Projo*, a regular visit held in every Friday to identify city's infrastructure issues. The government of Solo is also currently developing the online platform for planning and budgeting. Maximising the cultural values as an approach, Solo progressively promotes and encourages the community participation.

In Makassar, Mohammad Ramdhani Pomanto - Mayor of Makassar - shared that the approach used in participatory planning and budgeting is to combine the culture and technology. Upholding 'sombre' - a culture with hospitality, humble, and brotherhood values - Makassar attempts to promote the smart city concept with strong local character in their city development. He then explained that people's quality of life depends on the citizen participation in supporting the government program, hence remaining close to people is a key to succeed it. In addition, the use of *Musrenbang* information system or *Musrenbang* online can provide transparency, connectivity, accuracy, and accessibility to information. Related to PB, he mentioned that the budgetary scheme is essential tool to ensure the transparency because every budgeting flow needs to be accountable.



Focusing on the use of technology, Ridwan Kamil - Mayor of Bandung - highlighted that Bandung is a progressive smart city. He mentioned that technology today is more than lifestyle, so investing the future of city in the technology is becoming inevitable. As an effort in encouraging participatory planning and budgeting, technology makes the process more transparent with the open government system in which people can control, observe and connect to open data and services. Saying that networking is also everything, Bandung develops collaboration with diverse stakeholders, includes community, institution, academia, and business. Besides, as one of the innovation in PB process, he initiated a program named PIPPK (or *Program Inovasi Pembangunan dan Pemberdayaan Kewilayah* or Innovation Programme for Regional Development and Empowerment) where each neighbourhood given 100 million rupiahs to fund the development in their neighbourhood. This initiative is offered to overcome the long bureaucratic process in *Musrenbang*, therefore community can access the budget.

While Bojonegoro, as one of Municipality with a long history of endemic poverty, focusing on how to develop prosperity through maximising the potential of resources they have. I Nyoman Sudana - Head of Bojonegoro Development Planning Agency - mentioned that low of public trust and less satisfaction on government's performance are the challenges in the development. Therefore, through open government partnership (OGP) they encourage people to participate in the process. The transformation started with co-creating and connecting community with government in order to listen to their aspiration, discuss and understand their problems and actual needs. The government of Bojonegoro also build the partnership and promote participation with involving diverse stakeholders, university, private sector, non-governmental organisations, and community. The principal aspects they use to reconnect all stakeholders include *direct* in which community can voice their aspirations to government; *dialogic* where stakeholders are suggested to discuss together instead of debate on issues, *distribute* where each stakeholder expected to wisely perform their authority and responsibility, and *digital* to strengthen people's access to information.

## 2.4

## FRAMING THE ACTIONS

**FACILITATOR:** Ahmad Rifai, Kota Kita

This last session wrapped up the whole discussion from the previous sessions, and engaged the participants to share their thoughts on PB.

### LESSON LEARNED

1. PB, widely accommodated by *Musrenbang*, is basically a platform intended to provide a space for public to participate in development process including planning and budgeting. Citizen can voice their aspirations through *Musrenbang*, therefore government can better address people's needs and improve public trust towards them. By doing so, it leads to strengthening the enthusiasm for participatory development.
2. The regulation on PB should accommodate the participation, hence integrating the national and local regulation can effectively make *Musrenbang* works. The local government can translate national policies into structured programs, which will be tailored to their vision and mission, and regional development planning. It is also has to be remained closer to the needs of the community through a participatory process.
3. Learning from the experience of various regions (Makassar, Solo, Bandung, and Municipality of Bojonegoro), the significant aspects in the implementation of participatory planning and budgeting are: (a) good local governance reflected on its innovative leadership and openness, progressive bureaucrats who have rich knowledge and experience; (b) community participation enthusiasm; (c) recognition of CSOs as important part on development; (d) good and broad networking system.



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- 4. The cultural approach or rooting to the local value can be an option to reach out more people and enhance their involvement in the city development process, including planning and budgeting.

## CHALLENGES

- 1. Participation tends to be seen as complementary, not as a significant aspect in the development process. In addition, the representative issues is a challenge for participatory planning and budgeting process where there is a tendency to be driven by certain interest groups. Assisting the community to define and articulate their actual needs can be done with the help from local facilitators, CSOs or other experts. In short, capacity building for all the related stakeholders is essential to improve their technical skill.
- 2. Towards the inclusivity, it needs more than using territorial view on participatory planning and budgeting. It has to involve the sectoral participatory aspect such as informal groups and also marginalised groups, such as women, children, the disabled, and the poor.
- 3. Public participatory procedures designed in a rigid way, while it is supposed to empower community. Therefore, strengthening the local initiative in making PB more dynamic and providing other informal platform for PB, outside *Musrenbang*, can be used to encourage the community participation.
- 4. Results of PB process should not only accommodate people's needs, but also provide accountable and transparent mechanism. Ensuring the sustainability of the ongoing practice of PB also needs to be taken into consideration.

