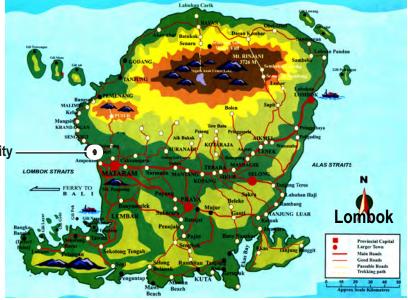
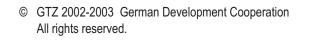




Pondok Perasi Community -







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# Introduction

Pondok Perasi is one of many traditional fishing villages located on an idyllic beachfront north of the Ampenan port. In recent years the traditional fishing industry has been economically sidelined by rampant and uncontrolled exploitation of the Lombok Straits by foreign trawler fleets. Despite this the communities are growing, with a resultant increase in demands for housing, basic

services and above all the need for employment.

Recognising the dire economic situation in all the fishing villages, the City of Mataram has formed a partnership with GTZ's Urban Quality team. This partnership will explore various options for sustainable development of the traditional fishing villages in Ampenan, and strengthen local decision-making structures of its urban management.

The <u>participatory approach</u> was adopted, bringing together a cross-section of community members for intensive sessions. The Urban Quality team believes that the participation of stakeholders in each phase of the project's development will assist in building trust and confidence between the affected community and the local government authority and will encourage community

participation during future phases of the project. The processes provide valuable learning experiences for young public servants through sensitising them to the aspirations of a poor community as well as demonstrating the principle of equality where all members of the community have equal access to opportunities to better their socioeconomic situations.

Pondok
Perasi is the
first of the
Mataram
City's
communities

"Participative action planning can be an effective catalyst for structural change."

– Urban Quality Programme

This report <u>documents the essence</u> of the community <u>deliberations</u>. The format follows the seven main stages of the process, from 'Getting Started' to 'Now Celebrate our new Future'. Background information on the village is provided as a cursory understanding of the situation.

The report is not necessarily intended as a 'how-to-do' guide, but sufficient information is included to allow others to follow the process. Additional references on understanding the participatory process are included for those considering undertaking their own community 'action-planning' workshop.

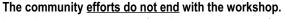
It has always been difficult to capture - let alone explain - the energy and dynamics of the participatory process. To better capture this spirit, a short film about the workshop is available as a companion piece. The film is

also included in DVD or CVD format at the back of the report.

Can the fishing traditions provide a base for future economic development? Can the impact of tourism be controlled and directed into culturally sensitive initiatives?



to participate in the Urban Quality programme. The community undertook the 1-week workshop in March 2002 to explore opportunities for its sustainable urban development. It was held inside the village to encourage transparency and communication among the entire community during the course of the workshop.



It is only seen as the catalyst for a long-term process of sustainable urban development. The function of the workshop was to focus interest, jointly deliberate on strategies and actions, and 'kick-off' the process.





Ready for the workshop!





# **Meet Pondok Perasi**

In centuries past, the <u>port of Ampenan</u> was a key link in the international spice trade and had a vibrant trading economy supported by a large, traditional fishing industry. It is the old port town of Lombok and was a vital link in the spice trade from the 16<sup>th</sup> century between the Maluku islands with European ports. Ampenan's cosmopolitan character was reinforced by the influx of other ethnic groups including the Bugis from South Sulawesi, the Melayu from the Malay peninsular, and Chinese and Arab traders. Waves of colonial rulers controlled Ampenan including the Balinese, the Dutch, and the Japanese and each left traces of their values and style on the port city.

Fishing was a natural extension to a trading port, a pursuit that attracted the Sasaks from throughout Lombok

to settle along the coastline adjacent to Ampenan port and establish small fishing villages.

Through successive decades, other ethnic groups from Indonesia joined these traditional fishing villages that now stretch to the edge of the luxury resort hotels in Senggigi, north of the city. Sasaks still make up the majority ethnic group in the fishing villages.

The Sasaks have a background in traditional primary industries, mainly agriculture and fishing. They were converted to Islam by Walisongo from Java and by the Makassarese traders from the island of Sumbawa sometime in the 14th century.

There are 787 <u>households</u> currently residing in Pondok Perasi, according to the village head. Some young men and more young women work outside the village in the construction, retail and clothing sectors, and some manage to gain positions overseas as domestic staff or plantation workers.

