KEMENTERIAN PENDIDIKAN DAN KEBUDAYAAN
FAKULTAS ILMU SOSIAL DAN ILMU POLITIK UNIVERSITAS DIPONEGORO
Jalan. Prof. Soedarto Tembalang Semarang Telepon (024) 7465407

1

LEMBAR
HASIL PENILAIAN SEJAWAT SEBIDANG ATAU *PEER REVIEW*
KARYA ILMIAH : JURNAL ILMIAH

Judulkarya Ilmiah (Artikel)	:	Institusional Analisis on Poverty Reduction Program in The Society : A Case Study Of National Program For Community Empowerment of Independent Urban (PNPM-MP) in Semarang, Indonesia
Jumlah penulis	:	4 orang
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Identitas Jurnal Ilmiah	:	a. Nama Jurnal :International Journal Of Research in Commerce & Management b. Nomor ISSN : ISSN 0976-2183 c. Volume,nomor,bulan,tahun: Vol. 5 No. 5 , May , 2014 d. Penerbit : Open Access e. DOI artikel (jika ada): f. Alamat web jurnal : http://ijrcm.org.in/ g. Terindeks diScimagojr/thomson Reuter ISI Knowledge atau di

Kategori Publikasi Jurnal Ilmiah : ☐ Jurnal Ilmiah Internasional/internasional bereputasi**:

(beri ✓pada kategori yang tepat) ☐ Jurnal Ilmiah Nasional Terakreditasi

☑ v Jurnal Ilmiah Nasional /Internasional Tidak terindeks di DOAJ, CABI,COPERNICUS

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a. Kelengkapan unsur isi artikel(10%)	1			1
b. Ruang lingkup dan kedalaman pembahasan (30%)	3			2,5
c. Kecukupan dan kemutahiran data/informasi dan metodologi (30%)	3			2,3
d. Kelengkapan unsur dan kualitas penerbit (30%)	3			2,5
Total = (100%)	**10**			**8,3**
Penulis ke 4 (0,4/ 3 x 8,3)				**1,10**

Catatan penilaian artikel oleh Reviewer :
- **Kelengkapan unsur isi artikel** :
Artikel memenuhi unsur penulisan artikel sesuai dengan gaya selingkung jurnal terdiri *dari abstract, introduction, literature review, novelty and significancy, problem statement, objectives, hyphotheses, research methodology, result and discussion, findings, recommendation*, dan seterusnya.
- **Ruang Lingkup pembahasan**
Pembahasan dalam artikel cukup mendalam. Artikel memberikan kontribusi pada pendekatan institusional dan implementasi program PNPM yang merupakan program strategis pemerintah dalam pengentasan kemiskinan. Policy recommendation yang diberikan juga disajikan secara komprehensif sesuai dengan temuan penelitian.
- **Kemutahiran informasi dan metodologi**
Data empirik yang disajikan dalam artikel mutakhir sesuai dengan masa publikasi artikel dan dapat digunakan sebagai basis bagi peneliti lain yang ingin melakukan penelitian lanjutan tentang implementasi kebijakan PNPM di Kota Semarang. Secara metodologis, pengambilan informant dan teknik analisis data sudah mencukupi untuk menjawab pertanyaan penelitian.
- **Kualitas Penerbit**
Artikel diterbitkan pada jurnal bereputasi internasional yang terindeks pada DOAJ, Index Copernicus, dan indeks internasional lainnya.

Reviewer 1

Prof.Dr.Dra. Endang Larasati, M.S
NIP 195706181983032001
Unit kerja : FISIP UNDIP

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Hasil Penilaian *Peer Review* :

Komponen Yang Dinilai ....5)	Nilai Maksimal Jurnal Ilmiah ..... 6)			Nilai Yang Diperoleh ...... 7)
	Internasional 10	Nasional Terakreditasi	Nasional	
a. Kelengkapan unsur isi artikel(10%)	1			0,5
b. Ruang lingkup dan kedalaman pembahasan (30%)	3			2
c. Kecukupan dan kemutahiran data/informasi dan metodologi (30%)	3			2
d. Kelengkapan unsur dan kualitas penerbit (30%)	3			2
Total = (100%)	**10**			**6,5**
Penulis ke 4 (0,4/ 3 x 6,5) = 0,87				**0,87**

