

SKALA Six Monthly Progress Report

January – June 2025

SKALA – Sinergi dan Kolaborasi untuk Akselerasi Layanan Dasar
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Executive Summary

Synergy and Collaboration for Accelerated Service Delivery (SKALA) is an Australia–Indonesia partnership that strengthens governance for basic-service delivery in poor and vulnerable communities across less-developed regions of Indonesia. SKALA has an operating budget of up to AUD 80 million (October 2022 – December 2026), with AUD19.3 million expended in FY24-25. It is active across 10 partner provinces, expanding to 12 provinces (31% of Indonesia’s provinces) in the coming financial year. The program is entering its third year of implementation and is currently planning for consolidation of Phase 1 progress towards intermediate and end of program outcomes.

SKALA’s design identifies three End-of-Program Outcomes (EOPOs):

EOPO 1: Stronger enabling environment for subnational service delivery.

EOPO 2: Better subnational service delivery through improved planning, budgeting, and financial management.

EOPO 3: Greater participation, representation, and influence of women, people with disabilities, and vulnerable groups in planning and decision-making.

These outcomes remain central amid Indonesia’s shifting political and fiscal landscape, where decentralisation is challenged by increasing central control and competing national priorities.

Context and Operating Environment

The start of 2025 marked the beginning of Indonesia’s new administration following President Prabowo’s inauguration in October 2024. The first half of 2025 was characterised by tight fiscal constraints and increased centralisation of planning and budget control following Presidential Instruction 1/2025 on Spending Efficiency. New national initiatives redirected resources toward centrally managed programs, reducing fiscal space for long-term subnational reform.

Local election–related leadership transitions disrupted decision-making in several provinces, notably where contested results delayed planning processes. New reform-oriented provincial leaders in a number of SKALA provinces have created openings for data-driven and inclusive service planning.

SKALA’s brokerage and technical facilitation role across national and subnational levels remain essential to maintaining coherence, transparency, and inclusion in governance systems.

Progress Towards Outcomes

Under EOPO 1, SKALA has made steady progress in strengthening the enabling environment for subnational service delivery by supporting central ministries to deliver more coherent and technically robust guidance. Across the three nationally focused Intermediate Outcomes, improved public financial management for service delivery, evidence-based decentralised planning, and use of GEDSI analysis, SKALA has contributed to improved national policy coherence despite ongoing disruptions from administrative transitions. Key achievements include the issuance of national policies that better align fiscal transfers with service quality standards, enhanced interoperability between planning and data

systems to support decentralised decision-making, and the finalisation of national action plans for disability and gender mainstreaming. The full potential of these achievements will only be realised through sustained ministerial leadership, greater policy stability, and stronger incentives for subnational actors to adopt and implement these guidelines. Overall, while SKALA is on track to deliver quality outputs and contribute to intended outcomes, systemic challenges continue to constrain the translation of national guidance into tangible improvements for vulnerable groups at the subnational level.

Under EOPO 2, SKALA is supporting partner provinces to strengthen subnational service delivery by improving service-oriented public financial management, locally generated revenue, data governance, and inclusive planning. SKALA can demonstrate progress toward more robust and compliant provincial systems across all these domains. Five provinces have completed costed Minimum Service Standards (MSS) Action Plans, though further work is needed to strengthen data quality and monitoring frameworks to implement these plans effectively. Six provinces have aligned local tax regulations with national guidance, and seven have improved revenue forecasting, yet manual systems and limited institutional capacity continue to constrain provincial tax reform efforts. The majority of SKALA provinces have improved data governance and accessibility, while facilitated groups of policy analysts in four provinces are fostering multi-stakeholder policy dialogue on service-oriented planning. Overall, SKALA is on track to contribute meaningfully to improved subnational fiscal policy, tax policy and inclusive data governance; however, technical and institutional challenges persist- particularly in translating reforms into inclusive service-oriented budget decisions and improved spending quality.

Under EOPO 3, SKALA is working to strengthen mutual trust between subnational governments and civil society organisations (CSOs) representing vulnerable communities, by enhancing both the supply and demand sides of inclusive governance. In collaboration with other DFAT investments, progress across three key areas—inclusive planning forums, formalised participation mechanisms, and partnerships and capacity building—shows promising momentum. Six provinces have established or revitalised inclusive consultation forums. Inclusive engagement has been institutionalised through provincial decrees in at least two provinces. To consolidate these gains and address persistent constraints on meaningful participation, CSO network knowledge hubs are planned in six provinces to support data-driven budget advocacy. Overall, SKALA is on track to meet its Phase 1 targets and lay the foundation for more inclusive and representative governance, though continued support is needed to embed these practices and ensure they translate into meaningful influence over service delivery decisions.

Governance Structure and the Relevance to the Government of Australia

As a decentralised governance program with a long-term presence in out-laying Provinces, SKALA is a strategic platform for Australia’s engagement with Indonesia at the subnational level, advancing shared priorities around inclusive, transparent, and evidence-based governance across Indonesia’s archipelago. Its approach aligns with Australia’s development cooperation objectives by strengthening Indonesia’s capacity to deliver basic services to vulnerable populations, promoting gender equality, disability inclusion, and effective public financial management. SKALA’s governance structure, comprising the Steering Committee, Technical Committee, Working Groups, and Provincial Program Committees, ensures mutual accountability and alignment between Australian and Indonesian stakeholders, reinforcing ownership and sustainability across all levels of government. The program’s adaptive

management approach, that seeks to balance highly valued, quick wins with long-term institutional reforms in a dynamic political context, ensures the program is resilient and responsive. This makes the program a valuable relationship asset. Critically, SKALA's work also contributes to stronger democratic institutions by improving government transparency, enabling citizen participation, and building public confidence in service delivery systems. In this way the program is also making foundational contributions to regional stability.

Program delivery

As of June 30, 2025, SKALA has delivered 30% of its multi-year Work Plan (July 2025- Dec 2026), with a large number of program activities carried over into the coming financial year. This planning approach and completion rate reflect the complexity of planned program outputs and expected delays resulting from changes in national fiscal policy and administrative changes. Despite these delays, the semester budget was fully acquitted, demonstrating disciplined financial management and proactive risk management.

For the final semesters of Phase 1, SKALA has shifted from over-programming workplans to aligning activities with Government of Indonesia (GoI) annual cycles, focusing only on what can be realistically delivered within the workplan period. This change strengthens synergy with GoI systems, improves performance accountability, and ensures effective management of delivery risks.

Forward Planning

As SKALA enters its final 18 months, the program will consolidate efforts around five key work areas to demonstrate meaningful progress across EOPOs. SKALA will focus on improving data governance to support inclusive service delivery, consolidating frameworks for equitable MSS implementation, enhancing local government budgeting through better fiscal transfer utilisation and tax reform, and improving the management of Special Autonomy (OTSUS) Funds. To ensure vulnerable groups are meaningfully represented, SKALA will institutionalise inclusive planning forums and strengthen civil society capacity for evidence-based advocacy. These efforts aim to embed inclusive, data-driven, and context-responsive systems that can sustain improved service delivery beyond Phase 1.

Highlights

End of Program Outcome 1: Stronger Enabling Environment for Subnational Service Delivery

 IO 1: Central agencies improve the subnational policy and regulatory environment on Public Financial Management (PFM) and the implementation of Minimum Service Standards (MSS)	 IO 2: Central agencies use evidence to improve decentralisation-related planning, coordination and prioritisation	 IO 3: Central agencies increasingly apply GEDSI analysis and evidence in preparing their policies, plans and budgets to ensure the needs of women, people with disabilities and vulnerable groups are addressed
IO 1.1: Improved coordination and collaboration among key ministries to improve fiscal transfer policies in support of inclusive service delivery, informed by subnational government	IO 2.1: Number of improved regulations, policies or guidelines on data governance and use in subnational planning and budgeting of basic service delivery for all citizens	IO 3.1: Number of national processes, policies, tools and guidance that have used GEDSI evidence and analysis to inform their development, with SKALA support
In progress: 2 This Semester: 4 Last Semester: 4	On-going: 1 MoHA Decree This Semester: 9 MoHA Operational Guidelines Last Semester: 0	In progress: 2 This Semester: 4 policies Last Semester: 3
IO 1.2: Number of regulations, policies or guidelines issued by the national government to support subnational revenue generation with SKALA support	IO 2.2: Improved coordination and collaboration among key ministries to improve fiscal transfer policies in support of inclusive service delivery, informed by subnational government	IO 3.2: Number of improved tools and guidance supporting subnational governments to undertake and use GEDSI analysis in planning and budgeting, with SKALA support
In progress: n/a This Semester: 1 Last Semester: 0	In progress: 2 This Semester: 1 Last Semester: 0	In progress: n/a This Semester: 0 Last Semester: 3 guidelines
IO 1.3: Number of issues raised by national or subnational stakeholders around PFM addressed or resolved with SKALA support	IO 2.4: Extent of integration of online analytical tools into the process of planning document preparation.*	IO 3.3: Extent to which subnational budget categories have been expanded with SKALA support to more fully capture GEDSI issues in planning and budgeting
In progress: n/a This Semester: 4 Last Semester: 3	In progress: 4 This Semester: 0 Last Semester: 0	In progress: On progress to accommodate 81 revised and 5 additional GEDSI nomenclatures This Semester: 0 Last Semester: 0
IO 1.4: Number of regulations, policies or guidelines issued by the central government to improve the management of OTSUS funds with SKALA support	Notes: * Counting the number of information integration projects under way to improve planning processes	
In progress: 1 policy This Semester: 1 regulation Last Semester: 3 policies		
IO 1.5: Number of improved policies, guidelines, capacity building materials issued or used by the national government, with SKALA support, to strengthen MSS planning, budgeting, implementation, evaluation at subnational level, with SKALA support		
In progress: 1 policy This Semester: 1 regulation Last Semester: 3 policies		
	IO 3.4: Adaptation of a model of integrated service delivery for the elderly with SKALA support	In progress: 1 This Semester: 0 Last Semester: 0

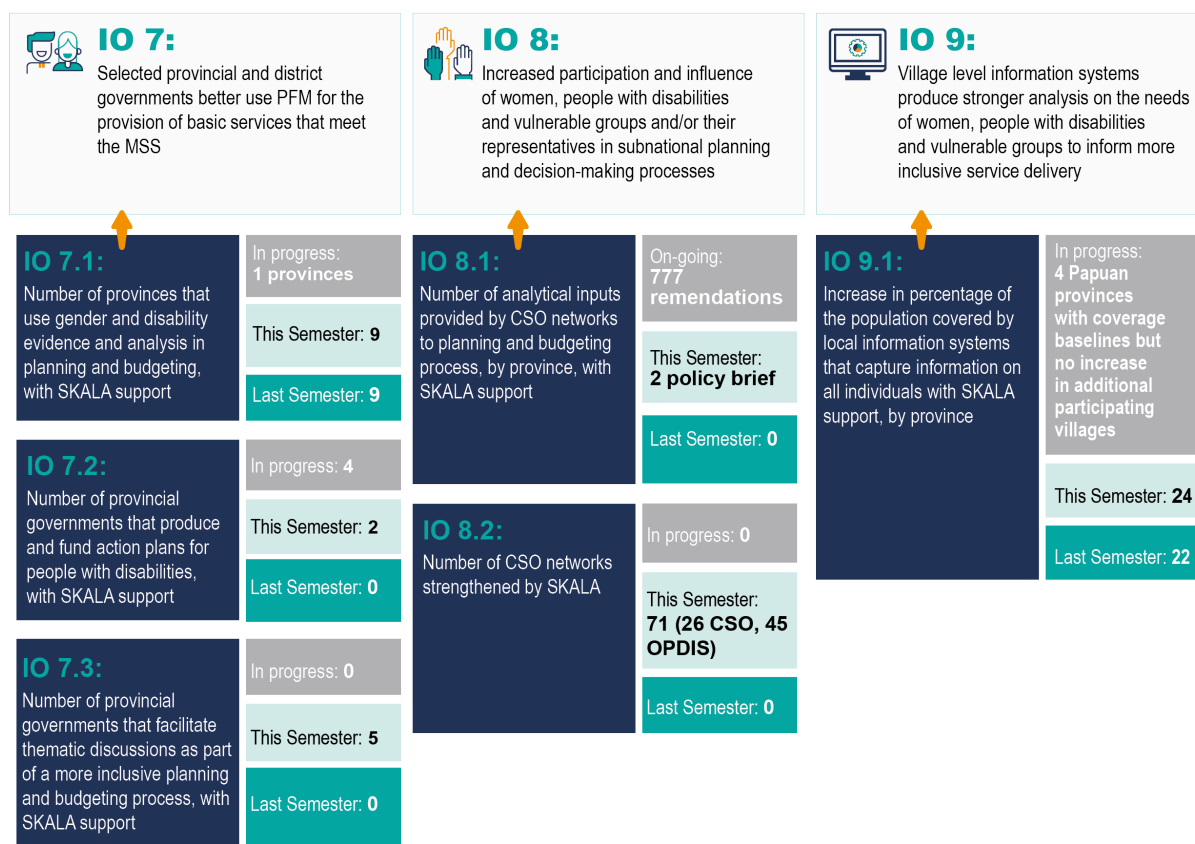
- **Improved national assessment of subnational service delivery:** SKALA's technical recommendations have helped the Ministry of Home Affairs (MoHA) enhance the evaluation of Minimum Service Standards (MSS) by incorporating factors such as regional fiscal capacity, geographic barriers, and service delivery needs. This more context-sensitive framework has led to the recognition of Nusa Tenggara Barat, North Kalimantan, and Maluku as high-performing or innovative provinces in MSS implementation. The improved methodology also supports ongoing collaboration between MoHA and the Ministry of Finance (MoF) to link MSS performance with fiscal transfers, balancing general allocations and specific grants.
- **Stronger national guidance on local revenue generation:** In response to subnational concerns on local taxation, the Ministry of Finance (MoF) issued Regulation PMK 7/2025 on regional tax audit and collection. SKALA contributed key inputs to the regulation, including recommendations to strengthen subnational tax personnel capacity, improve inspection and verification mechanisms, and technical reviews of the draft. Moving forward, SKALA will support MoF in designing targeted capacity-building initiatives to help local governments implement the new regulation effectively.
- **Improved application of data to planning:** SKALA's multi-year support for BAPPENAS' SEPAKAT analytical platform is delivering results, with a national-subnational trainer network now established and online learning modules supporting planning across government levels. These trainers have helped apply SEPAKAT analysis to national five-year thematic action plans—covering disability, gender, One Data, and elderly issues—and contributed to the roadmap for a prosperous Indonesia. During this reporting period, SKALA also supported the development of new SEPAKAT features, planning guidance, and continued direct technical assistance to partner provinces.

End of Program Outcome 2: Better Subnational Service Delivery

 IO 4: Selected provincial and district governments better use PFM for the provision of basic services that meet the MSS	 IO 5: Selected provincial and district governments increasingly utilize evidence on women, people with disabilities and vulnerable groups' service delivery needs in their planning and budget decisions	 IO 6: Senior leaders in selected provincial and district governments better recognize, measure and plan for the specific service delivery needs of all citizens
IO 4.1: Number of provinces with local regulations, policies or guidelines to optimise local revenue with SKALA support	IO 5.1: Number of provinces with improved targeting data for planning and budgeting, including for MSS, with SKALA support	IO 6.1: Number of analytical inputs provided to subnational government leadership on local service delivery, by province, with SKALA support
IO 4.2: Improved data use in MSS planning, with SKALA support	IO 5.2: Number of provinces with improved service delivery data for MSS planning and budgeting with SKALA support	In progress: 63 policy briefs This Semester: 24 Last Semester: 22
IO 4.3: Improved costing of MSS needs, with SKALA support	IO 5.3: Implementation of One Data with SKALA support (number of province implement its Regional One Data policy)	In progress: 7 provinces are collecting data based in their data lists This Semester: 0 Last Semester: 0
IO 4.4: Incorporation of MSS action plan into planning and budgeting documents, with SKALA support		
IO 4.5: Planning of fiscal transfers (TKD) optimized for delivery of basic services with SKALA support	IO 4.7: Number of provinces providing improved technical assistance to district/city governments on the preparation and implementation of planning and budgeting documents with SKALA support	In progress: 7 provinces are collecting data based in their data lists This Semester: 0 Last Semester: 0
IO 4.6: Number of OTSUS provinces with on-time planning and budgeting documents	In progress: 4 This Semester: 3 Last Semester: 3	

- **Inclusive data for planning:** With SKALA's support, Aceh has expanded the number of publicly available datasets on GEDSI (Gender Equality, Disability, and Social Inclusion). The new datasets covering disability prevalence, school-age children with disabilities, gender empowerment, women's representation in parliament, and violence victims are now accessible through a user-friendly dashboard. These data sets were identified in consultation with persons with disabilities to ensure relevance and responsiveness to community priorities. This tool improves data-driven planning and decision-making for both government and the public.
- **Sharing innovation between provinces to optimise regulatory reforms:** SKALA is fostering cross-provincial learning to help local governments optimise revenue generation while promoting equity in taxation. Provinces are exchanging innovations in effectively taxing water-based transportation, digitising tax systems, and implementing vehicle tax exemptions for people with disabilities. These efforts not only improve fiscal performance but also advance inclusive and accessible policy reform across regions.
- **Climate responsive service delivery planning:** SKALA supported Housing Departments in NTB and Maluku to enhance disaster risk planning by integrating micro-socioeconomic data with spatial mapping. Previously reliant on spatial data alone, local planners can now identify the most vulnerable households and design more inclusive interventions. This data-driven approach marks a significant step toward equitable public service delivery and improved resilience for disadvantaged communities.

End of Program Outcome 3: Greater Participation, Representation and Influence of Women, People with Disabilities and Vulnerable groups



- Effective, inclusive planning:** SKALA supported inclusive participatory development planning in six provinces, North Kalimantan, Gorontalo, Maluku, NTB, NTT, and Papua Selatan, enabling 100 CSOs and 29 disability organisations to present 777 evidence-based activity proposals. Early adoption of these recommendations in Gorontalo and NTT shows the potential of equipping CSOs with analytical skills and facilitating formal engagement. This approach has demonstrated its value to MoHA and informed the upcoming national guideline on inclusive planning.
- Collaboration to strengthen gender equality policy in Aceh:** In Aceh, SKALA collaborated with DFAT-funded INKLUSI and AIPJ2 programs to leverage the program's respective networks, relationships and technical strengths to support the delivery of the Qanun on Protection of Women's Rights. The Qanun regulation broadens women's protection, accelerates gender mainstreaming and progress towards achieving gender equality targets.
- Building networks of influence:** SKALA continued to support 10 CSOs in Gorontalo, North Kalimantan, NTT, and Maluku through the Policy Advocacy Community of Practice and Influence (CoPI). This multi-stakeholder platform—bringing together CSOs, universities, journalists, and think tanks—strengthens skills in policy analysis, evidence use, and strategic communication. Already regarded as trusted think tanks by local governments, CoPIs are influencing planning and budgeting processes to improve inclusive basic services and foster sustained collaboration between government and civil society.

Context

SKALA operates within an Indonesian governance environment that is becoming increasingly centralised. Unfortunately, centralised structures are increasingly fragmented with many ministries and bodies competing at a national level for influence and resources. In this “fragmented centralism” context, SKALA plays a vital role in building synergies and collaboration within government, and between government and non-government actors. The program also plays a valuable role in advocating for context responsiveness within centrally administered processes – ensuring that diverse provincial contexts are responded to in national plans and key fiscal policies. These functions are both important and necessary to progress the shared goals of the partnership program.

SKALA’s program design assumes that:

- Strong and predictable partnerships with and between central government counterparts are essential for smooth implementation and influence on national-to-subnational alignment.
- Subnational governments have sufficient fiscal space and leadership stability to plan, budget, and deliver inclusive services aligned with Minimum Service Standards (MSS) and GEDSI principles.
- National policy reforms (e.g., on data governance, fiscal transfers) will be rolled out in a manner that enables local adaptation and capacity development.
- Civil society networks (JMS) can be engaged as effective partners in strengthening inclusive governance, particularly in planning and budgeting.

These assumptions continue to be tested as political, fiscal, and institutional dynamics evolve.

Partnership Dynamics

During the first half of 2025, SKALA experienced increased operational oversight by BAPPENAS as the program and its partners negotiated how best to respond to new national policy priorities and heightened domestic budgetary pressures. To effectively address the partnership and alignment risks this introduced, there was a temporary slowdown in program implementation (Jan–Mar), which in turn raised concerns among provincial partners about risks to their annual planning and budgeting performance. Momentum was regained in the second half of the semester, and 100% of the annual budget was acquitted. This episode did highlight the fragility of program–government relations and the need for clearer communication of shared program goals, SKALA’s operating model and governance structures.

Uncertainty also persisted at the subnational level, where structural and personnel changes within ministries and provincial administrations slowed decision-making. This created less predictable operating environments, impacting the program’s ability to sustain reform momentum.

National Policy Shifts

Several national policy developments shaped the context:

- **Inpres No. 1/2025 on Spending Efficiency** reduced fiscal transfers to subnational governments by 5.5%. This impacted on local partners' ability to resource reforms, and increased pressure on SKALA to absorb operational costs while maintaining focus on outcomes.
- **National flagship initiatives creating new dynamics**, such as the Red and White Cooperative (KMP) and the Free Nutritious Meals (MBG) have resulted in major re-directing of fiscal resources. These initiatives run the risk of diverting attention and resources away from broader inclusive governance reforms.
- **Inpres No. 4/2025 on National Unified Socio-Economic Data (DTSEN)** aligns with SKALA's focus on data, but competing interests between different national agencies create uncertainty about the role of existing subnational systems and improvements supported by SKALA. Rapid rollout risks misalignment, but also offers entry points to influence design and ensure the relevance of micro-disaggregated data.

These developments confirm SKALA's continued relevance in navigating fiscal constraints, maintaining inclusive governance priorities, and supporting evidence-based policymaking. They also highlight what can be described as "fragmented centralism", with more control of resources shifting back to central agencies and institutions, but with many more competing interests compared to Indonesia's previous centralised government, highlighting also the need for stronger coordination and collaboration.

International Influences

The departure of USAID has reduced governance-sector support, while emphasising the importance of Australia's ongoing aid commitment, underscoring SKALA's role as a flagship governance program. Global trade tensions have also raised risks of economic volatility, potentially reducing local revenues and weakening fiscal stability. This reinforces the importance of SKALA's support for fiscal capacity and efficient service delivery.

Subnational Leadership

Leadership turnover following the 2025 local elections created both disruption and opportunity:

- **Challenges:** Delays in confirming key provincial officials slowed decision-making, particularly in Papua, where contested elections were taken to court and with one province requiring a re-run.
- **Opportunities:** Newly confirmed governors in several provinces bring progressive, data-literate, and reform-oriented perspectives. Combined with commitments from supportive incumbents, this strengthens the political space for SKALA to embed inclusive planning, budgeting, and service delivery practices.

Reflection on Relevance

Despite fiscal tightening, political shifts, and institutional uncertainties, SKALA's EOPOs remain highly relevant:

- **EOPO 1 (enabling environment):** Increased risk of fragmented and disjointed national policies underlines the need for continued engagement at the policy level.
- **EOPO 2 (inclusive service delivery):** Fiscal cuts and competing priorities highlight the urgency of SKALA's role in supporting provinces to optimise limited resources for MSS and inclusive services.
- **EOPO 3 (participation and representation):** Civil society engagement is even more critical as local governance risks being crowded out by centralised initiatives like KMP.

Overall, SKALA continues to occupy a vital role as a stable partner bridging national priorities, subnational delivery, and civil society participation. The program's adaptability will remain central to sustaining outcomes in this dynamic environment.

Progress Against Outcomes (Effectiveness)

SKALA's goal is to contribute to reduced poverty and inequality within Indonesia by improving basic service provision to poor and vulnerable communities in less-developed regions. This section summarises the extent to which SKALA is effectively contributing to this goal through a series of intermediate outcomes (IOs) organised under three interconnected End of Program Outcomes (EOPOs). EOPO1 focuses on the role of the central government in providing an enabling environment for subnational service delivery. EOPO2 relates to the effective management of service delivery by the subnational governments. EOPO3 targets improved representation of vulnerable groups in service-related decision-making. SKALA supports effective decentralised governance in Indonesia by working on key policy agendas across these three outcome areas - seeking to ensure coordinated progress between national and subnational partners to improve planning and budgeting that will deliver inclusive service delivery.

End of Program Outcome 1: Stronger Enabling Environment for Subnational Service Delivery

SKALA's first program outcome is: Central ministries develop and implement improved policies, plans, and budgets that can support better basic service provision in less developed regions.

SKALA's work in this outcome area aims to improve the extent to which national policies coherently support effective service-related subnational planning and budgeting. Under this EOPO, SKALA is supporting central ministries to provide coordinated guidance to subnational partners in service-related policy areas. Despite administration changes at the national and subnational levels resulting in significant policy and personnel changes over the past 12 months, SKALA has contributed to improved national policy coherence through work under each of the nationally focused IOs.

IO1: Central agencies improve the subnational policy and regulatory environment on Public Financial Management (PFM) and the implementation of Minimum Service Standards (MSS)

In this reporting period, SKALA can show that its technical support and facilitation of stronger processes has contributed to central GoI partners issuing policies, regulations and other guidance documents intended to improve subnational PFM for the delivery of MSS.

SKALA supports central agencies to improve subnational PFM for the delivery of MSS by working on:

1. Regulations governing fiscal transfers from the central government
2. National guidance on aligning subnational planning and budgeting with national policies
3. National policies guiding approaches to increasing local revenues.

To date support to central agencies has delivered 5 policies related to subnational management of MSS; 2 regulations related to the management of Special Autonomy Funds; and 5 regulation, 1 MoU, 1 guideline related to improved subnational revenue generation. SKALA has added significant value to these processes by supporting cross-agency coordination and ensuring that subnational technical guidance to implement changes is aligned. Further support is required to fully translate the MSS and GEDSI elements of this central guidance to the subnational level and to see the influence of public financial management on improved service delivery.

With SKALA support, key national **fiscal transfer mechanisms** (General Allocation Fund and Special Autonomy Funds) have both been revised to more tightly orient subnational management of these transfer categories to improve delivery of basic services. Progress in translating this national guidance to subnational implementation has been complicated by annual changes in national policy, significant changes to 2025 national budgets, limited socialisation of new national guidelines, as well as capacity gaps and competing interests in the subnational planning and budgeting processes (see Annex 1 for detailed analysis of General Allocation Fund and Special Autonomy Funds progress). SKALA support for the **annual planning and budgeting cycles** has equipped national agencies with improved tools to guide and review the alignment of subnational long term, medium term and annual development plans and budgets with national fiscal policies¹. Further support is required to ensure that these tools are being applied effectively, including developing feedback mechanisms from national agencies to improve alignment in future planning and budgeting cycles. SKALA's significant work in facilitating central agencies to develop coordinated guidance for **local taxation and levies**² is yet to be rolled out sub-nationally, with national ministries currently working on a clear capacity building strategy and effective incentive structures to promote improved subnational investment in service delivery.

To capitalise on the strong national engagement and see further value delivered at the subnational level, in the coming semesters SKALA should:

- Focus program support to a limited number of fiscal transfer categories, ensure clear national guidance on MSS delivery expectations in relation to these transfer categories and more effectively support the translation of national guidance to subnational implementation (i.e. strengthen alignment of chart of accounts and fiscal synergy policy)
- Support MoHA and MoF to provide timely guidance to and transparent, improvement-focused reviews of subnational plans and budgets
- Advocate for strengthened guidance and transparency in relation to the service orientation of local taxes and levy revenues.

¹ Including fiscal synergy policy, regional budget policy (KEM-PPKF regional), guidelines for annual workplan (RKPD) and budget (APBD)

² Law No. 1 HKPD and PP 35 related to the implementation of PDRD and MoF regulation 64/2024 on regional endowment funds, MoF regulation 85/2024 on assessment of land and building taxes, MoF policy 42/KM.7/2024 on tagging details of regional expenditures from regional tax revenues, Joint commitment between the central government (MoHA, MoF, Jasaraharja, Korlantas Polri) and the provinces on readiness to implement the PKB opsen and BBNKB opsen policies, Guidelines on diagnostic tools for self-assessment of regional PAD potential through PDRD

IO2: Central agencies use evidence to improve decentralisation-related planning, coordination and prioritisation

Under IO2, SKALA is working towards the Phase 1 target of having **improved interoperability of data management systems in use by central agencies and SKALA-supported provinces.**

SKALA has made a significant contribution in supporting central agencies to establish guidelines needed to improve data management systems, producing evidence for planning. As the result of SKALA-supported inter-ministerial coordination, this semester MoHA was able to issue a complete set of documents guiding sub-national planning-related data management at all levels of government³. Concurrent subnational readiness for improved data management is discussed in EOPO2.

Supported cross-ministry coordination on data management has resulted in improved demand for analysed population data in decentralised planning processes. Support to two central agencies to improve the interoperability of analytical platforms and online planning systems has resulted in increased engagement with evidence in service-related planning. The potential of more interoperable data systems to facilitate improved service targeting in the planning cycle is well recognised by central program partners.

Work in this area has highlighted that benefits are harder to achieve in (i) evolving data systems ;(ii) systems subject to annual changes; (iii) when the user benefits are less clear, and/or (iv) when cross-ministerial leadership is lacking. Four initiated systems integration projects at the national level⁴ and one national–subnational project⁵ have been ongoing for multiple semesters, and have struggled due to these factors. Although SKALA is on track to deliver input for centrally enabling policies to improve data management, efficiency gains and planning benefits from interoperable systems will require sustained, coordinated engagement across central agencies.

To support national partners in their enabling role, SKALA should:

- Continue to support central agencies to increase data availability, analytical capacity and application of data-driven insights to the planning process in order to target the needs of vulnerable populations
- Advocate for accelerating interoperability between online planning, budgeting and data management systems that target easing the subnational administrative burden.
- Collaborate with other DFAT programs engaged with DTSEN development and governance.

IO3: Central agencies increasingly apply GEDSI analysis and evidence in preparing their policies, plans and budgets to ensure the needs of women, people with disabilities and vulnerable groups are addressed

Work in previous semesters has equipped central agencies with improved GEDSI analysis for national planning purposes by providing more nuanced analysis of population data through SEPAKAT- BAPPENAS'

³ To date SKALA has supported partners to produce: Grand design for SDPDN, SOP for data planning, SOP for data collection, SOP for data verification and validation. SOP for data sharing/publication, Technical guidelines for SDPDN data coverage. Technical guidelines for data forum, Technical guidelines for coordination and oversight, Technical guidelines for data sharing/publication,

⁴ System integration is still progressing: SIPD Hub – SEPAKAT; SIKD- SEPAKAT; SIKD-SIPD-SEPAKAT; SIPPP - SIPD - SEPAKAT

⁵ As a result of these conditions the envisioned benefits for OTSUS fund management in Papua through systems integration have yet been achieved.

automated analytical application. Analysis produced was used to inform national planning documents and guidance for subnational medium- and long-term planning. These contributions are institutionalised and will continue to benefit annual planning and budgeting cycles.

SKALA has also contributed to specific GEDSI policy and planning documents, including national action plans on disabilities and the draft national strategy for the Elderly. Draft guidelines for public planning participation and draft national policy of gender mainstreaming have also been developed. Due to competing priorities, these national processes were not progressed significantly this semester. In preparation for the release of national guidelines on the implementation of these national policies, SKALA has commenced work with partner provinces to build their skills in gender analysis and responsive planning (see EOPO2).

Improved national analytical capabilities, national plans and subnational planning guidelines will yield results for vulnerable groups if there is more consistency in national policies, and efforts to socialise while building capacity sub-nationally. Consistent oversight is also needed in the translation of policies into clear plans with aligned spending priorities. Moving forward, SKALA should focus its support on central agencies around these priorities.

End of Program Outcome 2: Better Subnational Service Delivery

SKALA's second program outcome is to ensure: Selected provincial and district governments more effectively plan, budget and manage for basic service provision.

Work in this outcome area supports partner provinces to more effectively manage provincial finances in line with national guidelines related to inclusive service delivery and improve data governance to ensure quality data for evidence-based planning and budgeting. SKALA also works with partner provinces to build their revenue base to pursue local development priorities and share innovations between partners.

IO4: Selected provincial and district governments better use PFM for the provision of basic services that meet the MSS

SKALA's implementation strategy under IO4 focused on improving public financial management for delivery of MSS by:

1. Supporting partner provinces to optimise the use of national fiscal transfers for inclusive service delivery
2. Supporting provinces to apply national planning and budgeting guidance in relation to inclusive service delivery
3. Improving local revenue streams to increase options for province-led development.

As of June 2025, SKALA has provided central agencies with technical support across all **national fiscal transfer categories** (see EOPO1). The target in Phase 1 is to ensure partner provinces are compliant in their planning and budgeting for the fulfilment of inclusive basic services. Sub-nationally, SKALA has complemented the development of national policy guidelines with technical support and work to improve the capacity of provincial partners to manage Special Autonomy Funds (OTSUS) in Aceh and Papua, Resource Revenue Sharing in Aceh, Gorontalo, Papuan Provinces and NTT, and Regional

Endowment Funds in Aceh⁶. This support has led to subnational regulatory improvements aimed at improving service delivery, and some instances of tangible program improvements in the case of OTSUS in Papua (see Annex 2). Assessing the extent to which PFM regulatory improvements and capacity support are improving basic service provision is complicated by frequent national policy changes and limitations in the ability of national and subnational budget monitoring systems to track MSS allocations and use of transfers for basic services. Capacity constraints in new Papuan Provinces, coupled with complex national oversight systems, continue to hamper the management of OTSUS funds for MSS. These factors have made it difficult to assess the extent to which SKALA provinces are complying with the national guidance on fiscal transfer use. SKALA continues to play an important brokerage role between the levels of government, highlighting these issues through annual policy development and review processes.

To align **planning and budgeting with national guidance** for inclusive service delivery, SKALA provides support to partner provinces through annual planning and budgeting cycles. This semester, SKALA provided technical support through major changes in national fiscal policy, ensuring that partner provinces were able to maintain alignment with national budgeting guidance.

The program has also focused on supporting partner provinces to develop **MSS Action Plans, which link national guidance with subnational service implementation**. This is a key policy vehicle to improve provision of MSS. The program is working towards Phase 1 targets of costed, evidence-based action plans in partner provinces and effective oversight of its implementation at the district and city levels⁷. As of June 2025, 5 of 10⁸ SKALA partner provinces have MSS action plans, and 3 have been able to provide oversight to their districts/municipalities⁹. This semester, SKALA supported MSS capacity building at 326 provincial government offices on different elements of MSS planning and implementation. With SKALA support, Aceh, Kaltara, NTB, and Maluku were able to improve how the costs of MSS are calculated to more accurately budget for their provision in 2026.

The quality of data currently used in these action plans varies, and consequently, confidence in using these plans to influence program decisions in provincial development plans and budgets is low. The lack of clear monitoring and evaluation guidelines also continues to hamper efforts to assess MSS delivery and outcomes. Going forward, MSS implementation will also be affected by INPRES 1/2025 on budget efficiency, which required across-the-board budget cuts, including in all six MSS leading sectors. While SKALA is on track to contribute to delivering the planning documents governing MSS implementation, further work is required on the systems needed to ensure the quality of these plans and to meaningfully use these to incentivise improved service delivery.

⁶ SKALA has supported efforts to strengthen the capacity of the provincial government/local government, especially in the management of Special Autonomy funds (±236 "person time" in Aceh and ±652 "person time" in the Land of Papua), the preparation of the DBH RKP by 177 civil servants in 4 provinces, the preparation of 40 DAD investment managers, including an online interactive session "better with DJPK" to communicate policies to the regions has reached 60,000 participants from 546 local governments and 30 ministries/agencies working units.

⁷ SKALA Phase 1 Thematic Action Plan targets are: 1) SKALA-supported provincial and local governments have fully costed MSS implementation action plans based on accurate data; 2) The provincial MSS implementation team coordinates, develops, and supervises the district and city governments and their service delivery units

⁸ NTB, NTT, Kaltara, Gorontalo, Maluku – in Kaltara and Maluku plans were pre-existing but due to quality issue SKALA helped to refine existing MSS action plans.

⁹ Kaltara, Aceh, and Papua were able to apply their improved capacity in relation to MSS by conducting MSS monitoring and supervision to districts.

In order to **improve local revenue**, SKALA is leveraging its national policy work to provide subnational governments with guidance¹⁰ on implementing national policies¹¹ on taxes and levies. SKALA has set a Phase 1 target of having SKALA provinces manage regional taxes and levies in compliance with the new regulations. The program also encourages provinces to actively regulate for improved equity within their taxing authority. As of June 2025, 6/10 SKALA-supported provinces have delivered regulatory reforms. Intensive support is also underway in new Papuan Provinces to develop necessary tax policies. The program has also enabled 7 provinces to more accurately project regional tax revenues as the basis for long-term development planning.¹² At this stage, the program is on track to deliver provincial regulatory reform that aligns with national guidance, despite capacity limitations, entrenched public and business behaviours around local taxation and limited momentum within local institutions to drive reform. To address the administrative burden of a mostly manual payment system and limited technical support, SKALA has commenced work on lessons sharing in relation to tax system digitalisation and local capacity building.

To consolidate program contributions to IO4 in coming semesters SKALA should:

1. Support development of systems and capacity to monitor and oversee the implementation of regulations/policies intended to improve basic services and their intended outcomes
2. Advocate for and accelerate the development fit-for-purpose solutions to streamline management of OTSUS in Papua
3. Support national and subnational actors to address these barriers in a coordinated fashion, while disseminating SKALA's experience in improving equity through tax exemptions rather than relying solely on taxation as a redistributive mechanism.

IO5: Selected provincial and district governments increasingly utilise evidence on women, people with disabilities and vulnerable groups' service delivery needs in their planning and budget decisions

SKALA's strategy under IO5 is to strengthen the **availability, quality, and use of regional service delivery data**, with a particular focus on institutionalising the *One Regional Data (Satu Data Daerah/SDD)* policy. SKALA is working towards a Phase 1 target of ensuring that data cycles in SKALA locations are supported with planning systems and regular data updating – contributing to improved inclusive, evidence-based planning and budgeting.

While evidence of systemic improvements in provincial service planning data use is limited, foundational work is underway. Seven provinces have compiled service data lists, and although adherence to national specifications and quality standards remains uneven across provinces and sectors, stakeholder surveys show encouraging results, with 66% of 130 respondents reporting **improved data quality due to SKALA's support**.

¹⁰ MoF regulation 64/2024 on regional endowment funds, MoF regulation 85/2024 on assessment of land and building taxes, MoF policy 42/KM.7/2024 on tagging details of regional expenditures from regional tax revenues, Joint commitment between the central government (MoHA, MoF, Jasaraharja, Korlantas Polri) and the provinces on readiness to implement the PKB opsen and BBNKB opsen policies, Guidelines on diagnostic tools for self-assessment of regional PAD potential through PDRD

¹¹ Law No. 1 HKPD and PP 35 related to the implementation of PDRD

¹² Undertaken in Kalimantan Utara, Aceh, NTB, Kalimantan Utara, Maluku, Gorontalo, Maluku and South Papua

As of June 2025, 9/10 SKALA partner provinces have advanced enabling regulations, decrees, and support systems and institutions needed to implement One Regional Data policies. Most provinces¹³ have functioning institutions¹⁴ and have agreed on priority datasets for planning and budgeting and completed one cycle of collection. However, budgeting for SDD is also limited, with only a handful of provinces (NTB, NTT, Gorontalo, Maluku, Kaltara) allocating resources, raising concerns about sustainability.

SKALA has also made significant contributions to improved data availability with five provinces (Aceh, North Kalimantan, NTB, NTT, Gorontalo). These now have publicly accessible One Data portals. In Aceh, SKALA supported the expansion of GEDSI datasets—covering children with disabilities, prevalence rates, women’s political participation, and gender indices—through a participatory process with disability groups. These are now accessible via a user-friendly dashboard, enhancing transparency and usability for both government and citizens.

SKALA is currently on track to deliver on its Phase 1 target. Despite SKALA supported regulatory progress, challenges persist in realising the value of data use. Monitoring data shows many provinces still require support to translate data analysis into decision-making, due to limited analytical capacity, incomplete datasets, and competing leadership priorities.

To consolidate IO5 contributions, SKALA should:

1. Support sustainable strategies to build provincial analytical competencies, linking data analysis to programming and budgeting.
2. Promote integration of online analytical, planning, and budgeting platforms to institutionalise data use.
3. Continue strengthening provincial One Data forums, including financing and coordination mechanisms, with emphasis on GEDSI-disaggregated data.

IO6: Senior leaders in selected provincial and district governments better recognize, measure and plan for the specific service delivery needs of all citizens

SKALA’s implementation strategy under IO6 focuses on improving senior leadership engagement by strengthening policy advocacy practice and influence in partner provinces. SKALA has supported the development of a Policy Advocacy Community of Practice and Influence (CoPI) in Gorontalo, Kalimantan Utara, Nusa Tenggara Timur, and Maluku. This initiative brings together government and non-government actors, including CSOs, universities, journalists, and think tanks, to strengthen skills in policy advocacy. The CoPI focuses on building core competencies such as policy analysis, effective use of evidence and data, communicating recommendations to policymakers, and facilitating evidence-based discussions. These multi-stakeholders CoPIs are already regarded as trusted think tanks by governments in these four provinces, providing policy input, particularly for the planning and budgeting processes to

¹³ Except Papua Barat and Papua Barat Daya

¹⁴ Satu Data Forums and coordination among the forum members significantly increased with support from SKALA and partner provinces now consistently see a functioning Satu Data Forum and coordinated management of data as a high priority.

accelerate improvements in the quality of inclusive basic services. By creating an ecosystem that will sustain ongoing collaboration between policy analysts within the civil service and diverse non-government voices, the CoPI shows early potential to accelerate SKALA prioritised policy agendas in partner provinces.

End of Program Outcome 3: Greater Participation, Representation and Influence of Women, People with Disabilities and Vulnerable groups

SKALA's third program outcome is: Women, people with disabilities and vulnerable groups in targeted areas are represented and able to exercise influence in subnational service delivery-related planning and decision-making processes.

SKALA's work in this outcome area seeks to improve the mutual trust and confidence between partner subnational governments and networks of CSOs representing the service delivery interests of vulnerable communities. The program aims to do this through strengthening the supply and demand side of government's engagement with vulnerable groups.

SKALA's implementation strategy for this was pursued through the complementary program outcomes. IO7 and IO8.

IO7: Strengthened government engagement with women, people with disabilities and vulnerable groups in sub-national planning and decision-making processes

IO8: Increased participation and influence of women, people with disabilities and vulnerable groups and/or their representatives in sub-national planning and decision-making processes

The Phase 1 target is to establish **inclusive planning and budgeting forums** at provincial and district levels that enable meaningful participation.

At the national level, advances in the enabling environment have been progressed by supporting the Ministry of Home Affairs to prepare participatory planning guidelines, providing provinces with a clear framework for incorporating inclusivity in their planning processes. This has supported work at the subnational level to focus on strengthening the quality and impact of civil society participation. In North Kalimantan, Gorontalo, Maluku, NTB, NTT and Papua Selatan, SKALA facilitated a two-stage process in which civil society organisations were first supported to analyse disaggregated socioeconomic data and develop evidence-based policy recommendations. These recommendations were then formally presented through pre-planning workshops. This process resulted in 100 civil society organisations, including 29 organisations of persons with disabilities, putting forward 777 recommendations for consideration in annual and medium-term provincial planning documents. Early signs of adoption are already visible in Gorontalo and NTT, with provincial governments beginning to incorporate CSO proposals into draft plans.

To ensure that these gains are sustained, SKALA has also helped provinces formalise participatory mechanisms through regulations and decrees. NTT enacted a Governor's Regulation on Inclusive

Development Planning Forums, while North Kalimantan issued a BAPPEDA decree mandating inclusive participation. In parallel, SKALA has supported civil society to engage in other policy and planning processes, from provincial action plans and budgeting standards to disability action plans and taxation regulations. In Aceh, for instance, SKALA collaborated with DFAT's INKLUSI and AIPJ2 programs to support the passage of the Qanun on Protection of Women's Rights, which broadens protections and accelerates progress towards gender equality.

Persistent barriers continue to limit the influence of CSOs in planning and budgeting. Many organisations lack a strong understanding of government planning systems and budget structures, which makes it difficult to translate community needs into actionable policy recommendations. Access to reliable disaggregated data remains uneven, and monitoring mechanisms to track whether CSO proposals are adopted need further strengthening. Coordination among CSOs is often fragmented and heavily reliant on donor support, reducing sustainability and long-term influence. Even with these challenges, at this stage, SKALA is on track to deliver the Phase 1 target.

To consolidate gains to date and to address these constraints, SKALA has developed a CSO Network Engagement Plan that refines its approach to strengthening both the “supply” of inclusive government systems and the “demand” from civil society for meaningful participation. The plan prioritises support for CSO networks rather than individual organisations, recognising that coalitions amplify advocacy efforts, enhance legitimacy, and promote accountability. It also sets out a place-based strategy tailored to the different models of CSO–government engagement found in SKALA's partner provinces. Through this dual approach—brokering direct engagement between coalitions and government, and building capacity through partnerships with knowledge actors such as Seknas FITRA—SKALA is creating stronger, more sustainable pathways for inclusive participation in planning and budgeting.

IO9: Village level information systems produce stronger analysis on the needs of women, people with disabilities and vulnerable groups to inform more inclusive service delivery

SKALA's original Phase 1 target was for villages in supported districts to operate village information systems (SID) that incorporated *national socioeconomic dataset* variables. In response to the new policy direction on One Data governance, SKALA's strategy regarding micro-disaggregated data quality and use has changed. Acknowledging that the value of village-level information will be best leveraged in the long term by integrating its management into provincial One Data cycles, SKALA is now seeking to support national and provincial stakeholders to achieve this.

Implementation towards the original target under previous policy settings was steady but challenging. SKALA assessed the maturity of existing village information systems and facilitated BAPPENAS, MoHA and the Ministry of Villages to design a model that can accommodate national socio-economic datasets and explore models for updating. In SKALA-supported provinces, village information system implementation is continuing according to local commitments and approaches. Several provinces have secured varying degrees of funding and commitment, but interoperability, aggregation, and consistent coverage remain limited. Tangible application of village information systems to improved service delivery continues to be difficult to achieve. Barriers include fragmented implementation, weak interoperability across systems, and limited aggregation of data at higher levels. These challenges are compounded by

ongoing revisions to national and provincial data governance under Presidential Instruction No. 4/2025 on National Socio-Economic Data System (DTSEN).

Given these policy shifts and SKALA's current focus on provincial rather than district level governance¹⁵, the relevance of IO9 may need to be **revisited at SKALA's mid-term review**. Future emphasis will be on embedding village-level data into provincial One Data governance and ensuring that such data strengthens inclusive planning, particularly for women, people with disabilities, and vulnerable groups.

¹⁵ Policy and coordination intervention on SID would more logically sit at the district or city level under the coordination of the Ministry of Villages and Development of Disadvantaged Regions who are not currently a SKALA ministry partner

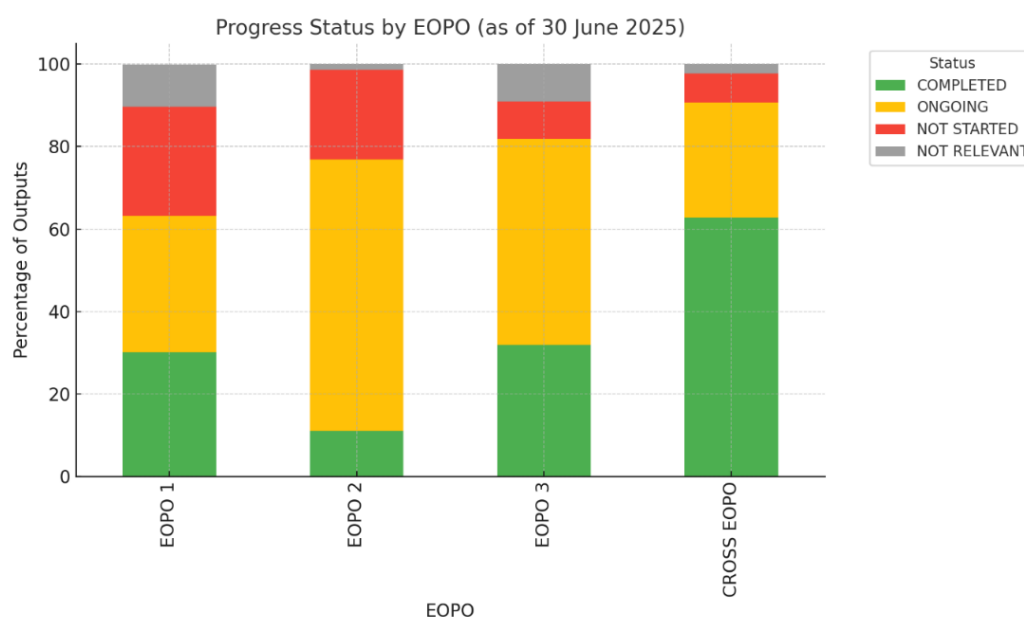
Implementation Progress (Effectiveness and Efficiency)

Adequacy of Progress against the Work Plan

By 30 June 2025, SKALA recorded **92 outputs completed (30%)**, **126 ongoing (41%)**, and **65 not yet started (21%)** out of 304 outputs in a rolling 2-year Annual Work Plan (AWP). This represents a lower completion rate compared to the previous financial year (42% in FY23/24), reflecting both an overall increase in program activity and the challenges of a changing operating environment.

Adequacy of Progress. Program delivery this semester was shaped by transitions in subnational administrations, national budget cuts, and new policy directions. These factors required increased effort at the national level (EOPO1) to align regulations and guidance with emerging priorities, while slowing subnational completion (EOPO2) due to turnover and delayed planning cycles. The program nonetheless recorded modest improvements in EOPO3, with strengthened participatory planning forums enabling greater engagement of vulnerable groups. Inputs were heavily concentrated in public financial management (29%) and data and analytics (27%), consistent with the evolving fiscal and data governance agendas.

