

PROMOTING DEMOCRATIZATION AND GOOD GOVERNANCE: RIFKA ANNISA WOMEN CRISIS CENTER YOGYAKARTA

Lalu Fadlurrahman

Researcher at the Center for Good Governance in Yogyakarta.

Email : lalu-fadlurrahman@yahoo.com

ABSTRACT

Since the reformation era in 1998, the number of Non-Governmental Organizations in Indonesia is exploding and their impact on Governance growing. Decentralization Policy has supported this trend with its goal to enhance development in the regions, requiring more active involvement of the people in formulating their interests. Organizations can play an important role in the regions as a bridge between the people and the government. In order to strengthen that role, Non-Governmental Organizations must have a solid organisational fundament and political strategies to get actively involved in the policy making process. An additional stronger legal fundament for such an active role could force the government agencies to include NGOs in the part a policy process. This paper delivers a case study on the actual performance of a local Non-Governmental Organization in the field of Gender Politics and Good Governance. Organisational set up and results of attempts to play an active role in articulating the interests of people it represents are reviewed and lead to suggestions for improvement of performance, that can work as guideline for other NGOs in Indonesia who want to contribute to local Governance.

Keywords: Civil Society, Good Governance, NGOs, Rifka Annisa Women Crisis Centre

ABSTRAK

Sejak era reformasi tahun 1998, jumlah LSM di Indonesia meledak dan dampaknya terhadap Tata tumbuh. Kebijakan Desentralisasi telah mendukung tren ini dengan tujuan untuk meningkatkan pembangunan di daerah, membutuhkan keterlibatan lebih aktif dari masyarakat dalam merumuskan kepentingan mereka. Organisasi dapat memainkan peran penting di daerah sebagai jembatan antara rakyat dan pemerintah. Untuk memperkuat peran itu, Lembaga Swadaya Masyarakat harus memiliki landasan organisasi yang solid dan strategi politik untuk mendapatkan aktif terlibat dalam proses pembuatan kebijakan. Sebuah dasar hukum tambahan yang lebih kuat untuk sebuah peran aktif bisa memaksa instansi pemerintah untuk melibatkan LSM di bagian proses kebijakan. Makalah ini memberikan sebuah studi kasus pada kinerja sebenarnya dari sebuah Organisasi Non Pemerintah lokal di bidang Politik Gender dan Good Governance. Organisasi membuat dan hasil usaha untuk berperan aktif dalam mengartikulasikan kepentingan rakyat yang diwakilinya diperiksa dan mengakibatkan saran untuk perbaikan kinerja, yang dapat bekerja sebagai panduan bagi LSM lain di Indonesia yang ingin berkontribusi untuk Pemerintahan lokal.

Kata kunci: Masyarakat sipil, Tata Pemerintahan yang baik, LSM, Rifka Annisa

INTRODUCTION

The Reformation era in Indonesia has brought significant changes in social and political life. Indonesia faced a transition towards more (direct) democracy. People required participation in politics and demanded to overcome the old framework of Governance, which saw the government in the active role, sotosay as caretaker, and the people remaining in passivity, as those who were taken care of. Public discourse lead to the insight, that roles within the Governance system needed to be redefined and power to be shared between the stakeholders. This targeted particularly the distribution of responsibilities between national and local level, but also new roles for government and civil society. The significant move to change the political system was the releasing of UU No. 5/1999, enacted in 2001 (meanwhile replaced by UU No. 32/2004), giving a frame for regional autonomy, based on the spirit of strengthening responsibility in the regions and using their creativity and wisdom in order to improve the quality of public services and to empower the society.

By implementing regional autonomy, Indonesia shifted a significant level of authority and related policy making processes from the center to the local level. The concept of decentralization policy not only gave autonomy to the regional government, but targeted also to the citizen within the regions. Citizens should not be passive, but society as a whole become active in developing their region. So decentralization intended to reduce inefficiencies in an over-bureaucratized, centralized government apparatus, but also to increase meaningful citizen engagement within local Governance (Mclaren, 2011). Meanwhile the focus of public discourse is often limited to the first of these two targets, and regional governments do not provide enough support for active citizen participation. Sobandi et al. stated that in fact regional autonomy in Indonesia is often interpreted as regional government autonomy, ignoring the intended active role of citizens. Civil society thus is not seen as a player by the bureaucratic elites, but as an object of politics and not seldom as a resource in the search for power while achieving better Governance and prosperity for the society are going to be neglected (Sobandi *et.al*, 2005).