Catatan penilaian artikel oleh Reviewer :

a. **Kelengkapan unsur isi artikel** :
Artikel sudah memiliki kelengkapan mulai dari abstract, introduction, literature review, novelty and significancy, problem statement, objectives, hyphotheses, research methodology, result and discussion, findings, sampai recommendation. Skor 1,5.

b. **Ruang Lingkup pembahasan**
Ruang lingkup pembahasan cukup baik. Artikel ini menggunakan pendekatan institusional yang merupakan pendekatan utama dalam studi administrasi publik untuk membahas tentang implememtasi kebijakan PNPM. Pendekatan ini merupakan novelty dari artikel tsb karena memadukan antara proses pembedaryaan dan kapasitas institusi sebagai factor yang mempengaruhi pelaksanaan kebijakan PNPM. Skor 2.

c. **Kemutahiran informasi dan metodologi**
Data yang digunakan cukup up to date dan fokus pada implementasi kebijakan PNPM di Kota Semarang. Secara metodologis pendekatan penelitian juga cukup baik digunakan dalam data collection dan analisis. Turnitinnya 22%. Skor 2..

d. **Kualitas Penerbit**
Kualitas penerbit cukup baik karena artikel diterbitkan pada jurnal internasional terindeks pada DOAJ, Index Copernicus. Skor 2.

Semarang, 15 Juli 2020
Reviewer 2

Prof.Dr.Dra. Ari Pradhanawati , M.S
NIP. 196105011987102001
Unit kerja : FISIP UNDIP

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CONTENTS

CHALLENGES OF MANAGING DEVOLVED FUNDS IN THE DELIVERY OF SERVICES: A CASE STUDY OF MOMBASA COUNTY

HADIJA ABDUMLINGO
ACCOUNTANT
KILIFI COUNTY GOVERNMENT
UKUNDA

DR. FRED MWIRIGIMUGAMBI
DIRECTOR
JOMO KENYATTA UNIVERSITY OF AGRICULTURE & TECHNOLOGY
MOMBASA CAMPUS
MOMBASA

ABSTRACT

The study sought to investigate the challenges of managing devolved funds in the delivery of services. To identify measures and practices that can be employed in effective devolved fund management to harness development at the grassroots level. The constitution of Kenya stipulates the devolution agenda, explicitly giving road maps and time frames on how devolution should be conducted. The methodology involved a descriptive research study and interviewing was conducted in four constituencies that isLikoni, Kisauni, Changamwe and Mvita. This comprised of four (4) officers from each of the four (4) devolved fundsi.e. ConstituencyDevelopment Fund (CDF), Poverty Eradication Loan Fund (PELF), Community Development Trust Fund (CDTF), and Local AuthorityTransfer Fund (LATF). The views from the respondents were linked with published and unpublished documentation available in the secondary data. Independent views were sought from public oversight bodies; Muslim For Human Rights (MUHURI) and Kenya Community Support Centre (KECOSCE). Adequate information required was shared.The findings show that there is need for both the county and national governments to enact strict policies that will deal with transparency, corruption and the distribution of funds. This will go a long way in ensuring sound fund management practices are put into place and hence better and quality services deployed to the citizens at the grassroots level.The study thus discloses that there is a lot to be done in termsof fund management for efficient service delivery to the common man.

JEL CODE
M10

KEYWORDS
Devolution,grassroots,political goodwill, transparency.

1.0 INTRODUCTION

Devolution has long been regarded as the best way of integrating local people into the web of development.Devolution is the statutory granting of powers from the central governmentof a sovereign state to government at a sub national level, such as a regional or local level. It is a form of decentralization whereby devolved territories have the power to make legislation relevant to that particular area they govern. The challenges facing devolution especially in the management of devolved funds have been an issue of concern to the national governments of many countries in Africa. The objective has been to enhance service delivery at the grassroots level through devolution.

2.0 LITERATURE REVIEW

2.1 MOMBASA COUNTY

Mombasa County, is the smallest county in the coast province of Kenya, covering an area of 229.7 Km^2 excluding 65 Km^2 of water mass. Administratively, the county is segregated into seven divisions, eighteen locations and thirty sub-location and hosts six constituencies namely Mvita, Changamwe, JomvuKuu, Likoni, Kisauni and Nyali.Population distribution and settlement patterns in the county are influenced by proximity to roads, water and electricity facilities. The population is also concentrated in areas where there is availability and accessibility to employment opportunities, affordable housing, and security. The key sectors in Mombasa County include port, fishing, tourism and manufacturing.