Delays and Challenges. Key delays stem from (i) BAPPENAS requested implementation pause while a governance and strategy review was undertaken, (ii) administrative turnover in partner provinces, particularly in Papua and Maluku, (iii) the late issuance of revised national fiscal transfer and MSS regulations, which complicated 2025 budget preparation, and (iv) constrained provincial fiscal space due to INPRES 1/2025. Delivery modalities also shifted, with a reduced reliance on technical guidance and greater emphasis on learning forums and evidence-sharing. These adaptations demonstrate flexibility but highlight slower-than-expected uptake of new regulations and systems at subnational levels.



Implications. The backlog of “ongoing” outputs risks compressing delivery into the final program year, with potential impacts on quality, absorptive capacity, and sustainability. This is especially evident in fiscal transfer optimisation, MSS costing, and inclusive planning forums, which remain at early stages of institutionalisation. Without targeted acceleration, Phase 1 targets may not be fully realised on time.

Management Responses.

- **Re-prioritisation of outputs** to focus on the five policy agendas identified for the final 18 months: One Regional Data, MSS frameworks, inclusive budgeting, OTSUS fund management, and institutionalising inclusive planning forums.
- **Adaptive delivery** through cross-provincial peer learning, hybrid TA, and intensified support to provinces with slower progress.
- **Strengthened oversight** via quarterly thematic reviews to monitor bottlenecks and adapt sequencing.
- **Capacity investments** in data use, fiscal transfer management, and participatory planning to mitigate staff turnover risks.

Adequacy of Inputs and Extensions. Current inputs remain adequate to achieve EOPOs if streamlined delivery and prioritisation are enforced. Some additional short-term TA may be justified to accelerate backlog areas, particularly where alignment between national guidance and provincial adoption is lagging. While no formal extension request has been made, sustainability considerations—such as embedding inclusive planning regulations and One Data systems—suggest that a modest extension or targeted consolidation phase could safeguard reforms.

Sustainability Risks. The most significant risks relate to incomplete institutionalisation of reforms, reliance on external TA, and political turnover in 2025–26. To mitigate these, SKALA is embedding reforms in regulatory instruments, strengthening CSO-government partnerships, and ensuring greater provincial ownership.

Overall, while progress against the work plan has been uneven, the program remains on track to deliver EOPOs if management actions to sharpen focus, strengthen capacity, and prioritise sustainability are fully implemented.

Gender Equality

SKALA's approach to advancing gender equality focuses on strengthening gender mainstreaming across service delivery-related policy domains and increasing the participation, representation and influence of women and vulnerable groups in planning and budgeting. The first component of SKALA's gender equality strategy is informed by the EOPO 1 baseline study that assessed the policy coherence of inclusive service delivery policies and institutions. Building on the insights from this study, SKALA provides technical support to GoI strategies for achieving national priorities on gender equality, as set out in the National Medium-Term Development Plan 2025-2029. This includes supporting updates to the national policies (particularly under BAPPENAS, Ministry of Finance and Ministry of Home Affairs) and supporting their coherent implementation across national and subnational government agencies through gender-responsive policies, programs, and activities.

The second component of the strategy is underpinned by the analytical findings of the EOPO 3 baseline study that characterised the current system for facilitating vulnerable groups to engage with government decision-making processes as “high-trust but low-functioning,” with participation often symbolic and fragmented. The investment, therefore, prioritises addressing systemic barriers that prevent women and marginalised groups from meaningfully influencing service delivery.

Context and Problems Addressed. Analysis identified several persistent barriers. Civil society organisations (CSOs), while recognised as key partners, often lack the technical capacity to engage effectively in policy monitoring, long-term planning, budget formulation, and impact evaluation. Women's and disability groups in particular have struggled to convert advocacy into concrete proposals within formal budgeting processes, such as SIPD-RI. Participation in Musrenbang forums is frequently tokenistic, lacking structured consultation mechanisms, while CSOs face difficulties accessing government data needed for evidence-based advocacy. At the same time, limited government commitment to GEDSI frameworks and weak coordination between central ministries have impeded inclusive policy implementation.

How Analysis Informs the Investment. In response, SKALA has shifted its engagement model from ad-hoc consultation towards institutionalised, data-driven collaboration. Strategic partnerships, such as with Seknas FITRA, have been mobilised to build CSO capacity in evidence-based advocacy and budget analysis. Technical assistance supports both government and CSOs in strengthening inclusive planning and budgeting forums, ensuring they evolve from symbolic platforms into functioning mechanisms for decision-making. At the same time, SKALA has facilitated CSO access to disaggregated datasets (e.g., REGSOSEK, GEDSI tagging, MSS data) and built capacity to analyse and apply this evidence in advocacy.

Risks and Barriers. Risks for women in program activities include tokenistic involvement without influence, exclusion due to technical barriers, and entrenched social norms that limit their voice. SKALA addresses these risks by institutionalising inclusive forums through governor regulations and decrees, supporting CSOs to present structured evidence-based recommendations, and strengthening monitoring of how recommendations are integrated into planning documents. Early evidence shows these barriers are being reduced: for example, in NTT and Gorontalo, women's organisations and OPDIs

successfully influenced draft RPJMD priorities, while in Aceh, SKALA supported enactment of a Qanun on Women's Rights, enhancing legal protections.

Through this combined focus on capacity, institutionalisation, and data integration, SKALA is reducing barriers to participation and enabling women and vulnerable groups to engage more meaningfully in governance. This not only advances gender equality but also strengthens the continued relevance and sustainability of inclusive service delivery reforms.

Disability Equity

The promotion of Disability Equity (DE) is central to SKALA's logic, encapsulated in **End of Program Outcome 3 (EOPO 3): Greater participation, representation and influence of women, people with disabilities and other vulnerable groups.**

Context Underpinning the Approach and Informed Investment

The approach to advancing DE objectives is directly underpinned by the findings of the EOPO 3 baseline study, which assessed the foundations for effective Civil Society Organisation (CSO) participation, including that of Organisations of People with Disabilities (OPDs).

Problems Being Addressed: Analysis showed that the system for inclusive participation is **high-trust but low-functioning and fragmented**. Key problems include:

1. **Symbolic Participation:** Participation by vulnerable groups and CSOs in formal planning forums (like Musrenbang) is often **limited and symbolic**, hindering meaningful influence.
2. **Capacity Gaps:** OPDs and CSOs face capacity limitations in technical areas, particularly **policy monitoring, long-term planning, data collection, and impact evaluation**. A critical gap identified was the inability to translate advocacy into concrete budget proposals or engage in formal budget processes (e.g., SIPD-RI).
3. **Data Barriers:** CSOs/OPDs encounter **significant barriers in accessing essential government data**.

Informing the Investment and Likelihood of Success: SKALA's investment is designed to move participation beyond sporadic interactions toward institutionalised, **data-driven collaboration**. This is the most likely approach to achieve lasting results because it addresses systemic weaknesses:

- **Capacity Building:** SKALA supports networks of OPDs to **gain access to data** (like REGSOSEK analysis), build capacity for collaboration, and enhance skills in evidence-based policy advocacy and budget analysis. To support this work SKALA has engaged SEKNAS FITRA as a strategic partner to develop provincial resource centres and support networks of OPDs to build applied skills in inclusive planning and budgeting.
- **Institutional Reform:** The program directly supports the **establishment or revitalisation of inclusive planning and budgeting forums, aiming for functioning inclusive planning and budgeting forums** by December 2025. This formalisation counters the risk of merely symbolic engagement.
- **Policy Development:** The investment focuses on supporting the drafting and ratification of specific policies that benefit PwD, such as the **Regional Action Plan for Persons with Disabilities (RAD PD)**¹⁶.

¹⁶ SKALA provided technical support to improve the quality of indicators against 7 Strategic Goals for the next 2025-2029 National Action Plan for Persons with Disabilities (RAN PD)

Risks, Barriers, and Active Involvement of PwD/OPDs

Risks and Mitigation: A primary risk for PwD and OPDs relates to **low government commitment and political will** to fully implement GEDSI frameworks, alongside **fiscal constraints** that limit budget allocations for disability programs. SKALA mitigates this by:

1. **Building Political Commitment:** Engaging senior leaders at the subnational level to secure commitment for PwD participation.
2. **Institutionalising Trust:** Facilitating collaboration to address mutual distrust between CSO networks and government (e.g., Maluku).
3. **Policy Locks:** Prioritising the formal ratification of regulations (like RAD PDs and Inclusive Musrenbang guidelines) that lock in PwD participation, making them resilient to political transitions.

Active Involvement and Intersectionality: The investment actively involves OPDs in planning and implementation. For example, in Maluku, the Puspa Forum, a civil society network focused on disabilities, was established with SKALA support to facilitate collaboration. In NTT, PwD participated directly in drafting the Inclusive Musrenbang guidelines. SKALA ensures that the investment is informed by comprehensive GEDSI analysis, which guides the integration of PwD needs across all thematic areas (PFM, Data, MSS). The issue of intersectionality is addressed by advocating for GEDSI integration in long-term planning documents (RPJPD/RPJMD), ensuring that **gender mainstreaming strategies and disability action plans** are integrated to ensure no vulnerable group is left behind.

Climate Change

During this reporting period, SKALA operationalised its **Climate Integration Plan (2025–2026)**, aligning with Australia’s 2023 International Development Policy and the Indonesia Development Partnership Plan. The plan provides a framework for embedding climate risk and opportunity assessments across SKALA’s workstreams, with a focus on supporting subnational governments to adapt to climate change while strengthening inclusive service delivery.

Context and Rationale

Indonesia faces acute vulnerabilities from climate impacts, including **floods, droughts, coastal erosion, and sea level rise**. These risks disproportionately affect poor and marginalised communities, especially those living in coastal and disaster-prone areas. Yet, local planning and budgeting processes often do not adequately account for climate risks. SKALA’s approach responds to this gap by mainstreaming climate analysis into its governance and fiscal strengthening agenda, ensuring that public resources are better positioned to build resilience and protect vulnerable populations.

Progress and Achievements

Key achievements in the first half of 2025 include:

- **Mainstreaming climate into fiscal analysis:** Collaboration with LPEM-UI on Public Expenditure and Revenue Analysis (PERA) in eight provinces highlighted how environmental vulnerabilities affect service delivery and identified opportunities to strengthen resilience through planning and budgeting.
- **Improved disaster risk planning:** In NTB and Maluku, SKALA supported the Housing Department (Perkim) to combine spatial data with **REGSOSEK socioeconomic data** to identify households most exposed to disaster risks. This innovation allows more equitable targeting of disaster-preparedness interventions and represents a step change in data-driven planning.
- **National–subnational policy alignment:** At BAPPENAS’s request, SKALA supported the inclusion of a **sea level rise information dashboard** in SEPAKAT, strengthening national capacity to guide subnational governments in climate-sensitive planning.

These initiatives directly support DFAT’s climate finance priorities by enhancing **adaptive capacity** of local governments and vulnerable households. Based on current participation in training, research and planning pilots, SKALA estimates that more than **500 people (government staff, analysts, and community representatives)** are benefitting from improved capacity to integrate climate adaptation into service delivery systems (Tier 2 Indicator).

Effectiveness and Risk Management

By embedding climate variables into analysis, planning and budgeting, SKALA reduces the risk that climate impacts will derail service delivery improvements. At the same time, it enhances sustainability

by building **systemic capacities**—ensuring that climate-sensitive decision-making is institutionalised at both national and provincial levels. Risks remain, including uneven provincial uptake and limited fiscal space for climate investment. To mitigate these, SKALA is brokering partnerships with external actors (e.g. UN Global Pulse, civil society networks, and bilateral programs) to co-finance and sustain climate-positive reforms.

Next Steps

In the next period, SKALA will expand scenario-based risk assessments in five provinces and support subnational governments to implement plans to address climate risks noted in **medium-term development plans**. Knowledge products will be packaged and disseminated to influence broader policy processes and strengthen Australia’s contribution to global climate adaptation outcomes.

Locally Thematic Priority Areas

Locally Led Development

A number of approaches have been adopted by SKALA to progress the localisation agenda. These include 1) strengthening the capacity of the program team, 2) utilising the governance structure to progress joint national and subnational agendas, and 3) expanding linkages with local institutions to collaborate on agendas and priorities.

Within the program team, SKALA has sought to recruit strong local personnel able to facilitate and expand its sphere of influence at both national and subnational levels. Recruitment of personnel representing different ethnicities, as well as vulnerable groups, including those with disabilities, enhances SKALA's capacity to navigate, interact and progress agendas.

SKALA's governance structure, and particularly the three EOPO-based working groups under the technical committee, are also being activated to push for stronger collaboration on key issues to be addressed, which are collated from the implementation team and synthesised through MEL findings.

Finally, linkages with policy analyst networks, civil society and academic networks add influence and pressure to address issues. Collectively, between the team, governance structures, and networks, SKALA has progressed various communities of practice to become a community of influence, coalescing to push for improvements in service delivery.

Democratic Resilience and Addressing Corruption

SKALA's work also contributes to democratic resilience and in addressing corruption. In underdeveloped regions, basic services are often the only proof of the presence of the state. Improving service delivery and enhancing inclusivity increases citizen confidence that elected governments at both national and local levels are addressing needs and providing benefits.

Poor quality or absent services increase scepticism towards democratic processes and provide fuel for other ideologies to take root. Unmet needs linked to negative narratives towards government provides fertile ground for radicalisation and destabilising influences to grow.

Strengthening of systems throughout the processes related to service delivery governance also helps to track and enforce disbursements as intended and reduces the level of misappropriation and misuse. Essentially, weak systems and accountability provide avenues for corruption. As such, the strengthening of systems and processes undertaken by SKALA works to reduce opportunities for abuse of authority and access to public resources.

Monitoring, Evaluation, and Learning (MEL)

This semester, growing internal trust and confidence in Monitoring, Evaluation, and Learning (MEL) has led to greater utilisation of MEL data for program management. As both the program and MEL systems mature, it has been possible to generate meaningful insights into the effectiveness of program approaches.

Detailed data collection has shed light on how program activities are influencing key government policies and processes - highlighting areas where institutionalisation is occurring, as well as where further support is needed to translate technical advice and training into improved practices and tangible benefits for vulnerable groups.

MEL activities this semester engaged 68 Government of Indonesia (GoI) personnel through in-depth interviews and 348 participants - including people with disabilities - via focus group discussions, alongside a review of nearly 80 policy documents.

Practical enhancements have been made to the Management Information System (MIS), such as improved progress logs and indicator tracking tables. Integration of the MIS with event planning, approvals, and finance systems in the coming semester is likely to further reduce reliance on parallel systems and encourage the use of the MIS as the primary decision-making tool.

Stronger coordination between the Governance, Strategy and Quality (GSQ) team and MEL teams and better alignment between MEL reporting cycles with Annual Work Plan (AWP) adjustments will continue to enhance data use and improve implementation oversight and resource management. These efforts have been complemented by clearer GoI expectations around reporting, enabling MEL to better align monitoring reports with stakeholder needs.

Ongoing collaboration between MEL and Knowledge Management and Partnerships (KMP) team has also ensured the production of high-quality, verified communications and advocacy materials.

Management and Operations (Efficiency)

A number of key lessons have been learnt through SKALA's management and operations this semester and are already being used to improve efficiencies in program delivery.

Previously, workplans were purposefully “over-programmed” to exceed actual budget allocations. This was done to ensure that activity slippages, changes in priorities and other likely implementation issues would not adversely affect SKALA budget disbursement. This is also in line with SKALA's multi-year programming, which accommodated activities to be rescheduled into the next workplan period. However, this ran contrary to GoI practices, where delivery of planned activities is set as a performance indicator and where activities are strictly plotted to be undertaken within annual cycles. As SKALA nears the end of its first phase, work planning practice will move into alignment with GoI practices and focus on activities that are achievable within the workplan period. This strengthens synergies between SKALA and GoI processes and reduces the risk of failing to complete program activities effectively at the end of Phase 1.

Working across 25 directorates in the three counterpart ministries, each with its own priorities and agendas, has also been challenging in filtering activities essential to the fulfilment of the program's goals. This needs to be further considered in revising participation in SKALA's technical committee. The structural changes in BAPPENAS, which now incorporates a “deputy secretary” position, allow consideration moving forward of only working through deputy and directorate-general secretaries, which would ensure better alignment and more efficient coordination. At a more technical level, agendas and priorities can be progressed through the working groups. Another element being pushed is to progress joint knowledge management systems utilising artificial intelligence to improve sharing of documents, data and information between the three counterpart ministries, increase efficiencies and address capacity gaps.

Learning and Recommendations (Efficiency)

Innovation- SKALA's work with UN Global Pulse Asia Pacific (UNGP-AP) to combine its analytical platform on sea level rise (SLR) with SEPAKAT as a poverty analysis platform has provided both expected and unexpected results. In piloting this platform in NTB province, the intent was to provide insights to local government on vulnerabilities caused by rising sea levels, in terms of vulnerable communities and their access to services. This was well received, but also further expanded by the provincial government, intending to use the analysis for a range of other strategic priorities it has planned. Nationally, the combined platform also enhances projections needed for national strategic programs in other regions, including the north Java coastline.

Significant Challenges- An important challenge in implementation is in aligning MEL reporting processes with work planning. The governance manual requires the work plan to be discussed and revised to ensure relevance and identify key areas requiring adjustments. SKALA is also required to submit full progress reports every six months to DFAT. DFAT's approval must be obtained before the six-monthly report can be shared with other stakeholders. This can cause issues, as progress reported to counterparts is based on MEL findings up to the previous quarter and not the full semester of activities. This can also result in different results presented in governance-related meetings from what is finalised in the official six-monthly report. This might not be resolvable in the current phase, but is worth considering in enhancing efficiency for the second phase of SKALA.

The likely addition of Papua Tengah and Papua Pegunungan as official SKALA partners is a key agenda item for the next Steering Committee meeting. Preliminary Steering Committee discussions on the topic have been positive. This increases the number of provinces where SKALA is operating to 12 provinces- from an original program design based on 8 partner provinces. This increases the strain on capacity within the Papua-based team, which must be addressed. Further adjustments will also need to be made in SKALA's risk matrix in consideration of these new provinces. Recommended are additional resources and support for the Papua-based team.

Next Steps

As SKALA plans for the program's final 18 months, delivery is expected to consolidate around progressing five key work areas. By the end of Phase 1, SKALA expects to demonstrate significant progress in relation to four key policy areas that require an **improved enabling national regulatory environment (EOPO1)** to deliver more **effective subnational planning and budgeting for basic service provisions (EOPO2)**. The key policy agendas and SKALA's expected contribution areas are:

- **Improved data governance frameworks that enable more inclusive basic service delivery.** This involves institutionalising the national "One Regional Data" policy by (i) supporting the delivery of joint national guidance to operationalise an annual data management cycle, (ii) ensuring data used in service provision is more consolidated, validated, and current, and (iii) achieving interoperability across key online platforms used for subnational planning and budgeting.
- **Consolidated and inclusive framework for implementing Minimum Service Standards (MSS).** This involves ensuring that national processes for calculating the demand, costs and delivery of MSS are supported by appropriate technical advice and tools to ensure the delivery of MSS is equitable, transparent and consistently implemented.¹⁷ SKALA will also contribute to enhancing the understanding and capacity of provincial partners to provide effective guidance and oversight of district/city-level MSS implementation and to ensure planning processes are inclusive of, and responsive to, vulnerable populations.
- **Enhanced support for more responsive local government budgeting for inclusive basic services.** To contribute to this, SKALA has worked to optimise the use of fiscal transfers to deliver MSS by improving national guidance on the utilisation of transfers for MSS delivery and supporting effective use of different transfer categories at the provincial level. It will also support the implementation of tax and levy policy reforms to increase provincial income through better national-regional policy alignment. Budgeting quality will also be improved by enhancing the functionality and user experience of online planning and budgeting systems.
- **Improved management of Special Autonomy (OTSUS) Funds.** SKALA will contribute to this through improved national allocation and distribution processes, and more streamlined regulatory processes for OTSUS management. It will implement collaborative monitoring and supervision mechanisms across ministries and strengthen provincial capacities to plan and execute basic service programs funded by OTSUS.

To specifically support **greater participation, representation and influence of women, people with disabilities and vulnerable groups (EOPO 3)**, SKALA will:

- **Institutionalise inclusive planning forums** across SKALA partner provinces by consolidating initiatives in six provinces to date. This includes (i) establishing regional regulations that provide for inclusive planning forums as structured platforms for government–civil society collaboration, (ii) instituting mechanisms to enhance the capacity of civil society networks to advocate with evidence, and (iii) improving public access to disaggregated data to inform and influence inclusive planning discussions.

¹⁷ SKALA outputs include improved access to disaggregated microdata for more accurate targeting; recommendations for improved MSS costing tools and achievement indices; analytics using development area clustering for performance tracking; strengthening central government oversight through improved online review tools and joint monitoring.

Annex 1: Evidence of Influence from Fiscal Transfer Improvements

This semester SKALA collected in-depth monitoring data on the two most significant transfer categories the program has previously supported – the General Allocation Fund (DAU) and the Special Autonomy (OTSUS) Funds in Aceh and Papuan provinces. These case studies provided objective information on the current status of key policies, regulations and administrative instruments that the program is seeking to optimise for the delivery of basic services and provided stakeholder insights on strategic next steps for the program. The extent of SKALA's progress towards IOs, as demonstrated through these studies, is presented below.

General Allocation Fund (DAU)

This transfer mechanism is designed to ensure that provinces have enough financial resources to deliver public services. However, additional measures are needed to ensure that the allocated funds align with provincial needs and are not disproportionately spent on government administration. This transfer category comprises two components: (i) a specific grant (DAU – SG or DAU earmarked) that must be spent on designated activities outlined by the MoF and (ii) a block grant (DAU) that is usually unrestricted, allowing subnational governments to allocate funds according to their priorities. An incentive mechanism applies, under which provinces that demonstrate MSS fulfilment get a higher proportion of the transfer as non-earmarked and flexibly available funds. SKALA has focused on helping national and subnational governments use the specific grant (DAU-SG) effectively to ensure the delivery of basic services.

In previous semesters, SKALA has:

- *Delivered training to eight partner provinces, leading to timely DAU budget proposal submission for financial year 2024*
- *Achieved increased DAU grant allocations across partner provinces for the financial year 2024 through improved process compliance (IO4.5)¹⁸*
- *Provided technical advice to MoF on the benefits of using the per-capita costs for service delivery, more specifically recognising varied costs of service delivery in different provinces (under consideration)*
- *Supported MoF to develop and regulate performance-based allocation formulas for MSS in education, health, and infrastructure that will guide the provincial government's use of DAU-SG (IO1.1)¹⁹*
- *Facilitated provincial input into the finalisation of national DAU-SG regulations*

¹⁸ In FY2024 Kalimantan Utara education DAU increased by 52%, while the number of sub-activities funded by DAU SG in the health sector increased from 4 to 19, and in public works from 1 to 13.

¹⁹ Provided technical advice on tying DAU to regional performance on SPM indicators — such as student-teacher ratios, immunisation coverage, and road access. These formulas are embedded in PMK No. 110/2023, which outlines technical criteria for DAU SG (Specific Grant) components and the specific benchmarks provinces must meet (e.g. quarterly reporting via e-SPM, budget absorption rates) to unlock full DAU SG disbursements (DLIs).

- Successfully advocate for a more outcome-focused list of DAU-SG budget items, making it harder to spend DAU-SG money on non-service delivery purposes (IO1.1²⁰)
- Conducted targeted socialisation of revised regulations regarding the use of DAU-SG.²¹

On the basis of SKALA's previously delivered technical support, the Central government has been able to undertake two refinements to the regulations governing DAU-SG that are intended to focus subnational budgets on MSS - MoF Regulation No. 110/2023 and No.102/2024 (IO1.5). National government partners acknowledged that the technical support and national and subnational liaison led by SKALA produced a stronger outcome.

A comparison of the regulations governing provincial use of DAU-SG shows that the number of budget categories available for provincial spending has decreased in response to the annually updated MoF regulation. MoF's strategy is to gradually reduce the number of non-basic service delivery-related budget categories to ensure more targeted use of the DAU-SG.

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We see the support from SKALA as very useful, especially when we can get direct input from local governments. This is important for future sustainability. We see that good coordination needs to be maintained, and it would even be better if the Ministry of Home Affairs and BAPPENAS, in the preparation of the plan, were also involved.

(Interview with the Ministry of Finance, May 19, 2025)

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Table 1: Number of DAU-SG budget categories based on annual MoF regulations

	Change in the number of activity budget codes based on regulatory updates		
DAU SG Sector	MoF Regulation 212/2022	MoF Regulation 110/2023	MoF Regulation 102/2024
Education	1086	977	862
Health	375	291	255
Public Works	383	383	346
Total	1,844	1,651	1,463

Outcome monitoring conducted this reporting period in six SKALA-partner provinces on the implementation of this regulatory mechanism in the 2025 provincial budget process reveals that the anticipated benefits of the updated regulation are yet to be realised. The delay in issuing MoF Regulation 102/2024 complicated 2025 provincial budgeting, as provinces had already used the older rules to complete the foundational planning documents. This caused confusion, forced last-minute changes, and made it harder for provinces to align budgets with intended development outcomes, often needing quick pragmatic decisions rather than reflecting evidence-driven planning priorities. Interviews with provincial stakeholders indicate that the strategy of gradually reducing budget items to focus DAU-SG more strictly

²⁰ Coordinated between MoF, MoHA, MoH, MoEC, and MoPW in developing MoF regulation 102/2024 on general allocation fund to link DAU SG to sector priorities.

²¹ 20 people from 8 partner province (West Papua, Southwest Papua, Aceh, Gorontalo, NTT, NTB, Maluku, Kaltara) participated in the Workshop on Strengthening the Implementation of Regulations and DAU Allocation Policies in March 2024 in Makassar.

on service delivery will only be effective if regulations are released on time and are harmonised with other planning guidance and online lodgement systems.

An examination of the implementation of performance-based DAU formula allocations through MoF Regulation 110/2023²² shows that it is not yet possible to determine the effectiveness of this mechanism in incentivising MSS fulfilment. Three years of monitoring data (see Table 10) show that the proportion of DAU Block Grant versus DAU Specific Grant fluctuates. However, the proportion of DAU SG stays between 11% and 30%, placing all SKALA-supported provinces in the MSS performance bands of average-to-good according to MoF's performance rating.²³ The amount of the DAU-SG allocated to direct delivery of MSS also varies between provinces and across years. Gorontalo, Maluku and NTB show positive trends in both metrics, with less DAU-SG and increased allocations towards MSS over time (IO4.5). Kaltara and NTT have more varied performance and proportional MSS allocations. In Papuan provinces and Aceh, the metric of allocation to MSS is less meaningful as an indicator of commitment to MSS delivery, as the provinces can resource MSS through OTSUS funds as well, which may account for the comparatively low allocations for MSS. Across all provinces, the realisation rates of the MSS dedicated budget have been reasonably high, with the exception of the new provinces in Papuan provinces (see Table 10).

²² The higher MSS performance the lower DAU-SG proportion compared to DAU block grant. The lower MSS performance, the higher the proportion of DAU-SG meaning that subnational governments have a more restrictions on their spending of this fiscal transfer category. Provinces aim to have greater flexibility to use DAU for their purposes, so will theoretically aim to improve MSS performance.

²³ Proportion of DAU SG depend on MSS Performance index, where categorised into 5 level: Very good (100)= DAU SG 0%, Good (90-99)= DAU SG 12.5%, Average (80-89)= DAU SG 25%, Low (70-79)= DAU SG 37.5%, Very Low (<70)=DAU SG 50%

Table 2: Amount and proportion of DAU SG that are allocated for MSS 2023 – 2025 (health and education sector)²⁴

Province	2023				2024				2025			
	DAU SG (IDR)	% from DAU	% for MSS	% Spent	DAU SG (IDR)	% from DAU	% for MSS	% Spent	DAU SG (IDR)	% from DAU	% for MSS	% Spent
Aceh	576,766,482,000	28.6%	46.1%	89.2%	389,904,617,000	17.6%	69%	99.1%	529,518,273,000	23.4%	54.3%	
Gorontalo	315,856,768,000	32.4%	65.0%	97.5%	172,378,949,000	17.1%	85.6%	89.7%	162,172,655,000	15.7%	81.4%	
Kaltara	250,365,040,000	22.4%	40.1%	94.3%	235,190,992,000	20.4%	53.9%	92.9%	265,712,374,000	22.4%	29.6%	
Maluku	454,492,999,000	28.8%	59.2%	68.9%	271,630,274,000	16.6%	67.7%	81.9%	358,955,636,000	21.5%	71.1%	
NTB	407,682,596,000	25.5%	55.4%	99.4%	232,767,825,000	13.5%	69.7%	96.9%	239,798,953,000	13.0%	88.5%	
NTT	485,168,877,000	26.1%	82.8%	90.9%	326,160,071,000	16.4%	73.2%	89.3%	589,180,787,000	27.6%	51.3%	Data are not available
Papua	151,139,667,000	18.3%	57.7%	100.0%	80,788,838,000	10.4%	33.6%	75.9%	211,098,082,000	26.4%		
Papua Barat	386,495,733,000	30.7%	14.3%	93.6%	107,422,502,000	18.6%	13.9%	89.8%	195,125,915,000	30.0%		
Papua Barat Daya	Data are not available			37.2%	88,028,025,000	14.7%	34.3%	43.6%	154,588,848,000	25.2%		
Papua Selatan	90,462,195,000	18.3%	57.7%	69.0%	57,729,714,000	12.2%	32.7%	66.6%	94,806,198,000	20.0%		

²⁴ Source: SIKD, cut off by 21 May 2025 (N/A: data not available due to Province has not submitted their DAU SG use for 2025, especially for health and education sector).

While this data indicates that SKALA-supported provinces overall are steady performers in relation to MSS, with room for improvement, detailed analysis of DAU-SG allocations outside of MoHA suggests that this situation may be less positive than it appears. BAPPENAS's analysis shows that the proportion of DAU SG nationally that directly contributed to MSS in education, health, and Public Works is only 5%, 5%, and 18%, respectively²⁵. Inconsistent methodologies for tagging direct versus indirect service expenditure may contribute to the varying provincial performance assessments. The relatively recent introduction of regulation and limited provincial socialisation of its implications, along with confounding variables such as administrative and policy flux, variability in data quality, as well as inconsistent approaches to planning and reporting on MSS, makes it hard to assess the effect of these regulatory reforms. To ensure the potential value is delivered, more guidance and clarification on the use of DAU-SG are needed.

Based on SKALA outcome monitoring, a number of challenges remain in optimising the use of DAU-SG, including:

- **Misaligned personnel planning and budgets:** DAU-SG allows up to 25% to cover salaries and benefits, but when staffing is not based on actual service needs, it leads to inefficient use of funds.
- **Use for loan repayments:** DAU-SG can be diverted to repay regional infrastructure loans, reducing funds available for current service delivery.
- **Inconsistencies in budget regulation guidance:** The budget guidance issued by MoF and MoH for allocating and tracking DAU-SG budgets for MSS are not fully aligned. This misalignment can mean that although transfer funds for MSS are available, the legal authority to implement many activities is missing at the regional level.
- **Local leadership priorities override MSS:** Governors, regents, and sector heads often redirect DAU-SG based on political or institutional interests, not service delivery needs.
- **Confusion over eligible sectors:** The MoF sees all basic service sectors as eligible for DAU-SG, but many local governments believe only health, education, and public works can access it - limiting multisectoral use.
- **Administrative burden:** the complexity of the reporting and accountability system creates an administrative burden that newer provinces, especially, have difficulty with, which potentially leads to delayed distribution and suboptimal use of the fiscal transfer category.

In 2025, the central government also removed infrastructure allocations for all provinces from DAU-SG – preferring to centrally manage budgets for this purpose. This means provinces will now have **no earmarked DAU-SG** to meet infrastructure-related MSS targets and will need to support achievement of these targets from other transfer categories, seek alternative financing or rely on centrally managed infrastructure budgets to address local service delivery gaps.

Recommended SKALA focus for 2025 - 26

While DAU SG may still be a useful fiscal instrument to improve basic service delivery and to reduce regional disparities, it will only be effective if guidelines regarding its use are clearer and the technical, administrative and management capacities among subnational personnel are improved. To consolidate

²⁵ Drawn from BAPPENAS Evaluation of 2024 MSS Achievement using DAU SG transfer- presented at POKJA 1. Data showed that the remaining activities are considered not to have a direct contribution to MSS achievement, being spent on museum management, sport and recreation facilities, library management, cultural preserving, etc.

the methodological contributions of SKALA's TA and facilitation work so far, it is recommended that the program:

1. Advocate for subnational governments to allocate DAU-SG to activities that directly support MSS delivery, rather than indirect or administrative functions.
2. Consider developing and promoting a clear tagging framework that classifies DAU-SG budget allocations based on their relevance to MSS.
3. Advocate accelerating refinement of the DAU-SG budget categories to reduce inefficiencies, confusion or misalignment between policy intent and budget execution due to annual updates of budget items.
4. Encourage the MoF and MoHA to provide joint guidance that clarifies the eligibility to access and utilise DAU-SG for MSS.
5. Conduct targeted outreach to governors, regents, and sectoral heads to raise awareness of the strategic importance of MSS fulfilment and how DAU-SG can be effectively used to meet those standards.

Special Autonomy (OTSUS) Funds

Under the fiscal transfer laws, Special Autonomy Funds (OTSUS) aim to promote equality among provinces by addressing specific needs and disparities in special autonomy regions. The regulations governing the use of these funds are complex, still evolving, and lack clarity regarding roles and accountability between levels of government. Knowledge and capacity to comply with governance and administration requirements are particularly low in Papuan provinces. Cumulatively, this leads to delayed transfers, poor utilisation of transferred OTSUS funds and a missed opportunity to improve equitable access to services in Papuan provinces and less developed areas of Aceh.

To support improved administration of OTSUS in Aceh and Papua, previously SKALA:

- *Supported the issuance and socialisation of a revised MoF national OTSUS guideline (PMK 33/2024), simplifying processes and aiming to improve planning and reporting quality (national).*
- *Facilitated a joint MoF, MoHA and BAPPENAS OTSUS M&E mission to build a shared understanding of remaining interministerial coordination issues*
- *Supported BAPPENAS to develop a guideline for inclusive participatory OTSUS planning (issued May 2025 - Permen/PPN/BAPPENAS 1/2025)*
- *In Aceh*
 - *supported timely and compliant submission of OTSUS plans (2023, 2024)*
 - *consolidated existing knowledge related to existing OTSUS arrangements to inform the future of regional autonomy laws (current laws will expire in 2027)*
- *In Papuan provinces:*
 - *Assisted 42 districts in submitting compliant planning and reporting documents (2024)*
 - *Trained 136 officials on using the SIPPP system for integrated planning and budgeting in Papua provinces.*
 - *Supported 309 officials from six provinces (M218, F:91) to complete and lodge OTSUS plans, with additional follow-up support delivered to 739 participants (M:53, F:20) in Papua Barat Daya and 119 (M:89, F:30) in Papua Pegunungan*
 - *Established a Papua-based OTSUS Working Group to broker knowledge and information to the districts to improve OTSUS management while delivering significant savings in Central travel*

- *Provided monitoring support for the disbursement of the social protection PAITUA program, benefiting elderly recipients in Papua Barat Daya*

Qualitative data collection with SKALA partners in Papuan provinces and Aceh indicates that with SKALA support, there has been an increased partner understanding of the need to prioritise OTSUS funds for the delivery of MSS and GEDSI responsive program activities.²⁶ This indicates that the foundations exist in OTSUS regions to manage their budgets to provide basic services, if appropriately enabled by systems and regulations. The 2025 OTSUS work planning and budgeting process in Aceh and Papuan provinces was conducted in line with the SKALA-supported MoF Regulation (PMK 33/2024). This new regulation aimed to improve all elements of OTSUS fund management, including the planning, transfer process, fund utilisation and reporting. As illustrated in Table 14, revisions were designed to deliver outcome-oriented, aligned²⁷ planning and more effective fund utilisation by requiring additional information on the intended outcomes, intended beneficiaries and contributions to provincial plans and national priorities. The regulation also prohibits the use of OTSUS funds for salary and honorarium payments, except for health personnel and teachers, as well as for routine operational and administrative costs, facilities procurements, and unrelated travel costs.

Table 3: Comparison of required planning information pre- and post-MoF regulation revision

Planning information required based on previous MoF regulations ²⁸	Planning information required by the SKALA-supported MoF regulation ²⁹
- Description of activity - Output indicator - Output target, e.g. number of units - Budget ceiling - Locus of activity - Location - Responsible government working unit - Activity schedule/timeline	- Description of activity - Output indicator - Output target, e.g. number of units - Budget ceiling - Locus of activity - Location - Responsible government working unit - Activity schedule/timeline - Targeted outcome - Description of aligned sectoral program³⁰ - Targeted strategic output - Key (a more detailed) activity - Description of funding source (e.g. in addition to OTSUS Fund, to stimulate spending mix) - Description of how this activity contributes to public service - Beneficiaries (number of Indigenous and non-Indigenous Papuans) - Tagging to provincial strategic programs - Tagging to other funding sources - Tagging to a multiyear plan such as RIPPP and RAPPP.

²⁶ Three provinces visited for data collection

²⁷ OTSUS management funds now need to tag alignment with higher level plan such as RIPPP, RAPPP and strategic national programs

²⁸ PMK 76 18/2023 and PMK 76/2022

²⁹ PMK 33/2024

³⁰ Proposed OTSUS activities must align with strategic sector programs such as education (e.g. school access, teacher deployment), health (e.g. maternal care, indigenous health services), infrastructure (e.g. rural connectivity, clean water), economic empowerment (e.g. local entrepreneurship, agriculture) and cultural and social inclusion, especially for Indigenous Papuans). The requirement ensures OTSUS funds are tied to clearly defined, measurable programs that align with regional development priorities and national standards, strengthening transparency and accountability.

As this was the first attempt to implement the revised regulation, despite the SKALA-supported socialisation, some provinces did experience significant challenges in fulfilling the new requirements and submitting OTSUS plans on time. As of June 30, all Papuan provinces have yet to submit their plans, and timely submittal in Aceh is down compared to the previous year (IO4.6).

Stakeholder feedback found that provinces experienced challenges in data availability and quality, planning officials had limited understanding of program logic, and there was poor alignment between OTSUS planning systems and other provincial planning and budgeting systems. These issues were further compounded by overlapping review processes from multiple national ministries, causing delays and confusion in the planning cycle.

The effectiveness of the regulatory revisions aimed at facilitating more efficient transfer processes and higher quality reporting on the use of funds will need to be monitored as these stages of the revised process are implemented.

At this stage of the regulation's implementation, however, available transfer data and qualitative data collected from affected stakeholders suggest that the proposed staged disbursement of funds throughout the financial year³¹ is likely to be effective in high-performing provinces and districts. Still, they will lead to ineffective and inefficient spending, as well as other low-performing areas.

Recommended SKALA focus for 2025 - 2026

Based on available evidence, and with additional resources allocated for Papua region, in the final 18 months of the program, it would be valuable for SKALA to focus at the subnational level on:

- Supporting local leadership (heads of sectors and Bappeda) to effectively manage OTSUS planning in line with national guidance – particularly in developing programs using OTSUS funds
- Increasing data availability, analytical capacity and application of data-driven insights to the planning process in order to target the needs of vulnerable populations

At the national level, SKALA should focus on:

- Accelerating interoperability between online planning, budgeting and data management systems³² to ease the subnational administrative burden.
- Support the development of mechanisms that will facilitate easier adjustments to OTSUS plans between the projected budget and actual budget.
- Support cross-learning between OTSUS and other fiscal allocation categories (i.e. DAK) with smoother administrative processes.

³¹ The regulation requires that OTSUS funds be transferred in three tranches annually: in April, June and November. Regardless of the provinces ability to fully disburse funds previously transferred, all allocated OTSUS funds will be fully transferred 7 days before the end of the calendar year.

³² SIPP, SIKD OTSUS and

Annex 2 - SKALA supported Papuan province program improvements

During the current reporting period, SKALA continued to build capacity in Papuan provinces to plan for and use OTSUS funds in line with national guidelines. SKALA supported the socialisation of the new national participatory OTSUS planning guidance³³ to 152 (M:113 & F:39) personnel from all six Papuan provinces³⁴. While this guideline has not been used for the 2026 OTSUS annual plan, this socialisation was an important way to promote dialogue between subnational and national agencies on its future implementation.

This reporting period, SKALA also supported Papuan provinces to develop enabling systems and strategic programs funded by OTSUS- including programs focused on social protection programs, free school programs, and village data systems expansion. By supporting the planning process of these specific programs, SKALA aims to demonstrate how to effectively design and govern OTSUS-funded programs. By supporting applied program governance quality, SKALA hopes process and practice lessons can be replicated across other programs in Papuan provinces. By supporting this, it is expected to contribute to better use of the OTSUS fund. The supported initiatives are summarised in Table 12. SKALA TA provided technical support for the design, regulations and management procedures for these programs.

Table 4: OTSUS-funded systems and strategic programs in Papuan provinces developed with SKALA support.

Strategic Program Priorities	Province	Progress Status	SKALA facilitate and provides technical support in:			
			Program Design	Policy/ regulation	Technical SOP	Advocacy
Free School Program and the first 1000 days of birth	PBD	On-Process	✓	✓		✓
Village Information System- SAIK+	PB	On-Process	✓	✓		✓
Program Pendidikan/Sekolah Gratis	PBD	On- Process	✓	✓		✓
Ha Anim Golden Generation	PS	On- Process	✓	✓		✓
Free Education/School Programs	PS	On- Process	✓	✓		✓
Village Information System- SIRIOS	PS	Roll out/ implementation	✓	✓	✓	✓
SIOPADA (SAIK Papua Barat Daya)	PBD	On- Process	✓	✓		✓

³³ Permen/PPN/Bappenas 1/2025

³⁴ 133 people Badan Perencanaan Pembangunan Daerah (Bappeda) or the Regional Development Planning Agency and 19 people from Badan Pengarah Percepatan Pembangunan Otonomi Khusus Papua (BP3OKP) or the Steering Committee for the Acceleration of Special Autonomy Development in Papua

SKALA secretariat support for the PAITUA Program, a targeted cash transfer scheme to support the elderly, in Papua Barat Daya has concluded. The Province is applying lessons from previous financial years to disburse the remaining dedicated funds during this reporting period.

This semester Kota Sorong government decided to focus on PAITUA for indigenous Papuan elderly only, significantly reducing the target beneficiaries, while in other districts, the number of PAITUA beneficiaries remained steady, with only Raja Ampat experiencing a significant increase.³⁵ The distribution process was expedited as the beneficiaries already have bank accounts, and the Bank Rakyat Indonesia could simply transfer the money to the beneficiaries. By May 2025, 84.55% of targeted beneficiaries had received IDR 3 million, except in Sorong Selatan, where beneficiaries received only IDR 1.800.000 due to limited budget allocation from the district.

Table 5: Table PAITUA Program Distribution as of May 2025

District/Cities	Target beneficiaries of PAITUA	Number of beneficiaries who received PAITUA	Number of beneficiaries who did not receive PAITUA	Distribution rate
Sorong	1485	1362	123	91,72%
Sorong Selatan	1470	1161	309	78,98%
Maybrat	863	767	96	88,88%
Tambrauw	580	454	126	78,28%
Raja Ampat	2189	1699	490	77,62%
Kota Sorong	2080	1885	195	90,63%
Total Province	8667	7328	1339	84.55%

As provincial budgetary support for the PAITUA program will not continue beyond this financial year³⁶, SKALA will consolidate lessons on the use of the modality, the optimal governance arrangements, and advise partners on appropriate do-no-harm measures as the province progresses new priorities.

³⁵Down by 70% from 6988 in 2024 year to 2080 in 2025 – a reduction of 4,886 beneficiaries in Koto Sorong. Increases in Sorong Selatan (48 ppl), Maybrat (32 ppl), and Raja Ampat (234 ppl)

³⁶ The new provincial administration will focus on maternal and child health instead of elderly.

Annex 3: Indicator Tracking Matrix

Indicators	Achieved until Dec 2024	Achieved in Jan-Jun 2025	In progress Jan-Jun 2025	Achieved until Jun 2025	Indicator Description
IO 1.1. Improved coordination and collaboration among key ministries to improve TKD (fiscal transfer) policies in support of inclusive service delivery, informed by subnational government, with SKALA support.	5 showcases	4 showcases	2 showcases	9 showcases	SKALA facilitated collaboration between MoF, Bappenas, MOHA, and Ministry of Education to improve fiscal transfer mechanism, for example: a. The use of analytical work to inform policy around regional grant (Dana Bagi Hasil). b. Evaluation towards DAU earmarked for education sector. c. Teacher allowance is directly transferred from national level to teacher individual account. d. Improved MSS performance index to inform DAU earmarked formulation.
IO 1.2. Number of regulations, policies or guidelines issued by the national government to support subnational revenue generation with SKALA support	6 (4 regulation, 1 MoU, 1 guideline)	1 regulation	Not applicable	7 (5 regulation, 1 MoU, 1 guideline)	• MOF Regulation (PMK 7/2025) on guideline for regional tax inspection and collection.
IO 1.3. Number of issues raised by national or subnational stakeholders around PFM addressed or resolved with SKALA support.	7 issues	4 issues	Not applicable	11 issues	• Issues related to PFM that have been solved this semester: a. Challenges faced by subnational level regarding tax personnel capacity. This is addressed through PMK 7/2025 which regulate capacity building, training, and certification for tax personnel. b. The capacity of provincial level to

					ensure synergy between national macro economy and fiscal policy and regional budget policy. This has been addressed through share cost training and certification of provincial personnel to conduct <i>Korbinwas</i> to districts/cities. c. Issue around DAU SG formulation; SKALA supported the calculation of MSS Performance Index for 2024, in health, education, and infrastructure. d. Issue on chart account synergy has been regulated in the recent MOF Regulation (PMK 42/2025)
IO 1.4. Number of regulations, policies or guidelines issued by the national government to improve the management of autonomous regions funding (OTSUS funding) with SKALA support.	1 regulation	1 regulation	1 policy	2 regulations	• Permen Bappenas 1/2025 on Otsus Planning Provinces (Musrenbang) in Tanah Papua On progress: • Drafted Bappenas Ministerial Regulation regarding the National Action Plan for the Acceleration of Papuan Development 2025-2029 is under reviewed.
IO 1.5. Number of improved policies, guidelines, capacity building materials issued or used by the national government, with SKALA support, to strengthen MSS planning, budgeting, implementation, evaluation at subnational level, with SKALA support.	4 policies	1 policy	1 policy	5 policies	• Minister of Home Affairs Instruction No. 2/2024 on guidelines for preparing the regional midterm development plan (RPJMD 2025-2029) and Sectoral Strategic Plan 2025-2029. On progress: • MSS costing guidelines.