An important tool for citizens to articulate their individual interests more effectively towards Government and bureaucratic elite can be the framework of Non-Governmental Organizations (NGOs). To take over this role, a NGO must provide a professional

organizational frame that enables it to interact professionally with the Government and other stakeholders and to accommodate the people's interests effectively by development of good strategies in accessing the policy making process and contributing to it. What are success factors to reach such a professional level of performance is subject to this case study. The writer choose a NGO operating in the Province with Special Status Yogyakarta , Rifka Annisa Women Crisis Center (hereinafter RAWCC) for this study, based on the observation that RAWCC is existing for quite a long time but has reached limited significance in Policy Making in their field of expertise so far. Asked about an own assessment why the influence is limited, particularly communication with the thematically corresponding responsible Government Agency in the province, Badan Pemberdayaan Perempuan dan Masyarakat/BPPM, RAWCC was not able to give a conclusive answer. It was therefore a qualified sample for an NGO with an ambitious program but so far limited impact on the regional policy making process. Within the case study as target was defined to analyze existing weaknesses and to define an approach to overcome barriers for a successful coordination and cooperation with the Government.

RESEARCH METHODS

The writer gained information and data by extensive reviewing of relevant published materials (both printed and online) such as books, articles, journals, reports and other resources. Semi-structured interviews with respondents from RAWCC Yogyakarta and BPPM Yogyakarta (Subdivision for Data and Information on Gender and Children; Sub-Division Gender Mainstreaming) and with a law expert complemented analysis of secondary literature and primary sources.

THEORITICAL BACKGROUND

Non Governmental Organisations have a long tradition and exist in various forms. In context of this case study, an NGO is defined as a non-profit organization that advocates a public interest and works independently from the government. Public interest in this context can refer to a social, legal, environmental or other humanitarian issue, without primary

intention to gain profit and thus not motivated by commercial interests (Hulme, 2001). But in some cases, NGOs may run commercial activities, for example to ensure a basic financial background, that is necessary to organize political activities, to sustain the organization's existence without depending on public funds. The United Nations define a NGO as:

Any non-profit, voluntary citizens' group, which is organized on a local, national, or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of services and humanitarian functions, bring citizens' concerns to governments, monitor policies and encourage political participation at the community level (Leverty, n.d).

As key characteristics of a NGO, based on the quoted definition, we can define the aspect of independence from the government, basis in civil society, and the goal to promote public interests.

In the context of Good Governance, the involvement of civil society in the public policy making process is regarded as a necessity and complementary to the role of private business and the government, as each sector contributes a different perspective. According to Kajimbwa (2006), role of the government is to maintain public order and serving the citizen's needs; private business is pursuing economic success and financial profit within the market and NGOs with their basis in civil society resemble with the government in seeking to serve community needs (Kajimbwa, 2006). The focus on public interests distinguishes NGOs from private businesses. The difference between Government and NGO is, that the Government has the responsibility to determine public policy and take decisions, while the role of the NGO is limited to lobbying and influence this decision making process. In today's political reality, NGOs may become powerful and able to create enormous pressure on a government, yet decision taking still remains with the government.

Good governance requires broad participation of people, which again can be achieved only under the conditions of freedom of association and speech as well as sufficient existing capacities that allow to participate constructively (UNDP, 1994). Providing an organisational frame supports recognition by government authorities due to the simple fact, that mutual interests of a group of people are considered more probably than individual or individually articulated interests. Properly functioning citizen based organisations are even more important in Indonesia, as parties and the parliament still suffer of a lack of public support

and often are seen as a platform to accommodate isolated interests or as a field for games of power. *Pull and haul of interest* faced by politicians in the parliament (e.g. bribery cases) prove that the function of the parliament in Indonesia is so far not consolidated. NGOs can provide a legitimation as aggregational platform of pure citizen's interests and thus even work as bridge between citizens and parliament in a time where rules of a democratic culture are in development. With the option for direct interaction and negotiation with Government or Parliament, NGOs provide also wider options than media or also the new social media, which have more the character of a platform for public discourse, making opinion but not taking part in the concrete decision making process.