The fishermen live in a cluster of small <u>houses</u> that are basic in construction, some with brick walls while others use thatched bamboo, and many with tin roofs and usually concrete floors. Cooking and fish cleaning areas are located outside the house as are rudimentary, squat toilet facilities. Land tenure is a major problem with newcomers. The building of houses directly on the beachfront is not allowed by spatial planning regulations, although encroachment is not uncommon.

Some of the householders living on the beachfront have no title over the land but had built basic houses, usually three meters wide by four to five meters deep. Several had opened small *toko* (shops) in the front of their houses facing the road. All had extended the dwellings through bamboo walls, tarpaulin and tin. Toilet facilities were basic and they depended on water carted from the house of the village head (Ketua RT) or other houses with connections to the local water supply company (PDAM).



An adjoining compound of houses is owned by people from outside the village including *tukang* (handyman) and government workers with regular wages.

Property tax (PBB) is collected from some residents but not from others.

Pondok Perasi has 25 large, traditional fishing boats made in the village from local wood and some 400 smaller fishing boats called seret. The large boats can carry up to 10 persons and use nylon nets while the smaller boats carry one or two persons and use long-line fishing methods. The large boats tend to concentrate on local waters in the Lombok Straits while the smaller boats, equipped with sails, can venture further out to catch tuna fish or skipjack when the season comes in March-April each year. The larger boats cost around Rupiah 40 million while the smaller boats between Rupiah 10 to 15 million providing a major capital investment in basic equipment that continually produces a diminishing return through smaller fish catches.

The archipelago of Indonesia is dotted with coastal fishing communities gaining livelihoods from the seas. However, fish stocks have severely diminished in the past decades from excessive exploitation by foreign trawler fleets equipped with the latest technology. While the foreign trawler fleets have been subdued by the introduction of more stringent government regulations and more effective licensing, the aftermath of their activities have forced the traditional fishing communities into poverty.

The surrounding coastal waters have also been severely damaged by the use of bombs to catch fish. This practice is common in many of the outer islands of Indonesia and is prevalent in the waters adjacent to the traditional fishing villages of Ampenan. The devastation of the coral reef that fish use as breeding grounds has also contributed to the diminishing fish numbers in the area.

The market for premium fish is the tourist industry in Lombok, and Pondok Perasi is strategically located between the airport and the luxury beach resorts of Senggigi to service this demand. But riots on 17th January 2000 has effectively crushed the tourism industry in Lombok and severely damaged the industry in the international resorts of Bali

The fishermen have tried to adapt to the situation by processing some of their catches for resale to vendors and by part-processing baby tuna fish trucked in from the neighboring islands of Bali and Sumbawa. But without proper equipment and no reliable marketing channels, the processes take much time and provide small return to the fishermen. A fish auction house in area failed because of diminishing supplies and because of managerial problems. Most of the fish catches are taken to the local market for sale but demand in a stressed local economy is low and price competitive.

The fishermen's *Koperasi* (cooperative), according to villagers, was a source of microcredit but it is bankrupt. Private loan agents charge excessive interest rates for monies loaned. For every Rupiah 200,000 on credit, villagers have to repay Rupiah 250,000 with repayments being made on a daily basis over a 50-day period.

For further income, some of the young fishermen work as drivers of the horse carts (*cidomo*) with half the income gained being returned to the owner. Several women have opened small stalls in the village but again, some are dependent on credit from private sources to maintain stocks. Accessing credit requires a KTP, or identity card, which several of the stallowners have not obtained because of the bureaucratic procedures and the cost involved.







And Ald

With men being engaged in fishing, women carry the burden of managing the household, feeding the children and caring for their welfare, selling and processing fish and other tasks including generating extra income for the family. While they are major players in the economy of the village, women have little access or involvement to the decision-making processes in the community.

There are a wide variety of <u>cultural activities</u>. Many activities are associated with ceremonies at the local Mosque. The local Mosque collects zakat/sedekah that funds various religious ceremonies and facilitates continuing renovation of the religious buildings. Once every five years, a severed bullock's head is taken out to sea to be offered to a mythical spirit as appeasement for those lost at sea and for good fish catches in the future.

Men play cards, women chat while doing their chores, children play and the young men play soccer on Sundays at a nearby field.