IO 2.1. Number of improved regulations, policies or guidelines on data governance and use in subnational planning and budgeting of basic service delivery for all citizens, with SKALA support	1 regulation	9 policies	1 regulation	1 regulation, 9 policies	Achieved: 1. Grand design for SDPDN 2. SOP for data planning 3. SOP for data collection 4. SOP for data verification and validation 5. SOP for data sharing/publication 6. Technical guidelines for SDPDN data coverage 7. Technical guidelines for data forum 8. Technical guidelines for coordination and oversight 9. Technical guidelines for data sharing/publication On progress: • Draft MOHA Decree on SDPDN is under reviewed
IO 2.2. Improved analytical capacity of identified information system(s) to support subnational governments planning and budgeting of basic service delivery for all citizens, with SKALA support.	6 systems	2 systems	4 systems	6 systems	• Spending analysis in SEPAKAT as result of shared information from SIKD • Climate and disaster related vulnerability analysis in SEPAKAT • SIPD's ability to tag sub-activities that are responsive to PUG using GBT guidelines • SIKD's ability to analyse budget realization that is responsive to PUG using GBT guidelines • SIKD of Special Autonomy of Aceh still on progress of development • Sinerfis application in SIKD (fiscal synergy apps)
IO 2.3. Financial data improved for use in the calculation of formulas used for regional transfers, with SKALA support.	1 showcase	No evidence available yet	Not applicable	1 showcase	No update. Evidence on this will be available once the regional transfer process for 2026 has been completed by the end of this year.
IO 2.4. Extent of integration of	0	0		0	System integration is still progressing:

analytical tools into the process of planning document preparation, with SKALA support.			4 systems integration has been initiated		• SIPD Hub – SEPAKAT • SIKD- SEPAKAT • SIKD-SIPD-SEPAKAT • SIPPP - SIPD - SEPAKAT
IO 3.1. Number of national processes, policies, tools and guidance that have used GEDSI evidence and analysis to inform their development, with SKALA support.	3 policies	0	4 policies	3 policies	On progress: • Draft of National Action Plan for Disability 2025-2029 • Draft regulation for national strategy for elderly program • Draft guideline for public participation in government policy process • Draft national policy for gender mainstreaming
IO 3.2. Number of improved tools and guidance supporting subnational governments to undertake and use GEDSI analysis in planning and budgeting, with SKALA support.	3 guidelines	0	Not applicable	3 guidelines	No new tools.
IO 3.3. Extent to which subnational nomenclature has been expanded with SKALA support to more fully capture GEDSI issues in planning and budgeting.	On progress to accommodate 81 revised and 5 additional GEDSI nomenclatures	0	On progress to accommodate 81 revised and 5 additional GEDSI nomenclatures	On progress to accommodate 81 revised and 5 additional GEDSI nomenclatures	This is still being followed up in MoHA and Bappenas by developing indicators and sub activities for people with disabilities.
IO 3.4. Adaptation of a model of integrated service delivery for the elderly with SKALA support.	0	0	1 model adaption	0	Bappenas collaborates with SKALA still follow up the draft Presidential Regulation for the integrated Elderly Strategic Plan.
IO 4.1. Number of provinces with local regulations, policies or guidelines to optimise local revenue/PAD with SKALA support	6 provinces (6 Regional Regulation, 7 Governor Regulation, 3 SOP)	6 provinces (1 Regional Regulation, 2 Governor Regulations, 2 Bappenda Regulations, 1 Decree, 4 MoU)	4 provinces	6 provinces (7 Regional Regulation, 9 Governor Regulations, 2 Bappenda Regulations, 1 Decree, 4 MoU, 3 SOP)	All of the SKALA partner provinces (except Tanah Papua) are continuously working on various local regulation to implement the previously issued regulations (Perda, Perkada) for example: • Gorontalo & Maluku issued Regional Head Regulations (Perkada)

					on Regional Original Revenue (PDRD). • NTB issued a Bappenda Regulation to regulate motor vehicle tax (PKB) incentives for persons with disabilities. • Aceh issued a Perda on the Special Autonomy Fund (DAD) and a Governor Decree (Kegub) on tax reduction for persons with disabilities. • NTB, NTT, Gorontalo, and Maluku issued Cooperation Agreements (PKS) between provinces and districts/cities for revenue sharing (opsen). • Kaltara issued a Bappenda Regulation on technical guidelines for revenue sharing (opsen) and increasing regional revenue (PDRD).
IO 4.2. Improved data use in MSS planning, with SKALA support.	No evidence available yet	No evidence available yet	10 provinces	No evidence available yet	Despite increasing data availability, there is insufficient evidence to indicate improved data quality and its use in MSS planning. For example, provinces are still using estimated data instead of real and updated data in MSS Action Plan and annual targeting process. Some provinces used Regsosek data to compliment sectoral data.
IO 4.3. Improved costing of MSS needs, with SKALA support.	No evidence available yet	No evidence available yet	4 provinces	4 provinces	MoHA is currently finalising the MSS Costing guideline and calculator. Meanwhile, 4 provinces (Aceh, Kaltara, NTB, Maluku) improving the costing mechanism and instruments.
IO 4.4. Incorporation of MSS action plan into planning and budgeting documents, with SKALA support.	No evidence available yet	No evidence available yet	5 provinces	No evidence available yet	Four provinces (NTT, NTB, Kaltara, Maluku) have the final MSS Action Plan, while one is still a draft (Gorontalo). They are incorporating MSS

					Action Plan into 2026 RKPD and RPJMD.
IO 4.5. Planning of fiscal transfers (TKD) optimised for delivery of basic services with SKALA support.	1 province	2 provinces	7 provinces	3 provinces	Data collection regarding the use of DAU Earmarked (SG) for 2023 to 2025 in six provinces showed that the proportion of DAU SG for MSS where flux, only NTB and Maluku have consistently increased their DAU SG for education.
IO 4.6. Number of OTSUS provinces with on-time planning and budgeting documents	2 provinces	0	6 provinces in Tanah Papua	2 provinces	The 2025 RAP start using the new Otsus MoF Regulation (PMK 33/2024) and it creates new challenges in Otsus planning process which resulted in none of the province have submitted their planning and budget timely. Papua Tengah submitted their 2023 RAP (reported in Jan-Jun 2024) and so did Aceh for 2024 Otsus Plan.
IO 4.7. Number of provinces providing improved technical assistance to district/city governments on the preparation and implementation of planning and budgeting documents with SKALA support.	3 provinces	3 provinces	4 provinces	6 provinces	In the previous semester, NTB, NTT, Gorontalo provincial Bappeda team provided assistance to align district/city RPJPD. This semester, Kaltara, Aceh, Papua conducted MSS monitoring and supervision to districts/cities.
IO 5.1. Number of provinces with improved targeting data for planning and budgeting, including for MSS, with SKALA support.	3 provinces	7 provinces	3 provinces	7 provinces	• Maluku: SEPAKAT analysis on access to drinking water in Ambon City was used for 2026 SPM planning and to identify drinking water needs for the RISPAM document (Public Works Office). • Kaltara: Regsosek data is used for the preparation of the draft RPJMD 2025–2029, the Regional Action Plans (RAD) for Out-of-School Children

					(ATS) and for Persons with Disabilities, the Regional Poverty Reduction Plan (RPKD) 2025–2029, SPM program targets, the SADAR BENUANTA program, and BPJS Employment program targeting (in conjunction with P3KE). • Gorontalo: Macro data and Regsosek analysis were used as supporting data in the development of the Palm Oil RAD, Disability RAD, SPM RAD, RPJMD, and RKPD. • Papua: Regsosek data was used to identify key issues and formulate recommendations for the technocratic RPJMD of Papua. • NTT: Regsosek data was used for determining social assistance and in the district development document (Dokren) of Southwest Sumba (SBD).
IO 5.2. Number of provinces with improved service delivery data for MSS planning and budgeting with SKALA support.	0	0	7 provinces	0	Seven provinces have shown progress in improving service delivery data by developing the data list and collecting its data.
IO 5.3. Implementation of One Data with SKALA support. (number of provinces implementing Regional One Data policy)	0	0	9 provinces	0	Nine provinces partially implemented. Implementation remains partial. Progress on improving data availability and quality includes: One Data policies and action plans (8 provinces), One Data portals (7 provinces), One Data forums (policies and regular meetings) (9 provinces), Data lists, metadata, and standards (8 provinces), One data budget (4 provinces).

IO 6.1. Number of analytical inputs provided to subnational government leadership on local service delivery, by province, with SKALA support	22 products/ policy brief	24 policy briefs have been handed over to government	63 policy briefs are available to share with the government	46 policy briefs have been handed over to government	Twenty-four policy briefs (from Aceh, Kaltara, and Maluku—21 OPDs, 1 university, 2 from SKALA) were submitted to the Regional Secretary, Deputy Governor, OPD heads, and university rectors.
IO 7.1. Number of provinces that use gender and disability evidence and analysis in planning and budgeting, with SKALA support.	9 provinces	9 provinces	1 province (PBD)	9 provinces	9 provinces use GEDSI analysis in planning documents through GAB/GBS, SEPAKAT-Regsosek analysis, except for Papua Barat Daya which is taking care of Regsosek access rights. These results will be verified in the next semester, as the planning documents (RPJMD, RKPD 2026) are not yet finalized.
IO 7.2. Number of provincial governments that produce and fund action plans for people with disabilities, with SKALA support.	0	2 provinces	4 provinces	2 provinces	Aceh and NTT have ratified and implemented the RAD PD. Meanwhile, 4 provinces (NTB, Kaltara, Gorontalo, Maluku) are developing RAD PD.
IO 7.3. Number of provincial governments that facilitate thematic discussions as part of a more inclusive planning and budgeting process, with SKALA support.	0	5 provinces	0	5 provinces	NTB, NTT, Kaltara, Gorontalo, and Maluku have conducted Inclusive Musrenbang (development planning forums).
IO 8.1. Number of analytical inputs provided by CSO networks to planning and budgeting process, by province, with SKALA support.	25 products/ recommendations by CSOs	2 policy briefs by CSOs	777 set of recommendations by CSOs	2 policy briefs by CSOs	While this indicator specifically mentions analytical input, the strengthening of CSO capacity is still underway. Reported are the recommendation from CSOs and OPDIS in Thematic/Inclusive Musrenbang process (777 recommendations). Meanwhile, there are two CSOs in Gorontalo developed policy briefs to submit to the Regional Secretary (Sekda).

IO 8.2. Number of CSO networks strengthened by SKALA	51 CSOs engaged	71 CSOs (including OPDIS)	0	71 CSOs (including OPDIS)	71 CSOs, including OPDIS from 10 provinces, received various capacity building from SKALA. On the other hand, 3 provinces that already have JMS (NTB, Kaltara, Gorontalo) have provided technical guidance on data analysis for JMS. This number is evolving over time.
IO 9.1. Increase in percentage of the population covered by local information systems that capture information on all individuals with SKALA support, by province	15% in Aceh	4% in Aceh	0	19% in Aceh	The population coverage at SIGAP increased by 4% from last semester, from 47% to 51%. Meanwhile, the coverage of SIO Papua and SAIK+ Papua Barat remained unchanged, remaining at 7% and 42%.

Annex 4: Partnerships and Collaborations

Table 6: Engagement with Indonesian government partners

No.	Engagement with Indonesian government partners
1	Rules-Oriented Partnerships: SKALA has strengthened its influence on national policy frameworks through evidence-based inputs, including BAS harmonisation, SPM financing via DAU SG, regional planning and budgeting, <i>Satu Data</i> institutionalisation, and GEDSI integration. Progress varies—some reforms advance quickly, while others are slowed by institutional mandates and shifting priorities. Continued advocacy and adaptive engagement with new leadership remain essential. For AWP 2025–2026, SKALA emphasises cross-ministerial collaboration with MoHA, MoF, and BAPPENAS to advance inclusive planning and budgeting. By aligning its work plan with government cycles, SKALA reinforces ownership, accountability, and sustainability. Endorsement of the AWP was delayed due to a temporary slowdown under the TC Chair, but outputs remain substantial despite reduced numbers, with some risks of dispersion and administrative burden.
2	Task-Oriented Partnerships: SKALA’s AWP 2025–2026 at the subnational level integrates proposals from local governments, each endorsed by central ministries to ensure alignment with national agendas. The strategy focuses on quick wins and visible outputs—such as large-scale ASN training, thematic <i>musrenbang</i>, and GEDSI/SPM integration—while accelerating document preparation and data use in planning. This approach strengthens central–local linkages but faces risks if delivery is prioritised over long-term institutional adoption and provincial ownership.
3	Innovation-Oriented Partnerships: SKALA has piloted innovative approaches such as GEDSI-responsive fiscal incentives, the <i>Better with DIPK</i> capacity-building tools, interoperability of planning systems, and the establishment of <i>Forum Satu Data</i> in five provinces. Collaboration with UN Global Pulse Asia Pacific also produced a study on the impact of sea level rise on basic services in NTB using data-driven vulnerability mapping. These initiatives strengthened collaboration among ministries, provinces, and CSOs, though scaling up and institutionalisation remain challenges during the 2024–2025 political transition.
4	Accountability-Oriented Partnerships: Through its governance structure—comprising the SC, TC, Pokja, and PPC—and regular reporting cycles (BAST, VAT, PHLN, and six-monthly reports), SKALA has maintained compliance, role clarity, and alignment among DFAT, GoI, and provincial partners. Current forums focus on the AWP 2025–2026 adjustment process, ensuring transparency and mutual accountability. However, differing interpretations of accountability and limited provincial feedback loops highlight the need to strengthen vertical accountability mechanisms.

Table 7: Engagement with other DFAT programs, other development partners, private sector

Partner program/organisation	Location/focus	What we did together	Result/evidence this period
INKLUSI & AIPJ2 (DFAT)	Aceh – Women’s protection	Joint technical/process assistance to draft and pass the Qanun on Protection of Women’s Rights.	Qanun enacted; strengthens gender mainstreaming and women’s protection.
INKLUSI (DFAT)	NTT – Disability inclusion	Co-led development of the Provincial RAD PD 2024–2026; SKALA provided technical guidance, facilitation, capacity-building, brokering, and advocacy, aligning with BAPPENAS.	RAD PD completed; one of only five provinces nationally—now a learning case for others.
The Asia Foundation (TAF)	Papua Selatan – RPJMD participation	Worked through TAF’s CSO network to integrate evidence-based CSO recommendations into RPJMD processes; clear division of roles (TAF–CSO; SKALA–government).	CSO inputs incorporated into the planning architecture; collaboration model documented as good practice.
KIAT (DFAT)	Portfolio-wide – Infrastructure analytics	Opened PERA dataset access for KIAT to accelerate infrastructure analysis using SKALA’s research.	Cross-program data re-use agreed, demonstrating portfolio-level efficiency.
UN Global Pulse (UN)	5 provinces – Sea-level-rise risk	Planned collaboration to model sea-level-rise impacts on basic services and host provincial workshops.	Joint rapid assessments scheduled as part of SKALA’s Climate Integration Plan.
LPEM-UI (University of Indonesia)	8 provinces – PERA research	Co-produced PERA analysis highlighting climate-relevant vulnerabilities and fiscal implications.	Findings to shape capacity building for climate-resilient planning and budgeting.
INKLUSI (PEKKA) & INOVASI (DFAT) + private sector	North Kalimantan – Disability action plan	Multi-stakeholder coordination team for RAD-PD implementation formed with CSOs/DPOs, INKLUSI (PEKKA), INOVASI, and two companies.	RAD-PD team established; draft under harmonisation with MoLHR.
Yayasan JERAT & Musamus University (local partners)	Merauke – OAP data (SIRIOS)	Supported systematic OAP data collection and operator training; integrated data to inform planning/budgeting.	District-wide OAP data collection initiated with Otsus funds; SIRIOS populated for use.

Annex 5: Relevant Documents

SKALA Policy and Regulation Contributions

No	Document Title	Area
1	Ministry of Home Affairs Regulation (Permendagri) No. 5/2024 on One Data for Domestic Governance	Jakarta
2	Revision of the Circular Letter of the Minister of National Development Planning/Bappenas No. 8/2023 on Procedures for Dissemination and Utilization of the Socio-Economic Registration Data	Jakarta
3	Minister of Home Affairs Decree on the Grand Design and Technical Guidelines/Instructions for One Data of Domestic Governance (SDPDN)	Jakarta
4	Draft Presidential Regulation on the National Strategy for Gender Mainstreaming	Jakarta
5	Draft Presidential Regulation on the National Strategy on Aging	Jakarta
6	Draft Bappenas Ministerial Regulation on the National Action Plan for Persons with Disabilities	Jakarta
7	Minister of Finance Regulation No. 42 of 2025 on the Standard Chart of Accounts for Central and Local Governments	Jakarta
8	Minister of Finance Decree on the Infrastructure Spending Model	Jakarta
9	Minister of Finance Regulation No. 64/2024 on Procedures for Establishment and Management of Regional Endowment Funds	Jakarta
10	Minister of Finance Regulation No. 108/2024 on Allocation, Use, and Distribution of Village Funds for Fiscal Year 2025.	Jakarta
11	Minister of Finance Regulation No. 102/2024 Amending Regulation No. 110/2023 on Regional Performance Indicators and Technical Guidelines for Earmarked General Allocation Funds	Jakarta
12	Minister of Finance Regulation No. 67/2024 on the Management of Revenue Sharing Funds and General Allocation Funds	Jakarta
13	Minister of Finance Regulation No. 24/2024 on Procedures for Delaying and/or Deducting the Transfer of Funds to Regions due to Mandatory Spending Compliance in Regional Budgets	Jakarta
14	Bappenas Regulation No. 1/2025 on Development Planning Deliberations for Papua's Special Autonomy	Jakarta
15	Minister of Finance Regulation No. 85/2024 on the Assessment of Rural and Urban Land and Building Taxes	Jakarta
16	Minister of Finance Decree No. 42/KM.7/2024 Amending Decree No. 22/KM.7/2024 on the Tagging of Regional Expenditures from Earmarked Local Tax Revenues for Evaluating Compliance with Mandatory Spending Requirements	Jakarta
	Minister of Finance Regulation No. 33/2024 on the Management of Transfers to Regions under the Special Autonomy Framework	Jakarta
17	Ministry of Home Affairs Regulation No. 12/2024 on Guidelines for the Preparation of Local Government Work Plans for 2025	Jakarta
18	Ministry of Home Affairs Regulation No. 15/2024 on Guidelines for the Preparation of the Regional Budget for Fiscal Year 2025	Jakarta
19	Minister of Home Affairs Decree No. 900/2024 on the Second Amendment to Decree No. 050-5889/2021 concerning Verification, Validation, and Inventory Results of Updated Classification, Codifications, and Nomenclatures for Regional Development Planning and Finance.	Jakarta
20	Minister of Home Affairs Instruction No. 2/2024 on Guidelines for the Preparation of Regional Medium-Term Development Plans and Strategic Plans for Regional Apparatuses for 2025-2029.	Jakarta
21	Circular Letter of the Minister of Home Affairs on the Implementation of Minimum Service Standards in Regions	Jakarta
22	Minister of Finance Regulation No. 84/2024 on Synergy in Local Government Financing	Jakarta
23	Minister of Finance Regulation No. 101/2024 on Procedures for Assessing the Alignment of the Draft General Policy on the Regional Budget and the Draft Priority and Temporary Budget Ceiling with the Macroeconomic Framework and the Principles of Fiscal Policy	Jakarta
24	Minister of Finance Regulation No. 140/2024 on Monitoring and Evaluation of Decentralization Funding Implementation	Jakarta
25	Minister of Finance Regulation No.7/2025 on Guidelines for Regional Tax Audits and Collections	Jakarta
26	Minister of Finance Regulation No. 108/2024 on Allocation, Use, and Distribution of Village Funds for Fiscal Year 2025	Jakarta
27	Bappenas Regulation No. 7/2025 on Guidelines for Sharing and Use of the National Single Socio-Economic Data (DTSN)	Jakarta

No	Document Title	Area
28	Ministry of Home Affairs Regulation No. 10/2025 on Guidelines for Preparing the 2026 Regional Government Work Plan (RKPD)	Jakarta
29	Aceh Governor Decree No. 500/14/953/2024 on the Establishment of the 2024 Aceh Data List	Aceh
30	Governor Instruction Letter No. 400.10/493 of 2024 on the Implementation of the SIGAP Application for Mayors/Regents across Aceh	Aceh
31	Governor Decree No. 100.3/136/2024 on the Team for Discussion of the Draft Governor Regulation on Interoperability Guidelines	Aceh
32	Draft Governor Regulation on the Aceh One Data Action Plan 2025-2029	Aceh
33	Governor Regulation on Data Interoperability	Aceh
34	Governor Regulation on Amendments to the Implementation of One Data	Aceh
35	Governor Regulation No. 53/2023 on RAD PD 2024-2029	Aceh
36	Aceh Governor Decree No. 100.3.2/164/2024 on the Establishment of the Assistance Team for the Draft Aceh Qanun on Women's Empowerment and Protection	Aceh
37	Governor Decree No. 100.3.2/166/2024 on the Establishment of the Assistance Team for the Draft Qanun on the Fulfillment of the Rights of Persons with Disabilities	Aceh
38	Aceh Qanun No. 4/2025 on the Protection of Women's Rights	Aceh
39	Regional Regulation/Qanun No. 2/2025 on the Fulfillment of the Rights of Persons with Disabilities	Aceh
40	Aceh Governor Regulation No. 12/2025 on Community Participation in Development	Aceh
41	Regional Regulation/Qanun No. 4/2024 on Regional Taxes and Levies (PDRD)	Aceh
42	Aceh Qanun No. 8/2025 on the Regional Long-Term Development Plan (RPJPA) 2025-2045 of Aceh Province	Aceh
43	Governor Regulation No. 34/2024 on the Implementation Guideline for Aceh Qanun No. 4/2024 on PDRD	Aceh
44	Aceh Qanun No. 6/2025 on the Aceh Education Endowment Fund	Aceh
45	Aceh Governor Decree No. 900.1.13.1/789/2025 on the Determination of Principal Tax Reduction and Administrative Sanctions for Motor Vehicle Tax for Taxpayers with Special Needs/Persons with Disabilities	Aceh
46	Governor Decree No. 100.1.2/666/2024 on the Establishment of the Minimum Service Standards (MSS) Implementation Team in 2024	Aceh
	Governor Decree No. 050/750/2023 on the Establishment of MSS Integration Coordination Team in 2023	Aceh
47	Governor Decree No. 146/17/V/2025 on the Appointment of Supporting Data Custodians and Sectoral Data Management Teams within the Provincial Government Agencies of Gorontalo in 2025	Gorontalo
48	Governor Decree No. 173/17/V/2024 on the Regional Data List for Regional Development Planning of the Gorontalo Provincial Government in 2024	Gorontalo
49	Governor Regulation No. 29/2024 on the Implementation of Sectoral Statistics within the Regional Government	Gorontalo
50	Village Head Decree of Dutohe No. 35/2024 on the Establishment of the Integrated Data Updating Task Force through the Gorontalo One Data (GSD) Platform	Gorontalo
51	Village Head Decree of Talulobutu No. 50/2024 on the Establishment of the Integrated Data Updating Task Force through the Gorontalo One Data (GSD) Platform	Gorontalo
52	Village Head Decree of Iloheluma No. 33/2024 on the Establishment of the Integrated Data Updating Task Force through the Gorontalo One Data (GSD) Platform	Gorontalo
53	Village Head Decree of Bubeya No. 35/2024 on the Establishment of the Integrated Data Updating Task Force through the Gorontalo One Data (GSD) Platform	Gorontalo
54	Village Head Decree of Lamahu No. 42/2024 on the Establishment of the Integrated Data Updating Task Force through the Gorontalo One Data (GSD) Platform	Gorontalo
	Draft Governor Regulation on the One Data Indonesia Action Plan of Gorontalo Province	Gorontalo
55	Governor Decree No. 255/28/VIII/2025 on the Establishment of the Implementation Team for the Inclusive Gorontalo Dulohupa Forum of Gorontalo Province 2025-2029	Gorontalo
56	Governor Decree No. 448/2024 on the Establishment of the Facilitator Team for the Development of RAD PD of Gorontalo Province	Gorontalo
57	Governor Decree No. 473/28/XI/2024 on the Coordination Team for the Implementation of the Regional Action Plan on the Respect, Protection, and Fulfillment of the Rights of Persons with Disabilities in Gorontalo Province	Gorontalo
58	Governor Decree No. 310/33/VIII/2024 on the Establishment of the Gender Mainstreaming Working Group in Gorontalo Province	Gorontalo

No	Document Title	Area
59	Governor Decree No. 265/33/VII/2024 on the Establishment of the Technical Team for Gender Mainstreaming within the Gorontalo Provincial Government in 2024	Gorontalo
60	Regional Regulation No. 1/2024 on PDRD of Gorontalo Province	Gorontalo
61	Regional Regulation No. 24/2024 on RAD for Sustainable Palm Oil 2024-2026 of Gorontalo Province	Gorontalo
62	Governor Regulation No. 35/2024 on the Implementation of the Regional Regulation on PDRD of Gorontalo Province	Gorontalo
63	Cooperation Agreement (PKS) dated 20/11/2024 between Gorontalo Province and Gorontalo City on Cooperation for the Optimization of Tax Collection and Synergy in Optional Levy Collection	Gorontalo
64	Governor Decree No. 235/1/VI/2024 on the Establishment of the Task Force to Accelerate the Implementation of MSS in Gorontalo Province	Gorontalo
65	Regional Regulation No. 4/2024 on the Regional Long-Term Development Plan of Gorontalo Province 2025-2029	Gorontalo
66	Governor Regulation No. 9/2024 on the 2025 Regional Government Work Plan	Gorontalo
67	Bappeda SOP No. SOP/017/VAPP-4.IT/2024 on the Standard Operating Procedure for One Data Planning of North Kalimantan Province	Kaltara
68	Governor Circular Letter No. 000.9.6.1/3259/BAPP-LIT/GUB on the Utilization of the Social and Economic Registration (Regsosek) for the Province	Kaltara
69	Governor Circular Letter No. 400.10.2/5694/DPMD/GUB on the Development of Village Information System (SID)	Kaltara
70	Governor Decree No. 100.3.3.1/220/2024 on the 2025 Data List of Kaltara Province	Kaltara
71	Governor Circular Letter No. 000.9.6.1/3530/BAPP-LIT/GUB on the Utilization of Regsosek for Regencies/Cities	Kaltara
72	Bappeda SOP No. SOP/018/BAPP-LIT/2024 on Data Collection under the Kaltara Provincial One Data Framework	Kaltara
73	Bappeda SOP No. SOP/019/BAPP-LIT/2024 on Data Verification under the Kaltara Provincial One Data Framework	Kaltara
74	SOP Bappeda No. SOP/020/BAPP-LIT/2024 on Data Dissemination under the Kaltara Provincial One Data Framework	Kaltara
75	SOP Bappeda No. SOP/021/BAPP-LIT/2024 on Data Access Rights under the Kaltara Provincial One Data Framework	Kaltara
76	North Kalimantan (Kaltara) Governor Decree No. 100.3.3.1 of 2024 on the 2025 Data List of Kaltara Province	Kaltara
77	Governor Decree No. 188/2023 on the Kaltara Provincial One Data Indonesia Action Plan 2023-2024	Kaltara
78	North Kalimantan Governor Decree No. 100.3.3.1-173-2025 on the Organizing Committee for North Kalimantan Regional One Data Implementation	Kaltara
79	Revised Regional One Data Action Plan of North Kalimantan	Kaltara
80	Governor Decree No. 188.44/K.409/2024 on the Coordination Team for the Implementation of RAD PD	Kaltara
81	Regional Regulation No. 17/2024 on the Respect, Protection, and Fulfillment of the Rights of Persons with Disabilities in North Kalimantan	Kaltara
82	Governor Instruction No. 000.7.2.2/0033/BAPP-LIT/GUB on Planning, Budgeting, and Program Priorities for Persons with Disabilities in the Region	Kaltara
83	Bappeda and Research & Development Agency Head Decree No. 100.3/444/BAPP-LIT.3/III/2025 on Technical Guidelines for the Inclusive Aspiration Forum "MENTARI KALTARA"	Kaltara
84	Kaltara Governor Decree No. 100.3.3.1/232/2025 on the Drafting Team for the Regional Head Regulation on Disability	Kaltara
85	Draft Regional Regulation on Gender Mainstreaming of North Kalimantan	Kaltara
86	Draft RAD PD 2025-2029 North Kalimantan	Kaltara
87	Regional Regulation No. 1/2024 on PDRD of North Kalimantan	Kaltara
88	Governor Regulation No. 25/2024 on the Implementation Guidelines for PDRD	Kaltara
89	Kaltara Governor Regulation No. 40/2024 on Calculation of Motor Vehicle Tax (PKB) and Vehicle Transfer Fee (BBNKB) for Vehicle Registered before 2024	Kaltara
90	Joint Decree (Directorate of Traffic Police of Kaltara and PTJasa Raharja, Kaltara Region) No. 970/ /SK/BAPENDA-IV/IX/2024 on the Establishment of Public Service Standards at the Joint Samsat Office of North Kalimantan.	Kaltara
91	Provincial Revenue Agency Head (Bapenda) Decree No. 900.1.13.1/021/SK/BAPENDA-II on Technical Guidelines (SOP) for Heavy Equipment Tax Collection (AB)	Kaltara

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92	Provincial Revenue Agency Head (Bapenda) Decree No. 900.1.13.1/030/SK/BAPENDA-II on Technical Guidelines (SOP) for Surface Water Collection (PAP)	Kaltara
93	Provincial Revenue Agency Head (Bapenda) Decree No. 900.1.13.1/029/SK/BAPENDA-II on Technical Guidelines (SOP) for PKB-BBNKB Collection	Kaltara
94	Joint Agreement (between Provincial and Regency/City Revenue Agencies) on Technical Guidelines for the Implementation of the Optional Levy (Opsen) and the 2025 Work Program for the Extensification and Intensification of PDRD (Without Number)	Kaltara
95	Provincial Revenue Agency Head (Bapenda) Decree No. 900.1.13.1/036/SK/BAPENDA-II of 2024 on SOP for the Accessibility and Tax Discount System for Persons with Disabilities in Bumi Benuanta (SADAR BENUANTA)	Kaltara
96	RPJPD 2025-2045 of North Kalimantan Province (Regional Regulation No. 12/2024)	Kaltara
97	RKPD 2025 (Governor Regulation No. 22/2024)	Kaltara
98	Governor Circular No. 900.1.5/1857/BKAD/GUB 2025 on the Implementation of MSS in North Kalimantan Province for 2025	Kaltara
99	Regional Secretary Circular No. 000.7.2.2-2847-BAPP-LIT-SETDA on the Recommendation to to Integrate One Data Sub-Activities into the Strategic Plans of Regional Apparatuses	Kaltara
100	Governor Decree No. 1858/2024 on the 2024 Data List of Maluku Province	Maluku
101	Maluku Governor Decree No. 821/2025 on the Amendment to Maluku Governor Decree No. 211/2020 on the Establishment of the Coordination Team for the Implementation of the Electronic-Based Govrenment System (SPBE) of the Regional Government	Maluku
102	Maluku Governor Decree No. 1841/2024 on the Establishment of the Assistance Team for the Preparation of Business Process Maps of Regional Apparatus of the Maluku Provincial Government	Maluku
103	Maluku Governor Decree No. 1095/2025 on the Dissemination of Regional Sectoral Statistical Data of Maluku Province for 2019-2023 through SIPD RI e-walidata	Maluku
104	Regional Regulation No. 7/2024 on Gender Mainstreaming (PUG)	Maluku
105	Head of Bappeda Decree on the Facilitator Team for the Development of RAD PD of Maluku Province in 2024	Maluku
106	Regional Regulation No. 2/2024 on PDRD	Maluku
107	Governor Regulation No. 35/2024 on Procedures for the Collection of Regional Taxes	Maluku
108	Governor Regulation No. 36/2024 on Procedures for the Collection of Regional Levies	Maluku
109	Governor Regulation No. 3/2024 on the Action Plan for MSS 2023-2027	Maluku
110	Regional Regulation No. 9/2024 on RPJPD of Maluku 2025-2045	Maluku
111	Maluku Governor Decree No. 1164/2025 on the Determination of the Maluku Province Data List for 2025	Maluku
112	Maluku Governor Decree No. 1959/2025 on the Determination of Target Number of Citizens and Minimum Quality Standard for Minimum Service Standards of Maluku Provincial Government in 2025	Maluku
113	West Nusa Tenggara Governor Decree No. 100.3.3.1 - 70/2025 on the Establishment of the Forum and Secretariat of the West Nusa Tenggara One Data Forum 2025	NTB
114	West Nusa Tenggara Governor Decree No. 100.3.3.1 - 71/2025 on the Establishment of the West Nusa Tenggara One Data Governance Team 2025	NTB
115	West Nusa Tenggara Governor Decree No. 100-3-3.1-201 of 2025 on the Determination of the Regional Data List of West Nusa Tenggara Province in 2025	NTB
116	West Nusa Tenggara Governor Regulation on the Action Plan for Strengthening One Regional Data of West Nusa Tenggara Province	NTB
117	West Nusa Tenggara Governor Decree on Village Information System Development Roadmap 2025-2029	NTB
118	Head of Bappeda Decree No. 94/2024 on the Team for the Preparation of the RAD PD of NTB Province in 2024	NTB
119	West Nusa Tenggara Governor Decree on the Establishment of the Drafting Team for the Governor Regulation on the Regional Action Plan for Persons with Disabilities	NTB
120	Governor Regulation on Regional Action Plan for Persons with Disabilities	NTB
121	Regional Regulation No. 2/2024 on PDRD	NTB
122	Governor Regulation No. 23/2024 on Procedures for the Collection of PKB, BBNKB, BBNKB, and Opsen	NTB
123	Head of Regional Revenue Agency (Bappenda) Regulation No. 010/2025 on PKB Incentives for Special Vehicles for Persons with Disabilities	NTB

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124	MoU on the Implementation of Regional Regulation on PDRD (Implementation of Regional Regulation No. 2/2024 on PDRD) between the Governor and Regents/Mayors in NTB	NTB
125	Cooperation Agreement between the Head of NTB Provincial Bappenda and the Heads of Bappenda in 10 Regencies/Cities in the implementation of Opsen (Implementation of Regional Regulation No. 2/2024 on PDRD)	NTB
126	Governor Regulation No. 105/2023 on the Action Plan for MSS 2023-2027	NTB
127	RPJPD 2025-2045 of NTB Province	NTB
128	West Nusa Tenggara Governor Decree No. 027 - 326/2024 on Standard Unit Prices of the Government of West Nusa Tenggara Province for Fiscal Year 2025	NTB
129	Governor Regulation on Guidelines for Empowered Family Integrated Health Posts (Posyandu) Implementing MSS	NTB
130	Regional Regulation RPJMD 2025-2029	NTB
131	Governor Instruction No BU 3.4.1/02/BAPPERIDA/2024 on Accelerating the Utilization of Social Registration Data in NTT Province	NTT
132	Government Administration SOP (SOP-AP) 1/2024 on One Data Indonesia Forum at the NTT Province level	NTT
133	Technical Guidelines for One Data Indonesia at the NTT Province Level	NTT
134	Head of the Provincial Social Service Decree No. 400.9/157/Dinsos3/2024 on the Appointment of Operators/Data Entry Officers for Social Assistance Recipients through Regional Fiscal Incentives for Vulnerable Groups (Older Adults, Women, Persons with Disabilities) to Address Extreme Poverty in Belu Regency, NTT Province, Fiscal Year 2024.	NTT
135	Head of the Provincial Social Service Decree No. 400.9.14.1/153/Dinsos3/2024 on the Appointment of Operators/Data Entry Officers for Social Assistance Recipients through Regional Fiscal Incentives for Vulnerable Groups (Older Adults, Women, Persons with Disabilities) to Address Extreme Poverty in 4 Regencies of NTT Province, Fiscal Year 2024.	NTT
136	Governor Decree No. 442/KEP/HK/2024 on the Amendment to the Annex of Governor Decree No. 403/KEP/HK/2024 on Recipients of Social Assistance for Fiscal Incentive Allocations in Extreme Poverty Areas of NTT Province, Fiscal Year 2024.	NTT
137	Governor Decree No. 140/KEP/HK/2025 on the 2025 Data List of NTT Province	NTT
138	Governor Decree No. 206/KEP/HK/2025 on the SASANDO Portal Operator Team of NTT Province in 2025	NTT
139	Order of the Head of the NTT Provincial Kominfo Office No. 500.14.4/071/Kominfo.2/2025 on Sasando Portal Manager	NTT
140	Head of Bapperida Decree No. 400/9.6/255/BP4DE on the Facilitator Team for the Preparation of the Regional Strategy Document for Aging	NTT
141	Governor Regulation No. 48/2024 on RAD PD 2024-2026	NTT
142	Facilitation Guide for Vulnerable Group Inclusive Development Planning Meeting NTT	NTT
143	Governor Regulation No. 2/2025 on the Implementation of Vulnerable Group Inclusive Development Planning Consultation in NTT Province	NTT
144	Regional Regulation No. 1/2024 on PDRD	NTT
145	Governor Regulation No. 9/2024 on Regional Levies	NTT
146	Governor Regulation No. 8/2024 on procedures for collecting regional levies	NTT
147	Governor Regulation No. 53/2024 on PKB and BBNKB opsen	NTT
148	Governor Regulation No. 46/2024 on PKB levy waivers	NTT
149	Memorandum of agreement between the Governor and the Regents regarding the optimization of local tax collection No. 7/HK-KB/XI/2024	NTT
150	Governor Decree 161/KEP/HK/2024 on the Secretariat of the MSS implementation team in 2024	NTT
151	Governor Regulation No. 41/2024 on the Action Plan for MSS 2023-2027	NTT
152	RPJPD 2025-2045 of NTT Province	NTT
153	Governor Regulation No. 61/2024 on the Indigenous Papuan Information System (SIO Papua)	Papua
154	Head of DP3KAB Office Decree No. 400/17/DP3KAB on the Papua PUG Team 2024	Papua
155	Papua Governor Decree No. 188.4/315/2024 on Changes to the Papua PUG Team	Papua

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156	Minutes of Joint Agreement No. 400.2/406/400.22/2024 on Coordination and Synchronization of PUG Papua 2024	Papua
157	RPJPD 2025-2045 of Papua Province	Papua
158	Governor Decree No. 271/2024 on technical guidelines for the implementation of One Data Indonesia at the West Papua Province level	Papua Barat
159	Governor Decree No. 270/2024 on One Data Forum at West Papua Province level	Papua Barat
160	ISO:27001 certificate related to Information security, cybersecurity and privacy protection - Information security management systems	Papua Barat
161	RPJPD 2025-2045 West Papua Province	Papua Barat
162	West Papua Governor Decree No. 39/2024 on the West Papua Province MSS Implementation team in 2024	Papua Barat
163	Governor Regulation of Southwest Papua Province No. 35 on Southwest Papua One Data Integration	Papua Barat Daya
164	Governor Decree No. 100.3.3.1/44/2/2025 on Dissemination of Regional Sectoral Statistical Data at the Southwest Papua Province Level	Papua Barat Daya
165	Governor Decree No. 100.3.3.1/41/2/2025 on the Southwest Papua One Data Forum (One Data Integration)	Papua Barat Daya
166	Southwest Papua Governor Decree No. 100.3.3.1/42/2/2025 on SEPAKAT Account Managers in the context of Data Utilization in Southwest Papua Province	Papua Barat daya
167	Southwest Papua Governor Decree No. 100.3.3.1/79/8/2024 on the MSS implementation team of Southwest Papua Province for 2023-2027	Papua Barat Daya
168	Governor Regulation No. 10/2025 on the South Papua Indigenous Information System (SIRIOS)	Papua Selatan
169	BPS Recommendation Letter No. B-349/94563/VS.600/2024 on Sectoral Statistical Activities (SIRIOS)	Papua Selatan
170	South Papua Governor Regulation No. 8 of 2025 on South Papua One Data Integration (PASSTI)	Papua Selatan
171	Governor Decree No. 400.2/125 of 2025 on the South Papua Gender Mainstreaming Working Group Team	Papua Selatan
172	South Papua Governor Decree No. 600.4 /780/ TAHUN 2023 on MSS Implementation Team of South Papua Province	Papua Selatan
173	South Papua Governor Decree on MSS Achievement Targets in 2025	Papua Selatan

SKALA Publications (policy briefs, info briefs)

No	Period	Document Title	Province
1	FY23/24	ASN Management of Electronic-Based Government System (SPBE) for Aceh Government	Aceh
2	FY23/24	Strategies for Fulfilling Accessibility for Persons with Disabilities in Local Tourism Areas in Aceh and Its Surroundings	Aceh
3	FY23/24	Commitment of Policy Makers in the Provision and Utilization of Disaggregated PUG Data	Aceh
4	FY23/24	Disabled Friendly Trans Koetaradja with Syedara Difabel Movement	Aceh
5	FY23/24	Strategies to Increase Participation of Persons with Disabilities in Education in Aceh	Aceh
6	FY23/24	Improving Transparency and Accountability in Public Financial Management at the APBD and Village Fund Levels	Aceh
7	FY23/24	Integration of Information Systems and Household Welfare Data: Poverty Reduction Solution	Aceh
8	FY23/24	Improving Transparency and Accountability in Public Financial Management at the APBD and Village Fund Levels	Aceh
9	FY23/24	Optimizing Planning Based on Education MSS Data: Efforts to Improve the Quality of Aceh's Education	Aceh
10	FY23/24	Optimization of PAD through regulation of other legal revenues: Collaboration and Inclusivity Bangkom	Gorontalo
11	FY23/24	Urgency of Data Needs in Supporting Basic Service Fulfillment in Prov. Gorontalo	Gorontalo
12	FY23/24	Improving Sectoral Data Quality and Integration in GTO Provinces: Inclusive Development Planning Strategy	Gorontalo
13	FY23/24	Save Lake Limbotodi GTO: Efforts to Empower Lake Coastal Communities	Gorontalo
14	FY23/24	Strategies for Improving Social MSS Achievement in GTOs	Gorontalo
15	FY23/24	Declining Public Service Quality at the Gorontalo City Dukcapil Office: Identifying Root Causes and Recovery Strategies	Gorontalo
16	FY24/25	Preventing Child Marriage to Achieve Sustainable Development Goals in Gorontalo Province	Gorontalo
17	FY23/24	Fulfilling Access to Special Education Services in GTOs	Gorontalo
18	FY23/24	Optimization of Retribution on Utilization of Regional Assets to Increase PAD GTO	Gorontalo
19	FY23/24	Community Empowerment through Geoproducts for GTO Geopark Development	Gorontalo
20	FY23/24	Improving the Quality of Vocational School Graduates in Entering the World of Work at GTO	Gorontalo
21	FY23/24	Saving Lake Limboto in Gorontalo: Efforts to Empower Lake Coastal Communities	Gorontalo
22	FY23/24	Women and their Contributions to the Agriculture, Food Security, and Energy Sectors	Gorontalo
23	FY23/24	Acceleration of Strengthening Goods and Services Procurement Audit at Inspectorates in Prov. Gorontalo	Gorontalo
24	FY23/24	Inclusive School, Is it Just a Fad?	Gorontalo
25	FY23/24	Optimize the Quality of Services for Child Social Rehabilitation MSS: Preventing Child Separation in GTOs	Gorontalo
26	FY23/24	Utilizing Journalism to Address the GEDSI Challenge	Gorontalo
27	FY23/24	Optimization of the Provision of RAD MSS Documents for Disaster Sub-Regencies/Cities	Gorontalo
28	FY23/24	GEDSI's Strategy for Post-Disaster Recovery in GTOs	Gorontalo
29	FY23/24	Accelerating Budget Absorption Using E-MONEP Application to Encourage Regional Economic Growth	Gorontalo
30	FY23/24	Allow the Public to Obtain MSS at GTO Health Agencies	Gorontalo
31	FY24/25	Encouraging Innovation Synergy for the Fulfillment of the Rights of Persons with Disabilities in Gorontalo Province	Gorontalo
32	FY23/24	Strategies for Improving the Quality of Health Services in Transmigration Areas in Kaltara	KALTARA
33	FY23/24	Strategies for Addressing Out-of-School Children and Children at Risk of Dropping Out of School to Support the Achievement of SDGs in KALTARA	KALTARA
34	FY23/24	Accessibility System and Tax Discount for People with Disabilities in Bumi Benuanta	KALTARA
35	FY23/24	Strengthening Reproductive Health Education in Schools to Prevent Child Marriage as an Investment in the Character of the Golden Generation	KALTARA
36	FY23/24	Strengthening One Data Indonesia in KALTARA Prov	KALTARA

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37	FY23/24	Potential PAD from Poultry Slaughterhouses (RPHU) of District/City Governments in KALTARA Province	KALTARA
38	FY23/24	Strengthening Inclusive Public Service Infrastructure Expenditure in KALTARA	KALTARA
39	FY23/24	Optimizing the Role of MSEs & Cooperatives and the Use of Domestic Products in Government Procurement of Goods/Services	KALTARA
40	FY23/24	Welcoming Golden KALTARA or Anxious KALTARA	KALTARA
41	FY23/24	Welcoming Golden KALTARA or Anxious KALTARA	KALTARA
42	FY23/24	Strategies for Improving the Welfare of Single Mothers in KALTARA	KALTARA
43	FY23/24	Achieving Healthy KALTARA by Providing Healthy Latrines for Coastal Poor Communities	KALTARA
44	FY23/24	Negative Impacts of Excessive Utilization of Timber Forest Products on Indigenous Peoples	KALTARA
45	FY24/25	Higher Education Scholarships for Persons with Disabilities through the KALTARA Unggul Program	KALTARA
46	FY24/25	Policy Brief of Presidential Instruction No. 1/2025: Expenditure Efficiency in the Implementation of APBD 2025 in North Kalimantan Province	KALTARA
47	FY24/25	Education Quality Development: Strategies to Increase Employability of High School/Vocational Graduates in North Kalimantan	KALTARA
48	FY24/25	Realizing Accurate Data on Social Welfare Service Providers (PPKS)	KALTARA
49		through Optimizing the North Kalimantan Social Welfare Information System (SIJOSKU)	
50	FY24/25	Mitigation of Slum Settlement Management in relation to Population Growth in North Kalimantan	KALTARA
51	FY24/25	Optimizing the Control of Illegal Alcohol Distribution: Integrated Strategy to Achieve Peace, Order, and Beauty (K3) in North Kalimantan	KALTARA
52	FY24/25	Realizing an industrial environment that cares about preventing HIV transmission	KALTARA
53		in North Kalimantan	
54	FY23/24	The Double Effect of Drinking Water Management: Improved MSS and PAD Achievement	Maluku
55	FY23/24	Optimization of ADMINDUK Data Utilization by User DPOs in Maluku	Maluku
56	FY23/24	The Importance of Inclusive Economic Empowerment for Persons with Disabilities	Maluku
57	FY23/24	Handling Out-of-School Children: Realizing Education MSS in Maluku	Maluku
58	FY23/24	Strategies to Improve MSS for Disaster Sub-Office in Maluku	Maluku
59	FY23/24	Navigation Inclusion Urgency of Spatial Data for Persons with Disabilities	Maluku
60	FY23/24	Slum Alleviation Realizing Housing MSS	Maluku
61	FY23/24	Is it true that Maluku is prone to violence against women and children?	Maluku
62	FY23/24	The Need for Protection of Women Victims of Violence in Ambon City	Maluku
63	FY23/24	People with Disabilities and Access to Employment in Ambon City	Maluku
64	FY23/24	Mainstreaming GEDSI and Prevention of Sexual Violence Crime at Univ. Pattimura	Maluku
65	FY23/24	Land Use Change Around IAIN Ambon College Area Affects Clean Water Availability	Maluku
66	FY 24/25	Mainstreaming GEDSI in the draft RPJMD of Maluku Province 2025-2029: Building an Advanced, Inclusive, Sustainable Maluku Province	Maluku
67	FY 24/25	Promoting RAD for Gender Equality Development to Accelerate Gender Responsive and Inclusive Basic Services in Maluku Province	Maluku
68	FY23/24	Hacking the Merariq Kode' Tradition as an Inhibitor of the Stagnation of Gender Role and Equality in Boosting the Cultural Development Index (CPI) in NTB	NTB
69	FY23/24	Integrated Competency Development Strategy: ASN Serving from BPSDMD NTB for Puskesmas	NTB
70	FY23/24	Resolving Out-of-School Children (ATS) through Synergy between Central, Provincial, and Regency/City Governments	NTB
71	FY23/24	Accelerating an Equitable Energy Transition in NTB: Through Pro-Women PET Budget	NTB
72	FY23/24	Participatory establishment of disability service units	NTB
73	FY23/24	Optimizing the Supervision of Vocational Training to Reduce Gen Z Unemployment in NTB	NTB
74	FY23/24	Preventing Child Marriage to Realize MSS for Education in NTB	NTB

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75	FY23/24	Portrait of Women Policy Makers in the Parliament of NTB Province: Looking at the Regulatory Direction of the NTB Provincial DPRD 2019-2023 Period	NTB
76	FY23/24	Evaluation of the Bhakti Stunting Movement on the Nutritional Status of Toddlers on Lombok Island in 2023	NTB
77	FY23/24	Reducing Violence Against Women and Children Including Trafficking in NTB	NTB
78	FY23/24	Drinking Water Availability in West Lombok Regency, Is it Still Difficult?	NTB
79	FY23/24	Accelerating Human Resource Development in NTB through Optimization of Education Budget	NTB
80	FY23/24	Accelerating the Establishment of Disability Service Unit in NTB	NTB
81	FY23/24	Development of a One Data Planning System Towards Zero Cases of Child Marriage in NTB Province	NTB
82	FY24/25	Acceleration of Development and Improvement of HR Competencies for MSS Achievement at Provincial Hospital. NTB	NTB
83	FY24/25	Acceleration of Strengthening Goods and Services Procurement Audits at the Inspectorate	NTB
84	FY24/25	Optimization of MSS in the Health Sector for Disaster Affairs in NTT	NTT
85	FY24/25	Urgency of RAD PUG in NTT Province	NTT
86	FY24/25	Optimization of Service Assets to Increase PAD in NTT	NTT
87	FY24/25	The Urgency of Establishing Integrated Services for Social Sector MSS in NTT	NTT
88	FY24/25	Empowerment of NTT Women Indonesian Migrant Workers After Working Abroad	NTT
89	FY24/25	The Urgency of Integrating Information Systems and Data on Young Entrepreneurs Receiving Capital Assistance	NTT
90	FY24/25	Community Empowerment Strategy Through One Product One Village (OVOP)	NTT
91	FY24/25	Protecting Vulnerable Groups from Sexual Violence in Disaster Situations	NTT
92	FY24/25	Strategies for Strengthening the MSS Achievement Index for Outbreak Sub-Office in NTT	NTT
93	FY24/25	Strengthening the Participation of Persons with Disabilities in Regional Musrenbang	NTT
94	FY24/25	Optimizing the Preparation of Planning Documents through SIPD-RI	NTT
95	FY24/25	Strengthening One Data Indonesia in NTT Prov	NTT
96	FY24/25	Challenges to Gender Justice and Equality in NTT	NTT
97	FY24/25	The Urgency of Providing Access to Employment for Persons with Visual Disabilities in Kupang City	NTT
98	FY24/25	Optimizing the Utilization of Environmental Quality Data in NTT	NTT
99	FY24/25	Optimizing the Role of PKK Cadres in Preventing and Handling Violence	NTT
100	FY24/25	Universal Protection for Informal Workers in NTT	NTT
101	FY24/25	Data-Driven Planning for Improved Education MSS Achievement	NTT
102	FY24/25	Encouraging the Strengthening of the BSPS Program through a Prioritization Scheme Based on the Level of Social Vulnerability	NTT
103	FY24/25	Gender Affirmative Policy in the Promotion of Structural Positions in the NTT Provincial Government	NTT
104	FY24/25	SEZ Establishment Encourages Economic Acceleration in State Border Areas in NTT	NTT
105	FY24/25	Strategies for Strengthening Data on Targeted PKH Beneficiaries	NTT
106	FY24/25	Strategies for fulfilling health human resources at health centers in NTT	NTT
107	FY24/25	Improving the Mental Health of Working Mothers in the Work Environment in NTT	NTT
108	FY24/25	Considering Alternatives to the Moratorium on the Placement of Indonesian Migrant Workers in NTT	NTT
109	FY24/25	Finding Solutions to the Emergency of Child Sexual Abuse in NTT	NTT
110	FY24/25	Accelerating Talent Management Based on Inclusive and Equitable Merit System in NTT	NTT
111	FY24/25	Strengthening the Capacity of DPOs as Statistical Metadata Producers in Supporting SDI	NTT
112	FY24/25	Strategies to Reduce Education Inequality for Persons with Disabilities	Kemendagri
113	FY24/25	Strengthening Regulation of BUMD Privatization	Kemendagri

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114	FY24/25	Strengthening SATPOL PP Human Resources to Support MSS for Public Order Sub Affairs in the Region	Kemendagri
115	FY24/25	It's not about the size of the budget: Measuring the Effectiveness of Stunting Expenditures in the Regional Budget	Kemendagri
116	FY24/25	Promoting Social Inclusion in Regular Education Units for Children with Special Needs	Kemendagri
117	FY24/25	Encouraging the Acceleration of Provincial Budget Realization. West Papua	Kemendagri
118	FY24/25	Strengthening the Role of Women in Regional Development Planning Through Effective Implementation of PUG	Kemendagri
119	FY24/25	Gender Equality in Social Forestry Management	Kemendagri
120	FY24/25	Realizing Inclusive Transportation for Persons with Disabilities in Cirebon City	Kemendagri
121	FY24/25	Inclusion of Public Services for Persons with Mental Disabilities to Achieve Social Independence	Kemendagri
122	FY24/25	Regional WWTP Transformation Through Multi-stakeholder Partnership Strategy	Kemendagri
123	FY24/25	Strengthening and Optimizing Political Regulations to Increase Women's Representation in Legislative Institutions	Kemendagri
124	FY24/25	Optimizing the Protection and Fulfillment of the Rights of Persons with Disabilities through the Utilization of Regional Innovation Data	Kemendagri
125	FY24/25	The Urgency of Clustering Provinces Based on Index Achievement to Optimize PUG Policy	Kemendagri
126	FY24/25	The Urgency of Inclusiveness of Women with Disabilities in the World of Work	Kemendagri
127	FY24/25	Acceleration of Immunization Program Funding in Local Government	Kemendagri
128	FY24/25	Price Affordability Strategy for Regional Inflation Control	Kemendagri
129	FY24/25	The Dilemma of Fulfilling Maternal Health MSS to Standard	Kemendagri
130	FY24/25	Improving the Quality of Basic Social Rehabilitation for Displaced Older Adults Based on MSS for Social Sector through Reformulation of Definition and Target Recipients	Kemendagri
131	FY24/25	Optimization of E-SPM Application in Improving Regional Services	Kemendagri

Annex 6: Provincial Annex

Aceh Province Semester Report

(January-June 2025)

Context of Aceh Province

Overview of basic services, vulnerable groups, and fiscal capacity

Key development outcome indicator data

Key development indicators	2024
Enrolment rates	SD: 99.42% SMP/MTs: 97.77% SMA/SMK: 70%
Infant mortality rate	17 per 1,000 live births
Maternal mortality rate	165 per 100,000 live births
Stunting prevalence	27%
Poverty rate	12.64%
Open unemployment rate	5.75%
Gini-Coefficient	0.294
HDI (Human Development Index)	75.36

Data source: BPS

MSS reporting, achievement index, and budget data

Sector	Report completion in e-MSS 2024 (%)	MSS achievement index 2024 (%)	2024 MSS budget
Education	100	73.58	IDR 624,862,584,000
Health	96.88	100	IDR 677,064,000
Social Affairs	98.18	99.60	IDR 20,593,505,000
Public Works	88.89	96.25	IDR 0
Public Housing	100	100	IDR 2,200,000,000
Public Order and Community Protection (Trantibumlinmas)	85.71	99.11	IDR 1,160,453,652

Regional Revenue and Expenditure Budget (APBD) Data

Source	APBD 2024 (IDR)	APBD 2025 (IDR)
PAD (Regional Revenue)	3,015,173,166,694	2,859,122,172,935
TKD (Fiscal Transfer)	8,006,910,851,000	7,935,475,288,000
Other sources	1,968,000,000	1,968,000,000

Data source: LRA audited 2024, APBD 2025

Dynamics shaping SKALA program implementation

Aceh Province has significant political, administrative, and policy changes during FY 2024/2025, which affected regional policy priorities. SKALA has adapted its approach to ensure planned agendas were

maintained. At the same time, the rotation of structural officials required SKALA to rebuild coordination, which took time and affected some program implementation.