An involvement of NGOs in the public policy making process has serious advantages for the government. Information can be acquired about impact and consequences of political decisions on groups and stakeholders, the government is not directly in contact with. And the government may gain increased legitimacy for policy decisions as involving NGOs allows to link up policy with demand of citizens (Develtere / Peels, 2008). It leads, in short, to Better Governance. NGOs can get involved in the policy process on formal or informal ways. Oshewolo (2011) stated that actions such as direct persuasion and negotiation with the government are activities that have received wide attention in the literature. Beside this, NGOs may use informal ways of persuasion, for example by organizing campaigns or protests, mobilizing the public on specific issues, if the circumstances require it. Some regions in Indonesia already follow the principles of Good Governance. Here the governments facilitate multi-stakeholder dialogues, where NGOs have the chance to influence policy through participation.

Kajimbwa (2006) emphasizes, that an important reason for NGOs to exist is the lack of the government to deliver high quality public services for its citizens on its own. The government needs here NGOs as competent partners (Kajimbwa, 2006). Kim (2000) added that bureaucracy with its lack of flexibility and inefficiency in decision making faces clear limits in satisfying demands of people. Often it is characterized as well by unwillingness to respond to feedbacks from the people, which leads to strong limitations in innovative potential (Kajimbwa, 2006). NGOs provide social services which governments are unable or sometimes unwilling to provide.

RESULT AND ANALYSIS

1. Rifka Annisa Women Crisis Center (RAWCC)

RAWCC was established on August 26, 1993 under the umbrella of the Sakina Foundation, based in Yogyakarta. The initiative was started by a group of women activists, who were deeply concerned about negative consequences for women out of the dominating patriarchal culture in Java, particularly physical violence. Being a movement without organisational frame at the beginning, RAWCC was transformed into an organization soon, focussing on raising awareness by education on the issue of violence against women in Indonesia, especially in Yogyakarta.

Reformulating its organisational set up three times at the beginning, RAWCC worked on being known and recognized and developed basic capacity and capability. At the start the organization worked practically without a budget. Oxfam Great Britain was the first donor organisation that could be convinced by RAWCC that its mission was needed by the women in Indonesia. Meanwhile RAWCC worked on breaking up negative perceptions among the local society, which saw the organisation as trouble maker, not necessary or even in opposition to traditional family values. In 1997, the American Ford Foundation provided a big budget to support RAWCC's program implementation. Supported by militant women activists and many volunteers, RAWCC intensively began to offer services such as psychological counseling and legal advocacy for its clients. The financial support from Ford Foundation also made possible for RAWCC to further develop itself by visiting similar projects in Asian countries and conducting comparative studies. RAWCC set up a capacity development program on this basis and professionalized itself step by step. As the pioneer for Indonesia, RAWCC inspired women in other regions to start similar projects. With other groups from several regions RAWCC built up a network. Until now, RAWCC is constantly providing technical support for them.

2. Performance Measurement System

Improvement needs performance measurement. In its benchmarking study report, the National Performance Review (NPR) notes:

Performance measurement yields many benefits for an organization. One benefit is that it provides a structured approach for focusing on a program's strategic plan, goals, and performance. Another benefit is that measurement provides a mechanism for reporting on program performance to upper management. (The National Performance Review Team, 1997)

Kaplan and Norton developed their Balanced Scorecard concept, which can be used as a performance measurement tool to assess both internal key aspects of performance and the organisational environment (Kaplan/Norton, 1992). For this case study the writer prefers to follow the approach developed by Mark Graham Brown, consisting of five categories, which examines the comprehensive prominent sides of any organization. It is applied in the following on RAWCC.

a. Financial Performance

To run the operations efficiently, a sufficient budget is necessary. While the main focus of a government agency is to spend on time the prepared budget within a fiscal year, NGOs need to focus stronger on funding (from private, government or individual donors), and target to spend as few financial resources as possible. Efficient spending of financial resources here is also an argument for support by further donors. In their funding efforts, NGOs face strong competition. To be successful, a good funding strategy is needed, which meets criteria of potential donors. Related information needs to be obtained and managed.