A boat painter, Husein, has painted a mural on the office door of the Yayasan but the community has not developed handicraft or textile weaving skills like in other Sasak villages of Lombok. However, during the low fishing season, young fishermen make models of traditional fishing boats for sale.

*Pura Segara*, the large Hindu *pura* alongside the village, is used by Hindu adherents for ceremonies and listed as a major tourist attraction in Ampenan.

Male children receive better <u>education</u> that females, for men are traditionally considered heads of household. Most of the young people in Pondok Perasi village graduate from SMP (Junior High School) and several of the men graduate from SMA (Senior High School) but very few go on to study at higher education institutions. Women tend to leave school earlier then men, due to early

marriage when girls are between 15 and 16 years, just after their Junior High School. Boys often drop out of school to fish with their fathers and brothers. Opting out after finishing their elementary schooling (SD) without graduating seems to be a normal situation in the village.

Organisations and government agencies had occasional short courses delivered in the village. There seems to be much interest in courses relevant to fishing, particularly on safety and practical fishing technologies.

Hand-dug wells in the yards of several houses provide water for other purposes and are often shared by three to four households. Many of the houses do not have satisfactory sanitation systems and many use the beachfront. Collective toilets were once developed and provided for use by villagers, but the lack of maintenance

and repair effectively closed the operation.

Household waste is dumped in the adjacent cemetery, or in a local waterway that runs along the outskirts of the village or buried in the beach.

Most of the drains on the boundary of the fishing villages are not effective and

often flood during the monsoon season because of being clogged with waste materials.

Perhaps in part because of the poor general sanitation, Lombok has an extremely high rate of infant mortality.

# There are eight <u>community organisations</u> within the fishing village.

- a. The Farmers' Cooperative (KUD)
- b. Koperasi Mina Makmur Jaya the fishermen's cooperative
- c. Fishermen and Farmers' Communication Forum
- d. Remaja Mesjid the Muslim youth group associated with the Mosque
- e. PKK Bureaucrat Wives Association
- f. Mesjid (the community associated with the Mosque)
- g. Yayasan Asuhan Keluarga Baitul Iman charity organisation for orphaned children of fishermen lost at sea h. Amphibi - a subbranch of a provincial private security organisation

Several of the organisations were established to undertake projects that involved grants or microcredit

schemes, but tend to be not active. While the Mosque was the focus for community gatherings, particularly after Friday prayers, the gathering for men, women and children had different timings and apparently does not facilitate combined community interaction. There are no organisations, formal or informal, that encourage women to congregate and interact. The younger generation,

particularly men, expressed some frustration about being sidelined in the decision-making processes of the village even though several of them had made efforts to activate income-generating activities.



# **Meet The Workshop team**

#### The Community was the key element on the team.

Representatives from throughout the area were invited to participate in the workshop. These included community leaders, businessmen, school teachers, shop keepers and fishermen; men and women; old and young. Approximately 35 members participated.

The whole community, however, was able to follow the proceedings by the charts prepared by the working groups and displayed to be seen by all. In the evenings particularly, everyone took the opportunity to discuss and debate the day's outcome which were reflected in the next day's discussions.

The <u>Support Group</u> provided assistance in setting up and moderating the event. Staff from the government, GTZ, and local and foreign consultants acted as catalysts in starting the process. Moreover, government staff provided a direct link to government programmes and inform future policy directions.

In future workshops, community members could become part of the support group when working with other communities.



### What Did We Do?

Seven Basic Stages:

- 1 Setting it Up!
- 2 Getting Started!
- 3 What are our Problems and Opportunities?
  - · But also: Think About Constraints
- 4 What are our Priorities?
- 5 What Strategies can we think of?
- 6 How do we Start?
- 7 Now Celebrate our new Future!
   But also: Keep It Going

Action Planning is a problem-driven, hands-on process, to empower communities to identify and address development issues. It addresses three fundamental concerns: what is wrong, what can we do about it, and how do we go about it. It takes the perspective that communities are aware of their problems and have the skills to tackle them. They bring a local in-depth understanding of concerns, and often contribute innovative approaches to solving problems. Lacking is a way for the community to articulate and structure their concerns which enable them to take action. A 'support group' facilitates this process and draws on experience from other action-planning workshops to offer guidance and structure.

A workshop format has shown to be an effective approach which brings structure, transparency and communication to a community. It is arranged to be quick, short, focused, and make best use of the limited time available of the community members. In Pondok Perasi, it ran every afternoon for a week, timed to allow fishermen to participate after fishing during the night and resting in the mornings.