The major development challenges include among others; poor road networks, rapid urbanization and housing problems, inadequate education facilities, inadequate health care delivery points, high unemployment among the youthful, insecurity, weak land ownership regime, perennial water shortages and growth of unplanned and informal settlements. The devolved funds in the county addressing development agenda include;*ConstituencyDevelopment Fund (CDF),Poverty Eradication Loan Fund (PELF), Community Development Trust Fund (CDTF), Local Authority Transfer Fund (LATF).*

2.2 CHALLENGES OF MANAGING DEVOLVED FUNDS

Devolved system of governance is one of the key tenets of the 2010 Kenyan constitution, with counties envisioned as the primary units. The constitution also decrees that county governments shall have reliable sources of revenue to enable them govern and deliver services effectively. The funds, provides by the national government, are used to pursue development goals that are relevant to communities within those counties.

The management of devolved funds is faced by many challenges. Lack of political goodwill to support devolution is a key challenge in the management of devolved funds. The study reveals that the executive arm of the national government is reluctant in devolving some funds meant for county development programs. For instance the county revenue allocation from the national government required by law is yet to be fulfilled as this is being done in piecemeal and there are no proper explanations to this. This has jeopardized the sustenance of devolved services like the payment of salaries to health workers which has led to resignation from service in the public hospitals.

Corruption is affecting the management of devolved funds as the study reveals that most of the devolved funds are used for satisfying individual goals rather than the goals of the majority citizens. The officers appointed to manage the funds are involved in corrupt practices thus the monies are not utilized for the development agenda that were meant for.

There is lack of transparency in the hiring of fund managers and committee members. They are not appointed on merit and competency but on political, tribal and ethnic affiliations. The distribution of the development funds is also done on these affiliations. This greatly affects the development agenda and service delivery to the common citizens.

2.3 QUOTED COMMENTS DURING CONSTITUTION IMPLEMENTATION AND GOVERNANCE SEMINARS

"..... The on-going fiscal decentralization provides an opportunity to improve accountability and the quality of service delivery, but will need to be well-managed to guard against the risk of excessive spending because of overlapping functions...." Mrs Antoinette Sayeh IMF, during a Conference, 18th September 2013

MERGERS AND ACQUISITIONS IN BANKING SECTOR

NAND LAL
RESEARCH SCHOLAR
DEPARTMENT OF COMMERCE
HIMACHAL PRADESH UNIVERSITY
SHIMLA

ABSTRACT
The main objective of this research paper is to analyse the market share of mergers and acquisition in banking sector in India. Through this paper we will try to find out reasons of merger and acquisition from the experience of Indian banking sector. Indian banking sector is currently valued at rupees eighty one trillion (US$ 1.31 trillion). It has the potential to become the fifth largest banking industry in the world by 2020 and the third largest by 2025, according to an industry report. The face of Indian banking has changed over the years. Banks are now reaching out to the masses with technology to facilitate greater ease of communication and transactions are carried out through the Internet and mobile devices. Through this paper an attempt has been made to describe the reasons, impact and market share of banking sector. The main objective of this paper is to analyse the impact of mergers and acquisition in banking sector in India. A large number of international & domestic banks all over the world are engaged in M&A activities. Through M&A in the banking sector, the banks look for strategic benefits in the banking sector and it can be reckoned that size does not matter and growth in size can be achieved through M&A quite easily. Against such improvements, the present study has been carried out to study the literature review in mergers and acquisitions in banking sector.

KEYWORDS
Indian banking sector, Mergers & acquisitions, Market share, challenges.

INTRODUCTION
In today's globalized economy, competitiveness and competitive advantages have become the buzzwords for corporate around the world. Merger and Acquisition in the banking sector have been on the rise in the recent past, both globally and in India. In this backdrop of emerging global and Indian trends in the banking sector, this study illuminates the key issues surrounding M & A in banking sector with the focus on India. It also seeks to explain the motives behind some Merger and Acquisition that have occurred in India in post liberalisation era.