Oshewolo (2011) emphasized that NGOs need economic independence and financial sustainability to reach a significant impact on public policy. For NGOs not to compromise their positions on certain policy issues because of dire financial needs, they must be able to effectively mobilize the strategic resources needed for their operational activity. Dependence on external funds will cause a loss of ownership of their programs. Therefore, for NGOs to maintain ownership of their programs and effectively address public policy, financial autonomy becomes important.

RAWCC is receiving funds from external parties (both private sponsors and the government). In addition, RAWCC runs own businesses¹, which enable the organisation to

¹ Nowadays, Rifka Annisa is running Rifka Women's Clinic (a salon for women, also selling cosmetic products). Further business activities are the Rifka Meeting House for public rent as well as books and magazines produced by the RAWCC team and training services for women focussing on studies and individual empowerment.

run its programs if necessary also without funding from outside. With this mix of private and public funding and own businesses, RAWCC offers a good example for an NGO that is not depending on one financial source only.

b. Process/Operational Performance

An assessment of routine functions and activities of an organization considers aspects such as the organisational structure or clear job descriptions and an avoiding of overlapping responsibilities. In order to improve its service quality toward the clients, RAWCC went through a transformation. While being limited to counselling services for women who became victims of violence at the beginning, RAWCC extended its activities since 2000 and introduced several divisions with respective responsibility as the figures below illustrate.