The workshop was arranged in a series of stages. Each stage had a defined task and a specific output. The tasks were straightforward and focused on basic issues. They are cumulative - each builds on the other. The stages are flexible and can vary - they are not fixed in number nor in tasks, and in other workshops they may take on a different character. They are neither proscriptive nor prescriptive.

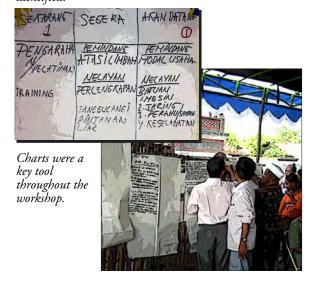
Most stages were tackled in smaller groups to allow more uninhibited discussion and reflection. These small group discussions were then presented to the whole workshop for feedback and validation. Sometimes a facilitator with each group was useful when groups reached an impasse on issues.

As a vehicle for organising ideas, a chart was prepared by each group in each stage. Straightforward headings provided maximum flexibility in interpretation and creativity. The act of writing encourages reflection and

focus of ideas. The charts were displayed at the workshop and become the record for agreements. Furthermore, they allowed the full community to follow the process, and allow participants to trace their thinking as the workshop progressed.



Small groups tackled the issues which were jointly identified.



**Right:** Summary of the seven basic steps. Available in poster size, 60cm x 80cm. (pdf format 4.2MB)



#### What STRATEGIES can we think of?

Select the key 'NOW' concern and explore different ways of dealing with it. Consider ways that the community CAN DO BY THEMSELVES, CAN DO WITH SOME HELP (technical, financial, organizational), or CANNOT DO and must pass it on, Find



# What are our PRIORITIES?

For each of the key issues, decide which must be handled 'NOW', which may be handled 'SOON', and which may be postponed to 'LATER', Consider them as 'needs'; what is needed now and cannot wait?

SEKAM6	SEGERA	KEMUDIAN 5
J MARLINA BIAYA- DENDIDIKAN. ERICATION COST 14. MIGHT 2) - LEWINITA EKONOM	2) KORAHONA	J MICALAN KURI FOLUM YE KU. RANG MENYENTUN TERMOAP SEF UNIO, MICAN TERMAR
E) PERDURAN DENNA THA TENANC PERD HENYA BENDORAN. PARENTS' ALMENIESS	3) THERE OF BEREIN. YAIKAM PETENSI YANG ADE BALAM MENUJ	

### **Now CELEBRATE** our new Future!

Show everyone the results; invite your city partners and the whole community. Confirm the program strategies with the community, and applaud the beginning!



## How do we START?

What small catalyst project gets things going? Consider 'we can do/little cost' strategy, and decide: PROJECT TASKS (who will do it? when will it be done?), PROJECT TEAM (who is the coordinator? secretary?), and NEXT MEETING (when, where, who organizes, agenda).









# Setting it Up!

<u>Build</u> a simple model of the community! Use this model for exploring issues.

Each family will add their house - and the children can get involved also!

The model helped the community to visualise and anchor issues. It provided location and scale to the issues: it allowed members to specify 'where' and 'to what extent' the problem exists. But above all, it energised the community and provided a focal point for the workshop.

The model greatly eliminated ambiguity and talking at cross-purposes: all could understand - and point to - the issues being discussed. It avoided confrontation by focusing on the model and not on persons speaking.

The simpler the better! The model was deliberately made to be changed and changed and changed. It was not intended to be final or polished - nevertheless it is a masterpiece of the community!

The model was started in the school by the students.

Blocks were cut from local wood to represent houses, boats were made by a local craftsperson in the market who traditionally folded leaf decorations, and trees were cut from paper as inspired by the children's 'leaf team'. Roads and paths were made from tape.

Children were the main builders of the model. The families became involved when they fixed their name on their 'house ' as they placed them on the model.

In addition to starting the model, the children were asked to draw their impressions of their community.





All ready!

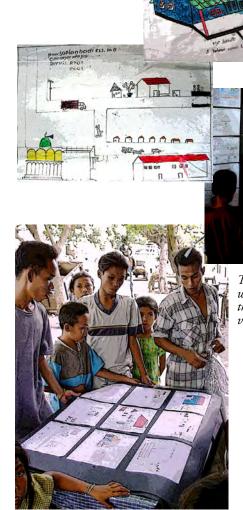


The model was carried from place to place in the village to better reach the community.