The preparation of the Aceh Long-Term Development Plan (RPJPD) and Medium-Term Development Plan (RPJMD) provided an important entry point for advocacy to improve planning and budgeting. SKALA's support was more effective as it has been integrated into regional planning documents.

The Regional Government Work Plan (RKPA) 2025 has focused on reducing regional disparities through accelerated development of strategic infrastructure and improvements in public service quality. This focus was reflected in the 2025 Aceh Strategic Projects (PSA), which included around 32 priority projects³⁷. For SKALA, these new policy directions have created both opportunities and challenges, and the program has had to adjust its strategies to remain relevant and effective.

Overview of SKALA Program Priorities in Provinces in FY 2024/2025

SKALA Aceh Province provides strategic support across four main areas aligned with regional development, as follows:

- **Data and Analytics (DNA):** SKALA has supported the development of various data governance policies, including the Aceh One Data Portal.
- **Minimum Service Standards (MSS):** SKALA has enhanced the knowledge and technical capacity of local staff in planning and implementing SPM, as well as in regional planning documents (RPJPD 2025–2045, RPJMD 2025–2029, RENSTRA, and RKP).
- **Public Financial Management (PFM):** SKALA has supported efforts to increase local revenue (PAD) and to strengthen capacity for planning and reporting on Special Autonomy (Otsus) funds.
- **Gender Equality, Disability, and Social Inclusion (GEDSI):** SKALA has developed technical recommendations for community engagement in development and has built government capacity on Gender-Responsive and Disability-Inclusive Planning (PPRG).

Implementation of Program Monitoring, Evaluation, and Documentation

The MEL team has conducted more in-depth data collection through interviews and group discussions with government officials to examine the results of SKALA's contribution on three topics: the Action Plan for Persons with Disabilities (RAD PD), the One Data Forum, and the Data List.

³⁷ In the 2025 Aceh PSA list, several priority projects include regional referral hospitals, upgrading the Mental Hospital, the construction of a Sports Center (GOR), road and bridge connectivity, and the Aceh Ladong Industrial Estate.

Summary of results at the Input level

Table 8: Table of program input summary (January-June 2025)

Input type	Number of inputs	Total budget realisation	Number of participants involved
Training	1	IDR 20,588,304	Person time ³⁸ = 792
Focus Group Discussion (FGD)	5	IDR 192,563,168	480 male 312 female
Learning Forum, Evidence Collection	1	IDR 104,045,658	
Workshop	5	IDR 219,328,693	Headcount ¹⁰⁸ :
Outreach/Dissemination/Launch	1	IDR 19,353,075	133 male 120 female 13 persons with disabilities
Total	13	IDR 555,878,897	

Data source: Data SAMA in MIS SKALA per August 6, 2025

Summary of results at the Output level

Table 9: Table of summary of FY 2024/2025 work plan outputs as of June 2025

Output	Completed	Ongoing	Not started	TOTAL
DNA	10	-	-	10
MSS	3	3	3	9
PFM	12	-	-	12
GEDSI	7	-	-	7
TOTAL	32	3	3	38

Data source: SKALA MIS as of August 6, 2025

Overview of completed outputs:

1. DNA (Data and Analysis):

- SKALA has provided technical recommendations on MSS metadata, provincial regulation on data interoperability, development of the Aceh One Data Portal (data entry and system functionality), and enhanced capacity for utilising REGSOSEK data.
- SKALA has facilitated and provided technical recommendations for the development of SIGAP version 2.0 and strengthened university student capacity.

³⁸ Person time refers to the total instances of participation; one individual may participate more than once in SKALA-supported activities. Headcount refers to participants whose costs are covered by SKALA.

2. MSS (Minimum Service Standards):

- SKALA has provided technical recommendations on the use of MSS costing tools and the updating of MSS data.
- SKALA has facilitated the integration of MSS indicators into regional planning documents.

3. PFM (Public Financial Management):

- SKALA has provided technical recommendations on inclusive disability tax policies, the development of systems to increase local revenue (PAD), and planning and reporting for Special Autonomy (Otsus) in accordance with national regulations.

4. Gender Equality, Disability, and Social Inclusion (GEDSI):

- SKALA has provided technical recommendations for the development of policies on women, disability, and community participation.

Summary of results at the Intermediate Outcome (IO) level

Data availability, management, and utilisation to improve evidence-based planning processes (IO 5 and 9)

- SKALA has supported increasing population coverage in the village information system:
 - A total of 126 university students have received training on village regulations, community facilitation, regulatory frameworks, and SIGAP data entry techniques in Siemelu and Nagan Raya districts.
 - By June 2024, SIGAP coverage has increased from 47% to 51% (2,850,607 out of a total population of 5,623,454, BPS 2024–2025), supported by collaboration with six universities and more than 2,600 university students.
 - The SIGAP 2.0 application has continued to be developed, featuring a more informative dashboard, updated population data, and additional features such as customary institutions, community institutions, and Village-Owned Enterprises (BumDes).
- SKALA has supported the implementation of the Regional One Data:
 - The Governor's Decree on the Drafting Team for the Governor Regulation on Interoperability Guidelines has been issued.
 - The draft Governor Regulation on data interoperability has been prepared.
 - The draft Governor Regulation for the Aceh One Data Action Plan 2025–2029 has been prepared.
 - The draft Governor Regulation on changes in the organisation of One Data has been prepared.
 - Ten Standard Operating Procedures (SOPs)³⁹ for the implementation of One Data Aceh have been issued. These SOPs will also be assessed in the One Data implementation survey and the Sectoral Statistics Implementation Evaluation by Bappenas and BPS.

³⁹ SOPs: Data Planning; Submission of the Data List; Data Collection; Implementation of the One Data Forum; Data Verification; Data Dissemination; Data Access Rights Management; Verification and Dissemination of Geospatial Data and Information; Storage and Security of Geospatial Data and Information; Data and Geospatial Information Quality Assurance; and Monitoring and Evaluation of Geospatial Information Implementation.

- The draft data list for 2025–2026, covering 4,366 datasets, will be finalised after the RPJMD is approved.
- Development of the Aceh One Data Portal:
 - Data migration from the Open Data Aceh Portal (PINTU) to the Aceh One Data Portal has been carried out to integrate data across agencies, in line with Aceh’s 2025–2030 development vision and mission and the Governor and Vice Governor’s Quick Wins.
 - The Aceh One Data Portal was officially launched in April 2025 and provides 3,298 sectoral and spatial statistical datasets.
- SKALA has supported improving data quality for planning and budgeting:
 - A total of 285 MSS datasets have been matched with the Sectoral Statistical Data Standards and collaboratively documented with metadata by UPTD Statistics, SKPA, the Bureau of Governance, and BPS, ensuring that the data are standardised and verified.
 - Forty-nine trainers from eight districts/cities have been trained in the use of REGSOSEK data and facilitated to obtain access rights.

Better public financial management to support improved service delivery (IO 4 and 6)

- SKALA has supported the implementation of Special Autonomy (Otsus) in accordance with regulations:
 - Civil servants in 23 districts/cities have received facilitation, consultation, and training on the preparation of the RAP and reporting requirements for the disbursement of Aceh Otsus funds for FY 2025, together with DPJK, organised independently by the Aceh Financial Management Agency.
- SKALA has also supported the implementation of inclusive financial policies focused on basic services:
 - The Aceh Qanun on the Aceh Education Endowment Fund has been issued.
 - The Aceh Electronic Revenue Information System (SYEDARA) has been developed to support digitalisation of local revenue (PDRD) and to increase local revenue (PAD) through non-cash payments, while providing real-time data to strengthen transparency, accountability, supervision, and local financial reporting
 - The issuance of policies and launch of tax reduction programs:
 - Aceh Governor Decree No. 900.1.13.1/789/2025 established a 50% reduction in principal motor vehicle tax and the elimination of administrative tax penalties for taxpayers with disabilities.
 - The Motor Vehicle Tax Reduction Program for persons with disabilities was launched in May 2025.
 - Aligning and identifying programs in the program plan of Palm Oil Revenue Sharing Fund (RKP DBH Sawit) between districts/cities and the province to ensure at least 40% of the budget goes to infrastructure, as required by Law No. 1/2022.

- SKALA has strengthened MSS planning:
 - The draft Aceh RPJMD 2025–2029 has been prepared and includes MSS indicators in strategic issues such as SPAM, SPAL, and out-of-school children, based on technical input from SKALA.
 - A total of 254 MSS datasets (52.57% of 484 datasets) in the 2024 data list have been updated for use in MSS costing, to assess achievement gaps and ensure the sufficiency of local government budgets.
 - Excel-based MSS costing tools have been developed and submitted to Bappeda. These tools include types and quality of services, variables, components, and funding sources, helping OPDs calculate budget needs and funding sources.
 - MSS expenditure and financing analysis documents are now available and aligned with the RKPD and OPD RENJA. These documents include budget proportions against minimum requirements and maps of financing gaps.

GEDSI – Participation and Planning (IO 7 dan 8)

- SKALA has supported inclusive policies and strengthening local government capacity:
 - Qanun No. 4 of 2025 on the protection of women’s rights has been issued.
 - Qanun No. 2 of 2025 on the fulfillment of the rights of persons with disabilities has been issued.
 - A total of 45 civil servants (12 male, 33 female) from internal government auditors (APIP), provincial and district/city inspectorates, Bappeda, DP3A, and universities have received capacity building on Gender-Responsive and Disability-Inclusive Planning (PPRG).
- SKALA has supported increasing community participation:
 - Governor Regulation No. 12 of 2025 on community participation in development has been issued.
 - Technical guidelines for community participation in development have been prepared by Bappeda, Diskominfo, universities, and CSOs.
 - Participation of CSOs and disabled people’s organisations (DPOs), in various policy development processes has continued:
 - Three CSOs and 12 DPOs have contributed to drafting the Disability Qanun.
 - Two DPOs have contributed to drafting the RPJMD.
 - Twelve CSOs have contributed to drafting the technical guidelines for community participation.
 - Ten CSOs and two DPOs have contributed to drafting the 2026 RKPA through policy brief preparation.

Impact of results/changes

Impact Type	Impact
Methodological Impact	• Technical guidelines for community participation have been developed. • Civil servants in 23 districts/cities have received facilitation, consultation, and training on the preparation of RAP and reporting requirements for the disbursement of Aceh Otsus funds for FY 2025, organised independently by the Aceh Financial Management Agency together with DPJK. • A total of 45 civil servants (12 male, 33 female) from internal government auditors (APIP), provincial and district/city inspectorates, Bappeda, DP3A, and universities have received capacity building on Gender-Responsive and Disability-Inclusive Planning (PPRG). • Forty-nine trainers from eight districts/cities have been trained on the use of REGSOSEK data and facilitated to obtain access rights.
Ecosystemic Impact	Policies and regulations: • Governor Decree on the Drafting Team for the Governor Regulation on Interoperability Guidelines. • Draft Governor Regulation on data interoperability. • Draft Governor Regulation for the Aceh One Data Action Plan 2025–2029. • Draft Governor Regulation on changes in the organisation of One Data. • Ten SOPs for One Data Aceh implementation. • Draft data list for 2025–2026 covering 4,366 datasets. • Aceh Qanun on the Aceh Education Endowment Fund. • Aceh Electronic Revenue Information System (SYEDARA) for digitalising local revenue (PDRD) and increasing local revenue (PAD). • Aceh Governor Decree No. 900.1.13.1/789/2025 establishing principal tax reduction and elimination of administrative penalties for motor vehicle taxes for persons with disabilities. • Draft Aceh RPJMD 2025–2029 including MSS indicators. • Qanun No. 4 of 2025 on the protection of women's rights. • Qanun No. 2 of 2025 on the fulfillment of rights of persons with disabilities. • Governor Regulation No. 12 of 2025 on community participation in development. Collaboration and participation of various stakeholders have been strengthened: • The Aceh One Data Portal was officially launched, providing 3,298 sectoral and spatial statistical datasets. • A total of 285 MSS datasets have been matched with Sectoral Statistical Data Standards and documented collaboratively (UPTD Statistics, SKPA, the Bureau of Governance, and BPS). • The Motor Vehicle Tax Reduction Program for persons with disabilities was launched in May 2025. • A total of 254 MSS datasets (52.57% of 484 datasets) in the 2024 data list have been updated for MSS costing. • Excel-based MSS costing tools have been developed and submitted to Bappeda. • MSS expenditure and financing analysis documents are now available and aligned with the RKPD and OPD RENJA.
Operational Impact	Changes in practices, ways of working, and coordination: • Population coverage in SIGAP continues to increase from 47% to 51% with ongoing collaboration with universities. • CSOs and OPDIS consistently continue to participate in the drafting of various policies, including the Disability Qanun, RPJMD, technical guidelines for community participation, and the 2026 RKPA.

Significant change story

STORY 1:

Promoting Inclusive Policies: From Community Voices To Government Action

Limited access to inclusive and participatory public policies has remained a major challenge for many vulnerable groups in Aceh. Change began to take shape with SKALA's support. Through a data-driven and inclusive approach, SKALA has bridged dialogue between disabled people's organisations (DPOs) and the Aceh provincial government.

One of the results of SKALA's support is the active involvement of DPOs in local policy-making processes. Their input has been integrated into regional planning documents. Elin, a key advocate from Children and Youth Disabilities for Change (CYDC) Aceh, has actively provided guidance and helped facilitate GEDSI-related advocacy with the provincial government.

In addition, SKALA and CYDC have supported institutional transformation around GEDSI issues. For the first time, *Bappeda* Aceh approved the establishment of an inclusion forum in the preparation of the Regional Action Plan (RAD) for Persons with Disabilities. Several SKPA also committed to allocating budgets that are responsive to disability needs.

For Elin and vulnerable groups in Aceh, this represents a significant achievement and a tangible sign that their voices are starting to be heard and recognised in public decision-making.



We have been speaking for a long time, but we were not always heard. With SKALA, we are not just invited to speak—we are truly involved.

Program Manager, CYDC Aceh, May 2025



STORY 2:

Rebuilding the Data Foundation:

Accelerating Aceh One Data by Strengthening through Strengthening *Diskominsa's* Role

Since 2024, Aceh One Data has faced significant challenges. Weak coordination among data producers, inconsistent data formats, and limited access transparency have shaped the dynamics of its implementation. The role of *Diskominsa* as the *Walidata* had not been fully optimised due to institutional limitations and insufficient technical capacity for managing data integration.

Technical support from SKALA encouraged *Diskominsa* Aceh to take a more strategic position in data governance for development. SKALA facilitated the preparation of a roadmap for Aceh One Data implementation, strengthened the regional One Data Forum, and advocated for the importance of sectoral data interoperability. These efforts aim to support inclusive planning and reporting of Minimum Service Standards (MSS).

A key achievement has been the integration of population registry (Dukcapil) data, disability data, and extreme poverty data into the Aceh One Data dashboard. Today, Aceh One Data is increasingly used in decision-making processes by OPDs and *Bappeda*.



In the past, data was just collected and stored by each agency. Now, we are pushing for data to become a shared asset, opened up to create more targeted policies..

Head of the Aceh Kominsa Agency, May 2025



This change demonstrates that accelerating One Data implementation still requires continuous regulatory support and proactive leadership, alongside strengthened technical capacity and cross-sectoral collaboration. *Diskominsa's* role as *Walidata* is now more recognised, and Aceh One Data is progressively transforming to become more accountable and inclusive.

Challenges and lessons learned

Program implementation challenges, impacts, and solutions

Challenges

1. Weak commitment from OPDs in data management has led to inconsistent, outdated, and non-standardised data.
2. Planning and reporting capacity for Otsus according to the latest regulations remains limited, as it is being applied for the first time, causing delays in submitting RAP documents, which are prerequisites for Otsus disbursement.
3. The expansion of SIGAP faces digital infrastructure limitations, skill gaps among university students, language and cultural differences, and limited capacity for data validation.
4. OPDs' understanding and capacity on gender-responsive concepts, technical instruments, and practices remain limited and vary across agencies, with implementation mostly seen in lead OPDs only.

Solution

1. The Aceh One Data Portal has been launched, and SOPs for One Data implementation have been developed to facilitate coordination among OPDs and ensure data inputs meet standards.
2. Ongoing facilitation, consultation, and technical guidance on Otsus planning and reporting are provided by DJPK and BPKA.
3. KKN students receive tailored SIGAP training modules and are accompanied by local leaders or village officials. Verification mechanisms and offline tools are also provided to address technological and connectivity challenges in villages.
4. Capacity building has been conducted for the Inspectorate to ensure that Gender-Responsive Planning and Budgeting (PPRG) becomes a core component of monitoring and evaluation.

Lessons learned

Learning theme	Learning description
Increased PAD	The Aceh Provincial Government successfully developed the Aceh Electronic Revenue Information System (SYEDARA) to digitalise local revenue (PDRD) and increase PAD. The system was built to address issues such as inaccurate taxpayer data, hidden revenue potential, manual governance, and limited transparency. The success of SYEDARA was made possible through collaboration among multiple stakeholders, including SAMSAT, BPKA, Diskominsa, Jasa Raharja, Dukcapil, Pos Indonesia, the Investment and One-Stop Service Office, Bank Aceh, and SKALA. Replicating this system in other provinces requires strong commitment from local leadership, clear regulations supported by PAD enhancement studies, adequate human resource capacity, and openness to cross-sectoral collaboration.

3.1 Summary of intended results

Narrative	Summary of key outputs to be delivered in order to achieve the narrative
Result in the development and institutionalisation of consultation spaces and engagement with vulnerable communities to promote increasingly inclusive planning	- Finalisation of the Technical Guidelines for the regulation's implementation has been formulated to govern the participation mechanisms for vulnerable groups within the planning and budgeting cycle. - Involvement of Civil Society Organisations (CSOs), disability organisations, and women's and youth groups in the thematic forums of the Regional Development Planning Agency (Bappeda) at the provincial and regency levels. - Capacity building for the GEDSI Working Group and the facilitation of inclusive public consultations during the formulation of the 2026 Aceh Government Work Plan (RKPA).
Resulting in an improved data governance framework that supports inclusive basic service delivery	- Analysis of the utilisation of SEPAKAT and Regsosek data to identify vulnerable groups in the Minimum Service Standards (MSS) sectors (education, health, social services, housing, and infrastructure). - Formulation of data-based recommendations for five priority regencies (East Aceh, Southeast Aceh, Aceh Jaya, Pidie, and North Aceh). - Development of policy briefs and data integration templates for regional planning documents.
Resulting in a more consolidated and inclusive framework for MSS implementation and regular planning	- Development of a roadmap for the cross-sectoral implementation of MSS that is based on the needs and conditions of vulnerable groups. - Facilitation of the review and updating of 2024 MSS achievement data and its utilisation in the formulation of the 2025 plan. - Assistance with the integration of MSS targets and indicators into the 2025 RENJA and Regional Government Work Plan (RKPD) documents. - Technical collaboration between Bappeda, sectoral agencies, and development partners for reporting on MSS achievements based on actual data.
Generate a more responsive local government budget management base for inclusive basic service delivery	- Review of the regional expenditure mix to measure the effectiveness and efficiency of allocations for basic services. - Financing mapping for MSS services and analysis of the fiscal gap in priority regencies/cities. - Development of technical guidelines for GEDSI-responsive budgeting. - Training and technical assistance for Bappeda and BPKAD in service output-based planning.
Driving more effective management of Special Autonomy Funds	- Analysis of the utilisation of Special Autonomy Funds (Otsus) that are results-based and performance-based. - Assistance in identifying priority programs for Otsus that are oriented towards development outcomes and the welfare of vulnerable groups. - Policy dialogue among stakeholders to align the utilisation of Otsus with post-2027 regional development priorities.

Gorontalo Province Semester Report

(January-June 2025)

Context of Gorontalo Province

Overview of basic services, vulnerable groups, and fiscal capacity

Key development outcome indicators data

Key development indicators	2024
Enrollment rates	- SD (98.69%) - SMP (91.85%) - SMA (71.70%)
Infant mortality rate	25.67 per 1,000 live births (DHO, 2023)
Maternal mortality rate	154.8 per 100,000 live births
Stunting prevalence	37.9% (Indonesia Health Survey, 2023)
Poverty rate	19,48% (BPS, 2024)
Open unemployment rate	3.17% (BPS, 2024)
Gini-Coefficient	0.316 (BPS, 2024)
HDI (Human Development Index)	72.98 (BPS, 2023)

Data source: Compiled from BPS publications (2022-2024) and various sources.

MSS reporting, achievement index, and budget data

Sector	Report completion in e-MSS 2024 (%)	MSS achievement index 2024 (%)	2024 MSS budget	
Education	100	88.32	IDR	162,081,837,881
Health	100	100	IDR	3,750,798,768
Social Affairs	95.16	97.75	IDR	4,053,573,860
Public Works	100	98.75	IDR	0
Public Housing	100	100	IDR	967,000,600
Public Order and Community Protection (Trantibumlinmas)	100	100	IDR	5,172,881,235

Data source: e-SPM (Budget) and Bangda Ministry of Home Affairs publications, accessed on August 5, 2025

Regional Revenue and Expenditure Budget (APBD) Data

Source	APBD 2024 (IDR)	APBD 2025 (IDR)
PAD (Regional Revenue)	139,954,200,000	355,413,845,398
TKD (Fiscal Transfer)	1,686,062,000,000	1,278,024,327,435
Other sources: Grant Income	32,213,245,000	33,279,652,161
TOTAL	1,858,229,137,477	1,666,717,824,994

Data source: 2024 and 2025 Gorontalo Provincial APBD Data

Dynamics shaping SKALA program implementation

Leadership transitions and personnel rotations within Gorontalo Provincial agencies have impacted SKALA Program coordination. At the same time, the preparation of the 2025–2029 Regional Long-Term and Medium-Term Development Plans (RPJPD and RPJMD) provides a strategic opportunity for SKALA to align its support with the province’s development priorities and to promote the integration of inclusive policy recommendations.

However, the issuance of Presidential Instruction No. 1 of 2025 on budget efficiency, delays in national regulations such as the technical guidelines for regional taxes and levies (PDRD), and rapid changes in planning indicators in the KUA-PPAS⁴⁰ and KEM-PPKF⁴¹ have caused delays and required adjustments in SKALA activities. Some activities related to Minimum Service Standards (MSS) and data were not implemented—for example, monitoring and supervision visits to districts for MSS report input—resulting in lower fourth-quarter achievements due to incomplete district-level data. In addition, data analysis for the portal was stalled as the expert contract was not extended.

Overview of SKALA Program Priorities in Provinces in FY 2024/2025

SKALA supports the Gorontalo Provincial government with priorities on:

- **Data and Analytics (DNA):** Promoting the availability and use of data, including data on vulnerable groups, to reflect actual conditions and inform policy and planning.
- **Minimum Service Standards (MSS):** Strengthening the capacity of local governments to plan and manage the provision of quality and inclusive public services through technical assistance, action plan development, and inter-departmental collaboration.
- **Public Financial Management (PFM):** Enhancing regional fiscal capacity and improving the quality of regional spending to optimise inclusive service delivery and MSS implementation.
- **Gender Equality, Disability, and Social Inclusion (GEDSI):** Promoting participation, representation, and influence of women, persons with disabilities, and other vulnerable groups in government decision-making processes through technical guidance, capacity building, and facilitation of inclusive planning and policy development.

Implementation of Program Monitoring, Evaluation, and Documentation

Monitoring and evaluation are conducted systematically, documenting processes, roles, and the level of engagement of various stakeholders. Between January and June 2025, the MEL team carried out in-depth data collection through interviews and focus group discussions with government officials to assess SKALA’s contributions in five areas: MSS Action Plans, Special Allocation Fund (DAU SG), data lists, One Data Forum, and APBD⁴² and RKPD⁴³. The findings provide input for SKALA’s internal planning and learning processes.

⁴⁰ KUA–PPAS: General Budget Policy – Temporary Budget Priorities and Ceilings, a document outlining APBD assumptions, program priorities, and budget ceilings.

⁴¹ KEM–PPKF: Macroeconomic Framework and Fiscal Policy Guidelines, an official document providing economic projections and fiscal policy directions for RAPBN preparation.

⁴² APBD – *Anggaran Pendapatan dan Belanja Daerah* (Regional Revenue and Expenditure Budget).

⁴³ RKPD – *Rencana Kerja Pemerintah Daerah* (Regional Government Work Plan)

Summary of results at the Input level

Table 10: Table of program input summary (January-June 2025)

Input type	Number of inputs	Total budget realisation	Number of participants involved
Workshop	12	IDR 424,826,637	Person time⁴⁴ = 805 425 males 380 females
Monitoring and evaluation visits	1	IDR 42,644,239	20 males with disability 7 females with disability Headcount = 563 286 males 277 females
Meeting/coordination meeting	2	IDR 26,308,179	9 males with disability 5 females with disability
TOTAL	15	IDR 493,779,055	

Data source: SKALA MIS as of Agustus 6, 2025

Summary of results at the Output level

Table 11: Table of summary of FY 2024/2025 work plan outputs as of June 2025

Theme	Completed	Ongoing	Not started	Total
DNA	12	3	-	15
MSS	14	1	4	19
PFM	6	1	4	21
GEDSI	5	-	-	5
TOTAL	37	5	8	60

Data source: SKALA MIS as of Agustus 6, 2025

Overview of completed Outputs:

1. DNA (Data and Analysis)

- SKALA provided technical inputs for the preparation of the 2025 regional data list, development of the One Data portal, sectoral statistical data policies, and integration of REGSOSEK, P3KE, and DTKS⁴⁵ data for assistance distribution.
- SKALA promoted the use of SEPAKAT⁴⁶ analysis results in planning documents and in setting targets for provincial and district/city MSS.

⁴⁴ Person time refers to the total instances of participation; one individual may participate more than once in SKALA-supported activities. Headcount refers to participants whose costs are covered by SKALA.

⁴⁵ REGSOSEK (Socio-Economic Registration) is a social welfare database launched by the Ministry of National Development Planning/Bappenas. P3KE: Targeting for Acceleration of Extreme Poverty Reduction (TNP2K/Kemenko PMK). DTKS: Integrated Social Welfare Database (Ministry of Social Affairs).

⁴⁶ SEPAKAT (Integrated REGSOSEK-Based Development Planning System) is a web-based application that provides macro and micro data analysis to support evidence-based planning and budgeting

2. MSS (Minimum Service Standard)

- SKALA provided technical inputs to strengthen the capacity of MSS Implementation Teams, advocated for cross-departmental collaboration, reinforced monitoring, and supervision functions at the district/city level, and supported the preparation of MSS Action Plans.
- SKALA facilitated and provided technical inputs for the preparation of RKPD (2025 revision and 2026 RKPD) and provincial and district/city KEM policies.

3. PFM (Public Finance Management)

- SKALA provided technical inputs for the Governor's Regulation on Regional Taxes and Levies (PDRD) and supported the optimisation of the Revenue Sharing Fund for basic service delivery.

4. GEDSI (Gender Equality, Disability, and Social Inclusion)

- SKALA facilitated and provided technical inputs for the preparation of Gender Mainstreaming Regional Regulations (PUG), Persons with Disabilities Action Plans (RAD PD), and the implementation of inclusive *Musrenbang*⁴⁷ and its guidelines.
- SKALA strengthened the capacity of Civil Society Networks (JMS) in data-based analysis and advocacy.

Summary of results at the Intermediate Outcome (IO) level

Data availability, management, and utilisation to improve evidence-based planning processes (IO 5 and 9)

- SKALA strengthened regional data governance:
 - Governor Regulation No. 29 of 2025 on the Implementation of Sectoral Statistics has been issued, serving as the basis for managing sectoral data for planning purposes.
 - The 2025 budget allocates IDR 14 million per year to support the operational costs of the One Data Secretariat.
 - Gorontalo Open Data (PENTAGON) has become interoperable with other systems, such as the Education Office and the SDPDN portal of the Ministry of Home Affairs (PELITA).
 - The One Data Action Plan and the 2025 regional data list for Gorontalo Province are drafted.
 - Governor Decree No. 146/17/V/2025 on the appointment of supporting data officers and the sectoral data management team within regional agencies has been issued.
- SKALA supported data provision and utilisation:
 - Two regional agencies (Food and Fisheries Offices) received collaborative sectoral statistics guidance from BPS, the One Data Secretariat, and data officers, marking the first joint effort to ensure the quality of sectoral data.
 - Poor and vulnerable families targeted for the Provincial Government of Gorontalo's Direct Food Assistance Program (BLP3G) were identified based on the alignment of REGSOSEK, P3KE, and DTKS data.

⁴⁷ *Musrenbang*: Participatory forum for government and community to plan development.

Better public financial management to support **improved service delivery (IO 4 and 6)**

- SKALA supported regional revenue enhancement:
 - Provincial road infrastructure to improve community access to basic service facilities, funded through the palm oil Revenue Sharing Fund (RAD DBH Sawit), has been incorporated into the 2025 RKPD.
- **SKALA supported** aligned planning and budgeting:
 - The final draft of the 2025–2029 RPJMD has been prepared, with SKALA facilitating the development of a matrix to align RPJMD indicators and targets with provincial agencies strategic plan (RENSTRA OPD).
 - The final draft of the 2025–2029 RPJMD has been prepared, with SKALA facilitating the development of a matrix to align RPJMD indicators and targets with RENSTRA OPD.
 - SKALA promoted the alignment of KUA-PPAS and KEM-PPKF at the district/city level through:
 - Preparation of provincial and district/city KEMs as references for drafting the 2026 RKPD and APBD.
 - Training of two civil servants as facilitators for evaluating the alignment of district/city KUA-PPAS documents with KEM-PPKF.
 - Socialisation for 32 participants (22 male, 10 female) from district/city KUA-PPAS drafting teams regarding the Provincial Government's evaluation of KUA-PPAS alignment with KEM-PPKF for 2026.
- SKALA strengthened MSS implementation governance:
 - The draft Governor Regulation on the MSS Action Plan has been prepared and is under evaluation by the Ministry of Home Affairs.
 - MSS achievement index increased from 92.81% in 2023 to 100% in 2024, reflecting the impact of MSS implementation training facilitated by SKALA.
 - e-MSS reports are being completed consistently, although the percentage of completeness fluctuates, indicating improved understanding and engagement of MSS officers following SKALA's support.
 - Continued support from the provincial MSS monitoring and supervision to districts/cities, in collaboration with SKALA, resulted in:
 - The Regent Regulation on the MSS Action Plan for Pohuwato District has been issued.
 - The MSS Action Plans for North Gorontalo and Boalemo District are under harmonisation review at the Ministry of Home Affairs (MoHA).

GEDSI – Participation and Planning (IO 7 dan 8)

- SKALA supported government and civil society forums:
 - Twenty-five provincial agencies, six district/city agencies, 31 disabled people’s organisations (DPOs), and various civil society and professional organisations participated in the first inclusive *Musrenbang* held in April 2025, resulting in 69 proposals.
 - A draft Guide for the Implementation of Inclusive *Musrenbang* has been prepared to provide more structured guidance for *Musrenbang* activities.
 - Governor Decree No. 255/28/VII/2025 on the Implementation Team for the Gorontalo Inclusive Forum Dulohupa 2025–2029 has been issued to facilitate vulnerable groups’ input to policymakers.
 - Eight OPDs (10 men, 9 women), 16 CSOs (6 men, 12 women), and 2 academics (2 women) were trained in data analysis (REGSOSEK, GEDSI tagging, and MSS tagging) and advocacy for the needs of vulnerable groups to government authorities.
- SKALA support inclusive planning:
 - The draft RAD PD has been prepared and is under review by *Bappeda*.
 - Technical guidelines and studies on gender and vulnerable group-responsive basic services have been developed with SKALA Technical Assistance (TA) support as a prerequisite for drafting the Gender Mainstreaming Regional Regulation (*Perda PUG*).
 - The draft *Perda PUG* has been prepared and undergone public consultation.

Impact of results/changes

Impact Type	Impact
Methodological Impact	Guidelines, instruments, systems, strategies, and evidence: - Guidelines and technical instructions for conducting inclusive <i>Musrenbang</i>. - Technical guidelines and studies on gender- and vulnerable group-responsive basic services. - Integration of the PENTAGON Portal with the SDPDN Portal. Capacity has been strengthened, and new practices introduced (models, initiatives, ways of working, approaches, innovations): - Two provincial agencies received sectoral statistical coaching. - Two civil servants served as facilitators for evaluating the alignment of district/city KUA-PPAS documents with KEM-PPKF. - Thirty-two members of district/city KUA-PPAS design teams received provincial-level socialisation on aligning KUA-PPAS with KEM-PPKF. - Eight provincial agencies, sixteen CSOs, and two academics were trained on data analysis and advocacy.
Ecosystemic Impact	Policies and regulations: - Final draft of the 2025–2029 RPJMD. - Gorontalo Governor Regulation No. 29 of 2025 on the Implementation of Sectoral Statistics in Gorontalo Local Government. - FY 2025 budget of IDR 14 million per year to support the One Data Secretariat operations. - Draft One Data Action Plan. - Draft 2025 data list. - Governor’s decree appointing data custodians and sectoral data management teams within provincial agencies. - Draft Governor Regulation on MSS Action Plan.

- Gorontalo Governor's decree establishing the implementation team for the Inclusive Gorontalo Forum (Dulohupa) 2025–2029.
- Draft Guidelines for Inclusive *Musrenbang*.
- Draft persons with disability action plan.
- Draft Gender Mainstreaming Regional Regulation.
- Technical guidelines and studies on gender- and vulnerable group-responsive basic services.

Collaboration and participation of various stakeholders have been strengthened:

- Poor and vulnerable families as beneficiaries of the Gorontalo Provincial Direct Food Assistance Program (BLP3G) are identified based on aligned data from REGSOSEK, P3KE, and DTKS.
- MSS achievement index and report completion rates have improved from 2023 to 2024.
- Provincial MSS Monitoring and Supervision results: MSS Action Plan.
- Regulation in Pohuwato District, and Draft MSS Action Plans for North Gorontalo and Boalemo District.
- Inclusive Musrenbang (Inclusive Gorontalo Forum Dulohupa) generated 69 proposals from 25 provincial agencies, 6 district/city agencies, 31 DPOs, and various community organisations.

Operational
Impact

Changes in practices, ways of working, and coordination:

- Provincial road infrastructure to improve community access to basic services under the RAD DBH Sawit program has been accommodated in the 2025 RKPD,
- Bappeda, as the Coordinator of the One Data Forum, has been strengthened, leading all FSD meetings and independently producing various strategic outputs,
- Four CSO proposals have been incorporated into the 2025–2029 RPJMD: management of poor households' data, social rehabilitation for neglected persons with disabilities, implementation of sectoral statistics, and improvement of family quality.

Significant change story

FIRST STORY:

Strengthening Capacity and Synergy in Spatial Data Management Based on Indonesia's One Data Principle

For years, sectoral data management in Gorontalo ran in silos, with little coordination among data-producing provincial agencies. Without a standardised mechanism, data quality, consistency, and integration across agencies were hard to maintain, often slowing down data-driven planning and decision-making.

Things, however, have started to change. Gorontalo Department of Communication, Informatics, and Statistics (*Diskominfotik*) has taken the lead in building the capacity of staff in data-producing agencies and fostering cross-agency collaboration through the One Data Forum. Trainings, technical assistance, and coordination meetings are now focused on applying the principles of Indonesia's One Data.

The Head of Statistics at Diskominfotik, one of the key drivers of this shift, emphasised that One Data is not just a policy slogan but a collaborative framework that should guide everyday work:

“

Implementing Indonesia One Data principles, such as data standards, metadata, interoperability, and reference codes, must be a priority for every agency managing sectoral data.

Head of Statistics, Diskominfotik Gorontalo, May 2025

”

With SKALA's support, most agencies have begun adopting a uniform data management system, connected through the PENTAGON portal. The results are becoming evident: spatial mapping of basic services can now be accessed across agencies, and data synchronisation for territorial planning is faster and more accurate. Although challenges with consistency remain, these changes signal a real and hopeful shift toward more effective, inclusive, and sustainable data governance in Gorontalo.

SECOND STORY:

Promoting Inclusive Dialogue between Government and Community in the Preparation of Gorontalo's RAD PD

Until recently, participatory dialogue spaces with persons with disabilities were very limited. Their aspirations were often voiced through forums that did not focus on inclusion, so their real needs were rarely heard directly by policymakers, and government responses frequently did not meet the needs of vulnerable groups.

The situation began to change when SKALA initiated the Workshop on Recommendations for the Draft Regional Action Plan for Persons with Disabilities (RAD PD). The Gorontalo Provincial Government started involving organisations for persons with disabilities and other civil society organisations (CSOs) in open dialogue.

For Yusuf Abdurahman, a special school teacher actively advocating for the rights of persons with disabilities, the involvement of organisations for persons with disabilities in open dialogue was significant. He felt it was a rare opportunity that had not been provided by the government before:



This is the first time the government and community—from DPO as well as other disability-focused organisations—have dialogued about disability issues in Gorontalo. It is a rare moment to speak directly, and the government responds.



Through this dialogue, a shared understanding and commitment have emerged to follow up on priority disability issues in the RAD PD document. For Yusuf and other participants, this step represents an important milestone toward more inclusive development.

Challenges and lessons learned

Program implementation challenges, impacts, and solutions

Technical challenges

1. Technical standards or formats for tagging MSS spending are not yet available, hindering the monitoring of the effectiveness of basic service expenditures.
2. Interoperability of data systems across agencies remains limited and ineffective, resulting in duplication, inconsistencies, and difficulties in producing cross-sector analyses for evidence-based planning.
3. Technical capacity of human resources in MSS-responsible agencies (planners, data managers, and budget staff) for conducting data-based analysis remains limited.
4. The Regional Data List, Action Plans, and Thematic *Musrenbang* are not yet fully supported by operational regulations and SOPs.
5. Engagement of GEDSI-driving agencies and budget authorities remains limited in supporting inclusive development planning.

Non-technical challenges

1. Personnel rotations and leadership changes, especially in strategic positions, have led to a loss of continuity and commitment to previously established regional priorities.
2. Cross-agency coordination is still mostly sector-based and follows institutional mandates rather than focusing on shared service objectives.

3. Support from regional or agency leadership for data-driven approaches, GEDSI, and MSS fulfilment is inconsistent, particularly when these are not prioritised by the agency or region and lack political support.

Solutions Implemented:

1. Strengthening policies and formal mechanisms through the development of SOPs and clear role distribution among agencies.
2. Applying a thematic approach and aligning with regional/agency priorities to enhance cross-agency coordination and collaboration on sector-spanning issues.
3. Continuing technical capacity building for SKALA partners through on-the-job learning and a sustainable mentoring system.
4. Conducting hearings with newly appointed leaders/officials to align understanding and support the continuity of SKALA activities.
5. Strengthening coordination forums (Regional One Data Forum, Inclusive Gorontalo Forum, and MSS Implementation Team) as concrete cross-agency communication spaces rather than formalities.
6. Digitalising and visualising data through dashboards, infographics, and spatial analytics, which have proven effective in communicating data to decision-makers and the public.

Lessons learned

Learning theme	Learning description
Provision and use of data	The availability of valid and well-structured sectoral data has proven crucial for supporting evidence-based planning. Gorontalo's experience shows that this can be achieved through several key measures: establishing formal mechanisms such as a Regional Priority Data List recognised by all agencies; building awareness among data managers and planners about the importance of data; and fostering cross-agency synergy to enable data sharing and reduce duplication. Regular data updates and the application of consistent standards are essential to maintain data relevance. Meanwhile, regulations and cross-agency coordination forums play an important role in resolving technical challenges and ensuring effective implementation. Considering these factors is essential for other regions seeking to replicate effective and sustainable sectoral data management practices.
MSS implementation (planning, achievement, and reporting)	Provincial MSS Implementation Team support during monitoring and supervision visits to districts/cities has proven effective in building a shared understanding of the importance of MSS reporting and planning through the MSS Action Plan, as well as strengthening coordination to achieve provincial targets. However, this experience highlights challenges in sustaining support after monitoring and supervision visits, including limited resources and differences in capacity across regions. While provincial-level MSS reporting has begun to improve, consistency and timeliness of reporting at the district/city level have not yet been fully achieved. To replicate this practice effectively, structured follow-up mechanisms—such as regular monitoring and additional technical support—are needed to ensure that the results of monitoring and supervision visits are fully utilised.
Participation of Vulnerable Groups	The Thematic <i>Musrenbang</i> and participatory preparation of the persons with disability action plan serve as examples of inclusive and contextually relevant policy products resulting from collaborative work among multiple stakeholders, including the participation of vulnerable groups. However, limited access to information, technical support, and capacity-building for vulnerable groups means their participation remains largely symbolic. Replicating and sustaining meaningful participation

of these groups requires ongoing, policy-based interventions to build capacity, ensure access, and guarantee that their voices are heard.

FY 2025/2026 SKALA Program Summary

3.1 Summary of intended results

Narrative	Summary of key outputs to be delivered in order to achieve the narrative
Develop and institutionalise consultation spaces and engagement mechanisms with vulnerable communities to promote more inclusive planning.	Inclusive policy development will be advanced through the Gender Mainstreaming Technical Team (PUG), strengthened Musrenbang forums, and enhanced CSO capacity to advocate for fair and inclusive basic services, with support planned in the following areas: • Strengthening the Gorontalo Inclusive Forum Dulohupa (Inclusive <i>Musrenbang</i>) at the provincial level. • Drafting the Regional Head Regulation on Gender Mainstreaming (PUG); • Preparing the Regional Action Plan for Persons with Disabilities (RAD-PD); • Developing technical guidance policies in the form of Governor Regulation for the Inclusive Planning Forum; and • Enhancing civil society network capacity in data access, analysis, and advocacy toward local government.
Strengthen the data governance framework to support inclusive basic service delivery	Efforts to strengthen data-based planning and integrate the PENTAGON platform with the National One Data Hub (SDPDN) aim to enhance planning and reporting systems. This can be achieved with support in the following areas: • Developing regional regulations that support sectoral statistics and data governance (e.g., Data Lists or One Data Forum regulations). • Updating and validating priority data for basic services, including MSS, vulnerable groups, and spatial service areas. • Strengthening the Regional One Data Forum as a coordination space for cross-agency planning and data validation. • Improving data interoperability across agencies for integrated, cross-sector use. • Building agency capacity in inclusive and responsive data management, analysis, and presentation. • Creating dashboards or visualisations for basic services, disaggregated by gender, disability, location, and other social groups. • Collaborating with CSOs, academics, and communities in collecting, validating, and using inclusive data for planning and advocacy. • Establishing SOPs and reporting mechanisms to support decisions on basic services, including MSS achievements and service gaps.
Develop a more consolidated and inclusive framework for MSS implementation and routine planning	Efforts to integrate MSS across all regional planning and budgeting documents, as well as to strengthen the Provincial MSS Implementation Team in supervising and providing technical assistance to districts/cities, can be supported through: • Facilitating the calculation of MSS financing needs. • Strengthening the coordination and mentoring role of the Provincial MSS Implementation Team. • Enhancing capacity in regional planning, including integrating various thematic action plans. • Advocating for the preparation of regional planning and budgeting documents.
Establish a more responsive local government budget management framework to ensure inclusive basic service delivery	Efforts to ensure public budgets are targeted and have direct impact on communities can be supported through: • Developing and implementing regulations and policies on Regional Taxes and Levies (PDRD). • Strengthening capacity related to PDRD. • Strengthening capacity related to the General Allocation Fund (DAU). • Strengthening capacity related to Revenue Sharing Funds (DBH).

3.2 Summary of key support/inputs

Theme	Number of workshop	Number of TAS
DNA	1	1
MSS	2	1
PFM	5	
GEDSI	4	1

Kalimantan Utara Province Semester Report

(January–June 2025)

Context Kalimantan Utara (Kaltara) Province

Overview of basic services, vulnerable groups, and fiscal capacity

Key development outcome indicator data

Key development indicators	2024
Enrollment rates	Net Enrollment Rate (NER) (Disdik, 2024): SD (94.73%) SMP (80.53%) SMA (66.70%)
Infant mortality rate	12.1 per 1,000 live births (DHO, 2023)
Maternal mortality rate	156.76 per 100,000 live births (DHO, 2023)
Stunting prevalence	22.1% (RPJPD 2025–2045)
Poverty rate	6.32% (BPS, 2024)
Open unemployment rate	4.01% (BPS, 2024)
Gini-Coefficient	0.277 (BPS, 2024)
HDI (Human Development Index)	72.88 (BPS, 2023)

Data source: Kalimantan Utara Provincial Action Plan.

MSS reporting, achievement index, and budget data

Sector	Report completion in e-MSS 2024 (%)	MSS achievement index 2024 (%)	2024 MSS budget	
Education	100	100	IDR	143,616,703,068
Health	100	100	IDR	650,000,000
Social Affairs	100	100	IDR	3,793,376,410
Public Works	100	100	IDR	19,500,150,366
Public Housing	100	100	IDR	998,046,341
Public Order and Community Protection (Trantibumlinmas)	100	100	IDR	5,000,000
TOTAL			IDR	168,563,276,185

Data source: MSS Report 2024 & BKAD (Regional Financial and Asset Management Agency)

Regional Revenue and Expenditure Budget (APBD) Data

Source	APBD 2024 (IDR)	APBD 2025 (IDR)
PAD (Regional Revenue)	1,066,531,465,270	1,026,394,628,085
TKD (Fiscal Transfer)	2,040,116,614,000	1,920,378,771,000
Other sources: Grant Income	350,000,000	350,000,000
TOTAL	3,106,998,079,270	2,947,123,399,085

Data source: Kalimantan Utara Province BKAD APBD Report.

Dynamics shaping SKALA program implementation

The second semester of the 2024–2025 Annual Work Plan (AWP) coincides with the planning cycle in Kalimantan Utara—the 25-year Regional Long-Term Development Plan (RPJPD), the 2025–2029 Regional Medium-Term Development Plan (RPJMD), the Provincial Agencies Strategic Plan (RENSTRA OPD), and the 2026 Regional Government Work Plan (RKPD). This momentum was leveraged by SKALA to advocate for the integration of Minimum Service Standards (MSS) and Gender Equality, Disability, and Social Inclusion (GEDSI) into the planning process. SKALA also adjusted its mentoring strategy to better align with the new government’s vision and mission.