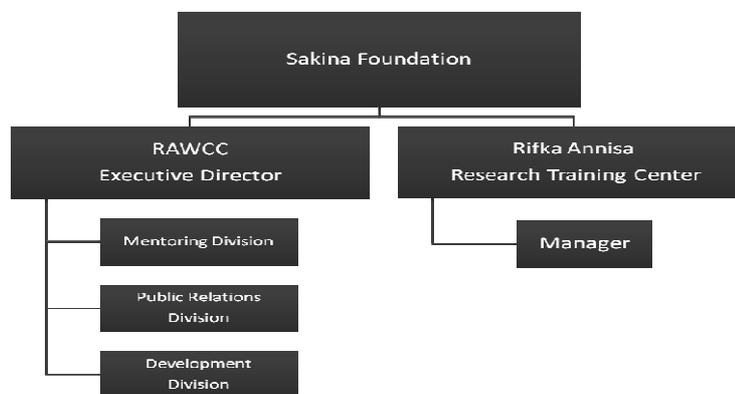


Figure 1. RAWCC Organization Structure at the Beginning

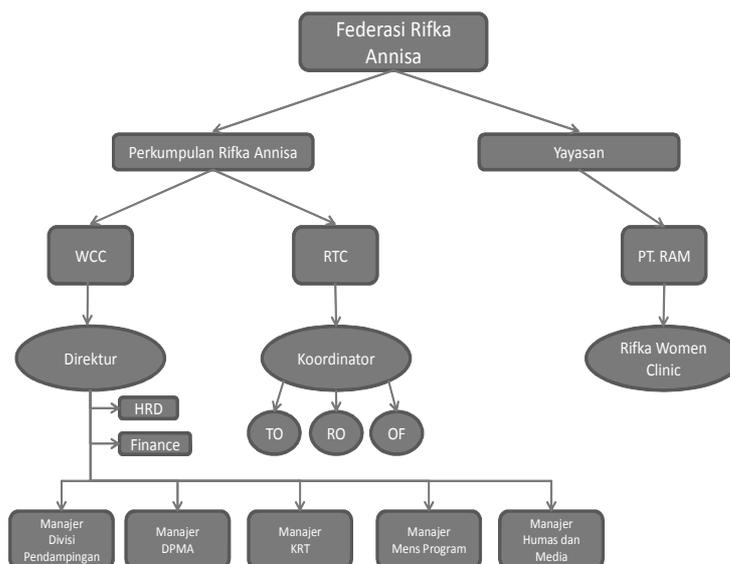


Figure 2. Current RAWCC Organization Structure

The transformation of RAWC's organizational structure followed the demands of women and also the results of the comparative study program with partner organisations around Asia. Each of the introduced new divisions has a clear mission, the staff working within the divisions clear job descriptions. In order to reach clients in more remote areas, RAWCC extended its campaigning activities on local radios and newspapers. Internet is used to collect data and to communicate, social networks like Facebook and Twitter have become part of the communication strategy.

RAWCC has also extended its networking activities in order to improve counselling services. Beside cooperation with other NGOs with same goals and similar activities, RAWCC has included the police, doctors, hospitals, attorneys, judiciaries, journalists and other key persons in its professional support network. As a consequence, RAWCC is not only able to provide assistance for victims of violence, but also working actively on prevention of violence against women. An overview on the counselling network is provided in the figure below:

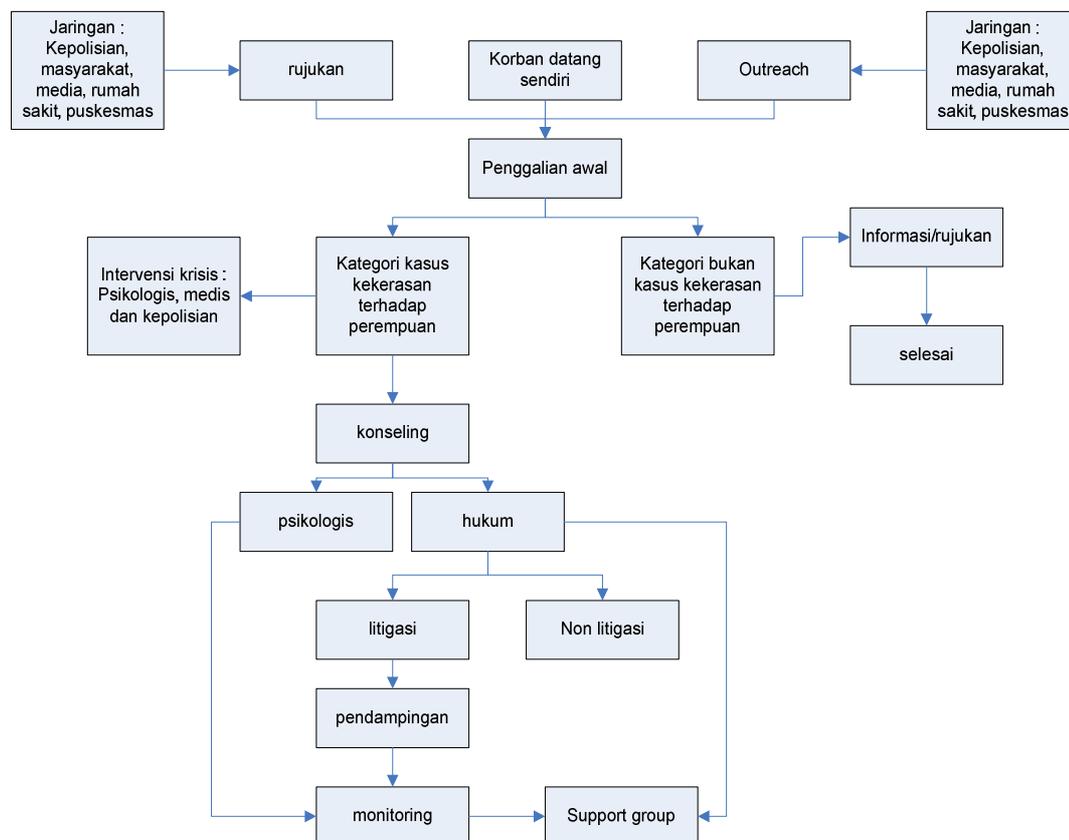


Figure 3. RAWCC Counseling Service Network

c. Customer Satisfaction

So far RAWCC is not assessing satisfaction of its clients with the services provided. The organisation could conduct such an assessment as periodical statistical tool for example through telephone interviews. Results could be basis for further improvement of service quality.