The children started the model, and were the main builders and 'gardeners'. Roads were made from tape, with different colours for paved and unpaved.





The children's drawings were mounted around the workshop as another view of the issues.







# **Getting STARTED!**

A formal opening raises energy and interest. <u>Invite</u> the whole community, and be sure to include your partners from the city. A nice <u>speech</u> by all, and then to the work!

It is important to have a clear beginning and ending to the workshop. The opening will set the tone for the week of discussion and debate. It should be formal - a tent, seats, table for invited guests would be good to have.

All of the community should be invited, whether or not they have been selected to form the smaller working groups during the week. Government officials must attend - by their presence they provide the formal recognition to the efforts of the community, and signify their willingness to be partners in development.

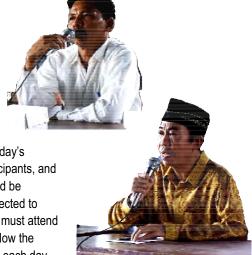
A moderator should be agreed. Sometimes it is an outside facilitator, but the leader of the community should make the opening welcome. The government officials should also have an opportunity to speak, particularly to present their point of view on the process and what support they could provide.

The presentations should make clear to all what the detailed programme will be including tasks, each day's timetable, what is expected from all participants, and what the outcome is anticipated. It should be emphasised that community member selected to participate in the smaller working groups must attend each day. The whole community may follow the proceedings through the charts prepared each day and by listening to the discussions. In the evenings the community would have the chance to speak with the working group members so that they could include their observations the following day.

How to end the opening? Usually the high-level officials take their leave, and the workshop starts immediately after a short break.



The intimidating head table!









The whole community could participate, either in the tent or observing from the outside!



Stage

# What are our PROBLEMS AND OPPORTUNITIES?

Brainstorm all the issues that confront your community. Think about the bad and the good. Write the ideas on a piece of paper, and place it on the model - one issue per sheet! BLUE for opportunities; RED for problems. Then summarise all the issues into a list of key concerns, clarifying why it is an issue, and who does it most affect.

The model provided the base for initial identification and location of concerns of the community. The community was asked to locate all the problems and opportunities on the model, with the only limitation of one item per paper, and 'red' to be used

to distinguish 'problem', and 'blue' to distinguish 'opportunity'. No name was to be put on the paper, and each had the opportunity to identify issues anonymously.

Perceptions are considered just as important and real as actual fact. In both cases, they must be addressed, and no attempt was made to differentiate among the two.

Once everyone was satisfied with placement of the paper sheets, they were reviewed and summarised into six areas, including both problems and opportunities:

- 1 Fishing and Fish Processing
- 2 Cleanliness
- 3 Sanitation
- 4 Water Supply
- 5 Education
- 6 Security

It was interesting to note that their fishing skills, their environment, their unity and the potential of tourism were strongly recognised as opportunities.

Community members then grouped around an area of their interest. Each group had 6 to 9 members, and it was strongly encouraged to included a cross-section of the community.

Both Problems and Opportunities were further considered according to 'why,' 'to whom,' and 'where' it was a problem or opportunity. This gives a pause and a time to reflect if it is a problem of sufficient import to address.



#### FISHING AND FISH PROCESSING

- 1 Waste of fish processing causes unhealthy environment
- 2 Reliance on traditional fishing tools and methods means:
  - Cannot reach better fishing zones far away
  - Less fish catches
  - Safety during sailing not good
- 3 Low fish prices during the fishing season





#### **CLEANLINESS**

- 1 Garbage is thrown everywhere
- 2 Children cause waste problems
- 3 Parents are not aware about cleanliness issues
- 4 Too limited trash bins and tools for collecting trash
- 5 Not all houses have toilets
- 6 Garbage piles up in alleys
- 7 Many people throw garbage along the beach



- 1 Lack public toilets, and no toilets in the houses
- 2 Lack adequate storage of waste water from fish processing
- 3 Lack adequate location for waste water from houses.
- 4 Animal waste needs to be controlled, no cages.
- 5 Lack waste disposal area.

#### **EDUCATION**

- 1 Parents not aware of importance of education.
- 2 Many children drop out of school.
- 3 Poor funding
- 4 Cost of education too high.
- 5 School lessons are irrelevant to the village's needs (mainly fishing).