On the other hand, Presidential Instruction No. 1 of 2025 on budget efficiency and 2025 expenditure resulted in Kalimantan Utara’s 2025 Regional Revenue and Expenditure Budget (APBD) falling by 5% to IDR 2.94 trillion (of which 65% is sourced from Fiscal Transfer Revenue (TKD)). This reduction limited the budget for strategic activities, including the Regional One Data Forum at the Regional Development Planning Agency (Bappeda) and MSS and Regional One Data Team visits to districts/cities. This challenge requires optimising limited resources to continue meeting MSS.

Overview of SKALA Program Priorities in Provinces in FY 2024/2025

Focus areas of SKALA support program

SKALA supports the Kalimantan Utara Provincial government with priorities on:

- **Strengthening Data-Driven Governance, Planning, and Development.** SKALA strengthens One Data governance through the implementation of Data Cycle SOPs, portal development, and use of Data Lists to prioritise MSS and 2025 regional planning.
- **Strengthening Governance of Minimum Service Standards (MSS):** SKALA supports the integration of MSS and GEDSI into planning (RPJMD, RENSTRA, and RKPD 2026). Strengthening MSS implementation through revised MSS Action Plans, improved costing, quarterly monitoring and evaluation, and cross-party collaboration.
- **Public Financial Management (PFM):** Technical assistance and advocacy for follow-up PAD studies and recommendations for optimising Fiscal Transfer to meet MSS and GEDSI objectives.
- **Gender Equality, Disability, and Social Inclusion (GEDSI):** SKALA supports strengthening government-community collaboration by enhancing civil society networks (*Jaringan Masyarakat Sipil/JMS*) capacity in accessing and analysing data, promoting integration of the Persons with Disability Action Plan (RAD PD) into the RENSTRA, and assisting in drafting policies derived from the Regional Regulation on Persons with Disabilities.

Implementation of Program Monitoring, Evaluation, and Documentation

SKALA conducts regular monitoring, evaluation, and learning to maintain program accountability. This semester, interviews and FGDs with provincial governments were conducted to collect evidence of progress, achievements, contributions, challenges, and lessons learned. The results were shared with the SKALA Program Team and used for the 2025/2026 annual work planning and reporting to the government and DFAT.

Program Implementation and Learning Results/Progress

Summary of results at the Input level

Table 12: Table of program input summary (January–June 2025)

Input type	Number of inputs	Total budget realisation	Number of participants involved
Workshops	9	IDR 596,881,077	Person time⁴⁸: 1,146 people 612 male 534 female 22 persons with disabilities (M: 5, F: 17)
Technical Guidance	3	IDR 390,731,615	
Learning Forum, Evidence Collection, Review	3	IDR 23,369,064	
Outreach/Dissemination/Launch	1	IDR 165,199,458	Headcount¹: 502 people 243 male 259 female 14 persons with disabilities (M: 4, F: 10)
TA		IDR 235,575,139	
TOTAL	16	IDR 1,411,756,354.92	

Data Source: SKALA MIS as of August 6, 2025, 09:20 WITA.

Summary of results at the Output level

Table 13: Table of summary of FY 2024/2025 work plan outputs as of June 2025

Output	Completed	Ongoing	Not started	TOTAL
MSS	18	-	1	19
PFM	6	-	3	9
DNA	10	1	1	12
GEDSI	6	-	1	7
Cross TAP	1	-	-	1
Total	41	1	6	48
	85%	2.1%	12.5%	100%

Data Source: SKALA MIS as of August 6, 2025, 09:20 WITA.

⁴⁸ Person time refers to the total instances of participation; one individual may participate more than once in SKALA-supported activities. Headcount refers to participants whose costs are covered by SKALA.

Overview of completed Outputs:

5. DNA (Data and Analysis):

- SKALA provided facilitation and recommendations for the 2025 Data List, data cycle SOP, the revision of the Governor's Decree on the One Data Forum and One Data Action Plan, and the draft One Data Governance Guidelines.
- SKALA provided technical assistance from data verification to dissemination and improve the One Data Portal through technical assistance (TA), and the launch of the E-DataKU Sidara Cantik 2.0 portal.

6. MSS (Minimum Service Standards):

- SKALA facilitated the synchronisation of RENSTRA with RPJMD and RKPD.
- SKALA provided capacity building for civil servants in MSS Action Plan revisions, costing, and MSS monitoring and evaluation.

7. PFM (Public Financial Management):

- SKALA provided technical recommendations to increase regional revenue through water transportation.
- SKALA provided technical recommendations for optimising fiscal transfer to meet MSS and GEDSI requirements in accordance with regulations.

8. Gender Equality, Disability, and Social Inclusion (GEDSI):

- SKALA provided technical recommendations on the formation and governance structure of the MENTARI KALTARA Civil Society Network (JMS).
- SKALA provided technical recommendations for the Aspiration Screening Forum (technical guidelines and implementation).
- SKALA provided capacity building for Civil Society Organisations (CSOs) and disabled people's organisations (DPOs) on accessing and analysing government data (REGSOSEK⁴⁹, BPS, SIPD⁵⁰).

Summary of results at the Intermediate Outcome level

Data availability, management, and utilisation to improve evidence-based planning processes (IO 5 and 9)

SKALA strengthened data governance through policy and institutional arrangements:

- Governor Decree 100.3.3.1/173/2025 on the Kalimantan Utara Regional One Data Organiser has been issued with adjustments to the data cycle, designating the governor a supervisor, and establishing the mechanism for preparing the One Data Action Plan.
- The draft revision of the One Data 2025–2029 Action Plan matrix is available and aligned with the RPJMD and RENSTRA 2025–2029.

⁴⁹ REGSOSEK (Socio-Economic Registration) is a social welfare database launched by the Ministry of National Development Planning/Bappenas.

⁵⁰ SIPD is a Regional Government Information System that provides regional development data and information.

- Kaltara's One Data Portal, E-DATAKU Sidara Cantik 2.0, has been launched with feature updates such as affair-based data, cross-system interoperability (SDPDN & SDI), accomodating of MSS and GEDSI data, and a more disability-friendly interface.
- The budget for the One Data Daerah in 2025 is IDR 327.2 million, a 49% increase from 2024, allocated through Bappeda as the data secretariat.

SKALA strengthened quality data collection and dissemination:

- Effective implementation of the Regional One Data cycle SOP with "door to door" data verification, supported by strong collaboration among the Secretariat, Walidata, and Data Supervisors. Results:
- A total of 1,961 subnational data points (including 94 MSS data) were completed and verified, with 85% assessed as meeting Regional One Data quality standards.
- The E-DATAku SIDARA CANTIK 2.0 portal has provided 1,080 datasets (55% of the 2025 Data List) that have been used in various regional planning activities.

SKALA encouraged data utilisation:

- Data on regional potential, service needs, disaster risk, and social issues listed in the data list have been utilised in preparing the RPJMD 2025–2029, the Out-of-School Children Action Plan (RAD-ATS), and the Regional Poverty Reduction Plan (RPKD).
- Six MSS-related agencies (16 civil servants: 11 men, 5 women) utilised data from the 2025 Data List to develop five policy briefs that addressed issues related to MSS fulfillment.

Better public financial management to support improved service delivery (IO 4 and 6)

SKALA supported the alignment of various local plans:

- 179 provincial and district/city civil servants (88 men, 91 women) received training on preparing cascading RPJMD into RENSTRA and RPKD 2026.
- The Governor's Circular 900.1.5/1857/BKAD/GUB/2025, which mandates the integration of MSS in regional planning documents, demonstrates the success of SKALA's advocacy and technical training with the Government Administration Bureau.

SKALA supported increased local revenue:

- The Kalimantan Utara Provincial Government generated new revenue of IDR 86.6 million in Q2 2025 from implementing Governor Regulation No. 40 of 2024 on the Calculation of PKB⁵¹ for Water Vehicles, supported by SKALA.
- The nine regional revenue enhancement strategies from the study, supported by SKALA, have been integrated into the final draft of the RPJMD 2025–2029.

⁵¹ PKB stands for Motor Vehicle Tax. This tax is imposed on ownership and/or control of motorized vehicles

SKALA supported the implementation of inclusive finance policies

- The SADAR BENUANTA Program provides significant PKB and BBNKB⁵² relief for persons with disabilities, for example:
- Twenty-five members of MENTARI KALTARA Civil Society Network (21 persons with disabilities) participated in the program outreach for SADAR BENUANTA conducted by the Regional Revenue Agency (Bapenda) via a talk show on Television Republic of Indonesia (TVRI) Kalimantan Utara.
- Two out of 5 districts/cities (Tarakan and Bulungan) have implemented PKB waivers. Two persons with disabilities received a tax rebate of 43–53% of the total bill (approximately IDR 285,000–618,500), including 75% PKB, fines, and BBNKB fees.

SKALA strengthened the capacity of planners through policy brief writing

- 20 Policy Briefs related to MSS and GEDSI were produced, and 17 were submitted to local governments. One of the Policy Briefs was also followed up by Regional Financial and Asset Management Agency (BKAD) in a review of the efficiency of APBD 2025 expenditure.

SKALA strengthened capacity and monitoring of MSS implementation

- Kaltara was ranked 4th nationally and best in the Kalimantan Utara region in the 2024 MSS Award with an MSS Fulfilment Index of 100. This achievement was supported by SKALA, particularly in capacity building and routine monitoring and evaluation:
 - 104 civil servants (66 men, 38 female) in provinces and districts/cities received technical training on the revision of the MSS 2026–2030 Action Plan, indicators, MSS costing, and data utilisation.
 - Quarterly M&E Q3–Q4 2024 and Q1–Q2 2025, with SKALA support and collaboration of Bappeda, BKAD, the Inspectorate, and the Ministry of Home Affairs (MoHA), involved 6 provincial and 5 district/city authorities, strengthening MSS implementation and reporting.

GEDSI - Participation and Planning (IO 7 and 8)

SKALA encouraged increased community participation in inclusive and responsive development:

- MENTARI KALTARA Civil Society Network held its first general assembly and established a daily management structure, replacing the name PUSPA BENUANTA as a model of government-community collaboration.
- The Technical Guidelines for the MENTARI KALTARA Inclusive Aspiration Screening Forum/*Musrenbang* were approved through a Decree of the Head of Bappeda Litbang, involving 10 CSOs and 5 DPOs.
- The Inclusive Aspiration Screening Forum was attended by 16 CSOs (4 men, 12 women) and 5 DPOs (1 men, 4 women), resulting in 71 proposals from vulnerable groups (women, children, persons disabilities, older adults, indigenous peoples, and others). The proposals have been accommodated in the 2026 RKPD musrenbang with a budget allocation of IDR 3 billion.
- 19 CSOs and 5 DPOs members of MENTARI KALTARA Civil Society Network were trained to access and analyse Regsosek data, including MSS and GEDSI tagging in SIPD, to advocate with the government.

⁵² BBNKB stands for Vehicle Ownership Transfer Fee, a fee payable when transferring motor vehicle ownership from one person to another.

- Bulungan District Government adopted the implementation of an Inclusive Musrenbang through the Inclusive Forum of the Inclusive People's Aspiration Network (JARI) in 2025. The district government was inspired following its involvement in the Forum for Aspiration Networking in the Province.

SKALA supported inclusive planning policies:

- Regional Regulation (Perda) No. 17 of 2024 on Respect, Protection, and Fulfillment of the Rights of Persons with Disabilities in Kalimantan Utara has been enacted. The Perda has been introduced to provincial agencies, private agencies, and MENTARI KALTARA Civil Society Network (2 CSOs and 9 DPOs).
- The Governor Regulation Drafting Team (including 1 DPO) has been SK-appointed by the Governor (No.100.3.3.1/232/2025) and will develop 14 local regulations on disability.
- A decree on the coordination team for persons with disability action plan (RAD PD) implementation has been issued, involving 6 CSOs/DPOs from MENTARI KALTARA Civil Society Network, Program INOVASI, INKLUSI (PEKKA), and 2 private companies. This team has received dissemination of inclusiveness analysis for RAD-PD preparation.
- The draft RAD-PD is being harmonised by the Kalimantan Utara Regional Office of the Ministry of Law and Human Rights (MoLHR). SKALA provides cross-party technical input and assistance.
- Governor Circular Letter 000.7.2.2/0033/BAPP-LIT/GUB has been issued to encourage regions to prioritise persons with disabilities in the RPJMD 2025–2029, Strategic Plan 2025–2029, and RKPD 2026. With the support of SKALA, this circular letter also serves as the basis for implementing the 2025 disability thematic inclusion Musrenbang.
- The RAD-PD Matrix and the 2025–2029 Provincial Agencies Strategic Plan have been synchronised across 18 provincial agencies, involving 13 CSOs and 4 DPOs, to integrate disability needs into provincial agencies' planning.

Impact of results/changes

Impact Type	Impact
Methodological impact	Guidelines, instruments, materials, systems, strategies, and evidence/data: • MENTARI KALTARA Inclusive Screening Forum Technical Guidelines as a guideline for government-community collaboration in regional planning. • Kaltara Province won the MSS Award 2024 with a 100% compliance index, ranked 4th nationally and best in the Kalimantan Utara region. • Utilisation of the 2025 Data List to develop 5 policy briefs. • The One Data Portal E-DATAKU Sidara Cantik 2.0 was officially launched, publishing 1,080 datasets (55% of the 2025 Data List). • Provincial agencies and district/city Bappeda were provided with working paper instruments for cascading RPJMD to OPD Strategic Plan and RKPD 2026. • 18 OPDs received working paper instruments to synchronise OPD Action Plans (Renaksi) and Strategic Plans (RENSTRA). New practices are introduced (models, initiatives, ways of working, approaches, innovations): • The SADAR BENUANTA vehicle tax relief program was disseminated through UPT Samsat and a TVRI Talkshow. • CSO DPOs with 21 persons with disabilities (7 men, 14 women) were engaged to disseminate information on the SADAR BENUANTA program. • The MENTARI KALTARA Inclusive Aspiration Screening Forum collected 71 inputs for inclusive development in Kaltara. • 16 ASNs from 6 OPDs responsible for MSS utilised the Data List 2025 to develop 5 Policy Briefs on MSS issues. • A total of 20 Policy Briefs were produced as policy advocacy related to MSS and GEDSI.

Ecosystem
Impacts

Policy/regulation as a tangible form of commitment:

- Governor's Circular No. 900 of 2025 on the Implementation of Kalimantan Utara MSS in 2025
- Regional Regulation No. 17 of 2024 on Respect, Protection, and Fulfillment of the Rights of Persons with Disabilities in Kalimantan Utara has been enacted
- Governor's Instruction No. 000.7.2.2 of 2025 on Planning, Budgeting and Program Priorities for Persons with Disabilities in the Region
- Governor Decree No. 100 of 2025 on the Implementation of Regional One Data Forum
- Governor Decree No. 100 of 2024 on the list of data for Kaltara Province in 2025
- Governor Regulation of Kaltara No. 40 of 2024 on the calculation of Motor Vehicle Tax (PKB) and Vehicle Transfer Fee (BBNKB) made before 2024
- Decree of the Governor of Kaltara No. 100 of 2025 concerning the Compilation Team of the Draft Local Regulation (Perkada) on Disability
- Decree of the Head of Bappeda and Research and Development (Litbang) No. 100 of 2025 on technical guidelines for the MENTARI KALTARA inclusive aspiration screening forum.
- Governor Decree No. 188/2024 on RAD-PD Implementation Coordination Team

Strengthened collaboration and coordination:

- Involvement of CSOs, private sector, academics, and the INOVASI and INKLUSI programs in the coordination team for RAD-PD and Draft Local Regulations (Ranperkada) Perda No. 17 of 2024 on Persons with Disabilities
- The collaboration among the main pillars of the Regional One Data Forum—Bappeda, DKISP (Walidata), and BPS (Central Statistics Agency, Data Supervisor)—has been strengthened in implementing the Data Cycle SOP agreed through the Kaltara Regional One Data Forum Coordination.
- Involvement of Inspectorate, Bappeda, and BKAD in the Kalimantan Utara MSS monitoring and evaluation process initiated by the Tapem Otda Bureau.

Operational
impact

Changes in practices, ways of working, coordination:

- Preparation of policy recommendations through policy briefs using the 2025 SDI Data List
- Utilisation of sectoral statistics from the 2025 Data List for preparing RPJMD 2025–2029, RAD-ATS, and the Regional Poverty Reduction Plan (RPKD).
- Dissemination of sectoral statistics based on the 2025 Data List: 1,080 datasets (55%) have been published on the E-DATAKU Data Portal.
- Follow-up on the Kalimantan Utara PAD study through Kalimantan Utara Governor Regulation No. 40 of 2024 on PKB on watercraft as a new source of local revenue
- Screening community aspirations through the MENTARI KALTARA Inclusive Aspiration Screening Forum, integrated into the provincial government's planning cycle.
- As of June 2025, 2 persons with disabilities have received benefits or waivers ranging from IDR 285,000 to 618,500: 43–53% of the total tax bill (waivers for PKB, arrears fine, BBNKB).

Significant change story

STORY 1:

One Data Governance Transformation in Kalimantan Utara: The Journey to Quality and Accountable Data

In Kalimantan Utara, improving data governance is not only about rules and procedures. This is a story of how consistent collaboration and mentoring transformed local government data management—from merely collecting data to a system that is accurate, high-quality, and trustworthy.



In the past, they only collected data without verification. Now, after mentoring through verification, the results have improved our data quality and we can be more accountable and transparent about the sources.

Head of Planning Division, Kalimantan Utara Provincial Education Office



“

From an institutional perspective, things are improving. We can generate SOPs and adjust the data cycle. The structure has also been revised since coaching in early September 2024

DKISP (Walidata)

”

Since 2025, support from the SKALA Program has driven change through a new approach. The One Data Forum team’s “door-to-door” verification method goes beyond simply collecting data from provincial agencies; it directly mentors them, ensuring each step in the data cycle is understood and properly executed.

This approach has proven effective, as stated by a Data Coach from the Central Statistics Agency (BPS). They noted an 85% improvement in data quality of, with 89% data availability from a total of 1,961 verified data lists throughout 2025. The capacity of data producers in provincial agencies is also improving, particularly in understanding the importance of data validation. This marks a major shift from administrative data collection to standardised and trusted data governance.

“

Now we feel that the data we submit has value, is accountable, and supports the decision-making process.

”

The synergy between Bappeda, DKISP, and BPS, supported by SKALA, strengthens data governance through regular meetings that provide space for discussion, learning, and joint solutions. This collaboration has successfully improved the availability and quality of comprehensive sectoral statistical data, supporting evidence-based regional development planning and decision-making.

“

Before SKALA, there was coaching but it was not optimal. The presence of SKALA allows us to collect complete metadata and makes it easier for provincial agencies to understand what needs to be done. We know the journey is still long, but now we have a true partner supporting us every step of the way.

Data Supervisor (BPS Kalimantan Utara Province)

”

STORY 2:

Provincial Government’s Strong Commitment to Realising Inclusive Development Planning through Community Participation

“

This forum shows the government's partiality to groups that have been marginalised

Ingkong Ala, Vice Governor of Kalimantan Utara

”

In Kalimantan Utara, the provincial government not only formulates policies but also seeks to directly hear the voices of the community, especially groups that have been underrepresented, such as women, children, persons with disabilities, and other vulnerable groups. The MENTARI KALTARA Inclusive Aspiration Screening Forum was established as a tangible manifestation of this commitment, institutionalised through a Decree of the Head of Bappeda Litbang and supported by the Governor’s instruction to make this inclusive forum an integral part of the regional development planning process.

Through this forum, participation space is widely opened, ensuring that all members of society have the opportunity to express their aspirations and contribute to equitable and socially just development.



This forum provides JMS with space to voice their aspirations and contribute to the formulation of more inclusive policies

Regional Secretary of Kalimantan Utara Province



The implementation of the MENTARI KALTARA Inclusive Aspiration Screening Forum has significantly increased community participation. From the Civil Society Network (JMS) consisting of 16 CSOs and 5 DPOs, 71 inclusive development proposals were collected. This is a significant increase from the 26 proposals in the previous year's Inclusive Musrenbang pilot, confirming that inclusive participation spaces effectively open access to voices that have been previously unheard.



As part of the Civil Society Network (JMS) in Kalimantan Utara, we consider civil society involvement in public consultation processes as a crucial element in achieving transparent, inclusive, and responsive governance. JMS holds a strategic position as a bridge between grassroots community interests and public decision-making processes, particularly in the context of sustainable and equitable regional development.

MENTARI KALTARA, Kalimantan Utara Province



These proposals have been incorporated into official regional planning documents, including RPJMD 2025–2029, RKPD Amendment 2025, and RKPD 2026, with a total budget allocation of Rp 3 billion. The government's commitment to following up on these aspirations was reinforced by an official letter from the Head of Bappeda Litbang, requesting all district/city governments and regional apparatus to discuss and act upon the proposals in regional apparatus forums, while encouraging all stakeholders to actively oversee development implementation, creating a sustainable accountability cycle.



Musrenbang is not merely a forum for submitting proposals, but a process of prioritising inputs from regional apparatus forums and previous planning. The proposals emerging today are expected to be prioritised and monitored until included in provincial agencies planning documents, including the 2025 RKPD Amendment and the 2026 RKPD

Head of Bappeda Litbang, Kalimantan Utara Province



The SKALA Program's contribution has been crucial in this process, providing technical assistance and facilitation to ensure the inclusive forum and musrenbang run smoothly. SKALA strengthens participation mechanisms so that the aspirations of vulnerable groups are not only heard but genuinely integrated into tangible and sustainable development planning.

Challenges and lessons learned

Program implementation challenges, impacts, and solutions

Technical Challenges

1. Schemes and guidelines for the integration of the National Data System into Local Government data systems are not available, resulting in limited acceleration of interoperability between systems.
2. Basic public service data is not yet synchronised between provincial agencies at the provincial level, especially regarding MSS baseline data, basic service indicators, and statistical metadata.
3. Civil servants' technical capacity and the quality of planning documents are still limited, making it difficult to understand the cascading relationship (performance tree) between MSS and GEDSI in RPJMD, RENSTRA, and RKPD of MSS and GEDSI in RPJMD, RENSTRA, and RKPD.
4. Costing and e-costing guidelines are not yet available, hampering the implementation of accurate and efficient costing.

Solutions that have been taken and need to be done

5. Improvement of the E-DATAKU Sidara Cantik 2.0 Portal by the Kaltara Provincial Government as a data dissemination system with interoperability features between systems.
6. Strengthening the One Regional Data Forum and data governance through the implementation of data cycles and “door-to-door” verification to ensure accountable sectoral statistical data.
7. Facilitation of capacity building for cascading provincial agencies' performance trees and strategic plans through the provision of synchronisation instruments for RPJMD 2025–2029 to RENSTRA 2025–2029, and RKPD 2026.
8. Increased costing capacity using manual instruments while waiting for e-costing guidance to become available.

Non-Technical Challenges

9. Commitment and leadership among provincial agencies remain uneven across the One Data, MSS, and GEDSI areas, with understanding of GEDSI still largely dependent on individual and leadership initiatives.
10. Bureaucratic obstacles and key civil servants transfers disrupt program continuity and knowledge transfer.
11. Coordination between the PUB Working Group and key stakeholders in the Gender Responsive Planning and Budgeting (PPRG) has not been optimal, hampering the integration of GEDSI issues in planning and budgeting.
12. Fragmentation and internal dynamics of Civil Society Organisations (CSOs), as well as weak structures, hinder knowledge transfer and communication within CSOs.

Solutions that have been taken and need to be done

13. The Regional One Data Forum initiated integrated sectoral statistical guidance with “door-to-door” data verification.
14. CSO engagement in policy development and capacity building on data access and analysis to ensure CSO members have adequate capacity.

Lessons learned

Learning theme	Learning description
Provision and use of data	Technical support in the implementation of the Data Cycle SOP—planning, collecting, checking, and disseminating—backed by the commitment of Bappeda, DKISP, and the Data Supervisor (BPS) succeeded in improving data governance. Verified data not only improves quality but also encourages practical utilisation. For the first time, this data was analysed and used in the development of policy recommendations through Policy Briefs by provincial agencies responsible for MSS. This proves that accountable and quality data can produce relevant and evidence-based policies for decision-making. This approach can be replicated with key prerequisites: cross-agency commitment to data management, consistent implementation of data cycle SOPs, adequate technical capacity, open access to verified data, and provincial agencies' involvement in the analysis and policy formulation process.
MSS implementation (planning, achievement, and reporting)	Progress in implementing MSS in Kalimantan Utara by 2024 was recognised through the Ministry of Home Affairs' MSS Award 2025, which ranked the province 4th nationally and best in the Kalimantan Utara region. This achievement was driven by the key aspect of the Tapem Bureau's commitment to conducting a rigorous, timely, and compliant quarterly monitoring and evaluation cycle at the provincial and district/city levels. While this approach proved effective in 2024, lessons learned indicate the need for increased collaboration across agencies—Bappeda, BKAD, and Inspectorate—to strengthen the quality of MSS implementation, through better use of data and more targeted planning and budgeting.
Increased PAD	The Kalimantan Utara government's swift commitment to follow up on the study of the unexplored potential of watercraft tax, through the issuance of the Governor Regulation (Pergub), emphasises the importance of strong policy support to open new sources of revenue. Lessons learned from this experience show that the utilisation of untapped regional revenue potential requires a comprehensive study process and strong regulatory support as a basis for implementation. This approach can be replicated in other regions with the main prerequisites of seriousness in conducting an in-depth study of revenue potential, adequate policy and regulatory support, and the commitment of local governments to follow up on the results of the study in the form of regulations and consistent implementation.
Participation of vulnerable groups	The implementation of the 2024 Inclusive Musrenbang Pilot and the Kaltara Mentari Aspiration Screening Forum successfully increased the number of proposals to the government, but the quality of input from JMS is still limited due to suboptimal advocacy capacity despite data access and analysis training. An important lesson learned is that improving the quality of aspirations requires strengthening CSO advocacy capacity so that inputs are more targeted, representative and in line with government priorities. This approach can be replicated with the following prerequisites: advocacy capacity building support for CSOs, adequate access to data and analysis, and good coordination mechanisms between government and civil society.

FY 2025/2026 SKALA Program Summary

3.3 Summary of intended results

Narrative	Summary of key outputs to be delivered in order to achieve the narrative
Result in the development and institutionalisation of consultation spaces and engagement with vulnerable communities to promote increasingly inclusive planning	- Formulation of regional head regulations on the implementation of regional regulations on persons with disabilities, Continuing Humanity and Gender Mainstreaming - Regional Action Plan for Gender Equality Development (RAD-KG) - Technical Guidance Policy in the form of Governor Regulation for the Inclusive Planning Forum - Strengthening the capacity of MENTARI KALTARA civil society network in data access, analysis and advocacy, and work plan
Resulting in an improved data governance framework that	- Institutional strengthening of the Kalimantan Utara Regional One Data Manager - Strengthening and integration of regional and central data management systems

supports inclusive basic service delivery	• Development of micro, macro, and sector data analysis frameworks for MSS needs analysis and regional planning • Capacity building related to disaggregated micro data analysis for MSS fulfillment needs analysis and regional planning
Resulting in a more consolidated and inclusive framework for MSS implementation and regular planning	• Facilitation of MSS financing needs calculation through e-costing • Strengthening the coordination and coaching role of the Provincial MSS implementation team • Capacity building related to regional planning including the integration of various thematic action plans • Advocacy for the preparation of regional planning documents • Advocacy for the preparation of regional budgeting documents
Generate a more responsive local government budget management base for inclusive basic service delivery	• Preparation and implementation of regulations and policies on Regional Revenue and Expenditure (PDRD) • Capacity building related to PDRD • Capacity building related to the General Allocation Fund (DAU) • Capacity building related to Revenue Sharing Fund (DBH)

3.4 Summary of key support/inputs

Theme	Number of Workshops	Number of TAS	Number of Technical Training Sessions	Total Input
MSS	11	1	1	12
PFM	4	-	4	8
DNA	11	1	-	11
GEDSI	9	1	-	9
TOTAL	35	3	5	40

Maluku Province Semester Report

(January-June 2025)

Context of Maluku Province

Overview of basic services, vulnerable groups, and fiscal capacity.

Key development outcome indicator data

Key development indicators	2024
Education participation rate for Elementary, Junior High, and Senior High School	School Enrollment Rate (SER): 7-12 years (%) = 99.49 13-15 Years (%) = 97.83 16-18 years (%) = 77.70
Infant mortality rate	29.82 per 1000 live births
Maternal mortality rate	261 per 100,000 live births
Stunting Prevalence	26,1 %
Poverty rate	16,05 %
Open unemployment rate	6,31 %
GINI-Coefficient	0,282
HDI (Human Development Index)	72.75

Data source: Analysis of Data from Statistics Indonesia/BPS (2022-2024) and various sources

MSS achievement index and budget data

Sector	MSS achievement index 2024 (%)	2024 MSS Budget	
Education	100	IDR	147,417,265,050 ⁵³
Health	100	IDR	447,730,000
Social	95	IDR	4,174,312,300
Public Works	100	IDR	6,822,510,732
People's Housing	95	IDR	556,000,000
Public Order, Peace, and Community Protection (Trantibumlinmas)	97	IDR	294,999,900 ⁵⁴

Data source: MSS budget data were retrieved from the e-SPM/e-MSS of the DG of Regional Development of the Ministry of Home Affairs, MSS achievement Index data were retrieved from the publications of the DG of Regional Development of the Ministry of Home Affairs, accessed on August 5, 2025

⁵³ Data retrieved from the Education Office because no relevant data were submitted in the e-SPM report

⁵⁴ Data of the Budget of the five (5) Provincial Agencies (*Organisasi Perangkat Daerah, OPD*) were retrieved from the e-SPM report

Fiscal capacity data for Maluku Province

Maluku is highly dependent on the central government transfer (around 76% of Regional Revenue in the 2014–2023 period), with Regional Revenue (*Pendapatan Asli Daerah*, PAD) at about 19%, limiting fiscal flexibility. With complex geographical, social, economic, and institutional conditions, Maluku needs an integrated development strategy that not only strengthens local infrastructure and economy, but also expands the participation space for vulnerable groups.

Source	APBD 2024 (IDR)	APBD 2025 (IDR) ⁵⁵
PAD (Regional Revenue)	757.451.808.188	873.011.031.209
TKD (Fiscal Transfer)	2.441.784.793.000	2.374.340.731.000
Other sources	420.000.000	321.000.000
Total	3.199.656.601.188	3.247.672.762.209

Data source: Maluku Province 2024 and 2025 APBD Data

Dynamics shaping SKALA program implementation

From January to June 2025, the local government focused on drafting the Regional Medium-Term Development Plan (RPJMD) and the Regional Government Work Plan (RKPD). The resulting slowdown of two to three months limited the implementation of activities in the region. This delay affected several activities; for instance, Data List Planning, originally scheduled for January 2025, was postponed until May. Additionally, SKALA's key Provincial Agencies (*Organisasi Perangkat Daerah*, OPD) partners faced significant budget cuts. The Communication and Informatics Office (Diskominfo), for example, has experienced budget cuts for sectoral statistical activities. The Housing and Settlement Office has also experienced budget cuts for the rehabilitation/relocation of houses affected by disasters.

The operational dynamics of local government bureaucracy and the hierarchical and top-down communication patterns of the Provincial Agencies pose a challenge for SKALA. Most regional apparatus are highly dependent on the direction from the leadership, even for administrative and technical matters that should be handled directly by the executive staff. For example, the determination of the 2024 Data List Decree was delayed by up to two months, solely due to pending disposition from the leadership at the Satu Data Sekretariat.

In addition, the dynamics of communication within Provincial Agencies, particularly between leadership and operational staff, influence the implementation of activities. Staff were often reluctant to present recommendations from SKALA's activities to their superiors. As a result, knowledge transfer has been hindered.

⁵⁵ Data obtained from the 2024 and 2025 Maluku Provincial Budget (APBD), for the 2025 APBD, APBD before rationalisation was used

“

We are functional (staff), but we feel like structural staff, we're not accustomed to directly sharing ideas with the leadership if there are ideas; instead, we wait for the leader to ask questions, and then we respond. Otherwise, yes, we just stay occupied with the structural tasks.

(Regional Development Planning Agency/Bappeda, Maluku Policy Brief Workshop)

”

The transition to the new head of the province/leadership also affects the implementation of activities in this semester. Changes or mutations of the leadership within the key partner Provincial Agencies also influence the work motivation of technical implementation staff, resulting in delays to several plans previously agreed upon with SKALA.

From a fiscal perspective, Maluku Province's level of independence is still very low. Findings from the Regional Revenue study supported by SKALA (2025) indicate that the Regional Revenue ratio in Maluku is relatively low and tends to decrease during 2022-2024. The average ratio of Regional Revenue to total Regional Revenue is only 21.75% (categorised as "very low" as it falls below 25%).⁵⁶

Overview of SKALA Program Priorities in Provinces in FY 2024/2025

SKALA's focus in Maluku is to ensure a conducive policy environment to encourage improvements in the provision of basic services. SKALA's strategic support focuses on the following four key thematic areas:

- **Data and analytics:** The availability and use of data, including data related to vulnerable groups that represent conditions in the field. The data is useful for decision-making and supports the provision of inclusive services.
- **Minimum Service Standards (MSS):** The capacity of local governments to plan and manage the provision of quality and inclusive services.
- **Public Financial Management (PFM):** Strengthening regional fiscal capacity, improving the quality of regional spending for the provision of inclusive basic services.
- **Gender Equality, Disability, and Social Inclusion (GEDSI):** Participation, representation, and influence of women, persons with disabilities, and other vulnerable groups in the government's decision-making process.
- **Implementation of Program Monitoring, Evaluation, and Documentation:** SKALA conducts routine monitoring, as well as periodic evaluation and learning, to maintain program accountability. This activity includes the collection of primary and secondary data, both quantitative and qualitative. The results are then submitted to the SKALA Programme Team to be used in the planning of the 2025/26 annual work plan and reporting materials to the government and DFAT.

⁵⁶ The current national average Regional Revenue ratio is 56.08% (BPS, 2025).

Summary of results at the Input level

Table 14: Program input count table (January-June 2025)

Input type	Number of inputs	Total Budget realisation	Number of participants involved
Workshops	15	IDR 647,829,222	Person time ⁵⁷ : 1,146
Technical Guidance	1	-	Headcount ⁵ :
Learning Forums, Evidence Collection	2	IDR 21,620,959	• 245 male
Meetings/Coordination Meetings	1	IDR 1,818,253	• 299 female
			• 20 persons with disabilities
TOTAL		IDR 671,268,434	

Data source: MIS SKALA as of August 6, 2025

Summary of results at the Output Level

Table 15: FY 2024/2025 work plan output table as of June 2025

Theme	Completed	Ongoing	Not started	Total
DNA	9	2	3	14
MSS	11	2	2	15
PFM	2	5	4	11
GEDSI	6	2	1	9
TOTAL	28	12	10	39

Data Source: MIS SKALA as of August 6, 2025

Overview of completed FY 2024/2025 work plan outputs:

1. DNA (Data and Analysis):

- SKALA supports Satu Data governance and the implementation of regional data cycles, such as the recommendation to include the Minimum Service Standards data variables in the 2025 Data List, and the development of the 'Baileo Maluku' Satu Data Portal.
- To strengthen the implementation of Satu Data, SKALA provides recommendations for the Satu Data policy, such as Satu Data Action Plan and the SOP for the implementation of Satu Data Maluku. In addition, SKALA supports the preparation of the SPBE (Electronic-Based Government System) Architecture.

⁵⁷ Person time refers to the total instances of participation; one individual may participate more than once in SKALA-supported activities. Headcount refers to participants whose costs are covered by SKALA.

- SKALA encourages the use of the results of the PAK (Credit Score Determination) analysis in various regional planning documents, including Minimum Service Standards, both at the provincial and district/city levels.

2. MSS (Minimum Service Standards):

- SKALA provides technical recommendations for the implementation of the four stages of MSS implementation in the MSS planning in 2026. SKALA also provides recommendations for MSS Plan revision, encouraging the active involvement of Bappeda (Regional Development Planning Agency) and BPKAD (Regional Financial and Asset Management Agency) in technical meetings of the MSS implementation team.
- SKALA provides support at the planning stages of the RPJMD and RKPD, by facilitating and providing technical recommendations for the implementation of the 2026 RKPD *Rakortekrenbang* (Technical Coordination Meeting for Development Planning), the preparation of performance trees, and cascading the Provincial Agencies Strategic Plan for MSS support with the 2025-2029 RPJMD.

3. PFM (Public Financial Management):

- SKALA continues its support for the preparation of the Governor's Regulation on Regional Tax Collection and Levy Procedures.
- As a first step to strengthen regional fiscal capacity, Bappenda (Regional Revenue Agency), together with SKALA, have carried out a study to increase Regional Revenue (PAD) and develop business processes for four levy-collecting Provincial Agencies.

4. GEDSI (Gender Equality, Disability, and Social Inclusion):

- In the second semester, SKALA Maluku provided facilitation supports, inputs, and technical recommendations for two policies: the Regional Regulation on Gender Mainstreaming and the Plan for Persons with Disabilities.
- SKALA provided policy paper writing training to 20 CSOs, including six Provincial Agencies.
- SKALA also supports the implementation of the first Thematic *Musrenbang* (Development Planning Consultation Forum) in Maluku Province, guidelines preparation, and implementation budget.

Summary of results at the Intermediate Outcome level

Better public financial management to support improved service delivery (IO 4 and 6)

- Maluku Provincial Government has issued derivative regulations from the PDRD (Regional Taxes and Levies) policy and operates according to the latest regulations.
 - Two Governor's Regulations on tax collection and levy procedures are issued before the deadline from the Ministry of Finance. This allows the implementation of the tax Option on time, which is in January 2025. However, the limited capacity of taxpayer data management and integration is still a challenge.
- Recommendations for increasing Regional Revenue and business processes for optimising levy collection have been submitted to the Provincial Government.
 - SKALA studies the possibility of increasing Regional Revenue (PAD) through the option of expanding the Vehicle Tax on water and surface water. This is projected to increase Regional Revenue by around 17 billion/year.
 - Minimum Service Standards-supporting Provincial Agencies have the knowledge and ability to make ideal plans according to the needs and indicators that must be met for the

implementation of Minimum Service Standards in 2026. For example, the Social Affairs Office budgets 6 billion for Minimum Service Standards in 2026 (an increase of 2 billion from 2025). The Health Office also adds 200 million from the 2025 budget.

- Minimum Service Standards-supporting Provincial Agencies have begun to budget sub-activities that were not previously in the planning. For example, the Education Office includes two additional sub-activities for the Out-of-School Children Rate indicator and strengthening literacy. In addition, the Health Office has budgeted for pre-health crisis/disaster simulation sub-activities for 2026.
 - The results of the calculation of the Minimum Service Standards needs for 2026 have become a reference for the preparation of the 2026 Work Plan at the Health Office, Social Services Office, Public Works Office, Housing and Settlement Area Office (*Perumahan dan Kawasan Permukiman*, Perkim), and the Office of Public Order and Community Protection (*Ketenteraman dan Ketertiban Umum serta Perlindungan Masyarakat*, Trantibumlinmas).
 - The Maluku Provincial Government won the MSS Award 2025 as the province with the best performance for the Maluku and Papua regions. Nationally, Maluku's ranking rose from the 21st position to the 17th position.
- SKALA has performed training on the preparation of the Performance Tree and cascading the RPJMD into the Regional Strategic Plan to 35 people (M:13, F:22). This activity is focused on six Minimum Service Standards-supporting Provincial Agencies and two other key SKALA partners: the Office of Communication and Informatics (*Dinas Komunikasi dan Informatika*, Diskominfo) and the Office of Women's Empowerment and Child Protection (*Dinas Pemberdayaan Perempuan dan Perlindungan Anak*, DP3A).
 - Maluku Provincial Government has independently aligned the 2026 General Budget Policy (*Kebijakan Umum Anggaran*, KUA) and Provisional Budget Ceiling and Priorities (*Prioritas dan Plafon Anggaran Sementara*, PPAS) with the Regional Policy for Fiscal Capacity Strengthening (*Penguatan Pendanaan Keuangan Ekonomi Daerah*, PPKE KEM). This activity was also supported by cadres from the Ministry of Finance's Strengthening Regional Capacity Program (*Strategi Penguatan Kapasitas Daerah*, SPEKTRA).
 - SKALA provides inputs and implementation models for the 2026 Regional Government Work Plan (*Rencana Kerja Pemerintah Daerah*, RKPD) through the Technical Coordination Meeting for Development Planning (*Rapat Koordinasi Teknis Perencanaan Pembangunan*, Rakortekrenbang), in the context of strengthening planning synergy between the central government, provincial government, and district/city governments. This approach has not previously been undertaken by the Maluku Provincial Government.

Data availability, management, and utilisation to improve evidence-based planning processes (IO 5 and 9)

- The function of the Satu Data Forum is beginning to emerge in promoting regulations and policies that strengthen Satu Data governance. Products of Satu Data Forum include:
 - Final draft of the Satu Data Regional Plan is aligned with the One Data for Domestic Governance Policy (*Satu Data Pemerintahan Daerah Nasional*, SDPDN).
 - SOP for Satu Data Maintenance.
 - Draft Decree on the Assignment of Supporting Data Guardian.
 - Governor's Decree for the coordination team for the implementation of the Electronic-Based Government System (SPBE).
- The implementation cycle of Satu Data has begun to take shape, marked by the emerging collaboration among key actors within the Satu Data Forum of Maluku Province.

- With the support of SKALA, the Maluku Provincial Government develops the Maluku "*Baileo Data*" Portal, which has entered the final stage of the trial.
- The 2025 data list has covered more Minimum Service Standards data variables than the previous year. In 2024, the Satu Data Forum only identified 10 variables, but by 2025, it will contain 308 data points supporting the implementation of Minimum Service Standards.
- Bappeda, for the first time, independently initiated a meeting with Diskominfo and BPS to identify the 2025 data list.
- The intensity of the meeting between Bappeda, Diskominfo, and BPS has increased, especially to prepare regulations and policies for one regional data.
- Local governments are more independent in utilising SIPD (Regional Government Information System), especially e-walidata.
 - SKALA has provided training for local governments last semester. Now, they are able to input and verify e-walidata independently. Until July 2025, the 2024 data entry in e-walidata has reached 95%. Only one Provincial Agency has not yet entered its data.
- The results of the SEPAKAT analysis have been used in planning at the Provincial and District/City levels, including for Minimum Service Standards planning. For example, in the calculation of drinking water needs for the Minimum Service Standards 2026 plan, the Public Works Office uses SEPAKAT analysis for drinking water distribution data.

GEDSI – Participation and Planning (IO 7 and 8)

- The space for participation for CSOs is increasingly open in the regional development planning process, including for Disabled Persons Organisations.
 - The first RPJMD Thematic *Musrenbang* in Maluku Province was held, with the participation of 23 CSOs, including six Disabled Persons Organisations. CSOs submitted 50 proposals to the government.
 - CSOs' ability to advocate has increased, as they have written and submitted a policy paper to local governments.
- The understanding of the government and local apparatus towards GEDSI is no longer limited to women and children, but has begun to encompass persons with disabilities and indigenous peoples.
 - The initial draft of the RPJMD document contains performance indicators of "the percentage of persons with disabilities working in the formal sector", which aligns with the proposal of Disabled Persons Organisations in the Thematic *Musrenbang*.
- Advocacy skills in CSOs and Disabled Persons Organisations have increased. The policy paper submitted to the Head of Research and Development of Bappeda has been followed up by the local government by implementing the RPJMD Thematic *Musrenbang*.
- The Minimum Service Standards implementation team has revised the Minimum Service Standards plan according to SKALA inputs and the results of Bappeda's evaluation to adjust the targets and needs, as well as for alignment with the 2025-2029 RPJMD.
- Through collaboration with SKALA, the regional government has improved the stages of regional planning for RPJMD and RKPD for the first time. Six supporting Provincial Agencies, Diskominfo, and DP3A have completed the Strategic Plan cascading matrix with the 2025-2029 RPJMD.

Impact of results/changes

Minimum Service Standards Theme

Impact Type	Impact
Methodological impact	140 civil servants (M:72, F:68) in the Minimum Service Standards implementation teams from the Province and 11 districts/cities have been trained in 4 stages of Minimum Service Standards implementation. - The list of regional data for 2025 includes 308 data on the implementation of Minimum Service Standards.
Ecosystem Impacts	- The existing Minimum Service Standards action plan is being revised to adjust the service targets. - The Minimum Service Standards implementation team collaborates with Bappeda and BPKAD to calculate the needs of the 2026 Minimum Service Standards according to SSH (Standard Unit Prices). - The Minimum Service Standards implementation team held 4 technical meetings involving Bappeda and BPKAD (M:11, F:12) for Minimum Service Standards planning in 2026. - Provincial Public Works Office, Provincial Housing and Settlement Office, and those in two Districts /Cities have utilised data from the results of SEPAKAT analysis for Minimum Service Standards planning.
Operational impact	In the 2026 Minimum Service Standards planning, 5 Minimum Service Standards-supporting Provincial Agencies (Health Office, Social Affair Office, Public Works Office, Housing and Settlement Office, and Public Order, Peace, and Community Protection) have aligned the needs calculation form with the 2026 Provincial Agencies Work Plan.

PFM Theme

Impact Type	Impact
Methodological impact	- There is one (1) trained facilitator available to evaluate the alignment of the District/City PPAS KUA document with the National PPKF KEM. - A form for calculating the Minimum Service Standards needed in 2026 in line with the SSH (Standard Unit Prices) is available.
Ecosystem Impacts	- Regional Regulation no. 2/2024 on Regional Taxes and Levies, Governor's Regulation no. 35/2024, and Governor's Regulation no. 36/2024 on Procedures for Levy and Regional Taxes. - MoU and Collaboration Agreement between the Province and Cities on Cooperation in Optimising Tax Collection and Synergy of Additional Tax Levy (opsen) Collection.
Operational impact	BPKAD independently socialises and provides guidance to 11 districts/cities to harmonise the KUA PPAS and KEM PPKF in 2026.

DNA theme

Impact Type	Impact
Methodological impact	- The expansion of the reference for the preparation of the data list now contains data on KPIs (Key Performance Indicators), MPIs (Main Performance Indicators), National Priority Data, Minimum Service Standards data, e-walidata data, and BPS recommendation data. - Increased number of data lists in the last 3 years, 280 (2023) to 1,470 (2024), and then 2,029 (2025). 54 Civil Servants (M:24, F:30) from 35 data-producing Provincial Agencies have received assistance in preparing data and metadata standards. 4 facilitators (M:2, F:2) for SIPD e-Walidata and planning. 61 Civil Servants (M:30, F:30) from 35 Provincial Provincial Agencies have been trained to enter e-walidata.

	19 Civil Servants (M:13, F:6) became SEPAKAT trainers at the Provincial level.
Ecosystem Impacts	- Satu Data Maluku Action Plan (which has been adjusted to the Regulation of the Minister of Home Affairs on One Data for Domestic Governance/SDPDN) has been completed. Currently, the draft Governor's Regulation is being prepared. - Governor's Decree in 2024 on the establishment of a coordination team for the implementation of SPBE. - Governor's Decree in 2025 on the Establishment of a Facilitator Team for the Preparation of a Business Process Map for the Regional Apparatus of the Maluku Provincial Government. 19 SEPAKAT trainers in the province have conducted technical guidance to 39 Civil Servants (M:21, F:14) from 5 districts/cities on how to use SEPAKAT. - The results of the SEPAKAT analysis have been utilised across various planning documents at the provincial and district/city levels, including the academic manuscript for the Regional Regulation on Gender Mainstreaming and the gap analysis for the Regional Action Plan (RAD) concerning Persons with Disabilities.
Operational impact	- Bappedda, Office for Communication and Informatics, and BPS independently compiled a list of 2025 data - Completion rate of e-walidata for the 2024 data has reached 95%.

GEDSI Theme

Impact Type	Impact
Methodological impact	- The guidelines for the implementation of the thematic musrenbang have been submitted to Bappedda. 39 civil servants from 15 Provincial Agencies in Maluku Province have been trained on GRPB (Gender-Responsive Planning and Budgeting). - A gap analysis matrix for RAD for persons with disabilities is available. - Revision of the Decree on Puspa Forum into the Civil Society Network (JMS) forum in Maluku has been done. 24 representatives (M:4, F:20) from 20 CSOs (including 6 Disabled Persons Organisations) were trained to write policy papers. 7 (M:2, F:5) representatives from (2 CSOs and 4 DPOs/disabled people's organisations) have been trained as facilitators to compile a matrix for the analysis of the RAD gap for persons with disabilities.
Ecosystem Impacts	- Regional Regulation No. 7 of 2024 on Gender Mainstreaming - Decree of the Head of Bappedda regarding the facilitator team for the preparation of the Disability Action Plan (6 CSO representatives, including 4 DPO representatives). 2 Civil Servants from DP3A and Bappedda who received GRPB training from SKALA have conducted GRPB training in 2 districts/cities in Maluku. 1 policy paper from CSO has been followed up by the Regional Government by performing thematic musrenbang. - DP3A Ambon City, who participated in GRPB training activities from SKALA, has established a consultation clinic for GRPB at the city level.
Operational impact	50 proposals from CSO representatives have been submitted to the government. - One proposal by CSO representatives in the policy paper for GEDSI mainstreaming has been followed up by the implementation of the Thematic <i>Musrenbang</i>. - The indicator "Percentage of Persons with Disabilities working in the formal sector" is included in the initial planning of RPJMD.

STORY 1:

Strengthening Collaboration in the Minimum Service Standards Implementation Team

The provincial Minimum Service Standards implementation team plays a crucial role in ensuring the implementation of the 4 stages of Minimum Service Standards implementation in the regions. Before the presence of SKALA, the involvement of Bappeda and BKAD Maluku was still very limited. For example, in the preparation of the 2023–2027 Minimum Service Standards action plan, only the Government Bureau and six supporting Provincial Agencies were involved.