d. Employee Satisfaction

Working at RAWCC is popular, as the list of candidates documents, who are waiting for a chance join in the organization as a volunteer, among them especially college students. This reflects also a high level of satisfaction of the staff with a work at RAWCC. Room for improvement is visible here regarding the selection process. Since the beginning, RAWCC is a non-profit organization that recruited its employees mostly among women activists who do not seek for profit. Personal contacts and recommendation were the main basis to enter the organization. Professional selection criteria (education, capability) could lead to a further improvement of performance.

e. Stakeholders Satisfaction

RAWCC defines itself as an organization that helps the women in the region to manage problems occurring from experiences of violence. While providing a quite large network of related specialists, RAWCC has so far not assessed which other organisational stakeholders may share the organisation's interests and therefor would be possible political partners. Cooperation with the responsible Government agency, Badan Pemberdayaan Perempuan dan Masyarakat (BPPM, established based on Local law (Peraturan Daerah) No. 7/2008 (See <http://www.bppm.jogjaprov.go.id/index.php/tentang-kami>) is limited and so far did not lead to visible results, communication happens occasionally. To develop a stakeholder matrix would be a first step towards a professional political strategy, that is going beyond the delivery of counselling services on the individual level. This could be complemented by a political agenda, targeting the cooperation with the government. The performance measurement is now summarized in the following table.

Table 1. Performance Measurement of RAWCC

NO	CATEGORY	STATUS		COMMENT
		STRENGTH	WEAKNESS	
1	Financial Performance	1.		Even though non-profit oriented organization and mostly still rely on external parties regarding the budgeting, RAWCC is running own businesses to limit dependency on sponsors.
2	Process/Operational Performance	•		Clear organisational structur, definition of missions and job description. Useing media (newspapers, magazines, radio, internet) provides a good frame for socializing and promoting RAWCC objectives and communicating effectively with clients especially in remote areas. Extended networking to improve services (other NGOs, competent key persons)
3	Customer Satisfaction	•		RAWCC has a clear mechanism in servicing its clients, but is not assessing customer satisfaction yet.
4	Employee Satisfaction	•		No significant problem in this point. Working for RAWCC is popular.
5	Stakeholder Satisfaction		•	No stakeholder matrix and no strategy to cooperate with political partners yet.

3. Cooperation Of RAWCC And Government

While RAWCC und BPPM as responsible administrative unit in the provincial government recognize each other in terms of there respective activity, a direct interaction in the policy making process so far doesnt take place. BPPM's main partner on policy for

women is the Women's Forum chaired by Queen G.K.R.Hemas of Yogyakarta. RAWCC is one of the member organisations of the forum, therefore an access to the Government is indirectly given yet not used for political intervention. Outside the forum, RAWCC and BPPM even met on occasions such as workshops and seminars and exchanged opinions on topics related to a strategy for eradication of gender based violence. But the discussions were not followed up, leading to concrete mutual activities or political initiatives. RAWCC acted so far as a source for information, but did not take an active role as a partner in policy making or as a watchdog, that would monitor policy development and implementation by the government. Regarding own ambitions and mission, acting of RAWCC and internal discussions about activities show uncertainty or contradictions between articulated plans and concrete action. Institutional arrangements for a role as partner in policy making are not made yet.

On the other side, BPPM shows no active role so far in extending its current cooperation with the Women's Forum. A legal basis for a wider participation of grassroots organisations is currently not given. Meanwhile the results of the policy making process so far is seen as unsatisfying, among others because of a missing direct link to the women and a lack of concrete information about their concrete needs. To summarize: while the current setting shows room for improvement and possible partners for a better policy are available, none of both sides (BPPM and RAWCC) is taking concrete steps for linking up their knowledge and activities. The government shows no activity for a stronger cooperation with NGOs, while the concrete NGO in our case study is not approaching the government.