## OPPORTUNITIES

- 1. Any form of participation on PB needs to follow the advancement of technology. The use of technology should not only focus on data digitalisation, but is also applied to improve efficiency, accuracy, transparency, and accountability. Furthermore, it has to connect public with government in participatory planning and budgeting, and evaluation process.
- 2. The diverse experience from various regions indicates that the block grant scheme has encouraged the enthusiasm of community participation and allowed public monitoring. This scheme, however, needs to be supported by political will in formulating a clear budget allocation and its implementation, monitoring and evaluation.
- 3. Coordination between local and national government, communication and commitment are significant points to implement the participatory planning and budgeting, open and broaden the access to information, strengthen and improve the public trust.
- 4. PB process has been being supported by CSOs in many ways includes initiating, facilitating or assisting community/government, capacity building, disseminating the knowledge and information, monitoring and evaluation, and fostering the use of technology.



# PARTICIPATING INSTITUTIONS

## LOCAL GOVERNMENT

1. BAPPEDA Bojonegoro, *Local Development Planning Agency of Bojonegoro Municipality*
2. BAPPEDA Kebumen, *Local Development Planning Agency of Kebumen Municipality*
3. BAPPEDA Makassar, *Local Development Planning Agency of Makassar*
4. BAPPEDA Pekalongan, *Local Development Planning Agency of Pekalongan*
5. City Government of Bandung
6. City Government of Surakarta

## NATIONAL GOVERNMENT

7. BAPPENAS, *National Planning Agency*
8. Badan Pengawasan Keuangan dan Pembangunan (BPKP), *Finance and Development Supervisory Agency*
9. *Ministry of Finance*
10. Badan Standardisasi Nasional (BSN), *National Standardisation Agency*
11. Cabinet Secretariat of the Republic of Indonesia
12. Direktorat Jenderal Cipta Karya, Kementerian PUPR, *Ministry of Public Housing*
13. Indonesia Climate Change Trust Fund (ICCTF)
14. Kementerian Agraria dan Tata Ruang, *Ministry of Agriculture and Spatial*
15. Komisi I DPR RI, Comission 1 - *House of Representative of Indonesia*

16. Lembaga Administrasi Negara, *National Institute of Public Administration*

17. PU - Kota Hijau

## NON GOVERNMENT ORGANISATIONS

18. BIGS Bandung
19. Ciliwung Merdeka
20. CRI (Combine Research Institute) Yogyakarta
21. FITRA Jatim
22. Formasi Kebumen
23. Inisiatif Bandung
24. Jerami Solo
25. INFID Jakarta
26. KOMPAK
27. KUPAS Makassar
28. Lestari Centre Makassar
29. Lokalaras Indonesia Institute
30. NOL Sampah Surabaya
31. PIAR Kupang
32. Pusat Studi Infrastruktur
33. Sawarung Bandung
34. Seknas FITRA
35. SMERU
36. Transparency International Indonesia
37. TurunTangan

## **INTERNATIONAL ORGANISATION AND DONORS**

- 38. Chemonics International
- 39. J-PAL
- 40. MAVC - Hivos
- 41. The Asia Foundation
- 42. The Ford Foundation

## **UNIVERSITIES**

- 43. Institute for Transportation & Development Policy (ITDP)
- 44. Institute Teknologi Bandung (ITB)
- 45. Institute Teknologi Nasional (ITN) Malang
- 46. School of Government and Public Policy Indonesia
- 47. Universitas Diponegoro Semarang
- 48. Universitas Esa Unggul
- 49. Universitas Ahmad Dahlan
- 50. Universitas Brawijaya Malang

- 51. Universitas Gadjah Mada Yogyakarta - Urban and Regional Planning, Faculty of Engineering
- 52. Universitas Indonesia - Urban Studies
- 53. Universitas Islam Bandung
- 54. Universitas Negeri Jakarta
- 55. Universitas Tarumanagara Jakarta
- 56. Universitas Islam Alauddin Makassar

## **OTHER INSTITUTION**

- 57. CADIK
- 58. Dattabot
- 59. Ikatan Arsitek Indonesia Jakarta
- 60. Indonesia Procurement Watch
- 61. LG International
- 62. PT. Handal Selaras Pratama
- 63. PT. Partoba Bangun Khatulistiwa
- 64. RuangWaktu Knowledge Hub



MAKING ALL  
VOICES COUNT

A GRAND CHALLENGE  
FOR DEVELOPMENT

KOTA KITA

A CITY FOR ALL