In response to these conditions, SKALA, in collaboration with the Government Bureau, initiated efforts to establish communication with Bappeda and BPKAD. Bappeda emphasised the importance of Provincial Agency planning that is grounded in actual issues and field-level challenges. Meanwhile, BPKAD has begun to assume a more strategic role in overseeing the allocation of the Minimum Service Standards budget, which has often been deprioritised.

Signs of progress are becoming evident. Both Bappeda and BPKAD now actively participate in technical meetings held by the Minimum Service Standards implementation team. During the data collection phase, Bappeda and the Provincial Agencies have started utilising SEPAKAT analysis results to support more evidence-based planning. Concurrently, BPKAD contributes technical input to the process of calculating Minimum Service Standards budget requirements.



We also have to thank SKALA and the Government Bureau. Until now, we've often heard about Minimum Service Standards, but lacked a complete understanding. Technical meetings like this are extremely helpful for us in monitoring budget discussions within TAPD (Regional Government Budget Team) and DPRD (Regional House of Representatives).

Head of Budget Department of Maluku Province BPKAD, in the 2026 Minimum Service Standards Requirement Calculation Technical Meeting



As a result of strengthened collaboration, the Minimum Service Standards-supporting Provincial Agencies have now completed the calculation of ideal budgetary needs for 2026 planning. Notably, each Provincial Agency has reported a significant increase in its estimated budget requirements.

STORY 2:

Maluku Satu Data Forum: Strengthening Collaboration towards Improving the Implementation of One Regional Data

The Satu Data Forum in Maluku Province was initiated in 2020, but its implementation remained sluggish until 2022, as Bappeda and Diskominfo had yet to fully grasp their respective roles and functions.

Since SKALA began its facilitation in 2024, the number of previously stagnant Data Lists has increased significantly—from 280 in 2023 to 1,470 in 2024, and reaching 2,029 in 2025. The preparation process has also become more participatory and comprehensive, now encompassing not only KPIs and MPIs, but also National Priority Data, Minimum Service Standards indicators, and suggestions from data steward (BPS).

Notably, the process introduced by SKALA during the 2024 data list preparation has now been independently adopted by Bappeda, Diskominfo, and BPS in compiling the 2025 data list. In its initial stages, Bappeda allocates its own budget to convene a small forum with all Provincial Agencies partner divisions within Bappeda and Diskominfo.

SKALA has actively promoted institutional strengthening and communication among key stakeholders—Bappeda, Diskominfo, and BPS. The SDI (Satu Data Indonesia) Forum, which previously convened only once a year, now routinely meets to discuss and prepare strategic documents. Between July 2024 and June 2025, at least eight meetings have taken place. Provincial Agency perceptions of Diskominfo and Bappeda (as the coordinator and custodian of the data forum) have grown increasingly positive. Where data requests were once frequently overlooked, data producers now better understand the forum's role and the importance of standardised data.



Indirectly, SKALA's presence has strengthened our control and room to maneuver, simply because now we understand our position and Provincial Agencies also recognize the big role of Diskominfo in the forum.

Diskominfo Staff



While challenges persist—particularly in terms of budget limitations and institutional sustainability—the forum's spirit and capacity have notably improved. The Maluku Satu Data Forum is now preparing to launch the 2025 data cycle with a more focused, collaborative, and SDI-based approach.

STORY 3:

Bacarita Manise: A New Participatory Space for the Voice of Vulnerable Communities in Maluku

The presence of participatory spaces is vital for Civil Society Organisations (CSOs) in Maluku Province. To date, their involvement in forums such as the regular Musrenbang has remained largely symbolic.

A shift toward more meaningful participation is set to begin in 2025 through the RPJMD Thematic Musrenbang initiative, known as Bacarita Manise. SKALA has taken the lead in initiating ideas, developing implementation guidelines, and gathering input for the Musrenbang model through informal discussions with CSOs and Disabled Persons Organisations (DPOs).

In collaboration with another DFAT partner—program **INKLUSI**—SKALA organised the *Bacarita Manise* pre-Forum. As a result, 23 CSOs, including six organisations representing persons with disabilities, actively participated. The thematic *Musrenbang* also drew attendance from 27 representatives of Provincial Agencies (OPD). To foster two-way dialogue, SKALA recommends a structured discussion format organised around three thematic desks: Economics and Natural Resources, Infrastructure and Spatial Planning, and Governance and Human Empowerment.

The opportunity and space to provide inputs is wide open, as JMS is directly involved in discussions with the relevant Provincial Agencies.



Active discussions as well as new information and perspectives from persons with disabilities and related institutions (CSOs) really help us to be better in future planning, for the fulfillment and improvement of the quality of both access and quality of education in Maluku Province.

Provincial Agency of the Education Office, in a post-Bacarita Manise feedback survey



Challenges and Lessons Learned

Program implementation challenges, impacts, and solutions

Technical Challenges

1. Limitations of human resources for the implementation of sectoral statistics; Functional position (*Jabfung*) is not available for Statistician and ICT Officer for all data producers. The role of data staff in data producers is carried out by planning staff who do not have a statistical background. This makes the process of compiling data and metadata standards difficult.
2. Limited technical capacity of human resources: planners, data managers, and budgeting staff in some Provincial Agencies lack sufficient analytical capacity and data literacy to implement data-driven approaches.

3. Presidential Instruction 1/2025 implies budget rationalisation for the key partner Provincial Agencies despite their heavy reliance on the Fiscal Transfer (TKD).
4. The absence of monitoring and evaluation guidelines for the implementation of Minimum Service Standards (MSS) from the Central Government has resulted in unsystematic oversight from the provincial to the district/city level.
5. The policy on allocating the General Allocation Fund Earmarked Grant (Dana Alokasi Umum Spesifik Grant or DAU SG) for cross-provincial agencies (OPD) use is not clearly articulated in the Technical Instructions. However, Minister of Finance Regulation Number 102 of 2024 (102/2024) provides scope for using DAU SG to support Social Affair Office Minimum Service Standards indicators.
6. Policy derivatives from the Regional Regulation on Gender Mainstreaming (*Pengarusutamaan Gender* or PUG) have not been followed up, limiting the effectiveness of the PUG Working Group's role.
7. Policies related to the National Digital Talent Ecosystem (Digital Talent Nasional or DTSEN) remain poorly understood by local governments.

Non-Technical Challenges

1. Several key officials who were previously the main motors (champions) in key partners such as DP3A and the Office for Communication and Informatics have retired.
2. There has been a change of technical staff in the Minimum Service Standards-supporting Provincial Agencies, such as the Public Works Office and the Education Office. Meanwhile, the knowledge transfer process within Provincial Agencies has not yet occurred.
3. There is still a low level of independent collaboration between regional apparatus institutions, if not facilitated by SKALA.
4. Commitment to the Minimum Service Standards and GEDSI issues is still partial. Often, the knowledge is owned by technical staff who do not have the authority to make decisions.
5. The bureaucratic culture within the Maluku Provincial Government remains highly dependent on top-down leadership directives, limiting the flexibility and initiative needed to pursue changes and innovations.
6. Regional leaders are currently prioritising the implementation of national flagship programs mandated by the President of the Republic of Indonesia, such as stunting prevention initiatives, *Koperasi Merah Putih*, and the Free Nutritious Meals (*Makan Bergizi Gratis*) program.

Solutions that have been taken and need to be done

1. SKALA has provided technical assistance to address various human resource and budgetary challenges, including the development of the Satu Data Action Plan and the Action Plan for Persons with Disabilities.
2. To enhance regional planning capacity, SKALA has promoted a range of activities, such as the formulation of performance trees and cascading mechanisms, to help the Provincial Agencies (OPD), particularly those supporting Minimum Service Standards, better understand their roles and responsibilities.
3. The integration of multiple action plans still needs to be completed before finalising the draft of the Regional Medium-Term Development Plan (RPJMD).
4. Intensive advocacy efforts targeting regional leaders are needed to ensure that their commitments are effectively transmitted to the Provincial Agencies' leadership.

5. SKALA continues to support the development of regulatory frameworks to institutionalise the Thematic *Musrenbang*.

Lessons Learned

Learning theme	Learning description
Provision and use of data	- The process of strengthening the implementation of Satu Data in Maluku begins with strengthening collaboration between key actors in the Satu Data Forum. Strengthening collaboration is built through events held by SKALA or by encouraging informal communication. - The data literacy of the Regional Apparatus is still limited, so the results of SEPAKAT analysis have not been utilised optimally.
MSS implementation (planning, achievement, and reporting)	The change in the four-stage Technical Guidance method for the implementation of Minimum Service Standards to a smaller and targeted technical meeting makes knowledge transfer happen faster. The discussion process between various actors became more open.
Participation of vulnerable groups	Since the beginning, SKALA has encouraged the consolidation of Civil Society Organisations in the preparation of regulations and inclusive policies, such as in the Regional Regulation on Gender Mainstreaming and the Action Plan for Persons with Disabilities. This method of engagement strengthens trust between the government and Civil Society Organisations.
Coordination and collaboration (between Provincial Agencies, central and regional, local governments, and JMS/CSOs/ vulnerable groups)	Collaboration among DFAT-supported programs at the regional level is essential. During the temporary suspension of SKALA activities from January to March, SKALA established a partnership with another DFAT initiative, INKLUSI, to jointly promote the organisation of discussion forums between Civil Society Organisations (CSOs) and Regional Development Planning Agencies (Bappeda) in preparation for the Thematic <i>Musrenbang</i>.

FY 2025/2026 SKALA Program Summary

3.1 Summary of intended results

Narrative	Summary of the key outputs to be delivered in order to achieve the narrative
Result in the development and institutionalisation of consultation spaces and engagement with vulnerable communities to promote increasingly inclusive planning	In 2025/2026, efforts to achieve the narrative will include: - Promote the establishment of local regulations to institutionalise Thematic Development Planning Forums (<i>Musrenbang Tematik</i>) and enhance existing <i>Musrenbang</i> Guidelines, including the incorporation of monitoring and evaluation mechanisms for CSO proposals. - Ensure that the CSO network operates effectively and is supported by a structured work plan to function as a strategic partner in government development initiatives.
Resulting in an improved data governance framework that supports inclusive basic service delivery	In 2025/2026 efforts to achieve a narrative will be driven by: - Completing various regulations and policies for the implementation of Satu Data, especially the review and revision of the Satu Data Governor's Regulation and the Satu Data Forum Decree (adjusted to the regulation of the Minister of Home Affairs on One Data for Domestic Governance/SDPDN). - The data cycle is carried out on time, including the use of a single data portal in the planning process. - Ensure the use of various data sources for beneficiary mapping, including their use as the basis for setting Minimum Service Standards targets.

	Supporting the implementation of coordination, guidance, and supervision (<i>korbinwas</i>) for the implementation of one data in districts/cities.
Resulting in a more consolidated and inclusive framework for MSS implementation and regular planning	- Expanding the involvement of key Provincial Agencies in the provincial Minimum Service Standards implementation team, especially the inspectorate, in ensuring alignment of planning and budgeting. - Encourage the integration of the Minimum Service Standards action plan into the RPJMD, Strategic Plan, and the work plan of Minimum Service Standards-supporting Provincial Agencies. - Strengthening the role of the Provincial Minimum Service Standards implementation team to provide guidance and supervision to the District/City.
Generate a more responsive local government budget management base for inclusive basic service delivery	- Regional Revenue studies are implemented and used by local governments. - Facilitating and advocating for TAPD to encourage the prioritisation of Minimum Service Standards implementation budget.

West Nusa Tenggara (NTB) Province Semester Report

(January-June 2025)

West Nusa Tenggara Province Context

Overview of basic services, vulnerable groups, and fiscal capacity situation.

Key development outcome indicators data

Key indicators of development	Year 2024
Education participation rate for elementary, junior high, and senior high school education	Gross Enrollment Rate (GER): - SD/MI/equivalent(%) = 105.8 - SMP/MTS/equivalent (%)= 92.28 - SMA/MA/SMK/equivalent (%)= 95.79 Net Enrollment Rate (NER): - SD/MI/equivalent (%) = 98.57 - SMP/MTS/equivalent (%)= 83.55 - SMA/MA/SMK/equivalent (%)= 71.09 School Enrollment Rate (SER): 7-12 Years (%) = 99.47 13-15 Years (%) = 97.86 16-18 years (%) = 77.81 19-24 years (%) = 28.88
Infant mortality rate	8.76 per 1,000 Live Births
Maternal mortality rate	102.51 per 100.000 Live Births
Prevalence of Stunting	12.17%
Poverty level	11.91%
Open unemployment rate	2.73%
GINI coefficient	0.364
HDI (Human Development Index)	73.10

Source: Analysed based on data from RPJMD NTB Year 2025-2029

Notes: SD=Elementary School, SMP=Junior High School, SMA=Senior High School, MI=Islamic Elementary School, MTS=Islamic Junior High School, MA=Islamic Senior High School, SMK=Vocational High School

MSS reporting, achievement index, and budget data

Sector/Affairs	Report completion in e-SPM 2024 (%)	MSS achievement index 2024 (%)	2024 SPM Budget	
Education	100	99,02	IDR	558,330,877,263
Health	100	100	IDR	1,794,036,739
Social	98,18	99.2	IDR	16,040,950,695
Public Works	100	98.5	IDR	27,643,714,980
People's Housing	100	100	IDR	1,574,987,400
Public Order and Community Protection (Trantibumlinmas)	100	100	IDR	329,012,500
NTB	99,70	99.45	IDR	605,713,579,577

Source: Data analysed from e-SPM TW-IV 2024 as retrieved on July 30, 2025 at 16.30 WIB

NTB fiscal capacity data

The NTB Regional Medium-Term Development Plan (RPJMD) 2025–2029 recorded a downward trend in the Regional Fiscal Capacity Ratio (*Rasio Kapasitas Fiskal Daerah*, RKFD)⁵⁸ from 1,465 (2022) to 1,241 (2024). This decline indicates that the Regional Revenue (*Pendapatan Asli Daerah*, PAD) has decreased. In addition, the ratio indicates that NTB's fiscal capacity is only 1,241 times higher than its employee expenditure. This suggests that, after covering the employee expenditure, the remaining regional fiscal capacity is highly constrained, limiting the province’s ability to finance development programs, capital expenditures, and priority activities beyond routine expenditures. The following table presents the NTB Provincial Government’s budget categorised by revenue sources:

Source	2024 APBD		2025 APBD	
PAD (Regional Revenue)	IDR	3,294,373,42	IDR	2,513,229,45
TKD (Fiscal Transfer)	IDR	3,327,187,77	IDR	3,462,818,36
Other sources	-		IDR	210,101,14
TOTAL	IDR	6,621,561,19	IDR	6,186,148,95

Source: Analysed from the NTB RPJMD for 2025-2029 (in millions of Rupiah)

Dynamics affecting program implementation

Changes in the organisational structure and various key positions, such as the Regional Secretary, Head of Office, and Head of Technical Divisions, require SKALA to re-engage and rebuild relationships with new officials. These transitions affect the continuity of policies previously advocated by SKALA and endorsed by the former administration, including initiatives like vehicle tax exemption for persons with disabilities and data management collaboration.

On the other hand, the preparation of regional strategic planning documents (RPJPD, RPJMD, RKPD) was conducted under a tight timeline, spanning from the end of last year through the current semester. Regional planners, particularly within the Regional Development Planning Agency (*Bappeda*), have concentrated efforts on ensuring alignment with national policy directives. As a result, the implementation of SKALA-supported activities has required adjustments in resource personnel, scheduling, materials, and other technical planning components.

Presidential Instruction 1/2025 promotes budget and expenditure efficiency in 2025. This has led to adjustments and shifts in program priorities. For example, the budget allocations for the *Bappeda* and the Communication, Informatics, and Statistics Office (*Diskominfo*) for the One Data Forum has been reduced. Additionally, the frequency of field visits by the Provincial Minimum Service Standards (MSS) Implementation Team to districts and cities has been limited.

⁵⁸ The Regional Fiscal Capacity Ratio (RKFD) is a measure used to evaluate the ability of the regional government to manage regional financial capabilities or indicators of fiscal independence, i.e., the proportion of local own-source revenue (PAD) to total revenue (including from Transfers to Regions/TKD) (Regulation of the Minister of Finance 65/2024).

New priorities of the NTB Provincial Government

The 2025–2029 NTB Province Regional Medium-Term Development Plan (RPJMD) declares 10 regional priority flagship programs⁵⁹. There are several strategic opportunities that the SKALA Program can leverage to drive inclusive basic services, such as:

- Healthy and smart NTB: SKALA strengthens the governance of MSS in education and health.
- Empowered village and NTB Good & Smart Governance: SKALA improves the data governance system from province to village.
- Inclusive NTB: SKALA encourages the participation of vulnerable groups in policy, planning, and budgeting processes, especially for basic services.

Overview of SKALA Program Priorities in Provinces in FY 2024/2025

SKALA program support focus

SKALA supports the NTB provincial government in ensuring policies that are inclusive and oriented towards the fulfillment of basic services according to MSS. SKALA's strategic support focuses on four themes that are interrelated and aligned with regional priorities as listed below:

- **Strengthening Data and Analysis (D&A):** SKALA encourages the strengthening of NTB One Data policies and institutions (action plans, data lists, forum), the use of the One Data portal and the use of Social and Economic Registration (*REGSOSEK*) data and sectoral data. SKALA also supports the development of village information systems in Dompu District.
- **Strengthening Public Financial Management (PFM):** SKALA supports the development of various derivative policies related to Regional Taxes and Levies (*Pajak dan Retribusi Daerah*, PDRD), strengthens synergy between provincial and district/city governments regarding tax revenue sharing (*Opsen*), and promotes inclusive policies, such as vehicle tax exemptions for persons with disabilities.
- **Strengthening the Minimum Service Standards (MSS) Governance:** SKALA supports the enhancement of governance in implementing MSS through capacity building, improvement of data quality, development of monitoring and evaluation tools, and advocacy for the inclusion of MSS data in the list of regional priority data.
- **Mainstreaming Gender, Disability, and Social Inclusion (GEDSI):** SKALA supports capacity building of Civil Society Networks (*Jaringan Masyarakat Sipil*, JMS) to be able to advocate and participate in various government policy processes. SKALA also facilitates collaboration between the government and civil society in the Thematic Development Planning Forum (*Musyawarah Perencanaan Pembangunan*, *Musrenbang*) to accommodate the needs of vulnerable groups in planning.
- **Implementation of Program Monitoring, Evaluation, and Documentation:** SKALA conducts routine monitoring, as well as periodic evaluation and lessons learned to maintain program accountability. This activity includes the collection of primary and secondary data, both quantitative and qualitative data. This semester, SKALA conducted interviews and FGDs with provincial governments to dig up evidence on progress, achievements, contributions of SKALA, challenges, and lessons. The results have been submitted to the SKALA Programme Team, which is then used as an input in the planning of the 2025/26 annual work plan and reporting materials to the government and DFAT.

⁵⁹ Healthy and Smart NTB, Empowered Village, Inclusive NTB, NTB Argo Maritim, NTB Quality Tourism, E-Mania (Global Creative Economy), NTB Skilled and Agile, Sustainable Natural NTB, NTB Good & Smart Governance, NTB Connected

Summary of results at the input level

Table 16: Table of number of program inputs (January-June 2025)

Input type	Number of inputs	Budget realisation	Number of participants involved
Workshops	13	IDR 638,048,835	Person time⁶⁰: 514 Men 358 Women 23 Persons with Disabilities
Technical Guidance	4	IDR 389,980,925	
Focus Group Discussion (FGD)	1	IDR 15,764,783	
Other Event	1	IDR 4,486,546	Headcounts¹²⁵: 237 Men 226 Women
TOTAL	19	IDR 722,517,166	

Source: SAMA data in SKALA MIS as of August 6, 2025, 09.20 WITA

Summary of results at the output level

Table 17: Table of total outputs of FY 24/25 work plan as of June 2025

Theme	Completed	Ongoing	Not started	Total
DNA	11	0	4	15
SPM	15	1	3	19
PFM	5	2	4	11
GEDSI	1	3	1	5
Total	32	6	12	50

Source: MIS Data for Provincial Report retrieved on August 6, 2025, 09.20 WITA

Overview of completed outputs from the FY 24/25 work plan:

1. DNA

- SKALA provides five technical recommendations for the Regional One Data Action Plan, strengthening the One Data Forum, regional data lists, use of SEPAKAT-REGSOSEK results, and a collaboration model for the expansion of the Village Information System (*Sistem Informasi Desa*, SID).
- SKALA provides two technical inputs for the more inclusive use of the NTB One Data Portal and the upgrade of the Village Information System.
- SKALA strengthens the role and capacity of the provincial SEPAKAT Analysis Team as the resource person, civil servants in all provincial agencies in the management of the 2025 Regional

⁶⁰ Person time is the number of participants; one person may have participated more than once in SKALA's support activities. Headcount refers to participants whose costs are covered by SKALA

Data List, as well as training village operators to use the Village Information System application in Dompu District.

2. MSS

- SKALA provided six technical recommendations covering *Posyandu* governance guidelines, revisions to the MSS Action Plan Governor Regulation, expenditure components and standard unit costs for MSS services, MSS implementation financing calculations, KUA-PPAS⁶¹ aligned with basic service delivery, and integration of MSS data into the regional data list.
- SKALA provides four technical inputs for analysing and mapping basic service issues, and for drafting RPJPD, RPJMD, and RKPD documents oriented toward inclusive basic service delivery.
- SKALA provides five technical facilitation and capacity building sessions for civil servants in preparing the RPJMD, RENSTRA, MSS Action Plan, use of nomenclatures in the Regional Government Information System (*Sistem Informasi Pemerintah Daerah*, SIPD), alignment of the KUA-PPAS and KEM-PPKF⁶², and preparation of Gender-Responsive Planning and Budgeting (*Perencanaan dan Penganggaran Responsive Gender*, PPRG).

3. PFM

- SKALA provided two technical recommendations to strengthen the synergy of motor vehicle tax-non-metal minerals and rocks tax (PKB-MBLB)⁶³ collection across provincial and district/city levels, as well as the allocation of fiscal transfer to support MSS implementation and fulfilment.
- SKALA supports the capacity building of civil servants for provincial and district/city PKB-MBLB tax collection, as well as in planning for the fulfilment of infrastructure spending.

4. GEDSI

- SKALA facilitated a GEDSI Thematic *Musrenbang* involving 54 parties (CSOs, DPOs, INKLUSI partners, provincial agencies, schools).

Summary of results at the Intermediate Outcome (IO) level

Availability, management, and utilisation of data to improve evidence-based planning processes (IO 5 and 9)

Evaluation and Revision of the One Data Action Plan:

- The draft 2025–2029 NTB One Data Action Plan has been prepared in accordance with the One Data Home Affairs Government (*Satu Data Pemerintahan Dalam Negeri*, SDPDN) and is being reviewed by the Legal Bureau. Although it is not final yet, this document has been used in the provinces' agencies for technical assistance on data management. SKALA has been involved since the beginning, starting from mapping issues, providing technical input, to facilitating multiparty discussions.
- NTB Governor Decree Number 100.3.3.1-71 of 2025 has been issued to establish the NTB One Data Governance Team to strengthen the role of *Bappeda* as the Chairman and Coordinator of the NTB One Data Forum Secretariat.

⁶¹ KUA–PPAS: General Budget Policy – Temporary Budget Priorities and Ceilings, a document outlining APBD assumptions, program priorities, and budget ceilings.

⁶² KEM–PPKF: Macroeconomic Framework and Fiscal Policy Guidelines, an official document providing economic projections and fiscal policy directions for RAPBN preparation.

⁶³ PKB stands for Motor Vehicle Tax. This tax is imposed on the ownership and/or control of motor vehicles. MBLB stands for Non-Metallic Minerals and Rocks Tax. This tax is imposed on the extraction of non-metallic minerals and rocks from nature for use.

Publication of Regional Data Registers and Data Collection:

- NTB Governor's Decree Number 100-3-3.1-201 of 2025 on Determination of Regional Data Lists has been issued. The lists include MSS, sectoral data, General Service Indicators, Key Government Performance Indicators (IUP), and national priorities.
- The metadata of the 2025 NTB Data List has been compiled for the first time. This metadata is a reference for manufacturers, data guardians, and users in understanding the definitions, formats, and data standards used.
- 68 planning staff and data entry officers (39 men, 29 women) from 36 provincial agencies received technical guidance from *Bappeda*, *Diskominfo*, *BPS*, and SKALA to be able to collect data according to the data list and metadata.
- As a result, data collection has increased significantly, where by the end of the first quarter of 2025, 97% (of the 921 2025 Data Lists) had been collected by data producers.
- *Diskominfo*, as *Walidata*, has developed a quality assurance instrument and has checked data from 23 provincial agencies.

Strengthening the Regional One Data Forum

- NTB Governor's Decree Number 100.3.3.1-70 of 2025 on the Establishment of the One Data Forum Secretariat has been published. To date, the forum has produced 921 Regional Data Lists for 2025, Metadata, and Data Cycle SOPs.
- The One Data Forum meetings are now more frequent, from one time (2023) to 3 times (2024), and has been held 2 times in the first semester of 2025.
- SKALA strengthens collaboration between decision makers, as evidenced by the joint work plan between *Bappeda*, *Diskominfo*, and *BPS* NTB to strengthen the One Data Forum.

Strengthening the NTB One Data Portal

- The NTB One Data Portal version 2.0 shows significant progress in data presentation and accessibility, as well as in its integration with the One Data Indonesia Portal. This integration is not just about linking features, it also encompasses interactions between systems.
- 780 data items (85% from 921 data) of the 2025 Data List have been published on the NTB One Data Portal.
- An integration design between service data platforms in 8 provincial agencies (including health, education, and public works sectors) and the NTB One Data Portal is being prepared. SKALA provides recommendations on data that needs to be integrated.
- *Bappeda* routinely provides technical guidance in a hybrid manner to E-*Walidata* managers in the province and districts/cities. SKALA encourages data input into e-*Walidata* to be aligned with regional data lists and the use of data for planning.

Sustainability of Social and Economic Registration (*REGSOSEK*) data utilisation

- Six people who have been trained in *REGSOSEK* become part of the data analysis team at the provincial level. They present *REGSOSEK* data analysis and other priority data to support the data-driven planning process. This team is also a "helpdesk" for MSS data.
- Sustainability of *REGSOSEK* continues to be utilised in setting the MSS target data in the Provincial Education Office, Public Works Office, and Public Housing and Settlement Office. It also informs the preparation of persons with disability action plan (*Rencana Aksi Daerah Perangkat Daerah, RAD PD*) and supports problem analysis during discussions held in the GEDSI Thematic *Musrenbang*.

Expanding and strengthening the governance of the Village Information System

- The Village Information System has been designated as one of the pillars of the Empowered Village Flagship Program in the 2025–2029 NTB RPJMD.
- As of mid-July 2025, 1.6 million people (29% of the population of NTB) have been recorded on Village Information System in 830 (71%) villages (out of 1,166) that have used OpenSID.
- The OpenSID application has been updated to include villager socio-economic condition features.
- *Bappeda*, *Diskominfo*, and *DPMPD*⁶⁴ NTB are actively strengthening Village Information System in Dompu District. A total of 81 village/sub-district heads are committed to strengthening the management of Village Information System. Technical guidance has been given to 43 village/sub-district operators (31 men, 12 women).
- The Dompu District Government and the *OpenDesa* Development Team have agreed on an MoU. The district government has allocated IDR 125 million in its 2026 APBD to support One Data in Dompu District.

Better management of public finances to support improved provision of basic services (IO 4 and 6)

SKALA strengthens the coordination, coaching, and supervision functions of the Provincial Revenue Agency (*Badan Pendapatan Daerah*, *Bappeda*) to all Districts/Cities of NTB:

- SKALA supports *Bappeda* in evaluating the implementation of Regional Regulation 2/2024, the MoU on Optimising Motor Vehicle Tax Collection, and Tax Revenue sharing. The NTB Province discovered that:
 - Local capacity to collect Motor Vehicle Tax varies greatly, as evidenced by the realisation of the first quarter of 2025 target (25%), which differs between districts/cities, ranging from 2% to 26%.
 - Only Mataram City (out of 10 districts/cities in NTB) exceeded the target, which was 26%.
 - The low achievement of this target is due to the high Motor Vehicle Tax arrears (>50%), the tax object data is not accurate, and the capacity of the One-Roof Integrated Administration System (*Sistem Administrasi Manunggal Satu Atap*, SAMSAT) to reach all potential tax areas.

SKALA supports the Provincial *Bappeda* in implementing an inclusive regional tax policy:

- 25 people from 8 disabled persons organisations (DPOs) have received the socialisation of Governor's Regulation 23/2024 regarding Motor Vehicle Tax waivers for modified vehicles belonging to persons with disabilities, effective from January 5, 2025.
- 42 representatives (24 men, 18 women) from *Bappeda*, SAMSAT technical units throughout NTB, Police, and Jasa Raharja received the socialisation and evaluation of the Governor's Regulation 23/2024. The results of the evaluation of the implementation of the Motor Vehicle Tax waiver policy are:
 - 4 out of 10 districts/cities (40%) have started implementing Motor Vehicle Tax waiver policy (Mataram City, West Lombok, East Lombok, and North Lombok).
 - 17 persons with disabilities have received Motor Vehicle Tax waivers for modified vehicles.
 - The waiver obtained ranges from 124 thousand to 2 million rupiah per vehicle (including tax principal, fines, and tax revenue sharing).

⁶⁴ Community and Village Empowerment Office

- This policy is very significant in helping persons with disabilities, especially those who have been in arrears of taxes for years.

SKALA strengthens the governance of MSS implementation through evaluation of action plans, preparation of supporting policies, and capacity building:

- NTB won the MSS Award in 2025, one of which is because the MSS data completion rate in the e-SPM has increased significantly from 81.3% (2023) to 99.7% (2024).
- The Decree of the Governor of NTB Number 100-3-3.1-201 of 2025 on determination of supporting data for the implementation of MSS as part of the Basic Development Data has been issued. This Governor's Decree is used as the reference for the data management cycle, including the preparation of regional data lists by districts/cities.
- The MSS and SKALA Implementation Teams have evaluated the implementation of the 2023 NTB MSS Action Plan. Furthermore, the MSS Action Plan will be revised to ensure alignment with the RPJMD.
- The Decree of the Governor of NTB Number 027-326 of 2024 on Unit Price Standards (*Standar Harga Satuan*, SHS) for the 2025 Fiscal Year has been used as the reference for regional expenditures. This SHS regulates the budgeting of goods and services that support inclusive basic service provisions by provincial agencies.

SKALA strengthens the implementation of MSS to the community level through Posyandu:

SKALA supported the development of monitoring and evaluation (M&E) instruments for the implementation of MSS by provincial governments to districts/cities during the previous semester. These instruments primarily aimed to encourage the formulation of MSS Action Plans. Following the issuance of Minister of Home Affairs (MoHA) Regulation No. 13/2024 on *Posyandu* (Integrated Service Post), and the designation of *Posyandu* as a flagship program by the Governor, SKALA is now assisting the provincial government in revising the substance of the M&E instruments to incorporate MSS implementation at the village level. The progress achieved includes:

- The Draft Governor's Regulation on Guidelines for Empowered Family *Posyandu* (*Keluarga Berdaya Posyandu/Posyandu MSS*) has been prepared, covering six MSS services in the village.
- The *Posyandu* MSS is a part of the NTB Smart Health Flagship Program in the RPJMD.
- SKALA provides technical recommendations regarding:
 - Design, components, and indicators of *Posyandu* MSS in the RPJMD.
 - District/city/village MSS monitoring instruments which include data collection process of vulnerable groups that are targeted at the village *Posyandu*.
 - District/city government processes in providing assistance, supervising data collection, and utilising data from villages.

GEDSI – Participation and Planning (IO 7 and 8)

Facilitating participatory planning forums

- The NTB Provincial GEDSI Thematic *Musrenbang* was held for the first time:
 - It was attended by 27 CSOs, 7 DPOS, 5 INKLUSI Partners, 14 agencies, and 1 SLB-A (special school for children with visual impairment or blindness).

- A total of 137 activity proposals were generated from thematic *Musrenbang*: children (37 proposals), women (10 proposals), persons with disabilities (42), the elderly (35 proposals), and migrant workers (13 proposals).
- The proposed activities were adjusted to the regional planning program and has been submitted to *Bappeda* in the RPJMD and RKPD *Musrenbang*.
- The draft of Thematic *Musrenbang* Guideline is being prepared by *Bappeda* in collaboration with 9 CSOs (Gerkatin, Pertuni, HWDI, LIDI, LPSDM, LPA, LRC, and Migrant Care).

Strengthening the capacity of the Government and Civil Society Networks (JMS) in implementing participatory planning

- 18 people (4 men, 14 women) from 4 provincial agencies⁶⁵ and 5 CSO/DPOs⁶⁶ were equipped to be a team of Thematic *Musrenbang*. This team plays a role in designing the implementation, facilitating group discussions, and compiling minutes of proposed activities.
- LIDI and LPA are part of the team preparing the RAD-PD and the draft Governor's Decree for the RAD-PD drafting team. The final draft of RAD-PD is currently under review by Bappenas.

Impact of results/changes

Impact Level	Impact Description
Methodological impact	Guides, instruments, materials, systems, strategies, and evidence/data: • The MSS action plan review instrument has been used by the Provincial MSS Implementation Team to assist districts/cities in preparing their action plan. • The e-SPM completion rate increased significantly from 81.3% (2023) to 99.7% (2024) • NTB won the MSS Award in 2025. • 97% of the 2025 Data List has been collected. • 85% of the 2025 Data List has been published through the NTB One Data Portal. • The NTB <i>Diskominfotik</i> has developed a quality assurance instrument and checked data. New practices are introduced (models, initiatives, method, approaches, innovations): • The socialisation of motor vehicle tax waiver for modified vehicles for persons with disabilities has been carried out in ten districts/cities. • 68 participants from 36 provincial agencies in NTB Province have participated in the regional data management technical guidance. • 4 civil servants from <i>Bappeda</i> and the <i>Diskominfotik</i> became resource persons for the use of <i>REGSOSEK</i> data. • The Thematic <i>Musrenbang</i> has been implemented to ensure public participation in planning. • A total of 18 civil servants from 4 provincial agencies and 5 CSO/DPOS became the Thematic <i>Musrenbang</i> facilitator team.
Ecosystem Impacts	Policies/regulations as a tangible form of commitment: • Regional Regulation 2/2024 on Regional Taxes and Levies. • Governor's Regulation 23/2024 on the procedures for collecting motor vehicle tax, Transfer fee for vehicle ownership (BBNKB), Tax Revenue Sharing for BBNKB. • Regulation of the Head of <i>Bappeda</i> 10/2025 on Motor Vehicle Tax Incentives for Special Vehicles for Persons with Disabilities. • Governor's Regulation 105/2023 on 2023-2027 MSS Planning. • Regional Long-Term Development Plan 2025-2045 of NTB Province. • Governor's Decree 27 – 326/2024 on the 2025 Unit Price Standard.

⁶⁵ Bappeda, Diskominfotik, Social Service, BPKAD

⁶⁶ LIDI, LRC, LPA, LPSDM, and Migrant Care

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- Governor's Decree 100.3.3.1 - 70/2025 on the Establishment of the NTB One Data Forum and Secretariat.
 - Governor's Decree 100.3.3.1 – 71/2025 on the Establishment of the NTB One Data Governance Team.
 - Governor's Decree 100-3-3.1-201/2025 on the Determination of the 2025 Regional Data List.
 - Decree of the Head of Bappeda 94/2024 on the NTB Provincial Regional Action Plans of Local Government Agencies Drafting Team.

Strengthened collaboration and coordination:

- The involvement of various parties in the Thematic *Musrenbang*, RAD PD, and the gender mainstreaming coaching team.
 - MoU between the Governor and the Regents/Mayors in NTB for the implementation of Regional Regulation 2/2024 on Regional Taxes and Levies.
 - Collaboration agreement between provincial and districts/cities *Bappeda* in 10 Districts/Cities in the implementation of Tax Revenue Sharing.
 - Agreement between the *Diskominfo* and BPS to adjust the work plan in increasing the capacity of provincial agencies to carry out the regional data cycle.
-

Operational
impact

Changes in practice, how it works, coordination:

- The use of *REGSOSEK* Data as material for determining MSS targets in the MSS responsible agencies (Education Office, Public Works Office, Public Housing and Settlement Office).
 - *Bappeda* has independently evaluated the distribution of tax revenue sharing for Motor Vehicle Tax.
 - The Motor Vehicle Tax waiver for modified vehicles owned by persons with disabilities has been implemented.
 - 17 people have received motor vehicle tax and fine waivers (up to 2 million rupiah per vehicle)
 - *Bappeda's* leading all One Data Forum meetings to produce various strategic outputs independently.
-

STORY 1:

Increasing Meaningful Participation of Vulnerable Groups through GEDSI Thematic *Musrenbang* in NTB

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This process is very good for conveying proposals for women, the disabled, the elderly, and children, as well as a space to meet partners so that they can freely discuss achievement strategies, Women, CSO representatives, from the results of the 2025 feedback survey.

”

For many years, Thematic *Musrenbang* in NTB has functioned largely as a formality for certain community groups. Vulnerable groups, such as persons with disabilities, the elderly, children, women, and migrant workers, have been invited, yet their participation is often symbolic or only for formality. Though sitting in the same room, they were not truly heard. Their proposals are rarely reflected in planning documents.

Recognising this gap, the NTB Provincial Government initiated the Thematic Development Planning Forum – a new space specifically designed to ensure that vulnerable groups are not only present, but also create a real impact.

This Thematic Development Planning Forum is far more than an ordinary forum. It is thoughtfully prepared by *Bappeda* staff, inclusive provincial agencies, CSOs, and INKLUSI Partners. From the beginning, this team sits together—designing the flow of the discussion, facilitating the group, drafting the minutes (recommendations), and submitting them to the Head of *Bappeda*.



In its first implementation, this forum was attended by 27 CSOs, 7 DPOs, 5 INKLUSI Partners, 14 offices, and 1 SLB-A. The energy was distinct, warm yet critical. Real experiences were shared transparently. The results were concrete: 137 activity proposals were successfully formulated, covering issues related to children, persons with disabilities, women, the elderly, and migrant workers.

Figure 1: The GEDSI Thematic *Musrenbang* series that include Small Group Discussions by Issue--Plenary Discussion—Signing and Submission of the Minutes of the Results of the GEDSI Thematic *Musrenbang* from CSOs to the Head of *Bappeda*



For participants, this forum was not merely a space for dialogue; it was a platform for influence. They feel appreciated, recognised, and trusted. For governments, the forum strengthened multilevel synergy and fostered a more responsive, inclusive, and data-driven approach to planning.

Participants viewed the GEDSI Thematic *Musrenbang* as a strategic forum—not only for expressing aspirations, but also for fostering learning and mutual understanding. Beyond strengthening cross-actor collaboration, the forum deepened awareness of inclusion principles, the specific needs of vulnerable groups, and the critical role of data in evidence-based planning. It stands as proof that a thoughtfully designed participatory approach can cultivate a shared space for learning.

“

*This Musrenbang gives knowledge
one of the participants of the FGD.*

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“

*I now have a better understanding of the concept of inclusion and the specific needs of women, the elderly, children, persons with disabilities, and migrant workers.
Female, provincial government representative, from the results of the 2025 feedback survey.*

”

Even so, there remains room for improvement. Some participants highlighted the need for clearer briefings on the objectives and expected outputs prior to the discussions, to ensure more focused and equitable participation.

Today, the GEDSI Thematic *Musrenbang* is regarded as a good practice worthy of replication at the district and city levels, not merely as an annual event, but as a symbol of a shifting perspective: that effective development planning begins with listening to and truly understand those who have been least heard.

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*The GEDSI Thematic Musrenbang is a good program; hopefully we can continue to campaign this so that public understanding and awareness will be better.
Male, CSO representative, from the results of the 2025 feedback survey.*

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SKALA's support is provided through technical recommendations and facilitation, covering all stages of the Thematic *Musrenbang*'s implementation. SKALA is involved from the design of activities, the formation and preparation of facilitator teams, and the compilation of CSO proposals, to the signing and submission of the minutes to the Head of *Bappeda* during the RPJMD Thematic *Musrenbang*. Overall, SKALA serves as both initiator and catalyst—bridging collaboration between local governments and civil society organisations (CSOs), enabling the first-ever implementation of the Thematic *Musrenbang*.

STORY 2:

Strengthening the Role of Regional Development Planning Agency (*Bappeda*) in the NTB One Data Forum

Since the establishment of the Data Management Team by the *Diskominfo* in 2019, and the issuance of the NTB One Data Forum Decree in 2022, the forum's coordination role has largely been carried out by the *Diskominfotik*. In fact, regulations assign coordination responsibility to *Bappeda*. However, in practice, *Bappeda* has only participated in the forum as a resource person or attendee, not to lead the forum.

“

*... the first meeting truly led by Bappeda was the one involving SKALA in 2024. Previously, representatives from the Communication, Informatics, and Statistics Office and Bappeda typically attended only to deliver presentations.
N, representative of the NTB Health Office, 2025.*

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This situation began to shift significantly in early 2024. Bappeda started to assume its rightful role as the coordinator of the Regional One Data Forum. In addition to actively chairing forum meetings, *Bappeda* also initiated the preparation of a Regional One Data Action Plan and began efforts to integrate data into the development planning process. This change did not occur on its own, but was driven by close collaboration between Bappeda's Knowledge Management Center (KMC) Team and SKALA, which has been intensively supporting the strengthening of regional data governance since early 2024.

“

The cooperation between Bappeda and the Office of Communication, Informatics, and Statistics has started to improve in strengthening the One Data Forum, and SKALA plays excellent role in uniting all parties.
E, representative of Bappeda, 2025.

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In addition to SKALA support, the most significant key factor in making this change happen is the presence of the KMC Coordinator in Bappeda who is able to influence the direction of leadership and increase Bappeda's strategic awareness of the importance of regional data governance. BPS also noted that the recent changes are both significant and clearly observable.

“

This is a major shift, as Bappeda is one of the key agencies that can steer the direction of government policy. Since SKALA's involvement, I've come to see Bappeda's role in the One Data Forum as truly important. It has reshaped my mindset.
BPS representative, 2025.

”

This change in role has had a real impact. The forum is now institutionally stronger. A list of basic regional development data and metadata books has been compiled. The Final Draft of the NTB One Data Forum Action Plan for the period 2025–2029 has also been agreed upon as a joint work guide. This experience shows that leadership commitment and the right mentoring can significantly drive institutional transformation and should be replicated by other provinces.

Figure 4: The Head of Bappeda and the Bappeda Team lead the process of compiling the list of regional data in 2025



Challenges and Lessons Learned

Program implementation challenges, impacts, and solutions

The main challenge of program implementation during January–June 2025 was the temporary suspension of program activities. This delay prevented SKALA's support for the RPJMD process from being fully optimised. For example, SKALA was unable to assist in the preparation of the initial draft of the RPJMD in January 2025. Below are the details of other challenges in program implementation:

Technical Challenges

1. The unavailability of MSS monitoring instruments at the district and community levels hinders the systematic implementation and supervision of basic services.
2. The mismatch between the sub-activities within the SIPD (Regional Government Information System) and the DPA (Budget Implementation Document) is exacerbated by the frequently problematic system, limited human resources and time constraints, which affect the quality of budget documents.
3. The low realisation of regional revenue (Tax Revenue Sharing for Motor Vehicle Tax) due to arrears, invalid data, and the extent of untapped potential tax areas, resulting in suboptimal vehicle tax revenue.
4. The integration of the NTB One Data Portal with districts/cities and SDPDN has not been optimal, because the difference in system/platform and the divided focus of the IT team. As a result, the process of synchronising and sharing data between agencies becomes slow and inefficient, making it difficult for comprehensive data-driven planning.
5. NTB Governor's Regulation 45/2021 on NTB One Data has not been fully aligned with the Regulation of MoHA 5/2024 on One Data Home Affairs Government (SDPDN).
6. Access to *REGSOSEK* microdata (BNBA) is still limited, while the DTSEN policy reduces the interest of local governments in accessing and utilising *REGSOSEK* data in a sustainable manner.
7. The capacity and ability of participants in conveying issues at the GEDSI Thematic *Musrenbang* still varied, with many sharing more personal experiences. This results in unequal participation, and not all issues have received aspirations.

Non-Technical Challenges

1. The change of MSS staff and civil servants has not been accompanied by knowledge transfer, causing stagnation in the implementation of MSS regulations and documents.
2. The delay in finalising the National Action Plan for Persons with Disabilities (Rencana Aksi Nasional Penyandang Disabilitas, RAN PD) and the PERA study made the synchronisation of policies and regional planning untimely.
3. The understanding of local governments and persons with disabilities regarding service regulations is inadequate, including tax waivers and special services at SAMSAT. As a result, the implementation of disability-friendly services has not been running optimally.
4. Coordination between Gender Mainstreaming facilitators, Gender Mainstreaming Working Group, and other key stakeholders has not been sustainable, thus hindering the implementation of PPRG and efforts to integrate GEDSI issues in planning and budgeting. As a result, the mainstreaming of GEDSI has not been firmly embedded in regional policies.
5. The provincial government has not fully understood the issues and activities of GEDSI, and there are no guidelines or regulations as a reference in the planning and budgeting process.

Solutions that have been implemented

1. SKALA has prepared the Guidelines for *Keluarga Berdaya Posyandu* (Empowered Family Posyandu) as part of the monitoring and evaluation instrument for community MSS services, in accordance with MoHA Regulation Number 13 of 2024 (Permendagri 13/2024).

2. SKALA has supported the socialisation of Governor's Regulation Number 23 of 2024 regarding the exemption of modified vehicle taxes for persons with disabilities, and will continue to encourage innovation related to the accessibility of this service.
3. SKALA has conducted training and assistance to ensure the allocation of public service budgets in the APBD is in accordance with regulations, and this activity will continue.

Solutions to be implemented

1. SKALA will support the revision of Governor's Regulation No. 105/2023 on the MSS Action Plan to better reflect regional priorities and align with local planning documents.
2. SKALA will continue assisting in the completion of the RAD PD, serving as a foundation for synchronising regional policies to support MSS implementation.
3. SKALA will strengthen the capacity of the APBD Evaluation Team to ensure alignment between planning and budgeting for the 2026 fiscal year.
4. SKALA will support the finalisation of the 2025–2029 One Data Action Plan by compiling priority metadata, enhancing human resource capacity, and promoting integration of the NTB One Data Portal with district/city portals and the SDPDN Portal. This includes facilitating SDPDN budgeting in the 2025 Revised APBD and 2026 APBD, and encouraging institutional strengthening through the Regional One Data Forum.
5. SKALA will complete the Thematic *Musrenbang* guide to ensure that discussions on vulnerable groups are more strategic and well-directed.
6. SKALA will support the development of the RAD PUG and monitor the completeness of the PPRG document using the four-step method.

Lessons Learned

Lessons learned theme	Lessons learned description
Preparation & use of data	SKALA's systematic approach to strengthening MSS data in NTB—ranging from data governance mapping, civil servants training, and e-SPM assistance to the integration of <i>REGSOSEK</i>—demonstrates that a combination of technical support and policy advocacy can significantly improve the quality and strategic positioning of MSS data within regional planning processes. This is reflected in the inclusion of MSS data as part of the priority datasets in the 2025 Regional Data List Governor's Regulation. This lesson learned is critical, as it highlights that the sustainability of basic service data management requires a comprehensive intervention—encompassing not only technical capacity but also regulatory frameworks. The approach offers a replicable model for other districts and cities seeking to strengthen their MSS data systems in a continuous and integrated manner.
Implementation of MSS (planning, achievement, and reporting)	NTB Province initially did not have an MSS Action Plan document, and no expert team was available to compile one. With assistance from the MoHA, the provincial MSS Plan was successfully prepared. This experience became the basis for the provincial team to develop a review instrument, which was then used to assist in the preparation of MSS Action Plans in 10 districts/cities. This initiative demonstrates the transformation of the province's role into an active facilitator. It is a valuable example that can be replicated by other provinces, with adjustments based on regional context.
Participation of vulnerable groups	The Thematic <i>Musrenbang</i> NTB highlights the need for support spaces—such as pre-Thematic Development Planning Forum sessions or short trainings—to enable vulnerable groups to convey their aspirations in a more targeted manner. At present, the aspirations that emerge tend to be personal and are not yet strong enough to serve as policy input. This underscores the importance of

early facilitation to build the capacity of vulnerable groups to understand the advocacy process, connect personal experiences to public service issues, and express their views in a structured way. Capacity building for vulnerable groups was provided last semester, but it was limited to certain segments. Learning from this, capacity building is needed for a more diverse range of vulnerable groups who are the intended participants in the Thematic Development Planning Forum. In this way, the forum becomes not merely a space for attendance, but an effective platform for voicing the needs of vulnerable groups.

FY 2025/2026 SKALA Program Summary

3.1 Summary of intended results

Narrative	A summary of the key outputs to be completed to achieve the narrative
Generate the development and institutionalisation of consultation spaces and the involvement of vulnerable communities to encourage increasingly inclusive planning	• Preparation of regulations and technical guidelines to ensure that the Thematic <i>Musrenbang</i> is an official and sustainable forum between the government and organisations of vulnerable groups. • Strengthening the capacity of JMS in using data and literature to increase the credibility of its advocacy. • The preparation of RAD PUG as an annual policy reference in dealing with priority issues of vulnerable groups. • Finalisation of the NTB RAD PD as the main guide for disability-responsive planning.
Generate improved data governance frameworks that support the delivery of inclusive core services	• Strengthening the capacity and institutions of Regional One Data to run a quality data cycle. • Availability of valid, up-to-date, and shareable data for basic service planning and budgeting. • An area data portal that connects with other platforms and functions effectively for the publication and sharing of basic service data
Generate a more consolidated framework for the implementation of MSS and regular planning and	• Strengthening the role of the province in the coordination, coaching, monitoring and supervision function (<i>korbinwas</i>) of MSS. • The institutionalisation of MSS services through <i>Posyandu</i>, in order to better target beneficiaries. • Increasing the capacity of districts/cities in providing inclusive basic services.
Generate a more responsive local government budget management base for the provision of inclusive basic services	• Strengthening implementation and consolidation between provincial and district/city governments. • Socialisation and institutionalisation of Motor Vehicle Tax Waiver policy for taxpayers with disabilities. • Technical guideline for tax collectors. • Strengthening the institutional monitoring mechanism of Regional Taxes and Levies. • Increasing the capacity of human resources in the management and implementation of Regional Taxes and Levies.