From the interviews conducted in context of this case study, the situation seems to reflect in an exemplaric way the general situation in Indonesia. The options available since implementation of regional autonomy are not used sufficiently in order to make policy on the regional level better. RAWCC as NGO has not developed yet a self perception as actor in the field of Governance while the government is still in its traditional role to develop policy without integrating other stakeholders optimally. The concrete setting in Yogyakarta also reflects the special role of the Sultan who is Governor of the province at the same time. The expectation of people is that the King (Sultan) is caring for them and finds solutions for problems. This pre-democratic attitude is projected on the role of the Queen in context of policy for Women. Consequently, the administration is cooperating with the organisational

frame linked to the traditional authority (Behrens, 2012) , while other actors stay outside the policy making process. Result is that available valuable resources in terms of access to the people and concrete services (Hyeyoung Kim, 2000) are not used although these could contribute significantly to a better situation for women in Yogyakarta.

CONCLUSION

The current work relationship between local governments and NGOs in Indonesia shows room for improvement. The already defined roles as partners in Governance need to be incorporated in the organisational setting, but also into the mindset of acting people on both sides. Both must accept and live their roles. NGOs should get prepared well for a cooperation with the government as this needs a high level of professionalism and sustainability of activities. A performance measurement can support in analyzing weaknesses and lead to necessary improvements. Governments on the other side need to reflect their cooperation policy and ensure that all available local resources are considered and integrated in policy making, implementation and evaluation. The government should be a driving force for a stronger cooperation with civil society..

On the basis of the results of this case study, the following recommendations are formulated.

1. For RAWCC

The role of RAWCC within the Governance setting in the region and in the policy making process can and should be strengthened significantly, as the resources of the NGO are impressive and should contribute to a better policy for women in Yogyakarta. This would need from the side of RAWCC a critical discussion about the identified internal and external weaknesses and should lead to respective changes in the organisational framework and activities. Important issues in this context are the introduction of a tool for assessing customer satisfaction and the development of a political strategy, including a pattern of continuous cooperation² with the political decision takers in the government. This additional

² Jane Covey provides a clear breakdown of strategies used by NGOs to influence policy. She stated that Collaboration strategy means NGOs work hand-in-hand harmoniously with the government. Relations are usually good and amicable between the government and the NGOs that is collaborating with it.

role for RAWCC has to be formulated and approved by the women who are basis of the organisation.

2. For the Government

The data and experience of RAWCC, particularly the direct access to the victims of violence are a huge potential for an improvement of regional policy. The Government should make use of this resource by searching for active cooperation and including RAWCC in the policy making process, in implementation and evaluation. Such an initiative could lead to a sharing of responsibilities which is an indicator for Good Governance. It is to be expected that the result will be a Better Governance for Yogyakarta both in terms of process and results. Capacity and ability to communicate with NGOs is not available as a standard in governmental organisations. BPPM should check critically and extend its own capacity in this field. A way to institutionalize a stronger cooperation with NGOs can be to install a legal framework standardizing the process of participation (PAMNET, 2008). The local government should proof this option for a PERDA (Local law), that could give consultative status to a group of NGOs to be defined, making use of the possibilities given by regional autonomy policy. The criteria for selection of eligable NGOs must be based on the need of the region. As a benchmark can work the list of criteria by the Economic and Social Council (ECOSOC) of the United Nations, compiled in Resolution 1996/31. NGOs which are eligible to get a consultative status must fulfill these criteria (ECOSOC, 1996). The introduction of a legal frame, sotosay as a binding contract between government and civil society may be an effective tool to promote a new standard of Governance for the region.

