

SUMMARY

CAPACITY ASSESSMENT/CAPACITY DEVELOPMENT STRATEGY: Capacity Assessment on 10 SKPD in Gorontalo Province

Introduction

- In 2008, a capacity assessment culminating to capacity development strategy recommendation was done to ten governmental institutions in Gorontalo Province.
- Gorontalo Province is the first province that receives support in capacity assessment. Gorontalo Provincial government focused their development agenda in three main programs, which are the human resource development in agriculture sector of corn, rice, and fishery. Therefore the capacity assessment target and bureaucracy reform is based on **these three issues which are within the corridor of the provincial's role of framework.**
- Capacity Assessment is one the initial steps that needs to be done to identify capacity gap so a comprehensive capacity development strategy that supports bureaucracy reform can be formulated.
- The national policy framework needs to be improved in order for Gol to achieve Millenium Development Goals (MDGs). It is also important to strengthen the capacity of provincial government so that they can better understand, fulfill and be responsible of their role as regional development facilitator.

Methodology

- A comprehensive assessment on capacity gap was done to ten *Satuan Kerja Perangkat Daerah* (Local Government Task Force – SKPD). These ten SKPDs have authorities in sector/aspect related to human development, poverty alleviation and agricultural sector.
- The capacity of these ten SKPD is reviewed based on a set of parameters on human resource, organizational restructuring, financial management, leadership, coordination, accountability development, knowledge and skills. Each of these capacities is valued through its functional capacity, which is: vision/orientation/policy formulation, planning and work program development, implementation, as well as monitoring and evaluation. The strengths and weaknesses of each SKPD are also being reviewed.

Key Findings

- The result of the review shows that the capacity of the Gorontalo Provincial government on every main issues and functional capacity is in good condition and the total score is above 3 and 41% is above 3.5. This condition accords with the title that Gorontalo Province hold: as an innovative province, a learning arena for other provinces and city/regency government in Gorontalo or other area. The government of Gorontalo Province shows significant efforts in improving internally and in relation with the effective service functions.
- Several developed innovations are successfully implemented and shows positive effects, although it is not yet optimal. The capacity of Gorontalo Provincial government in negotiating to obtain financial sources outside APBD is also excellent. This opens opportunities to develop further innovations although the APBD is limited. In other words, there are potential capacities and assets in the Gorontalo Province, whether it is on the human resource, leadership capability, and governance that can be utilized as seed capital for further development.

Conclusion/Recommendation

- Based on the findings of the capacity assessment, there are several recommendations to strengthen the ten SKPDs, both in general terms as well as specifically for each SKPD.
- The general capacity development strategy consists of: strengthening human resources, strengthening performance evaluation system and incentive mechanism, integrating three main programs of Gorontalo Province, strengthening planning process, monitoring and evaluation, strengthening leadership capacity, accountability development as well as documentation system and learning center development.
- The recommendations for each SKPD includes: capacity strengthening at the SKPD level and at SKPD employee level to form collective SKPD skill. By developing a comprehensive

capacity development strategy, it can strengthen the ten SKPD in fulfilling the general mandate and become more effective in performing their function as provincial level institution that facilitate and coordinate development in each sector to better support, facilitate, and lead human development at the regional level.

- The recommendations on the capacity development strategy are complementary towards the existing strengthening efforts. These recommendations also serve to overcome the basic weaknesses which the provincial government acknowledges.
- One of the aspects that still need to be developed is:
 - a) the measurement of the effectiveness of initiated innovation and
 - b) the conducted development programs associated with quality of life contribution to society.
- Most of the recommendations are related to the issues of results-based management (and also related to the MDGs) through the enhancement of planning process, systematic monitoring and evaluation and participation mechanisms.
- In general, capacity development strategy recommendations will lead to the strengthening of the **Gorontalo Provincial Government's** ability to exert valuable learning lessons from these experiences. Then, they can independently improve existing innovations and develop new innovations based on facts and experience.
- Gorontalo Provincial Government also is encouraged to develop a learning center on good-governance.
- Critical discussions regarding key issues and functional capacity which are the assessed aspects were given space during the capacity review implementation that utilized the capacity review framework which was developed by the Capacity Development Group (CDG) UNDP.
- Through critical discussions between the consultant team and the provincial government officials of the reviewed 10 SKPDs, the process of self-assessment and its results clarification, has created a positive impact for the future development of those SKPDs..