3.2 Summary of key support/inputs

Theme	Number of Workshops	Number of TA	Number of Technical Guideline	Number of Inputs
DNA	13	-	6	19
SPM	9		-	9
PFM	7	1	1	9
GEDSI	9	1	2	12
Total	38	2	9	49

East Nusa Tenggara Province Semester Report

(January–June 2025)

Context of East Nusa Tenggara (NTT) Province
Overview of basic services, vulnerable groups, and fiscal capacity

Key development outcome indicator data

Key development indicators	2024
Enrollment rates	Net enrollment rate: - SD: 97.01% - SMP/MTs: 73.72% - SMA/SMK: 60.73% Gross enrollment rate: - SD/MI: 110.58% - SMP/MTs: 91.73% - SMA/SMK: 89.20%
Infant mortality rate	25.67%
Maternal mortality rate	135 cases per 100,000 live births
Stunting prevalence	16.9%
Poverty rate	19.48%
Open unemployment rate	3.17%
Gini-coefficient	0.316
HDI (Human Development Index)	69.14%

Data source: BPS NTT (2024)

MSS reporting, achievement index, and budget data

Sector	Report completion in e-MSS 2024 (%)	MSS achievement index 2024 (%)	2024 MSS budget
Education	100	88.0	IDR 364,488,993,525
Health	94.74	95.4	IDR 1,410,564,600
Social Affairs	98.39	95.1	IDR 11,913,960,163
Public Works	88.89	97.5	IDR 1,103,975,888
Housing and Settlement (PR)	96.0	100	IDR 34,080,000,000
Public Order and Community Protection (Trantibumlinmas)	100	96.7	IDR 124,192,471,000

Data source: Data processed from e-MSS Q4 2024, retrieved on August 5, 2025, at 10:05 WITA.

Regional Revenue and Expenditure Budget (APBD) Data

Source	APBD 2024	APBD 2025
PAD (Regional Revenue)	1.77 trillion	1.92 trillion
TKD (Fiscal Transfers)	3.38 trillion	3.92 trillion
Total	5.15 trillion	5.82 trillion

Data source: APBD 2024 and 2025

Dynamics shaping SKALA program implementation

In January–June 2025, the Provincial Government focused on finalising the Regional Medium-Term Development Plan (RPJMD) 2025–2029 and the Regional Government Work Plan (RKPD). SKALA seeks to align program implementation with the available Provincial Government staff. To achieve optimal results, collaboration between the Provincial Government and SKALA requires proper scheduling. For example, the finalisation of strategic documents, such as the Regional Action Plan for the Elderly (RAD Kelanjutusiaan) and the One Data Regional Action Plan (RAD Satu Data), was guided by a commitment to a strict schedule.

Meanwhile, Presidential Instruction No. 1 of 2025 also affects the implementation of the SKALA program. For example, budget efficiency affects the monitoring of strategic activities initiated by the Provincial Government and SKALA. To address this, SKALA employs hybrid methods in certain activities to enhance both effectiveness and efficiency.

In addition, the policy of slowing down the implementation of SKALA activities in the first quarter of 2025 led to the postponement of some regional activities. This situation affected the achievement of several SKALA strategic outputs, particularly those related to the preparation of regional planning documents.

Overview of SKALA program priorities in provinces in FY 2024/2025

SKALA in East Nusa Tenggara (NTT) Province provides strategic support across four key areas aligned with regional development, as follows:

- **Data and Analytics:** Utilising data to improve service delivery. SKALA supports the development of various policies, including Standard Operating Procedures (SOPs), Technical Guidelines, and the One Data Regional Action Plan. SKALA facilitates the use of Socio-Economic Registration (REGSOSEK) data and supports the development of the NTT One Data Portal.
- **Minimum Service Standards (MSS):** Enhancing the quality of MSS expenditure and planning. SKALA strengthens MSS governance through capacity building and improved data quality. In addition, SKALA facilitates the development of monitoring and evaluation instruments, as well as the coordination, guidance, and supervision of MSS at the provincial and regency/city levels.
- **Public Financial Management (PFM):** Improving regional fiscal capacity. SKALA supports the drafting of regulations related to the implementation of Local Taxes and Levies and their derivative regulations at both provincial and regency/city levels. SKALA also promotes the development of inclusive policies, such as tax relief for persons with disabilities.
- **Gender Equality, Disability, and Social Inclusion (GEDSI):** Promoting gender equality, disability inclusion, and social inclusion. SKALA works with the NTT Provincial Government to strengthen

inclusive planning and budgeting. SKALA enhances the capacity of Civil Society Networks (JMS) and Civil Society Organisations (CSOs) to enable more meaningful participation in local planning and budgeting.

- **Implementation of Program Monitoring, Evaluation, and Documentation.** SKALA conducts regular monitoring and evaluation (M&E) through systematic periodic data collection to track program progress. These findings are used to develop recommendations for strengthening SKALA support.

Program Implementation and Learning Results/Progress

Summary of results at the Input level

Table 18: Program input summary table (January–June 2025)

Input type	Number of inputs	Total budget realisation	Number of participants involved
Workshops	13	IDR 634,376,507	<i>Person time</i> ⁶⁷ : • 546 male • 532 female • 11 men with disabilities • 5 women with disabilities
Focus Group Discussion (FGD)	6	IDR 81,164,681	
Learning Forum, Evidence Collection, Knowledge Sharing, Study/Review	3	IDR 38,607,052	<i>Headcount</i> ¹³² : • 313 male • 286 female • 9 persons with disabilities
TOTAL		IDR 754,148,240	

Data source: SAMA data in MIS SKALA as of August 6, 2025, 11:00 a.m. WITA.

Summary of results at the Output level

Table 19: Table of summary of FY 2024/2025 work plan outputs as of June 2025

Output	Completed	Ongoing	Not started	Total
DNA	8	1	5	14
MSS	9	3	0	12
PFM	4	5	5	14
GEDSI	7	1	6	14
Total	29	10	16	55

Data source: SAMA data in MIS SKALA as of August 6, 2025, 11:30 a.m. WITA.

⁶⁷ Person time is the amount of participation; one person may participate more than once in SKALA support activities. Headcount refers to participants whose costs are covered by SKALA

Overview of completed outputs:

- **DNA (Data and Analysis):**
 - SKALA provides recommendations and technical inputs for Data governance supporting documents, namely: Standard Operating Procedures (SOPs), the One Data NTT Technical Guidelines, and the final draft of the One Data NTT Provincial Action Plan.
 - SKALA supports data governance by providing technical recommendations on the 2025 Data List, accommodating MSS data and the Governor's 10 Priorities. The development of the Sasando Data Portal was completed during this period and is now publicly accessible.
- **MSS (Minimum Service Standards):**
 - SKALA has provided technical recommendations for the preparation of the MSS Action Plan⁶⁸ and, together with the Provincial MSS Implementation Team, conducted coordination, guidance, monitoring and supervision (*Korbinwas*) on MSS implementation.
 - SKALA also provided technical input for the draft Regional Medium-Term Development Plan (RPJMD) 2025–2029⁶⁹ and the Regional Government Work Plan (RKPD) 2026 to ensure a stronger orientation toward inclusive basic services.
- **PFM (Public Financial Management)**
 - SKALA provided technical recommendations on draft local regulations related to Regional Taxes and Levies (PDRD), including a draft Governor Regulation on motor vehicle tax relief for persons with disabilities.
- **Gender Equality, Disability, and Social Inclusion (GEDSI):**
 - SKALA, together with the Provincial Government, CSOs, and disabled people's organisations (DPOs), finalised the Facilitation Guide for Inclusive Development Planning (*Musrenbang*) for Vulnerable Groups (MUSIK KEREN).
 - SKALA provided technical recommendations on local policies for institutionalising cross-stakeholder collaboration models through inclusive planning forums.
 - SKALA also provided technical recommendations on the draft Regional Action Plan for The Elderly (RAD *Kelanjutusiaan*).

Summary of results at the Intermediate Outcome level

Data availability, management, and utilisation to improve evidence-based planning processes (IO 5 and 9)

Results of SKALA support in improving the quality of data governance:

- The One Data Forum produced policy instruments that have been endorsed, namely the SOP, One Data Technical Guidelines, and Data List 2025.
- The Provincial Government has appointed 40 civil servants (ASNs) from 40 Regional Apparatus as SASANDO managers. The SASANDO Portal Operator Team was established through a Governor's Decree in 2025.

⁶⁸ By June 2025, nine regencies/cities had an MSS Action Plan in place.

⁶⁹ The RPJMD 2025–2029 has not yet been enacted; it remains in the final draft stage, while the RKPD 2026 has already been established.

- The Head of the Communication and Informatics Office issued a directive appointing nine staff to manage the SASANDO Portal.

The NTT One Data Forum has begun functioning:

- Meetings, coordination, and cooperation between the Data Supervisor, *Walidata* (Data Custodian), and Data Coordinator are held regularly (twice a month).
- Walidata allocated a budget of IDR 556 billion for strengthening data systems in the province.
- Budget has been allocated for supporting facilities (computer and office space) for the SASANDO Data Portal.
- The SASANDO portal now offers additional datasets and an improved menu interface:
 - Data on MSS achievement, matching results from the Targeting for Acceleration of Extreme Poverty Reduction (P3KE), REGSOSEK, and the Integrated Social Welfare Data (DTKS)⁷⁰ are available on the portal for MSS targeting and other planning needs.
 - The development of SASANDO has been designed for integration with other information systems, such as the Village Information System and SEPAKAT Application.

Better Public Financial Management to support improved service delivery (IO 4 and 6)

- SKALA, together with 19 members of the MSS Implementation Team (9 men, 10 women) conducted online coordination, guidance, monitoring and supervision (*Korbinwas*) with MSS implementers in 22 regencies/cities, with the following results:
 - Completion rate of MSS reports: 74% in the first quarter and 78% in the second quarter.
 - MSS achievement index in the first quarter: 49.79%.
 - The capacity of the Provincial MSS Implementation Team has improved, enabling them to guide regencies/cities and evaluate MSS implementation.
- The draft of the Governor's Regulation on vehicle tax relief for vulnerable groups is available. This process involved 90 individuals (54 men, 36 women) from various stakeholders, including four representatives from CSOs/DPOs representatives (2 men, 2 women).
- The RPJMD of NTT Province 2025–2029 has incorporated the MSS Action Plan and GEDSI issues, as reflected in the data content and evaluation of MSS achievements and challenges. The NTT RPJMD also emphasises the importance of a cross-sectoral thematic approach, ensuring that GEDSI is not limited to a single sector. For example, GEDSI can be mainstreamed across all areas, including education, health, basic service infrastructure, and others.
- A total of 28 Policy Briefs have been published on the National Institute of Public Administration (LAN) website as a result of capacity building for 25 civil servants, one academic, and two persons with disabilities (14 men, 14 women).

GEDSI – Participation and Planning (IO 7 and 8)

- SKALA facilitates participatory planning forums in the Province:
 - For the first time, NTT Province held an Inclusive *Musrenbang* (MUSIK KEREN), attended by 100 individuals (58 men, 42 women) from the government institutions, Civil Society Organisations (CSOs), PWDs, and SKALA.

⁷⁰ REGSOSEK (Socio-Economic Registration) is a social welfare database launched by the Ministry of National Development Planning/Bappenas. P3KE: Targeting for Acceleration of Extreme Poverty Reduction (TNP2K/Kemenko PMK). DTKS: Integrated Social Welfare Database (Ministry of Social Affairs).

- Following this, SKALA convened CSOs, the provincial government, and the NTT Provincial Parliament to advocate for the recommendations resulting from MUSIK KEREN.
 - A total of 22 CSOs have been involved in the entire series of MUSIK KEREN, from guideline preparation and regulation issuance to implementation.
 - During the preparation stage, 15 CSOs received capacity building on data analysis and utilisation, as well as planning and budgeting processes.
- The draft Regional Action Plan for The Elderly (RAD *Kelanjutusiaan*) has been made available and received input from Provincial Agencies (OPDs) and CSOs through public consultation forums (31 men, 19 women).

Impact of results/changes

Impact Type	Impact
Methodological impact	Guidelines, instruments, systems, strategies, and evidence/data: • Facilitation Guide for Vulnerable Group Inclusive Development Planning Meeting in NTT Province. • Technical Guidelines for One Data Indonesia at the NTT Province level and SOP for the Administration of the One Data Indonesia Forum at the Provincial level. • 2024 Metadata Report and draft 2025 Metadata Report. • NTT Province RPJMD 2025–2029 • SASANDO One Data Portal. Policies/Regulations available: • Governor Regulation on the Implementation of Vulnerable Group Inclusive Development Planning Consultation in NTT Province. • Governor Regulation No. 140/KEP/HK/2025 on the 2025 Data List of NTT Province. • Governor Decree No. 206/KEP/HK/2025 on the SASANDO Portal Operator Team of NTT Province in 2025. • Instruction of the Head of the Provincial Communication and Information Service No. 500.14.4/071/Kominfo.2/2025 concerning Management of the Sasando Portal.
Ecosystem Impacts	Strengthened capacity and knowledge: • Capacity building of 15 CSOs on the planning and budgeting process. • Capacity building for the Provincial MSS Implementation Team • Improved knowledge of data producers on metadata and data standards • Increased capacity of data custodians in verifying and validating data. Strengthened collaboration and participation among stakeholders: • A total of 22 Provincial CSOs are involved in organising the Inclusive Musrenbang. • The One Data Forum has been meeting regularly. An increasingly inclusive local planning process: • The Provincial Government has issued a circular letter to 22 regencies/cities to incorporate proposals from vulnerable groups into the Inclusive Musrenbang.
Operational impact	Changes in practices, work methods, and coordination: • Involvement of CSOs, including DPO, in the local planning process • The Government's awareness of engaging CSOs has begun to emerge. • Implementation of Regional Regulations (Perda) on PDRD and Regional Head Regulations (Perkada) to increase Regional Revenue (PAD). • The Provincial MSS Implementation Team regularly applies the MSS stages • The results of data matching have helped ensure more targeted social assistance distribution in 22 regencies/cities.

Significant change story

STORY 1:

MUSIK KEREN, NTT’s Innovative Step to Realise Inclusive Musrenbang for Vulnerable Groups

The NTT Provincial Government, together with the SKALA program, supports the involvement of vulnerable groups in the regional planning process. This commitment has been realised through the MUSIK KEREN initiative since 2024. It was noted that 22 CSOs participated in organising the Inclusive Musrenbang. In addition, the activity involved CSOs from regencies/cities attending online.

The preparation of MUSIK KEREN was divided into two stages. First, drafting of regulations and implementation guidelines to serve as the Government’s reference in conducting Inclusive Musrenbang at the provincial level. Second, capacity building was provided for CSOs and representatives of vulnerable groups on local planning mechanisms and processes. This capacity building was attended by 15 representatives of CSOs and vulnerable groups at the Provincial level.

The implementation of MUSIK KEREN began with collecting proposals from vulnerable groups in 22 regencies/cities through online (Google Form) and offline methods. As a result, more than 200 aspirations on crucial issues were collected. The Provincial Agencies (OPD) uses all aspirations and inputs as a basis for monitoring and evaluating more equitable development.

Furthermore, all aspirations and inputs were accommodated in thematic forums that brought together representatives of vulnerable groups and the regional apparatus of NTT Province. The forum was facilitated by trained facilitators from the Regional Development Planning and Research Agency (Bapperida) and CSOs.

The launch of MUSIK KEREN NTT was held during the 2026 RPJMD and RKPD meetings and as part of regular activities. For the provincial government, MUSIK KEREN is a strategic step and a platform to listen to the voices of marginalised groups that are often left out of the regional planning process.

“
The launch of the Vulnerable Group Inclusive Musrenbang (MUSIK KEREN) marks a new milestone in development planning in NTT Province. It serves as an effective forum for the aspirations of vulnerable groups—including women, persons with disabilities, children, older adults, and others—encouraging regency and city governments to follow suit so that development in NTT can be enjoyed by all levels of society.
(Governor of NTT, 2025)
”

As for vulnerable groups, the presence of Inclusive Musrenbang demonstrates the local government’s attention to their rights, which are often overlooked amid development progress. One of the Musrenbang participants said that the government’s awareness of the rights of persons with disabilities is becoming increasingly evident. For example, providing Sign Language Interpreters during the preparation and implementation of the Inclusive Musrenbang allowed them to participate effectively in group discussions. The presence of MUSIK KEREN affirms NTT as a pioneer of inclusive development, providing space for all voices, including those who have long been marginalised.

“
The launch of this inclusive Musrenbang helps us voice our rights to access and ensures that our voices as persons with disabilities are heard, respected, accepted, and included in every decision-making process. We also appreciate that this year’s Musrenbang consistently provides Sign Language Interpreters (JBI) to support our needs.
(Chairperson of Kupang Deaf Community, May 2025)
”

STORY 2:

NTT One Data Forum: From Challenge to Collaboration and Transformation

The journey of the NTT One Data Forum (FSD) since 2022 has been challenging. Limited understanding of the FSD's role, weak coordination, and insufficient human resource capacity have hindered the forum's optimal functioning. Nevertheless, in the past two years, significant changes have begun to take shape. Support from the SKALA program in institutional strengthening, intensive technical assistance, and close inter-agency collaboration has provided new momentum for the FSD.

The One Data Forum is starting to increase its understanding and responsibility. Data producers are no longer just collecting data, but are beginning to understand the importance of metadata, data quality standards, and data verification processes.

Capacity building, such as the metadata training received by the data-producing DPOs, was the first experience that opened their horizons related to data. The enthusiasm of data producers in understanding performance indicators and data standards is increasing. Now, they are more active in participating in coaching clinics and technical forums, even if they have to be picked up or visited in person.



In the past, when we requested data, the information often changed. Now it is more orderly because processes and understanding are in place. Each person has begun to understand, 'Oh, this is what we need to do, this is how it should be done.'

(Head of Statistics Indonesia/BPS NTT Province, May 2025)



On the other hand, coordination and collaboration are increasingly solid among members of the One Data Forum. Changes have also been seen in the pattern of communication and coordination between forum members, including the strengthened role of the Data Custodian (Walidata). The Walidata Clinic, established by the Provincial Office of Communication and Informatics (Kominfo), has become an open consultation space between data producers and Walidata. Through these clinics, technical challenges can be solved immediately, even when human resources are limited.

In addition, supportive infrastructure and regulations from the provincial government are in place. The forum's institutional position is getting stronger with the presence of several regulations, such as the Portal Infrastructure Team Decree, the Walidata Clinic Decree, and the Walidata circular letter. Data portals have begun to function as centers for sectoral data consolidation.

However, the One Data Forum in NTT still has a long way to go. Many things still need to be addressed, including the capacity of Forum members and the quality of sectoral data. SKALA and the NTT Provincial Government continue to work together to support the work of the One Data Forum.

Challenges and lessons learned

Program implementation challenges, impacts, and solution

Technical Challenges

1. Fiscal constraints have prevented significant increases in service expenditures. The NTT Provincial Government has endeavoured to increase Regional Revenue (PAD) from IDR 1.4 trillion to 2.8 trillion.
2. In 2024 and 2025, the General Allocation Fund Specific Grant (DAU SG) budget is mainly spent on program activities that have no direct impact on the public. One challenge is to ensure the classification of DAU SG expenditure for MSS financing.
3. The role of the Working Group (POKJA) in the One Data Forum has not been optimised. SKALA is still the main driver in implementing the forum's work plan.

4. Program implementation in the regions depends on central policies. For example, issues related to the National Socio-Economic Data (DTSEN), system interoperability, as well as policies on General Allocation Fund (DAU), Special Allocation Fund (DAK), and MSS costing.

Non-Technical Challenges

1. Fiscal constraints hinder the implementation of the Disability Action Plan (RAD PD) that has been produced.
2. Inclusive *Musrenbang* needs to be more integrated with regular planning forums to ensure the aspirations of vulnerable groups are reflected in official planning documents. Solutions that have been taken and or that still need to be done:
 - Advocacy to Regional Leaders through policy briefs that have been produced.
 - Mapping the classification of DAU SG expenditure to optimise it for basic services.
 - Agreed mechanism for integrating the results of the inclusive *Musrenbang* into the RKPD and Regional Government Information System (SIPD).

Lessons learned

Learning theme	Learning description
Provision and use of data	• SKALA conducted a combination of REGSOSEK, DTKS, and P3KE data with Bapperida and the Social Service Office for the distribution of Social Assistance sourced from the Regional Incentive Fund (DID). • This initiative is SKALA's effort to utilise data on various government platforms to reduce errors in inclusion and exclusion, thereby making the distribution of social assistance more targeted. • Issuance of Governor Decree Number 403/KEP/HK/2024 on recipients of extreme poverty social assistance worth IDR 5,599,115,000 with a focus on women, persons with disabilities, and the older adult groups.
MSS implementation (planning, achievement, and reporting)	• Since the beginning of FY 2024/2025, SKALA and the Provincial Government have been using the hybrid monitoring and supervision method to monitor MSS implementation at the regency level. This method was chosen because it considers the condition of NTT province, an archipelago province with limited transportation access. • The Bureau of Government, as the Secretariat of the Provincial MSS Implementation Team, has capacitated six MSS Implementing DPOs at the provincial level to assist them in implementing MSS at the regency or city level. This method is part of the capacity building of the Provincial implementation team to enable it to perform its functions.
Participation of vulnerable groups	• The participation of vulnerable groups in local planning processes has increased during this period. CSOs/DPOs become facilitators for CSO/DPO partners in the regency/city to submit meaningful proposals. • Governor Regulation No. 2 of 2025 serves as the operational basis foundation, ensuring the participation of vulnerable groups. This regulation also mandates cross-sectoral collaboration among regional apparatuses—such as the Regional Development Planning Agency (Bapperida), the Social Affairs Office (Dinsos), the Office of Women's Empowerment, Child Protection, Population Control and Family Planning (DP3AP2KB), and others—to respond to the aspirations of vulnerable groups within the regional planning and budgeting system. • The drafting of regulations governing the organisation of inclusive <i>Musrenbang</i> has involved the participation of vulnerable groups (22 CSOs). CSO engagement methods are conducted through high-intensity meetings, both in formal and informal settings. Representatives of vulnerable groups are also involved as Team Facilitators. This boosts their confidence and makes them more active.

	- Bapperida enhances CSO/DPOs' understanding of the planning and budgeting cycle, including the Classification, Codification, and Nomenclature of Regional Development and Financial Planning (Permendagri Number 90 of 2019). - Representatives of vulnerable groups, namely two persons with disabilities, were involved in capacity building for writing policy papers.
Coordination and collaboration (between OPDs, between central and local government, between local government and JMS/CSO/vulnerable groups)	- Improved coordination and collaboration between Provincial Agencies (OPDs). The involvement of Bappeda as the primary coordinator allows other sectors (such as Social Affairs, Women's Empowerment, Education, Health, etc.) to harmonise the priorities proposed by vulnerable groups into the RKPD. - The synergy between central and local policies strengthens the legitimacy of the Vulnerable Group Inclusive Musrenbang as a form of collaboration between government and civil society (vulnerable communities). - The MUSIK KEREN model ensures that vulnerable groups can directly express their aspirations and priorities in the forum, without being represented.

FY 2025/2026 SKALA Program Summary

3.1 Summary of intended results

Narrative	Summary of key outputs to be delivered in order to achieve the narrative
Result in the development and institutionalisation of consultation spaces and engagement with vulnerable communities to promote increasingly inclusive planning	- Capacity building of CSOs on data, data utilisation for local planning processes, and data access through the SASANDO Data Portal. - Institutionalisation of inclusive planning forums at the Provincial level and preparation and implementation of work programs. - Inclusive <i>Musrenbang</i> Implementation.
Resulting in an improved data governance framework that supports inclusive basic service delivery	- Completion and launch of the One Data Portal and Regional Priority Dataset. - Strengthening the capacity of the Regional Apparatus, including data sharing between the Regional Apparatus. - Publication of Data and Analysis to the public.
Resulting in a more consolidated and inclusive framework for MSS implementation and regular planning	- Optimisation of MSS implementation through MSS monitoring and supervision from the Provincial MSS Implementation Team to Regencies/Cities. - Mapping of DAU SG expenditure to basic service expenditure (MSS). - Conduct costing of MSS in the health, education, and social sectors.
Generate a more responsive local government budget management base for inclusive basic service delivery.	- Implementation of Regional Revenue (PAD) Potential Study. - Implementation of the results of potential PAD studies and implementation of PDRD regulations. - Mapping of other sources of local financing, outside the APBD, for financing basic services. - Strengthening the capacity of PDRD policy makers related to certified local tax auditors, collectors, and assessors. - Capacity building on the calculation of potential PBB P2 and PKB. - Capacity building for compilers for PDRD management in the regions.

3.2 Summary of key support/inputs

Theme	Number of Workshops	Number of TAs	Number of Technical Training Sessions	Total Input
DNA	8	2	3	13
MSS	8		3	11
PFM	8	2	3	13
GEDSI	8	1	3	12
TOTAL	32	5	12	49

Papua Barat Daya Province Semester Report

(January–June 2025)

Context of Papua Barat Daya Province

Overview of basic services, vulnerable groups, and fiscal capacity

Key development outcome indicators data

Indicator		Papua Barat Daya
1.	Net Enrollment Rate (%) (Regional Education Balance Sheet, 2023/2024)	
a.	Elementary school/MI/equivalent	78.68%
b.	Junior high school/MTs/equivalent	66.88%
c.	Senior high school/vocational school/MA/equivalent	58.78%
2.	Gross Enrollment Rate (%) (Regional Education Balance Sheet, 2023/2024)	
a.	Early childhood education/equivalent	40.90%
b.	Elementary school/MI/equivalent	94.37%
c.	Junior high school/MTs/equivalent	100.33%
d.	Senior high school/vocational school/MA/equivalent	91.99%
3.	School Dropout Rate (%) (BPS, 2022)	
a.	Elementary school/MI/equivalent	0.60%
b.	Junior high school/MTs/equivalent	0.35%
c.	Senior high school/vocational school/MA/equivalent	1.02%
4.	Infant Mortality Rate (per 1,000 live births) (BPS, 2020)	37.06%
5.	Maternal Mortality Rate (per 100,000 live births) (BPS, 2020)	343%
6.	Stunting prevalence in Children Aged 0–59 Months (%) (SKI, 2023)	31.0%
7.	Open Unemployment Rate (%) (BPS, 2024)	6.02%
8.	Poverty Situation	
a.	Percentage of Poor Population (BPS, 2024)	18.13%
b.	Poverty Depth Index (BPS, 2024)	4.38
c.	Poverty Severity Index (BPS, 2024)	1.59
d.	Poverty Line (rupiah/capita/month)	756,237
9.	Gini Coefficient (BPS, 2024)	0.346
10.	HDI (using Life Expectancy from SP2020 LF) (BPS, 2023)	67.47%

Data Source: Compiled from BPS publications, Education Balance Sheet, and Indonesia Health Survey.

MSS Achievement Index Data, 2022–2024

Sector	MSS Achievement Index 2023 (%)	MSS Achievement Index 2024 (%)
Education	51.1	71.1
Health	23.4	37.3
Social Affairs	29.0	44.1
Public Works	26.0	26.6
Public Housing	29.2	44.5
Public Order and Community Protection (Trantibumlinmas)	42.4	39.8
Papua Barat Daya	33.6	44.0

Data Source: <https://spm.bangda.kemendagri.go.id/publikasi> (Average of the Papua Barat Daya Regional Government in the 4th quarter of each year).

In 2022, the parent province of Papua Barat was divided, resulting in the establishment of Papua Barat Daya (PBD). From 2023 to 2024, the MSS achievement index in Papua Barat Daya increased across all sectors, with the highest growth in education and the lowest in public works.

MSS Reporting Data, 2025

Quarter	Q1 2024 (%)	Q2 2024 (%)	Q3 2024 (%)	Q4 2024 (%)	Q1 2025 (%)	Q2 2025 (%)
Papua Barat Daya	16.67	0	92.93	92.93	46.76	100

Data Source: <https://spm.bangda.kemendagri.go.id/> (As of July 28, 2025).

Regional Revenue and Expenditure Budget (APBD) Data

APBD Structure	2024		2025	
Total Revenue	IDR	1,952,055,208,417	IDR	1,714,365,639,361
PAD (Regional Revenue)	IDR	156,834,288,417	IDR	206,345,812,361
TKD (Fiscal Transfer)	IDR	1,765,220,920,000	IDR	1,508,019,827,000
Other Legitimate Regional Revenues	IDR	30,000,000,000	-	
Total Expenditure	IDR	1,996,730,598,807	IDR	1,722,942,015,206
Operating Expenditure	IDR	1,165,235,175,133	IDR	1,108,103,032,356
Capital Expenditure	IDR	561,912,913,022	IDR	367,609,308,881
Contingency Expenditure	IDR	6,453,431,986	IDR	8,420,790,956
Transfer Expenditure	IDR	263,129,078,666	IDR	238,808,883,013
Regional Financing	IDR	44,675,390,390	IDR	8,576,375,845
Financing Receipts	IDR	44,675,390,390	IDR	8,576,375,845

Data Source: <https://djpk.kemenkeu.go.id/>

The total revenue of Papua Barat Daya decreased from IDR 1.952 trillion in 2024 to IDR 1.714 trillion in 2025 due to reduced transfers from the central government. The increase in Regional Revenue has not compensated for this decline in transfers, indicating continued fiscal dependence on the central government.

Dynamics shaping SKALA program implementation

The definitive Governor of Papua Barat Daya was inaugurated on February 20, 2025, and has gradually replaced heads of provincial agencies, such as the Acting Regional Secretary, the Acting Head of the Population and Civil Registration Office, and Assistant I. Currently, the appointment of permanent provincial agencies heads is still pending, affecting SKALA's coordination and communication with the provincial government, and posing potential challenges to the continuity of program support.

The national budget efficiency policy, which restricts provincial official travel, has limited coordination, guidance, supervision, and direct monitoring of MSS implementation at the district and city levels.

On the planning side, the Papua Barat Daya Regional Medium-Term Development Plan (RPJMD) outlines 10 key strategies, including the development of the province's priority sectors⁷¹. As social protection is no longer a priority, the PAITUA program previously supported by SKALA will be discontinued in FY 2025. SKALA is adjusting its support to the government through the Joint Strategic Priorities Program (PPSB)⁷², including initiatives such as the First 1,000 Days of Life (HPK) and inclusive free education.

Overview of SKALA program priorities in provinces in FY 2024/2025

Focus areas of SKALA support program

1. Implementation of MSS (Strengthening Capacity in the Preparation of Action Plans)
2. One Data Implementation (Functionality of the One Data Forum and e-walidata)
3. Special Autonomy Fund Management (*Musrenbangsus* and SIPPP Guidelines)
4. Facilitation of PAITUA Program implementation

Implementation of Monitoring and Evaluation (M&E) and program documentation

Monitoring is conducted on a limited basis through activities, informal discussions, and regular meetings. This semester, more in-depth monitoring and evaluation—through interviews and group discussions—was conducted to document two topics: (a) changes in the substance of the Special Autonomy Implementation Plan (RAP Otsus) to better accommodate basic services and Gender Equality, Disability, and Social Inclusion (GEDSI), and (b) integration of Minimum Service Standards (MSS) and GEDSI into the 2025 Regional Development Work Plan (RKPD) and Regional Revenue and Expenditure Budget (APBD). The results of the M&E on these two topics provide input for the SKALA team to strengthen

⁷¹ Tourism and fisheries, marine spatial management, regional connectivity, environmental preservation, disaster resilience, social harmonisation, asymmetric decentralisation, empowerment of Indigenous peoples, improvement of human resources quality, poverty reduction, and strengthening of government capacity and village-based development.

⁷² The Joint Strategic Priority Program (PPSB) is a collaborative initiative between the provincial government and district/city governments to design and implement programs with direct community impact, particularly for Indigenous Papuans (OAP), in order to promote policy alignment and effective use of the Special Autonomy Fund.

program governance in Papua Barat Daya, while also serving as a reflection forum for the local government in planning Otsus and other programs that prioritise MSS and GEDSI.

Program Implementation and Learning Results/Progress

Summary of results at the Input level

Table 20: Table of program input summary (January–June 2025)

Input type	Number of inputs	Total budget realisation	Number of participants involved
Focus Group Discussion	2	IDR 8,593,848	Person time⁷³: 237 people - Male: 112 - Female: 125
Workshops	2	IDR 258,548,598	
TA	3		Headcount⁷³: 34 people - Male: 20 - Female: 14
TOTAL	7	Rp 267,142,446	

Data source: SKALA MIS retrieved on August 1, 2025.

Summary of results at the Output level

Table 21: Table of summary of FY 2024/2025 work plan outputs as of June 2025

Theme	Completed	Not Started	Ongoing
DNA	-	6	4
MSS	2	14	11
PFM	-	9	-

Data source: SKALA MIS retrieved on July 28, 2025.

Overview of completed Outputs:

- **DNA (Data and Analysis):** SKALA facilitated the development of data governance policies, including the Regional One Data Governor Regulation, the One Data Forum Decree, the Regional Sectoral Statistical Data Dissemination Decree, planning and budgeting for the One Data Forum, and the SEPAKAT⁷⁴ account manager decree for Socio-Economic Registration (REGSOSEK)⁷⁵ analysis.
- **MSS (Minimum Service Standards):** SKALA provided technical recommendations and capacity-building facilitation in preparing MSS Action Plans, as well as in MSS monitoring and reporting.

⁷³ Person time refers to the total instances of participation; one individual may participate more than once in SKALA-supported activities. Headcount refers to participants whose costs are covered by SKALA.

⁷⁴ SEPAKAT (Integrated REGSOSEK-Based Development Planning System) is a web-based application that provides macro and micro data analysis to support evidence-based planning and budgeting.

⁷⁵ REGSOSEK (Socio-Economic Registration) is a social welfare database launched by the Ministry of National Development Planning/Bappenas.

- **PFM (Public Financial Management):** SKALA facilitated the use of the Special Development Planning Forum (*Musrenbangsus*) and SIPPP⁷⁶ guidelines, assisted in accountability reporting for the FY 2024 Social Protection Program for Papua Barat Daya Province (PAITUA) program, and supported the design and initiation of regional strategic priority programs.

Summary of results at the Intermediate Outcome (IO) level

Data availability, management, and utilisation to improve evidence-based planning processes (IO 5 and 9)

- The Governor's Decree establishing the Papua Barat Daya One Data Forum has been issued. This decree strengthens data governance by clarifying the forum's structure and functions.
- A Governor Regulation on the Integration of One Data in Papua Barat Daya has been issued. This is the first Governor Regulation Pergub to support One Data in Papua Barat Daya.
- The Papua Barat Daya Government allocated IDR 100 million to hold strategic meetings of the One Data Forum as a follow-up to the Governor's Regulation.
- The Governor's Decree on the Dissemination of Regional Sectoral Statistical Data at the provincial level has been issued. A total of 1,948 regional sectoral statistical datasets have been identified and entered into e-Walidata⁷⁷, forming the basis for provincial agencies' program and activity planning.
- The Governor's decree on the SEPAKAT account management has been issued. Each MSS-related agency has designated one official to receive an account manager role.
- As of June 2025, 21.5% of Papua Barat Daya's population is covered by SAIK+⁷⁸ following the data separation from Papua Barat, the parent province. Coverage is highest in Maybrat District (96%), while Sorong City, Tambrauw District, and South Sorong District recorded the lowest coverage, each below 1%.

Better public financial management to support improved service delivery (IO 4 and 6)

SKALA supports MSS implementation through capacity building:

- 18 civil servants (11 men, 7 women) received training to develop the MSS Action Plan, enabling the Papua Barat Daya Government to produce its first provincial draft MSS Action Plan.
- The MSS achievement index increased from 33.6% in 2023 to 40% in 2024, as a result of SKALA-facilitated MSS implementation training.
- The e-MSS report was consistently completed, although its level of completeness fluctuated. This indicates improved understanding and role clarity among MSS focal points following SKALA-supported training.

SKALA supports the optimisation of Special Autonomy (Otsus) funds for basic services in line with national regulations:

- Sixty-six participants from the Papua Barat, Papua Barat Daya, and Papua Tengah clusters attended an orientation session on the use of the *Musrenbangsus* and SIPPP guidelines.

⁷⁶ SIPPP is the Papua Planning and Budgeting Information System—a digital platform used to manage and integrate planning and budgeting processes in Papua.

⁷⁷ E-Walidata is an application used for managing regional development planning data, developed by the Data and Information Technology Center (Pusdatin) of the Ministry of Home Affairs.

⁷⁸ SAIK+ (Population Administration Information System Plus) is a village-level information system of Papua Barat Daya.

- SKALA provided several technical inputs in the form of programs and activity options for the Otsus-funded Joint Strategic Priority Program (PPSB), including:
 - The draft Governor Regulation on Technical Guidelines for the First 1,000 Days of Life (1,000 HPK) Program is being prepared. These guidelines will provide direction for program implementation and distribution of assistance to beneficiaries.
 - The draft design of the Free and Inclusive Education Program for FY 2025 is currently being developed.

GEDSI – Participation and Planning (IO 7 and 8)

- 7,328 elderly, aged 65 years and above, in 6 districts/cities received PAITUA Program assistance in FY 2024, equal to 84.5% of the 8,667 targeted recipients. The annual allowance of IDR 1.5–3 million per person was disbursed via bank accounts for existing recipients, and through passbooks and ATM cards for new recipients. The total budget for this program amounted IDR 8.3 billion.

Impact of results/changes

Impact Type	Impact
Methodological Impacts	• 18 people received training in MSS Action Plan preparation (11 men, 7 women). • MSS index achievement increased from 33.6% in 2023 to 40% in 2024. • 66 participants from Papua Barat, Papua Barat Daya, and Papua Tengah clusters participated in an orientation on the use of musrenbangsus and SIPPP guidelines. • 1,948 regional sectoral datasets identified and entered into e-Walidata.
Ecosystem Impacts	• Governor Regulation on Regional One Data. • Governor's Decree on Regional One Data Forum. • Governor's Decree on Dissemination of Regional Sectoral Statistical Data. • Governor's Decree on SEPAKAT Account Manager. • Allocation of IDR 100 million for the Regional One Data Forum to conduct strategic meetings. • 7,328 elderly in 6 districts/cities received PAITUA Program assistance in FY 2024.

Significant change story

Weaving the Dream of One Data in Indonesia's Youngest Province

Papua Barat Daya, the youngest province in Indonesia, was established with great enthusiasm but also faced considerable challenges. One of these challenges is the absence of a robust data system to support development planning.



as the youngest province in Indonesia, Papua Barat Daya naturally faces many shortcomings, particularly with respect to its databases.

Ibnu Rusyid, Head of Macro Planning, Control, Evaluation, and Regional Development Information of the Papua Barat Daya Regional Development Planning Agency (Bapperida)



Amid this situation, SKALA emerged as a partner supporting regional aspirations, promoting data as a key foundation for development. SKALA has supported this through technical assistance, regulatory facilitation, and capacity building, which have fostered the establishment of improved data governance. The One Data Forum has begun to fulfilling its role, now backed by sufficient funding—a clear indication that stakeholders are becoming increasingly aware of the importance of data.



SKALA's role is to serve as a bridge connecting various parties, while also acting as a driving force that accelerates the implementation of One Data Papua Barat Daya. The result? We now have Regional Sectoral Statistical Data available in e-Walidata

Ibnu Rusyid, Head of Macro Planning, Control, Evaluation, and Regional Development Information of the Papua Barat Daya Regional Development Planning Agency (Bapperida)



For Darmawati, Head of the Statistics Section, the Department of Communication, Informatics, Statistics, and Coding (Diskominfosatik), the involvement of SKALA has built understanding, fostered joint commitment, and brought real change. “Papua Barat Daya Province extends its highest appreciation and gratitude to SKALA for its contribution in supporting the realisation of One Data Papua Barat Daya.”

Today, Papua Barat Daya is moving forward with greater determination. What was once merely a spoken dream is now beginning to materialise: data has become a central resource guiding development toward a more deliberate and sustainable future.

Challenges and lessons learned

Program implementation challenges, impacts, and solutions

Challenges

1. The migration and sorting of district/city data in SAIK+ still require further adjustment.
2. The implementation pause during January–March 2025 reduced the effective period to only three months, resulting in many delayed outputs.
3. Limited SKALA staffing at the regional level hindered the achievement of targets.
4. SKALA's support at the provincial level has not fully reached districts/cities, even though provincial MSS achievements depend on district/city reports.
5. The supervisory function (korbinwas) of the provincial MSS Implementation Team for districts/cities has not been fully optimised due to budget and civil service capacity constraints.

Solutions

1. Carry forward pending outputs to the following year's Annual Work Plan (AWP) using an accelerated strategy.
2. Strengthen the supervisory function (korbinwas) of the provincial MSS Implementation Team to more effectively support districts/cities through technical training.
3. Adjust technical support and advocacy in line with the latest priorities of regional leaders, such as support for PPSB.
4. Plan for the addition or optimisation of SKALA personnel in the regions.

Lessons learned

Learning theme	Learning description
Provision and use of data	Strong collaboration between technical provincial agencies, with the Regional Development Planning Agency (Bappeda) and the Communication and Informatics Office (Kominfo) as the leading sectors, accelerated the implementation of One Data and the issuance of supporting policies. This success was driven by planned coordination and clearly defined roles. To replicate in other areas, cross-provincial agencies commitment, role clarity, and effective coordination mechanisms must be ensured.
Optimisation of local finance for MSS and GEDSI	Optimising MSS implementation is a shared responsibility of all local government stakeholders. Although not directly involved in MSS planning, the Regional Financial and Asset Management Agency (BPKAD) actively reminds provincial agencies and the Regional Government Budget Team (TAPD) if the responsible provincial agencies have not allocated budgets for MSS activities. MSS implementation can be optimised if preconditions are met, such as cross-provincial agencies' commitment, adequate capacity, clear and routine monitoring mechanisms, and the involvement of local financial management bodies to ensure sustained funding.
Program management, including M&E	Joint cross-provincial activities in Tanah Papua Barat Daya (the entire Papua Barat Daya region) proved effective in producing consistent outputs while saving SKALA's limited time and resources. This success was supported by coordinated planning and the involvement of all provinces within a single forum. However, if replicated or continued, adequate facilitators or resource persons must be ensured so that material delivery remains effective despite large participant number.

FY 2025/2026 SKALA Program Summary

3.1 Summary of intended results

Narrative	Summary of key outputs to be delivered in order to achieve the narrative
Develop and institutionalise consultation spaces and engagement mechanisms with vulnerable communities to promote more inclusive planning.	• GEDSI: Disability action plan through the engagement of persons with disabilities (PwD) groups in providing inputs. • GEDSI: Governor Regulation on Aging (Perkada Kelanjutusiaan)
Strengthen the data governance framework to support inclusive basic service delivery	• SAIK+ PBD: Expand coverage of district/city data updates and increase utilisation of SAIK+ PBD data • Strengthen the One Data initiative (development of data portal, capacity building for forum staff, improved forum functionality, data inventory, data utilisation) • Enhance data analysis capacity (use of SEPAKAT)

	SIPD⁷⁹: Capacity and Understanding
Develop a more consolidated and inclusive framework for MSS implementation and routine planning	- MSS: MSS Action Plan, reporting and costing, and integration of the MSS Action Plan into planning documents. - Regular Planning: RPJMD and RKPD (Regional Government Work Plan) that prioritise MSS and GEDSI, and strengthened capacity to apply cascade nomenclature of programs and activities
Establish a more responsive local government budget management framework to ensure inclusive basic service delivery	- PDRD (Regional Taxes and Levies): Policies and regulations to optimise Regional Revenue. - PPRG (Gender-Responsive Planning and Budgeting): Gender Analysis/Action Plan (GAP) and Gender Budget Statement (GBS) in provincial agencies planning, optimising the role of the Gender Mainstreaming Team (PUG)
Promote more effective management of Special Autonomy (Otsus) funds	Otsus: Establish a coordination forum, improve Provincial Evaluator Capacity, and strengthen the inclusiveness of the Government Action Plan (RAP) content.

3.2 Summary of key support/inputs

Theme	Number of Workshops	Number of TAs	Number of Technical Assistance
DNA	3	1	3
MSS	3	2	5
PFM	2	-	3
GEDSI	3	-	4

⁷⁹ *SIPD (Regional Government Information System) is an application developed by the Ministry of Home Affairs that integrates regional government data into a single digital platform*

Papua Barat Province Semester Report

(January-June 2025)

Context of Papua Barat Province

Overview of basic services, vulnerable groups, and fiscal capacity

Key development outcome indicators data

Indicator	Papua Barat
1. Net Enrollment Rate (%) (Regional Education Balance Sheet, 2023/2024)	
a. Elementary school/MI/equivalent	83,48
b. Junior high school/MTs/equivalent	71,63
c. Senior high school/vocational school/MA/equivalent	62,82
2. Gross Enrollment Rate (%) (Regional Education Balance Sheet, 2023/2024)	
a. Early childhood education/equivalent	26,04
b. Elementary school/MI/equivalent	100,70
c. Junior high school/MTs/equivalent	105,98
d. Senior high school/vocational school/MA/equivalent	99,45
3. School Dropout Rate (%) (BPS, 2022)	
a. Elementary school/MI/equivalent	0,60
b. Junior high school/MTs/equivalent	0,35
c. Senior high school/vocational school/MA/equivalent	1,02
4. Infant Mortality Rate (per 1,000 live births) (BPS, 2020)	37,06
5. Maternal Mortality Rate (per 100,000 live births) (BPS, 2020)	343
6. Stunting prevalence in Children Aged 0–59 Months (%) (SKI, 2023)	24,8
7. Open Unemployment Rate (%) (BPS, 2024)	4,31
8. Poverty Situation	
a. Percentage of Poor Population (BPS, 2024)	21,66
b. Poverty Depth Index (BPS, 2024)	4,35
c. Poverty Severity Index (BPS, 2024)	1,28
d. Poverty Line (rupiah/capita/month)	793.804
9. Gini Coefficient (BPS, 2024)	0,389
10. HDI (using Life Expectancy from SP2020 LF) (BPS, 2023)	67,47

Data sources: BPS publications, Education Accounts, Indonesian Health Survey

MSS Achievement Index, 2022-2024

Sector	MSS Achievement Index 2022 (%)	MSS Achievement Index 2023 (%)	MSS Achievement Index 2024 (%)
Education	0	25,2	62,9
Health	11,1	25,5	63,3
Social Affairs	1,1	7,8	62,5
Public Works	0,0	20,3	56,1
Public Housing	0,0	9,2	46,1
Public Order and Community Protection (Trantibumlinmas)	0,0	21,3	77,6
Papua Barat	2.03	18.22	61.42

Data Source: <https://spm.bangda.kemendagri.go.id/publikasi> (Average in the fourth quarter of each year)

The 2022–2024 MSS performance data of Papua Barat shows significant improvement, with the sharpest increase in Public Order and Community Protection, rising from 0% to 77.6%. Education and Health also recorded strong gains, reaching 62.9% and 63.3% respectively, while Public Works and Social Affairs showed more modest increases, at 56.1% and 46.1% in 2024.

MSS reporting 2025

Quarter	Q1 2024 (%)	Q2 2024 (%)	Q3 2024 (%)	Q4 2024 (%)	Q1 2025 (%)	Q2 2025 (%)
Papua Barat	6.85	4.77	78.73	78.16	1.15	0

Data Source: <https://spm.bangda.kemendagri.go.id/> (As of July 28, 2025)

Regional Revenue and Expenditure Budget (APBD) Data

APBD Structure	2024	2025
Total Revenue	4,526,690,665,908	3,470,278,052,654
PAD (Regional Revenue)	532,315,579,108	334,905,726,654
TKD (Fiscal Transfer)	3,992,701,435,800	3,134,436,117,000
Other Legitimate Regional Revenues	1,673,651,000	936,209,000
Total Expenditure	5,075,139,278,188	3,570,278,052,654
Operating Expenditure	2,392,423,672,490	1,958,119,131,251
Capital Expenditure	800,832,667,373	553,970,355,044
Contingency Expenditure	128,200,002,478	30,000,000,000
Transfer Expenditure	1,753,682,935,847	1,028,188,566,359
Regional Financing	548,448,612,280	100,000,000,000
Financing Receipts	548,448,612,280	100,000,000,000

Data source : <https://djpk.kemenkeu.go.id/>

The Regional Revenue and Expenditure Budget (APBD) of Papua Barat Province declined significantly from 2024 to 2025, with revenues dropping from IDR 4.52 trillion to IDR 3.47 trillion, and expenditures from IDR 5.07 trillion to IDR 3.57 trillion. The province's fiscal capacity remains largely dependent on central government transfers, reflecting low fiscal independence.

Dynamics shaping SKALA program implementation

Papua Barat is undergoing a leadership transition with the appointment of a new governor, deputy governor, Regional People's Representative Council (*DPR – Dewan Perwakilan Rakyat Daerah*), and Papua People's Assembly (*MRP – Majelis Rakyat Papua*). Structural changes to Regional Apparatus Organisations (OPD – Organisasi Perangkat Daerah) can only be made six months after inauguration. During this semester, SKALA has therefore focused on building relationships with these new stakeholders.

At the same time, the Papua Barat government is focusing on preparing the 2025–2029 Regional Medium-Term Development Plan (*RPJMD – Rencana Pembangunan Jangka Menengah Daerah*) and the 2026 Regional Government Work Plan (*RKPD – Rencana Kerja Pemerintah Daerah*), which require substantial time and incorporate both national and regional priorities. SKALA needs to adjust its support to align with these priorities.