Mergers and Acquisitions is the only way for gaining competitive advantage domestically and internationally and as such the whole range of industries are looking to strategic acquisitions within India and abroad. In order to attain the economies of scale and also to combat the unhealthy competition within the sector besides emerging as a competitive force to reckon with in the International economy. Consolidation of Indian banking sector through mergers and acquisitions on commercial considerations and business strategies – is the essential pre-requisite. Today, the banking industry is counted among the rapidly growing industries in India. It has transformed itself from a sluggish business entity to a dynamic industry. The growth rate in this sector is remarkable and therefore, it has become the most preferred banking destinations for international investors‟. In the last two decade, there have been paradigm shift in Indian banking industries. The Indian banking sector is growing at an astonishing pace. A relatively new dimension in the Indian banking industry is accelerated through mergers and acquisitions. It will enable banks to achieve world class status and throw greater value to the stakeholders.

In the past three decades, India's banking system has earned several outstanding achievements to its credit. The most striking is its extensive reach. It is no longer confined to metropolises or cities in India. In fact, Indian banking system has reached even to the remote corners of the country. This is one of the main aspects of India's banking growth story. The first banks were Bank of Hindustan (1770-1829) and The General Bank of India, established 1786 and since defunct. The largest bank, and the oldest still in existence, is the State Bank of India, which originated in the Bank of Calcutta in June 1806, which almost immediately became the Bank of Bengal. This was one of the three presidency banks, the other two being the Bank of Bombay and the Bank of Madras, all three of which were established under charters from the British East India Company. The three banks merged in 1921 to form the Imperial Bank of India, which, upon India's independence, became the State Bank of India in 1955. The Government of India issued an ordinance and nationalised the 14 largest commercial banks in 1969. These banks have 85 per cent of bank deposits in the country. A second round of nationalisation of 6 more commercial banks took place in 1980. Nationalisation took place so that government get more control of credit delivery. With the second round of nationalisation, 91% of banking business was held by the Government of India. Later on, in the year 1993, the government merged New Bank of India with Punjab National Bank. It was the only merger between nationalised banks and resulted in the reduction of the number of nationalised banks from 20 to 19. At present the number of nationalised banks is 26.

RECENT DEVELOPMENTS IN BANKING SECTOR
The central banks of Japan and India have agreed to a proposal that expands the maximum amount of the Bilateral Swap Arrangement between the two countries to US $50 billion. The agreement is for a three-year period (2012–15); the previous size of the BSA was US $15 million. The new agreement will enable the two countries to swap their local currencies against the US dollar for an amount up to US$50 billion.

Public sector banks will soon offer customers insurance products from different companies as against products from one company. The finance ministry has asked public sector banks to become insurance brokers instead of corporate agents. This move was one of the steps stated by finance minister P. Chidambaram in early 2013, as a way to increase insurance penetration.

Citi has promoted Mr Anand Selvakesari as the head of consumer banking for the Association of Southeast Asian Nations region. Mr Selvakesari will continue his present role as Citi's consumer banking business head in India – a post he has occupied since July 2013 – as well as look after the consumer banking operations in Indonesia, Malaysia, Philippines, Singapore, Thailand and Vietnam.

Indian Overseas Bank has received approval from the RBI to open a second branch in Bangkok, according to the bank's chairman and managing director Mr M Narendra. The bank will likely open the second branch before March 31, 2014. Also, the bank is looking to expand its presence. "Our focus is on opening more rural branches and taking banking to villages. We have covered 3,000 villages under the financial inclusion scheme," said Mr Narendra.

In an effort to expand its revenue streams, Bank of India plans to enter the merchant banking space through BOI Shareholding Ltd. BOI is looking to buy Bombay Stock Exchange's entire shareholding in their joint venture BOI Shareholding Ltd (BOISL). Another reason for BOI's inclination to foray into merchant banking is to offer a greater range of financial services to its customers.

REVIEW OF LITERATURE
Mehta Jay & Kakani Ram Kumar (2006) stated that there were multiple reasons for Merger and Acquisitions in the Indian Banking Sector and still contains to capture the interest of a research and it simply because of after the strict control regulations had led to a wave of merger and Acquisitions in the Banking industry and states many reason for merger in the Indian Banking sector.

Anand Manoj & Singh Jagandeep (2008) studied the impact of merger announcements on shareholder's wealth on the basis case study of five banks in the Indian Banking Sector. The study revealed that announcement of merger of Bank had positive and significant impact on share holder's wealth.