Collaboration calls for mutual trust between the government and the NGOs. It also calls for transparency between the partners: both sides need to show all their intentions, interests, needs, goals, agendas, etc. to each other. This is the basis of building trust and relationships. Taken from Sibanda (1994)

REFERENCES

- Behrens, Christoph (2012). *Better Governance for Indonesia*. Jakarta
- ECOSOC (1996). Consultative Relationship between the United Nations and Non-Governmental Organizations. Retrieved January 2, 2012 from <http://esango.un.org/paperless/Web?page=static&content=resolution>
- Develtere, Patrick / Peels, Rafael (2008). *Civil Society Involvement in International Development Cooperation: In Search for Data*. Retrieved December 25, 2011 from <https://hiva.kuleuven.be/resources/pdf/publicaties/R1206.pdf>
- Hulme, D. (2001). Reinventing the Third World: Service Delivery and the Civic Realm, in McCourt, W., and Minogue, M. (eds), *The Internationalization of Public Management: Reinventing the Third World State*. Edward Elgar: Cheltenham. p. 129.
- Kajimbwa, Monsiapile (2006). NGOs and Their Role in the Global South. *The International Journal of Not-for-Profit Law*, Volume 9, Issue 1. Retrieved December 29, 2011 from http://www.icnl.org/research/journal/vol9iss1/art_7.htm
- Kaplan, Robert Norton, David P.. (1992). *The Balanced Scorecard-Measures that Drive Performance*. Harvard Business Review. Retrieved on December 1, 2011 from <http://www.marketmatch.com/content/download/1075/6422/file/Balanced%20Scorecard.pdf>
- Kim, Hyeyoung (2000). *Discuss the Impact of NGOs and Their Limits and Opportunities in Relations to Social Development and Civil Society, Making Particular Reference to Examples from a Selected Country or Countries*. Retrieved January 5, 2012 from http://www.likejazz.net/data_doc/essay%20NGO%20Hyeyoung%20Kim.pdf
- Leverty, Sally (n.d). *NGOs, the UN and American Psychological Association (APA)*. Retrieved December 29, 2011 from <http://www.apa.org/international/united-nations/publications.aspx>
- Mardiati (n.d). *Kebebasan Berkumpul dan Berserikat*. Retrieved October 15, 2011 from <http://www.lbhaceh.org/Umum/bebas.html>
- Mclaren, Lauren (2011). How Civil Society Organizations Work Politically to Promote Pro-Poor Policies in Decentralized Indonesian Cities. *The Asia Foundation's Series of Occasional Papers*. Retrieved December 29, 2011 from <http://asiafoundation.org/publications/pdf/895>
- Oshewolo, Segun (2011). Limited Policy Engagement of Non-Governmental Organizations: A Guilt Trip on the Nigerian State. *Journal of Sustainable Development in Africa*, Volume 13, No.1. Retrieved January 5, 2012 from [http://www.jsd-africa.com/Jsda/V13No1_Spring2011_A/PDF/Limited%20Policy%20Engagement%20of%20Non-Governmental%20Organizations%20\(Oshewolo\).pdf](http://www.jsd-africa.com/Jsda/V13No1_Spring2011_A/PDF/Limited%20Policy%20Engagement%20of%20Non-Governmental%20Organizations%20(Oshewolo).pdf)
- PAMNET. (2008) *Humanizing States and Economies in Africa-A Rough Road for Civil Society Capacity Building*. Retrieved January 10, 2012 from: http://www.acbf-pact.org/whatsnew/docs/State_civil_Society_Relations.pdf.
- Plunkett, Patrick (1997). *Performance-Based Management: Eight Steps to Develop and Use Information Technology Performance Measures Effectively*. The General Service Administration of Office of Governmentwide Policy. Retrieved on October 19, 2011 from <https://www.acquisition.gov/sevensteps/library/GSAeightsteps.pdf>

Sibanda, Harold (1994). NGO Influence on National Policy Formation in Zimbabwe. *Institute for Development (IDR) Report, Vol. 11, No. 2*. Retrieved January 4, 2012 from <http://www.worlded.org/docs/Publications/idr/pdf/11-2.pdf>

Sobandi et al. (2005). *Desentralisasi dan Tuntutan Penataan Kelembagaan Daerah*. Bandung: Humaniora.

The National Performance Review (1997). *Serving the American Public: Best Practices in Performance measurement*. Retrieved on October 19, 2011 from <http://www.orau.gov/pbm/links/npr2.html>

UNDP (1994). *Good Governance and Sustainable Human Development*. Retrieved December 25, 2011 from <http://mirror.undp.org/magnet/policy/chapter1.htm>