Meanwhile, the central government's efficiency policy has required the new regional leadership to manage budgets more cautiously. This has also delayed the finalisation of the 2025 Special Autonomy Budget and Program Plan (*RAP Otsus – Rencana Anggaran dan Program Otonomi Khusus*) until July 2025. The delay has postponed activities funded by Special Autonomy (Otsus – Otonomi Khusus), potentially leading to significant unspent balances (*SILPA–Sisa Lebih Perhitungan Anggaran*)⁸⁰ and reducing benefits for Indigenous Papuans (*OAP – Orang Asli Papua*). These program delays and budget reallocations also require SKALA to adjust its support.

Overview of SKALA Program Priorities in Provinces in FY 2024/2025

Focus areas of SKALA support program

1. Implementation of MSS – Capacity strengthening in the preparation of Renaksi.
2. Implementation of One Data – Formulation of data lists and e-walidata⁸¹
3. Management of Otsus Funds – Guidelines for *Musrenbangsus*⁸² and SIPPP⁸³.
4. Regular Local Government Planning and Budgeting (RPJMD).

⁸⁰ SILPA (Sisa Lebih Pembiayaan Anggaran) menunjukkan sisa dana yang belum terpakai pada akhir periode anggaran.

⁸¹ E-Walidata adalah aplikasi pengelola data perencanaan pembangunan daerah, dikembangkan oleh Pusat Data dan Teknologi Informasi (Pusdatin) Kementerian Dalam Negeri.

⁸² Musrenbangsus (Special Development Planning Forum): A planning forum dedicated to discussing the planning and budgeting of the Special Autonomy Fund (Otsus).

⁸³ SIPPP is the Papua Planning and Budgeting Information System—a digital platform used to manage and integrate planning and budgeting processes in Papua.

Implementation of Monitoring and Evaluation (M&E) and program documentation

Monitoring was carried out in a limited manner through activities, informal discussions, and regular meetings. In this semester, more in-depth monitoring and evaluation with local governments—through interviews and focus group discussions—were conducted to document four topics: changes in the substance of the Otsus Budget Draft (*RAP Otsus*) for basic services and GEDSI, integration of MSS and GEDSI into the 2025 RKPD/APBD, functionality of the One Data Forum, and utilisation of DAU SG for MSS and GEDSI. The monitoring results provided input to strengthen SKALA program governance and served as a reflection forum for local governments in planning Otsus and DAU SG with a stronger prioritisation of MSS and GEDSI.

Program Implementation and Learning Results/Progress

Summary of results at the Input level

Table 22: Table of program input summary (January-June 2025)

Input type	Number of inputs	Total budget realisation	Number of participants involved
Focus Group Discussion (FGD)	1		Person time⁸⁴ = 237 146 males 98 females
Lokakarya / Workshop	2	IDR 431,619,738	Headcount = 35 22 males 13 females
TA	2		
TOTAL	15	IDR 493,779,055	

Data source: SKALA MIS as of Agustus 1, 2025

Summary of results at the Output level

Table 23: Table of summary of FY 2024/2025 work plan outputs as of June 2025

Theme	Completed	Not Started	Ongoing
DNA	1	6	6
PFM	-	9	1
MSS	2	14	13

Data source: MIS Data for Provincial Report as of 28 July 2025

⁸⁴ Person time refers to the total instances of participation; one individual may participate more than once in SKALA-supported activities. Headcount refers to participants whose costs are covered by SKALA.

- **DNA:** SKALA facilitated the preparation of data lists through SIPD and supported data fulfilment in e-Walidata.
- **MSS:** SKALA provided technical recommendations and facilitation to strengthen the capacity of civil servants in preparing MSS Action Plans, monitoring and reporting MSS, using the *Musrenbangsus* and SIPPP guidelines, and drafting the RPJMD following the election of regional heads.

Summary of results at the Intermediate Outcome (IO) level

Data availability, management, and utilisation to improve evidence-based planning processes (IO 5 and 9)

SKALA supports the use of data in development planning

- Poverty distribution data from Regsosek was utilised to provide an overview of regional conditions in the 2025–2029 RPJMD document.
- SAIK+⁸⁵ data was used in the 2025–2029 RPJMD, particularly to map and prioritise vulnerable groups, especially Indigenous Papuans (OAP), in the development of education, health, and the economy.

SKALA supports the data provision process

- The One Data Forum, facilitated by SKALA, identified 3,518 Regional Data Lists from 49 OPDs in accordance with the Governor's Decree to be used in provincial agencies planning.

SKALA supports the expansion and utilisation of SAIK+

- A draft Governor Regulation on the SOP for SAIK+ implementation has been prepared to provide guidance and mechanisms for the implementation and sustainability of SAIK+.
- As of June 2025, SAIK+ coverage reached 42.1% of the population in Papua Barat, with the highest in Fakfak (65%) and the lowest in Arfak Mountains (less than 1%).

Better public financial management to support improved service delivery (IO 4 and 6)

SKALA supports the implementation of MSS through capacity strengthening

- 17 people (14 men, 3 women) have been trained in preparing MSS Action Plan. For the first time, the draft provincial MSS Action Plan is being developed by the Papua Barat local government.
- The MSS index achievement has increased from 18.2% to 61.4% between 2023 and 2024, as a result of various MSS implementation trainings facilitated by SKALA.

SKALA supports the quality of planning documents

SKALA supports the alignment of RPJMD with RIPP⁸⁶ as well as the integration of MSS and GEDSI, with the following progress:

⁸⁵ Sistem Informasi Administrasi Kependudukan Plus (SAIK+) adalah sistem informasi di tingkat desa Papua Barat

⁸⁶ RIPP (Rencana Induk Percepatan Pembangunan Papua) adalah dokumen induk perencanaan pembangunan 20 tahun (2022-2041) dalam rangka Otonomi Khusus Provinsi Papua yang menjadi pedoman bagi Pemerintah dan Pemerintah Daerah.

- The Papua Barat RPJMD 2025–2029 includes MSS and GEDSI in data analysis, indicators, strategic issues, and basic service programs for vulnerable groups.
- The RIPPP is integrated with the RPJMD in the introduction, vision–mission, priority programs, and performance of provincial agencies, with SKALA facilitating the development of a matrix for aligning indicators and targets.
- A draft planning SOP is being prepared to structure the process and timeline for the preparation of various planning documents (RPJPD, RPJMD, RENSTRA, RKPD, RENJA).

SKALA supports the optimisation of Otsus for basic services in line with national regulations:

- 66 people participated in the socialisation of the *Musrenbangsus* guidelines and the SIPPP (Papua Barat, Papua Barat Daya, Papua Tengah clusters).
- SKALA supports the Governor’s Vision–Mission priority programs funded by Otsus, such as:
 - Registration of Indigenous Papuans and mapping of customary territories through the draft Governor Regulation on SAIK+ SOP, from regulatory preparation to operational technical guidelines.
 - Strengthening the Keluarga Harapan Papua program for social security of Indigenous Papuans.

Impact of results/changes

Impact Type	Impact
Methodological Impacts	• Draft MSS Action Plan made available for the first time • Data List generated from SIPD • Draft Planning SOP
Ecosystem Impacts	• Draft Papua Barat RPJMD 2025–2029 • Draft Governor Regulation on SAIK+ Implementation SOP • Governor’s Decree on Sectoral Statistical Data

Significant change story

STORY 1:

Breaking the Deadlock in Communication and Coordination to Advance One Data Implementation

Since the issuance of the One Data Governor Regulation in 2022, efforts to establish data governance in Papua Barat have continued to face challenges. The regulation was already in place, but coordination and communication among technical government agencies remained rigid. Each worked in isolation, making the path toward data integration feel slow.

The presence of SKALA brought an important shift. Through facilitation, mentoring, and providing space for joint discussions, the long-standing communication freeze began to thaw. As a result, several derivative regulations were drafted, the capacity of civil servants increased, and the Papua Barat One Data Forum was established. This forum became a platform to foster mutual understanding and align actions across agencies.

Although the compilation of the Data Inventory is still underway, Papua Barat has already made significant progress. The growing coordination is now a crucial foundation for sustainable data governance.



...The presence of SKALA in pushing for One Data Papua Barat has been very positive. SKALA managed to bridge the communication freeze that had long existed among technical agencies.

Zaenal Fanumbi, Head of Cryptography and Statistics Division, Papua Barat Communication and Information Office (Diskominfo)



STORY 2:

Strengthening Understanding and Capacity for an MSS and GEDSI-Responsive RPJMD

Preparing an RPJMD is not merely a five-year obligation. It carries the direction of regional development, defines priorities, and reflects the government's commitment to meeting the needs of the people. In Papua Barat, this process presents its own challenges. The drafting team must be able to translate the vision and mission of the regional head while also accommodating national strategic policies, including MSS and GEDSI.

Before SKALA's involvement, discussions on MSS and GEDSI often did not receive sufficient attention. Although data and regulations were available, they were not fully utilised to strengthen the arguments and policy directions in the document.

SKALA's support changed the way the team worked. By introducing various data analysis tools, regulations, and relevant policies, the Bappeda team began to approach the RPJMD drafting process from a new perspective—more structured, evidence-based, and responsive to the needs of basic services and vulnerable groups.

Now, MSS and GEDSI are no longer treated as additional notes, but have become an integral part of Papua Barat's RPJMD framework.



..SKALA's support in the RPJMD drafting process has been very significant. SKALA provided input, learning, and knowledge to Bappeda to ensure that the RPJMD takes into account the needs of MSS and GEDSI.

Deassy D. Tetelepta, Head of Bappeda Papua Barat



Challenges and lessons learned

Program implementation challenges, impacts, and solutions

Challenges

- The implementation of SAIK+ stalled in several villages. Lack of commitment and prioritisation has resulted in suboptimal data collection, updating, and regular verification.
- Village-level data is critical for top-down planning, but budget allocations remain limited.
- Regional fiscal constraints have led to minimal funding for the Secretariat of the One Data Forum.
- Commitment among data producers toward One Data implementation is uneven, leaving the data inventory incomplete.
- The implementation of the SKALA program was temporarily suspended (Jan–Mar 2025), causing several AWP output targets to remain unmet.
- Limited SKALA staffing at the subnational level has slowed progress in achieving AWP 24/25 targets.

Solutions

- Advocating for and supporting strategic programs related to OAP data collection to ensure the sustainability of SAIK+.
- Exploring alternative sources of funding to strengthen the functionality of the One Data Forum.
- Rebuilding the capacity and understanding of data producers in managing sectoral data.
- Strengthening SKALA's role at the subnational level, with the option of adding additional staff to support program implementation and administration.

Lessons learned

Lessons learned theme	Lessons learned description
Developing a more consolidated and inclusive framework for MSS implementation and regular planning	Technical support and knowledge transfer from SKALA encouraged the RPJMD drafting team in Papua Barat to actively consult and explore new approaches. As a result, the planning document is now more consolidated, inclusive, and better able to accommodate GEDSI and MSS. This success emerged because the team was willing to learn, and actively engaged in consultations and communication with SKALA's Technical Advisors. The key learning from this experience is that optimal results can be achieved when the team is directly involved, maintains intensive communication with technical support, and shows willingness to change old practices.
Program management	Joint cross-provincial activities in Tanah Papua have proven effective in achieving uniform outputs while also saving SKALA's limited time and resources. This success was supported by coordinated planning and the involvement of all provinces in a single forum. However, if replicated or continued, it will be important to ensure the availability of adequate facilitators/resource persons so that material delivery remains effective despite the large number of participants

FY 2025/2026 SKALA Program Summary

3.1 Summary of intended results

Narrative	Summary of key outputs to be delivered in order to achieve the narrative
Develop and institutionalise consultation spaces and engagement mechanisms with vulnerable communities to promote more inclusive planning.	GEDSI: involvement of persons with disabilities in providing input for RAD PD and as a part of the Technical Team on Gender Mainstreaming (PUG).
Strengthen the data governance framework to support inclusive basic service delivery	• Revitalisation of SAIK+: Expanded coverage of district/city data updates and increased use of SAIK+ data. • Strengthening One Data: development of data portals, staff capacity in One Data forums, and functionality of data forums. • Enhancing data analysis capacity (use of SEPAKAT). • Development of the SPBE (Electronic-Based Government System) Roadmap and SIPD RI.
Develop a more consolidated and inclusive framework for MSS implementation and routine planning	• MSS: Action Plans, reporting and costing, integration of MSS Action Plans into planning documents. • Regular Planning: RPJMD and RKPDP that prioritise MSS and GEDSI, enhanced capacity in using program and activity nomenclature cascades.

	• PERA: Utilisation of PERA study results in formulating strategic programs and activities.
Establish a more responsive local government budget management framework to ensure inclusive basic service delivery	• PDRD: Policies and regulations for optimising local revenue. • PPRG: Gender Analysis Pathway (GAP) / Gender Budget Statement (GBS) in OPD planning, strengthening the role of the Gender Mainstreaming Team. • Palm Oil Revenue Sharing Fund (DBH Sawit): Development of an Action Plan document. • DAK and DAU: Capacity development.
Promote more effective management of Special Autonomy (Otsus) funds	• Special Autonomy (Otsus): Establishment of coordination forums, capacity building for provincial evaluators, and more inclusive RAP substance. • Oil & Gas Revenue Sharing Fund (DBH Migas): Strengthening capacity for RAP preparation.

3.2 Summary of key support/inputs

Theme	Number of workshops	Number of TAS	Capacity building
DNA	5	1	3
MSS	4	2	3
PFM	3	1	2
GEDSI	5	0	3

Papua Selatan Province Semester Report

(January-June 2025)

Context of Papua Selatan Province

Overview of basic services, vulnerable groups, and fiscal capacity

Key development outcome indicators data

Indicator ^{d)}	Papua Selatan
1 Net Enrollment Rate (%) (Regional Education Balance Sheet, 2023/2024)	
a. Elementary school/MI/equivalent	66,25
b. Junior high school/MTs/equivalent	43,90
c. Senior high school/vocational school/MA/equivalent	50,45
2 Gross Enrollment Rate (%) (Regional Education Balance Sheet, 2023/2024)	
a. Early childhood education/equivalent	11,45
b. Elementary school/MI/equivalent	92,39
c. Junior high school/MTs/equivalent	72,36
d. Senior high school/vocational school/MA/equivalent	87,11
3 School Dropout Rate (%) (BPS, 2022)	
a. Elementary school/MI/equivalent	2,38 a)
b. Junior high school/MTs/equivalent	3,22 a)
c. Senior high school/vocational school/MA/equivalent	0,83 a)
4 Infant Mortality Rate (per 1,000 live births) (BPS, 2020)	38,17 a)
5 Maternal Mortality Rate (per 100,000 live births) (BPS, 2020)	565 a)
6 Stunting prevalence in Children Aged 0–59 Months (%) (SKI, 2023)	24,8
7 Open Unemployment Rate (%) (BPS, 2024)	4,75
8 Poverty Situation	
a. Percentage of Poor Population (BPS, 2024)	17,44
b. Poverty Depth Index (BPS, 2024)	3,71
c. Poverty Severity Index (BPS, 2024)	1,08
d. Poverty Line (rupiah/capita/month)	519.979
9 Gini Coefficient (BPS, 2024)	0,404
10 HDI (using Life Expectancy from SP2020 LF) (BPS, 2023)	63,01 a)

Data Source: Compiled from BPS publications, Education Balance Sheet

MSS Achievement Index Data, 2022–2024

Sector	MSS Achievement Index 2022 (%)	MSS Achievement Index 2023 (%)	MSS Achievement Index 2024 (%)
Education	29	19	85
Health	25	40	69
Social Affairs	13	25	70
Public Works	19	13	83
Public Housing	10	27	63
Public Order and Community Protection (Trantibumlinmas)	5	25	79
Papua Selatan	17	25	75

Data source: <https://spm.bangda.kemendagri.go.id/publikasi> (Average in the 4th quarter of each year).

Papua Selatan’s MSS performance showed a significant leap between 2022–2024. The province's average achievement rate increased from 17% to 75%, with the highest increase seen in the Education sector. All sectors improved following support from SKALA, with 2024 achievement rates exceeding 60%.

MSS Reporting Data 2024-2025

Quarter	Q1 2024 (%)	Q2 2024 (%)	Q3 2024 (%)	Q4 2024 (%)	Q1 2025 (%)	Q2 2025 (%)
Papua Selatan	0	0	95.83	98.18	8.33	100

Data source: <https://spm.bangda.kemendagri.go.id/> (As of July 28, 2025)

Regional Revenue and Expenditure Budget (APBD) Data

APBD Structure	2024		2025	
Total Revenue	IDR	1,661,257,991,893.00	IDR	1,529,958,997,529.00
Regional Revenue (PAD)	IDR	145,342,910,893.00	IDR	130,993,681,252.00
Fiscal Transfer (TKD)	IDR	1,492,915,081,000.00	IDR	1,378,965,316,277.00
Other Legitimate Regional Revenues	IDR	23,000,000,000.00	IDR	20,000,000,000.00
Total Expenditure	IDR	1,910,601,605,605.00	IDR	1,724,133,001,643.00
Operating Expenditure	IDR	1,219,739,545,447.00	IDR	1,243,138,117,468.00
Capital Expenditure	IDR	476,013,499,156.00	IDR	337,477,754,757.00
Contingency Expenditure	IDR	23,049,828,741.00	IDR	6,127,587,297.00
Transfer Expenditure	IDR	191,798,732,261.00	IDR	137,389,542,121.00
Regional Financing	IDR	249,343,613,712.00	IDR	194,174,004,114.00
Financing Receipts	IDR	249,343,613,712.00	IDR	194,174,004,114.00

Source: <https://djpk.kemenkeu.go.id/>

The total revenue of Papua Selatan Province decreased from IDR 1.6 trillion (2024) to IDR 1.5 trillion (2025), with a reduction in all revenue and expenditure categories. The revenue structure indicates a high fiscal dependence on the central government, with TKD accounting for more than 80% of the APBD.

Dynamics shaping SKALA program implementation

Papua Selatan inaugurated its governor and vice governor on February 20, 2025. According to regulations, changes to the new provincial agencies structure can only be made six months after the inauguration. However, to ensure the smooth functioning of the government, the governor has appointed the Head of the Regional Revenue, Finance, and Asset Management Agency (*BPPKAD*) and the Head of the Communications, Statistics, and Encryption Agency (*Diskominfo*). Throughout this semester, SKALA has intensified coordination to understand the new regional leadership's policy direction.

This semester, the Papua Selatan government is focused on drafting the 2025–2029 RPJMD and the 2026 RKPD. This is a lengthy process that incorporates both regional and national priorities, which limits the region's flexibility to formulate contextual programs. SKALA needs to adjust its support to align with these regional priorities.

Overview of SKALA program priorities in provinces in FY 2024/2025

Focus areas of SKALA support program

1. Implementation of MSS (Strengthening Capacity in the Preparation of Action Plans)
2. Expansion of Papua Selatan SIRIOS (Merauke Regency)
3. Special Autonomy Fund Management (*Musrenbangsus* and SIPPP Guidelines)
4. Regular Local Government Planning and Budgeting (RPJMD)
5. Initiation of the Formulation of Papua Selatan PAD Road Map

Implementation of Monitoring and Evaluation (M&E) and program documentation

Monitoring is conducted on a limited basis through activities, informal discussions, and regular meetings. This semester, more in-depth monitoring and evaluation, through interviews and group discussions, was conducted to document four topics, namely: changes in the substance of RAP Otsus for Minimum Service Standards (MSS) and Gender Equality, Disability, and Social Inclusion (GEDSI), and integration of MSS and GEDSI into the 2025 Regional Development Work Plan (RKPD) and Regional Revenue and Expenditure Budget (APBD). The results of the M&E on these two topics provide input for the SKALA team to strengthen program governance in Papua Selatan, while also serving as a reflection forum for the local government in planning Otsus and other programs that prioritise MSS and GEDSI.

Summary of results at the Input level

Table 24: Table of program input summary (January-June 2025)

Input type	Number of inputs	Total budget realisation	Number of participants involved
Focus Group Discussion (FGD)	1	Rp. 5,508,695	Person time⁸⁷: 1012 orang
Learning forum	1		- Male: 768 - Female: 244 - People with disability: 1
Workshop	4	Rp. 367,003,277	Headcount: 39 orang
Training	1		- Male: 25 - Female: 14
TA	4		
TOTAL		Rp. 372,511,972	

Data source: SKALA MIS as of August 1, 2025

Summary of results at the Output level

Table 25: Table of summary of FY 2024/2025 work plan outputs as of June 2025

Theme	Completed	Not Started	Ongoing
DNA	1	5	6
MSS	2	13	12
PFM	-	9	-

Data source: MIS Data for Provincial Report as of 28 July 2025

- **DNA:** SKALA facilitated technical recommendations and the expansion of SIRIOS in Merauke District to strengthen capacity, institutional arrangements, planning, and budgeting.
- **MSS:** SKALA facilitated capacity strengthening for civil servants in drafting MSS Action Plans and targets, monitoring and reporting, using Musrenbangsus and SIPPP guidelines, preparing RPJMD, engaging vulnerable groups in pre-RPJMD thematic consultations, and establishing the PUG Team.

⁸⁷ Person time refers to the total instances of participation; one individual may participate more than once in SKALA-supported activities. Headcount refers to participants whose costs are covered by SKALA.

Summary of results at the Intermediate Outcome (IO) level

Data availability, management, and utilisation to improve evidence-based planning processes (IO 5 and 9)

SKALA supports the expansion of SIRIOS⁸⁸:

- Merauke District allocated IDR 2.2 billion to expand the Village Information System (SIRIOS), including training, honoraria for district verifiers, and support for village data officers across 11 sub-districts and 179 villages.
- SKALA facilitated training for 88 civil servants (M:53, F:35) on the village information system to support SIRIOS expansion from OPDs to the district/sub-district level.
- 74 village data officers and verifiers were trained in using SIRIOS/SID, increasing OAP data coverage more than tenfold, from 74 households (85 people) to 279 households (892 people).
- Governor Regulation 10/2025 on the South Papua Indigenous Peoples Information System (SIRIOS) encouraged Bapperida to provide SIRIOS facilitators for training in Merauke District.
- Collaboration with Musamus University brought in three lecturers as SIRIOS trainers, strengthening the role of the local university in expanding SIRIOS coverage.
- BPS issued a Recommendation Letter confirming the collection, processing, and analysis of SIRIOS data as official statistical data.
- As of June 2025, 4.5% of the Papua Selatan population is covered by SIRIOS, with the highest coverage in Boven Digoel (18%) and the lowest in Mappi (less than 1%).

SKALA mendukung pemanfaatan data untuk perencanaan:

- Regsosek memberikan gambaran kondisi situasi daerah, khususnya sebaran penduduk miskin, dalam dokumen RPJMD 2025–2029,

Better public financial management to support improved service delivery (IO 4 and 6)

SKALA supports MSS implementation and its integration into planning:

- 16 civil servants (10 men, 6 women) were trained in drafting MSS Action Plans, resulting in the first-ever MSS Action Plan drafted by the Papua Selatan regional government.
- The MSS achievement index increased significantly from 17% in 2022 to 75% in 2024. This improvement resulted from various MSS training sessions facilitated by SKALA, including support on indicator review, problem mapping, and target setting.
- The Governor's Decree on MSS 2025 targets was issued, with SKALA providing technical input on target determination and indicator review by sector.
- The Papua Selatan RPJMD 2025–2029 now integrates MSS and GEDSI considerations in problem mapping, policy directions, strategic issues, and indicators.

SKALA supports the optimisation of Otsus funds for basic services:

- 86 participants received socialisation on using the Musrenbangsus and SIPPP guidelines (Papua, Papua Pegunungan, Papua Selatan clusters).
- The RIPPP has been aligned with the RPJMD 2025–2029, ensuring that Otsus priority programs are integrated into policy strategies and regional development directions.

⁸⁸ SIRIOS (South Papua Indigenous Peoples Information System) is an information system that manages population and household data at the village level in Papua Selatan.

- A social protection design for children under five and OAP families is currently being drafted, with substantive support from SKALA.

SKALA promotes gender-responsive planning and budgeting (PPRG) by strengthening the role of the PUG Team:

- The Governor's Decree on the PUG Implementation Team has been issued to guide OPDs in implementing Gender-Responsive Planning and Budgeting (PPRG).

GEDSI – Participation and Planning (IO 7 and 8)

SKALA supports the involvement of vulnerable groups in planning:

- 23 CSOs and 3 DPOs were engaged in the preparation of the Papua Selatan RPJMD 2025–2029 through the GEDSI thematic pre-Musrenbang process. This process generated 177 proposals, which were submitted to the Vice Governor. Bappeda and the drafting team will review and analyse these proposals to incorporate them into the RPJMD.

Impact of results/changes

Impact Type	Impact
Methodological Impacts	• 88 civil servants trained in village-level information system management. • 74 village cadres and verifiers trained for the Village Information System (SIRIOS). • 3 lecturers from Musamus University trained as SIRIOS trainers. • Draft Papua Selatan MSS Action Plan (Renaksi MSS). • MSS achievement targets for 2025. • 16 individuals trained in drafting the MSS Action Plan. • 86 civil servants exposed to the Musrenbangsus and SIPPP guidelines.
Ecosystem Impacts	• Governor Regulation No. 10/2025 on the Papua Selatan Orang Asli Information System (SIRIOS). • BPS Recommendation Letter No. B-349/94563/VS.600/2024 regarding Sectoral Statistics Activities (SIRIOS). • Draft Governor Regulation No. 8/2025 on Papua Selatan One Data Integration (PASSTI) – currently under data collection. • Governor's Decree on the Papua Selatan PUG Team. • Draft Governor Regulation on Papua Selatan MSS Action Plan. • Draft Papua Selatan RPJMD 2025–2029.
Operational Impacts	• Merauke District allocated IDR 2.2 billion for SIRIOS. • Allocation and procurement of servers to support SIRIOS expansion.

Significant changes story

STORY 1:
Vulnerable Communities a Voice in the RPJMD of Papua Selatan

As a new autonomous region (DOB) in Tanah Papua, Papua Selatan continues to improve its development planning. A key step is ensuring that regional planning truly reflects the needs of its residents—including vulnerable groups and persons with disabilities.

Previously, there was limited space for them to express their aspirations in the RPJMD drafting process. The process tended to be formal, and the input received was often general. With SKALA's support, the Papua Selatan Provincial Government was introduced to a GEDSI-themed Musrenbang approach—a special forum that provides a safe and focused space for vulnerable groups to speak.

In this forum, their stories, challenges, and needs were taken seriously. The outcome was not just a list of aspirations, but evidence-based recommendations grounded in real experiences, which could be directly incorporated into the RPJMD. This approach also enabled the RPJMD drafting team to produce a planning document that is more inclusive and relevant.

This is the first time I've seen how a thematic musrenbang works technically and how the community is genuinely listened to. With this approach, Bappeda and the RPJMD drafting team have strong evidence to formulate policy directions and strategic programs that support the community and vulnerable or disabled groups,

Dr. Esau Hambore, S.STP, M.Si, Head of Planning Division, Bappeda Papua Selatan

Today, the provincial government has a more inclusive, evidence-based participation method. This change not only strengthens the RPJMD document but also builds community trust that their voices truly influence the development direction of Papua Selatan.

STORY 2:
Engaging Stakeholders to Accelerate Disaggregated OAP Data Collection in Merauke

The availability of disaggregated data specifically on the Orang Asli Papua (OAP) has become an urgent need for Merauke Regency. Without accurate data, it is difficult for the government to ensure that basic services and social protection reach the right targets, as mandated by the Otsus Law.

When the South Papua Orang Asli Information System (SIRIOS) was introduced, the Merauke Regency Government saw a significant opportunity. Bapperida Merauke immediately initiated disaggregated OAP data collection across 22 districts, 11 sub-districts, and 179 villages, supported by a 2025 Otsus budget of 2.2 billion rupiah.

To ensure the process ran effectively, Bapperida engaged all stakeholders according to their respective roles. In addition to technical regional agencies, the government collaborated with international development partners such as SKALA, the local NGO Yayasan JERAT, and Musamus University. SKALA contributed by designing a systematic data collection mechanism, training village operators, and integrating the results into SIRIOS to ensure the data could be used as a basis for planning and budgeting.

Merauke Regent Yoseph Bladib Gebze, SH, LL.M., emphasised his commitment during the launch on 11 June 2025:



Disaggregated OAP data collection is a tangible demonstration of support for the OAP. Therefore, all involved parties must take responsibility according to their roles. District heads ensure sub-districts and villages perform optimally, village heads ensure operators work properly, and village operators input the data accurately.



With multi-stakeholder support and SKALA's technical guidance, OAP data collection is now conducted in a more structured and inclusive manner. This change not only accelerates data gathering but also ensures that the results can be effectively used to inform affirmative policies that benefit the OAP in Merauke.

Challenges and lessons learned

Program implementation challenges, impacts, and solutions

Challenges

- The expansion of SIRIOS in Kabupaten Merauke faced challenges reaching remote areas due to limited transportation, low capacity of village cadres to operate laptops, lack of laptops for data entry, and poor internet signals in villages.
- Bappeda remained focused on drafting planning documents (RPJMD, RKPD, RENJA), limiting its ability to support other activities.
- Budget constraints restricted SIRIOS expansion, especially to other districts.
- SKALA activities had to adjust schedules according to the local government's workload, causing changes in planned activities.
- Temporary suspension of program activities from Jan–Mar 2025 resulted in some outputs not being achieved.
- Limited SKALA staff at the regional level slowed target achievement.

Solutions

- Advocacy and sharing of good practices related to SAIK+ have been conducted in several districts in Papua Selatan to support the expansion of SIRIOS.
- Mitigation plans have been prepared by SKALA, including adding staff to support program implementation and administration.
- The central and local governments coordinated to find solutions for implementing PP 106/2021.
- Schedules must be adjusted well in advance to avoid conflicts with government activities.

Lessons learned

Lesson learned theme	Lessons learned descriptions
Data Provision & Utilisation	The expansion of SID/SIRIOS in Merauke District succeeded due to direct support from the regional head, ensuring smooth implementation from upstream to downstream. Effective advocacy built a strong understanding of the importance of data, resulting in an integrated system and more accurate data for evidence-based planning. The key lesson is that replication requires full support from the regional head, technical capacity of data managers, cross-provincial agency coordination, and continuous advocacy.

Failures may occur if strategic communication with the regional head is weak, leading to unmet political priorities and insufficient resource support.

MSS Implementation (planning, achievements, and reporting)	Active engagement of the Bangda MSS Secretariat, together with the active role of the MSS Implementation Team, has proven to accelerate MSS implementation in Papua Selatan. The key success factors were intensive coordination and clear role division, resulting this semester in several important outcomes: preparation of the MSS Action Plan, timely submission of quarterly reports, and achievement of the 2025 MSS targets. The main lesson learned is that strong commitment and close collaboration between the MSS Secretariat and Implementation Team, regular coordination mechanisms, and clarity of roles and responsibilities are essential. Failures may occur if coordination is inconsistent, roles overlap, or monitoring is irregular, potentially hindering MSS target achievement.
Coordination & Collaboration	The successful preparation of the provincial RPJMD was supported by various collaborations, both among government agencies and with donor programs. Focused collaboration between SKALA and TAF, with clearly defined roles—TAF supporting CSOs and SKALA supporting the government—enabled the effective engagement of vulnerable groups in the RPJMD, resulting in more inclusive policies. Amid limited capacity and experience in CSO participation, collaboration with clear roles and regular communication emerged as a replicable practice for other regions facing similar challenges. Collaboration among provincial agencies in the expansion of SIRIOS in Kabupaten Merauke had a positive impact on the implementation of technical activities. For example, the Population and Civil Registration Office agreed to print pre-list data based on Family Cards as a basis for data collection by village cadres for SIRIOS, while the Communication and Informatics Office provided internet access during training sessions. The success of SIRIOS expansion relies on each agency fulfilling its role, effective coordination, and concrete resource support.

FY 2025/2026 SKALA Program Summary

3.1 Summary of intended results

Narrative	Summary of key outputs to be delivered in order to achieve the narrative
Develop and institutionalise consultation spaces and engagement mechanisms with vulnerable communities to promote more inclusive planning.	GEDSI: involvement of persons with disabilities in providing input for RAD PD and as a part of the Technical Team on Gender Mainstreaming (PUG).
Strengthen the data governance framework to support inclusive basic service delivery	SIRIOS Expansion: Accelerated SIRIOS data collection in Asmat, Boven Digoel, and Mappi districts through collaboration with external partners (universities, churches). One Data Strengthening: Development of one data regulations, advocacy for the data portal, capacity building for data custodians, and ensuring the functionality of the One Data forum. Data Analysis Capacity: Strengthening analytical skills through the use of SEPAKAT.
Develop a more consolidated and inclusive framework for MSS implementation and routine planning	MSS: Reporting and costing, integration of MSS Action Plans into planning documents. Policy Advocacy: Strengthening the capacity of functional positions for policy analysis.
Establish a more responsive local government budget management	Regional Revenue (PDRD): Policies and regulations to optimise regional revenue, with enhanced capacity for ASN.

framework to ensure inclusive basic service delivery

- **PPRG (Gender Responsive and Pro-GEDSI Planning):** Gap/GBS in provincial agencies' planning, optimising the role of the PUG team.
- **DAK & DAU:** Capacity building, technical guidance for planning mandatory infrastructure.

Promote more effective management of Special Autonomy (Otsus) funds

- **Otsus (Special Autonomy Fund):** Executive training on Otsus fund policies, priority programs financed by Otsus.

3.2 Summary of key support/inputs

Theme	Number of workshops	Number of Tas	Capacity building
DNA	5	1	2
MSS	4	1	3
PFM	3	-	3
GEDSI	4	-	2

Papua Province Semester Report

(January-June 2025)

Context of Papua Province

Overview of basic services, vulnerable groups, and fiscal capacity

Key development outcome indicators data

Indicator	Papua
1. Net Enrollment Rate (%) (Regional Education Balance Sheet, 2023/2024)	
a. Elementary school/MI/equivalent	78.46
b. Junior high school/MTs/equivalent	78.46
c. Senior high school/vocational school/MA/equivalent	44.98
2. Gross Enrollment Rate (%) (Regional Education Balance Sheet, 2023/2024)	
a. Early childhood education/equivalent	23,56
b. Elementary school/MI/equivalent	93,33
c. Junior high school/MTs/equivalent	94,66
d. Senior high school/vocational school/MA/equivalent	67,18
3. School Dropout Rate (%) (BPS, 2022)	
a. Elementary school/MI/equivalent	2.38
b. Junior high school/MTs/equivalent	3.22
c. Senior high school/vocational school/MA/equivalent	0.83
4. Infant Mortality Rate (per 1,000 live births) (BPS, 2020)	38.17
5. Maternal Mortality Rate (per 100,000 live births) (BPS, 2020)	565
6. Stunting prevalence in Children Aged 0–59 Months (%) (SKI, 2023)	28.6
7. Open Unemployment Rate (%) (BPS, 2024)	5.81
8. Poverty Situation	
a. Percentage of Poor Population (BPS, 2024)	17,26
b. Poverty Depth Index (BPS, 2024)	4,01
c. Poverty Severity Index (BPS, 2024)	1,25
d. Poverty Line (rupiah/capita/month)	674.371
9. Gini Coefficient (BPS, 2024)	0.362
10. HDI (using Life Expectancy from SP2020 LF) (BPS, 2023)	63.01

Data Source: Compiled from BPS publications, Education Balance Sheet, and Indonesia Health Survey.

MSS Achievement Index Data, 2022–2024

Sector	MSS Achievement Index 2022 (%)	MSS Achievement Index 2023 (%)	MSS Achievement Index 2024 (%)
Education	44	49	62
Health	40	53	66
Social Affairs	20	30	42
Public Works	20	36	63
Public Housing	20	25	48
Public Order and Community Protection (Trantibumlinmas)	13	37	45
Papua	26	38	54

Data Source: <https://spm.bangda.kemendagri.go.id/publikasi> (Average performance in Quarter 4 each year).

The MSS performance of Papua Province from 2022–2024 shows improvement, with the average achievement index increasing despite remaining below 60%.

MSS Reporting Data, 2025

Quarter	Q1 2024 (%)	Q2 2024 (%)	Q3 2024 (%)	Q4 2024 (%)	Q1 2025 (%)	Q2 2025 (%)
Papua	0.4	21.26	53.45	77.81	10.4	100

Source: <https://spm.bangda.kemendagri.go.id/> (as of 28 July 2025)

The completion rate of Papua Province’s MSS reports during 2024–2025 shows a significant improvement, indicating steady progress despite some fluctuations observed in early 2025.

Regional Revenue and Expenditure Budget (APBD) Data

APBD Structure	2024	2025
Total Revenue	IDR 2,739,243,604,215.00	IDR 2,580,517,519,866.00
PAD (Regional Revenue)	IDR 565,381,850,000.00	IDR 515,406,169,254.00
TKD (Fiscal Transfer)	IDR 2,172,861,754,215.00	IDR 2,064,061,350,612.00
Other Legitimate Regional Revenues	IDR 1,000,000,000.00	IDR 1,050,000,000.00
Total Expenditure	IDR 3,009,243,604,215.00	IDR 2,765,925,071,404.00
Operating Expenditure	IDR 2,252,986,230,154.00	IDR 2,147,048,958,844.00
Capital Expenditure	IDR 524,358,964,787.00	IDR 471,386,467,634.00
Contingency Expenditure	IDR 11,520,581,274.00	IDR 9,206,362,926.00
Transfer Expenditure	IDR 220,377,828,000.00	IDR 138,283,282,000.00

Regional Financing	IDR	300,000,000,000.00	IDR	205,407,551,538.00
Financing Receipts	IDR	285,000,000,000.00	IDR	195,407,551,538.00
Financing Expenditure	IDR	15,000,000,000.00	IDR	10,000,000,000.00

Data source: <https://djpk.kemenkeu.go.id/>

Papua Province's APBD for the 2022–2024 fiscal years decreased by 5.79% due to reduced regional revenue and transfer income, although other revenue items showed slight increases. Transfer revenues accounted for the largest proportion, ranging from 79.35% to 79.98% of total regional revenue.

Dynamics shaping SKALA program implementation

Entering mid-2025, Papua conducted a repeat vote for the regional head election. This repeat election incurred substantial costs from the regional budget, in addition to the obligation to cover over 3,000 civil servants who should have been funded by the proposed new autonomous region (DOB). Central government policies on budget efficiency during the leadership transition increased various pressures, particularly related to financing.

These situation has delayed the preparation of the nal Medium-Term Development Plan (RPJMD) and lowered the priority of several activities supported by SKALA. For example, the One Data Forum activities were postponed, while new requests for support emerged, such as elaborating the Special Autonomy (*Otsus*) governance.

SKALA was also forced to adjust its support for the preparation of the Regional Government Work Plan (RKPD) due to delays in the issuance of RKPD guidelines from the Ministry of Home Affairs (MoHA), changes in indicators of the National Health Master Plan, and the release of new indicators from sectoral ministries.

Overview of SKALA program priorities in provinces in FY 2024/2025

Focus areas of SKALA support program

1. Strengthening capacity in the formulation, implementation, and application of the MSS Action Plan.
2. Advocacy to promote the expansion and use of SIO Papua (village information system of Papuan Indigenous People).
3. Guidance and strengthening of One Data implementation at the district/city level.
4. Enhancing capacity to manage Special Autonomy Funds using the Musrenbangsus and SIPPP⁸⁹ guidelines.
5. Regular regional planning and budgeting (RPJMD and RKPD).

⁸⁹ SIPPP is the Papua Planning and Budgeting Information System—a digital platform used to manage and integrate planning and budgeting processes in Papua.

Implementation of Monitoring and Evaluation (M&E) and program documentation

Monitoring in Papua is limited to routine activities such as events, informal discussions, and regular meetings. The limited number of MERL personnel covering four provinces simultaneously has constrained efforts to collect more in-depth data. In Papua Province, data collection activities are only conducted on the more inclusive thematic areas of the Special Autonomy Budget Plan, planning and budgeting that are responsive to MSS and GEDSI. In other provinces, this may cover 5-6 thematic areas. Externally, the local government's busy schedule in preparing and discussing the Regional Government Work Plan (RKPD) and Local Government Apparatus work plans (Renja OPD) also poses a challenge in collecting data from SKALA partners.

Program Implementation and Learning Results/Progress

Summary of results at the Input level

Table 26: Table of program input summary (January–June 2025)

Input type	Number of inputs	Total budget realisation	Number of participants involved
Workshop	4	IDR 525,245,910	Person time⁹⁰: 636 Male: 359 Female: 277
TA	9		Headcount¹: 53 Male: 29 Female: 24
TOTAL	13	Rp. 525,245,910	

Data source: SKALA MIS retrieved on August 1, 2025.

Summary of results at the Output level

Table 27: Table of summary of FY 2024/2025 work plan outputs as of June 2025

Theme	Completed	Not Started	Ongoing
DNA	-	6	4
MSS	2	14	11
PFM	-	9	-

Data source: SKALA MIS retrieved on July 28, 2025.

⁹⁰ Person time refers to the total instances of participation; one individual may participate more than once in SKALA-supported activities. Headcount refers to participants whose costs are covered by SKALA.

- **DNA:** SKALA provides technical input and facilitates the expansion of SIO Papua in several districts in Papua, the implementation of Satu Data Daerah, and capacity building for civil servants in understanding SDPDN and e-Walidata⁹¹.
- **MSS:** SKALA facilitated capacity building for civil servants in drafting MSS Action Plans, conducting MSS monitoring and reporting, using *Musrenbangsus* and SIPPP guidelines, integrating GEDSI into various local programs and policies, and preparing RKPD that accommodates MSS and GEDSI.
- **PFM:** SKALA provided technical input in a rapid assessment of regional revenue to identify revenue potential and the impacts of provincial expansion.

Summary of results at the Intermediate Outcome (IO) level

Data availability, management, and utilisation to improve evidence-based planning processes (IO 5 and 9)

- SKALA successfully advocated with Waropen District Government, resulting in the allocation of IDR 1 billion for Village Cadre training.
- Monitoring and supervision (*Korbinwas*) facilitated by SKALA from the Central Data Agency to Papua Province, enabled the provincial government to strengthen the draft Jayapura Mayor Regulation on the One Data regional system.
- As of June 2025, SIO Papua coverage reached 6.8%, with the highest in Jayapura District (39%). In other districts/municipalities, coverage remains low, below 1% of the population (Jayapura City, Sarmi, Biak, Mamberamo Raya, Yapen, and Keerom).

Better public financial management to support improved service delivery (IO 4 and 6)

SKALA supported the implementation of MSS in Papua Province

- 20 people (12 men, 8 women) were trained in drafting MSS Action Plans, producing the province's first draft MSS Action Plans.
- MSS capacity-building workshops facilitated by SKALA helped increase the MSS achievement index from 26% in 2022 to 54% in 2024.
- The MSS Implementation Team is being aligned with the latest regulations, with the team structure streamlined from 23 to 12 members.

SKALA supported the quality of planning documents

- Papua Province's technocratic RPJMD has incorporated indicators, issues, and strategies related to MSS and Gender. The document clearly guided the preparation of the 2026 RKPD, including 13 MSS Priority Programs and 23 Gender Priority Programs. MSS was also established as one of the four main development objectives.
- The 2026 RKPD has been designed with reference to the RIPPP for the acceleration of standardised health and education services. SKALA successfully advocated for the formation of a special discussion team on basic services and MSS in the preparation of the 2026 RKPD.

⁹¹ E-Walidata is an application for managing regional development planning data, developed by the Data and Information Technology Center (Pusdatin) of the Ministry of Home Affairs.

SKALA supported the optimisation of Otsus for basic services

- 86 civil servants received training on the use of Musrenbangsus and SIPPP guidelines, from the Papua, Papua Pegunungan, and Papua Selatan clusters.
- A rapid assessment report on Papua regional revenue is currently being compiled with SKALA’s support.

GEDSI – Participation and Planning (IO 7 and 8)

- Training and capacity-building facilitated by SKALA has produced a gender-responsive budget tagging report, which was submitted to the Gender Equality and Child Protection (PUG) Team to support Gender-Responsive Planning and Budgeting (PPRG) implementation in Papua.

Impact of results/changes

Impact Type	Impact
Methodological Impacts	• 20 participants (M:12, F:8) received training on drafting MSS Action Plans. • Papua’s 2026 RKPDP places greater priority on MSS, Gender, and RIPPP objectives. • Advocacy document for Gender integration is available for the RPJMD process. • Report on gender-responsive budget tagging completed. • Report on rapid assessment of regional revenue completed. • 86 participants received socialisation on using Musrenbangsus and SIPPP guidelines.
Ecosystem Impacts	• Draft Mayor Regulation on the One Data regional system. • Draft revitalisation of MSS Implementation Team. • Draft MSS Action Plans 2025–2029.
Operational Impacts	• 2026 RKPDP focuses more on MSS (13 priority programs) and Gender (33 priority programs). • Waropen District allocated IDR 1 billion from the 2025 regional budget to expand Papua’s SIO.

Significant change story

Papua’s PUG Technical Team Becomes More Strategic and Active

Since SKALA provided support to Papua PUG Technical Team in 2024, the team’s role in implementing PPRG has shown significant changes. From revitalising regulations to strengthening coordination and communication among PUG-driving institutions in Papua Province, the team now works in a more strategic and focused manner.

The Papua PUG Team has conducted various activities, including providing guidance on the implementation of Gender Action Budget and Gender Budget Statement (GAB/GBS) in several provincial agencies and preparing reports on PPRG implementation in the province. Notably, the team successfully produced gender-based analyses to advocate for a more GEDSI-responsive RPJMD. While gender analysis had been conducted since 2022, SKALA’s support strengthened the team’s capacity and skills, enabling more effective implementation in 2024–2025.



The PUG Technical Team's efforts to conduct gender analysis began in 2022, initiated by Dinsos P3A and Bappeda. However, the team, consisting of PUG-driving institutions, truly became capable of conducting gender analysis effectively only in 2024–2025 with SKALA's support. The technical team still needs further strengthening to ensure that this important work continues systematically and is fully internalized moving forward.

Adeltje Viviane Silvana Pekade, Papua Provincial PUG Technical Team



Challenges and lessons learned

Program implementation challenges, impacts, and solutions

Challenges

- Late dissemination of the Musrenbangsus and SIPPP guidelines, resulting in inadequate preparation and understanding of the planning process by local governments.
- Limited budgets hindered support for the One Data Forum, so data was not fully available for planning documents (RPJMD and RKPD).
- PUG-driving institutions have improved but are not yet fully effective. Understanding of PPRG across provincial agencies remains uneven, and GAB and GBS are not yet available.
- Activities under the SKALA program were suspended from January to March 2025, resulting in the failure to achieve the targets of *the Annual Work Plan* for FY24/25.

Solutions

- Continue the unachieved outputs into *the Annual Work Plan* FY25/26.
- Advocating for a budget for the one data forum and seeking alternative funding sources.
- Encourage provincial agencies to actively engage in GEDSI activities, particularly in preparing GAB and GBS.

Lessons Learned

Learning theme	Learning description
MSS implementation (planning, achievements, and reporting)	The involvement of the Inspectorate in MSS implementation has proven to enhance alignment between planning, execution, and reporting through e-MSS, LPPD ⁹² , and LKPD ⁹³ . This demonstrates that MSS implementation requires support from responsible parties throughout the process—from planning, budgeting, and monitoring & evaluation to reporting—including Bappeda, the Inspectorate, BKAD, the Government Bureau, and relevant provincial agencies.

⁹² LPPD (Regional Government Implementation Report): A report prepared by the regional head for the central government..

⁹³ LKPD (Regional Government Performance Report): A report submitted by the regional head to the Regional House of Representatives (DPRD).

Program Management	Inter cross-provincial activities in Papua have proven effective in achieving uniform outputs while saving SKALA's limited time and resources. This success was supported by coordinated planning and the engagement of all provinces in a single forum. However, if replicated or continued, adequate facilitators or resource persons must be ensured to maintain effective delivery even with large numbers of participants.
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FY 2025/2026 SKALA Program Summary

3.1 Summary of intended results

Narrative	Summary of key outputs to be delivered in order to achieve the narrative
Develop and institutionalise consultation spaces and engagement mechanisms with vulnerable communities to promote more inclusive planning.	GEDSI: involvement of persons with disabilities in providing input for RAD PD and as a part of the Technical Team on Gender Mainstreaming (PUG).
Strengthen the data governance framework to support inclusive basic service delivery	Increasing coverage of districts/cities and utilisation of Papua's SIO data. Strengthening Papua Data Centre (regulatory adjustments, data portal revitalisation, staff capacity building, and functioning of the data forum). One Data oversight (Korbinwas) at the district/city level. Strengthening data analysis capacity (use of SEPAKAT ⁹⁴).
Develop a more consolidated and inclusive framework for MSS implementation and routine planning	MSS: MSS Action Plans, reporting and costing, integration of MSS Action Plans into planning documents. RKPD planning that prioritises MSS and GEDSI, with capacity for using cascade nomenclature for programs and activities. Utilisation of PERA study results in formulating strategic programs and activities.
Establish a more responsive local government budget management framework to ensure inclusive basic service delivery	Supporting the implementation of policies and regulations to optimise regional revenue. Preparation of Palm Oil Revenue Sharing Fund (DBH Sawit) Action Plans. Enhancing capacity for managing DAK and DAU.
Promote more effective management of Special Autonomy (Otsus) funds	Establishing Otsus coordination forums, increasing provincial evaluator capacity, and producing more inclusive RAP content. Strengthening capacity for preparing Oil & Gas Revenue Sharing Fund (DBH Migas) RAP.

3.2 Summary of key support/inputs

Theme	Number of workshops	Number of TAS	Capacity building
DNA	5	1	4
MSS	5	5	3
PFM	3	3	4
GEDSI	3	-	3

⁹⁴ SEPAKAT (Integrated Regsosek-Based Development Planning System) is a web-based application that provides analysis using both macro and micro-level data.



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