34 34 34 34 34 34



#### WATER SUPPLY

- 1 Lack water tap for each house.
- 2 Low bressure of water.
- 3 Quality of water poor (need to boil first before drinking)
- 4 Uncertain if well water is healthy to drink.



- 1 Stealing
- 2 Drunk
- 3 Gambling
- 4 Blackmailing
- 5 Fighting
- 6 Immoral acts
- 7 Vehicle noise
- 8 Music/tape recorder noise







Stage

# What are our PRIORITIES?

For each of the key issues, decide which must be handled 'NOW', which may be handled 'SOON', and which may be postponed to 'LATER'.

Consider them as 'needs': what is needed now and cannot wait?



Taking the list of Problems and Opportunities agreed in Stage 3, how could these be grouped to focus on immediate issues to address? Seemingly a difficult task, invariably a community is able to make this crucial decision quickly. Decisions are based on need and urgency, but tempered with

Problems should not be confused with solutions. The wording should also be carefully considered, to avoid limiting ways to address problems.

realities of implementation.

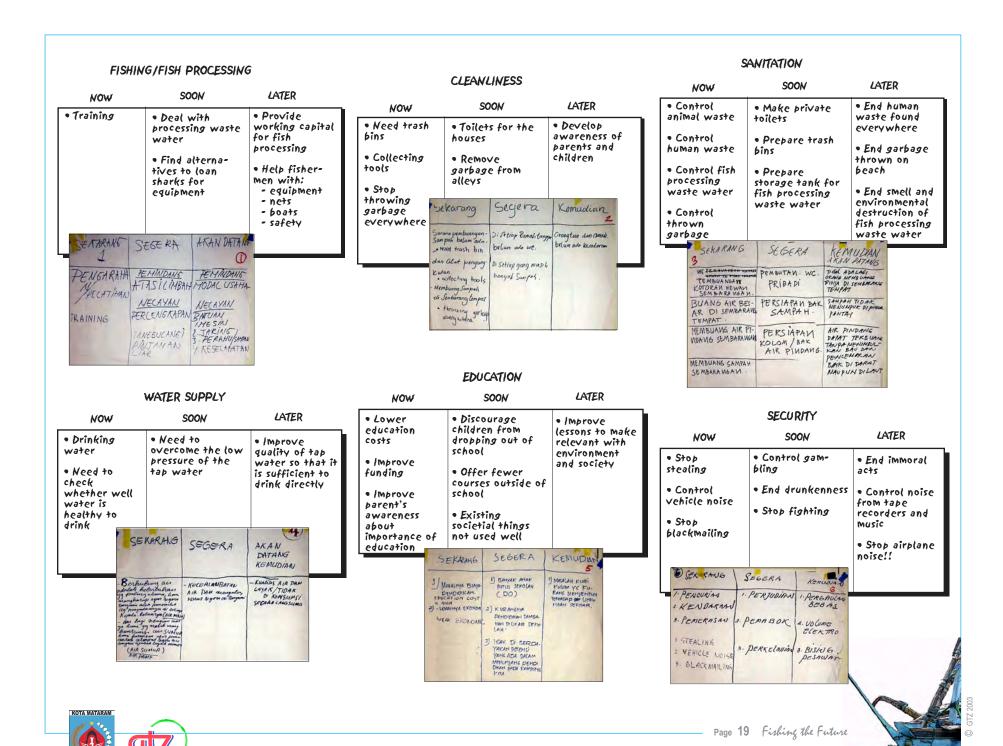


Each group was asked to reflect on the list of issues and group them under three headings. The order under each heading was not important. Their experience and understanding of the village's needs were the most important considerations in reaching a decision.

#### But also: Think about constraints!

What will get in the way of the things you want to do? When you reflect on what the community can do, keep this in mind. Think about technical, financial, organisational, political and human resources that would have to be considered.

The most important thing is to identify the specific things that causes difficulties, and start to think about how you would overcome them.





# What STRATEGIES can we think of?

Select the key 'NOW' concern and explore different ways of dealing with it. Consider ways that the community CAN DO IT BY THEMSELVES, CAN DO IT WITH SOME HELP (technical, financial, organisational), or CANNOT DO IT and must pass it on. Find different combinations considering COST!

Many things can be done by the community themselves without requiring outside assistance. In situations of limited capacity of city governments - technical and administratively as well as financial - this becomes particularly important, since cities tend to be overwhelmed from the scale of responsibilities and cannot satisfy all the demands following conventional approaches. All that may be lacking for communities is awareness and confidence.

There are many things that communities can do which one would normally not consider; for example, collecting information, doing surveys in preparation of projects, and even some technical projects since many in the community are invariably skilled in various trades. But clearly there are some things they cannot do: large-scale projects requiring heavy equipment and careful management, and projects requiring a substantial financial contribution.

The task of each group was to explore various approaches toward addressing the immediate 'Now' concerns agreed in the previous stage. Each group was challenged to

prepare a matrix combining degree of involvement of the community and the expected cost. Their task, essentially, was to separate those things that they could do and those that require outside assistance, whether administrative, financial or technical.

In the chart, the 'degree of involvement was a self-assessment of their capacities. The 'relative costs' were derived from their perceptions and experience. Technical staff from the Mataram government provided additional information to the groups when requested.

These can be done immediately! They are relatively low cost or no cost, and everyone agrees that they should be done now.





Fishing the Future Page 20

	FISHING,	FISH PROCESS	SING		CL	EANLINESS			SA	NITATION	
	We can do it	We can do it with some help	We cannot do it		We can do it	We can do it with some help	We cannot do it		We can do it	We can do it with some help	We cannot do it
Little/ Io Cost	• Invite tourists to fish • Teach how to make boats	Make fish waste-water tank     Promote Pondok Perasi a beach resor with funds from Tourism Departments.	t om	Little/ No Cost	• Collect garbage and burn • Put garbage in proper place	public garbage	garbage bins and garbage carts	Little/ No Cost	• Have families clean their own yard		Clean the beach  As Linbuly  Do not high man  Server (Renn)
Some cost	Offer grilled fish Warung (food stall) in capital Teach how to snorkel Teach how to cook and	NEW PARTY WEST TO PROFESTION	January Tour Bay Surrous Bay	Some cost	• Make simple garbage bins  KHIMOK SMBAH  KH	hire men to	<ul> <li>Buy tools and hire men to separate garbage based on type</li> </ul>	Some cost	• Provide for house waste and private toilets	• Provide containers for house waste	The state of the s
High cost	o Open fresh grilled fish restaurant offer 'homestay' for tourists	Specific Control of Co	Leciya	High cost	Buy tools for collecting garbage (racks, etc.)  Buy tools  for collecting garbage  (racks, etc.)	• Get garbage container	• Secure appropri- ate garbage dump site	High cost		• Provide private toilet for each house	<ul> <li>Install sewer pipes</li> <li>Deal with the fish processing waste wate</li> </ul>
	V	JATER SUPPLY		•		EDUCATION		_		SECURITY	
	We can do it	We can do it with some help	We cannot do it		We can do it	We can do it with some help	We cannot do it		We can do it	We can do it with some help	We cannot do it
Little/ 10 Cost	Buy/get water from neighbors Boil water, so it can be drunk Move wells away from septic tanks	• Check quality of water whether good/healthy to drink or not • Have tablet/	• Check water quality  State of the control of the	Little/ No Cost	• Make the people aware through: -leading - giving information - training • Give	• Finishing/ learning package A+B through Open High School • Invite skillful, talented youths to teach in village school	• Review the school lessons in order to adjust them to the existing condition (Related to	Little/ No Cost	• Setup neighbourhood security system	danger of	THE DESCRIPTION OF PROPERTY OF THE PROPERTY OF
		formula to clean water and kill germs	SCHOOL STREET		motivation, esp. to the children, about the	• Stimulate reading interest by having	fishing)	5 Some	• Pay people to guard the Village	• Install public telephone • Rent a part	Pool
Some cost	• Get water from well with simple tools		• Install pump at wells		importance of education	magazines and newspapers put on bulletin board	5 Deciman (Don 10 Deciman (Don 11 Deciman (Don 12 Deci	S Personal Color HOT  S Personal Color Section  Control Section  S		of the existing Coop building as Police Station	
High cost	• Improve condition of wells	• Buy water pump	• Install piped water system	Some cost		<ul> <li>Provide Qoran Education Centre, based on society's and government's efforts</li> </ul>	## STOCKER  TO STO	High	<ul> <li>Establish a neighbour- hood security station</li> </ul>		• Build Police Station



## How do we START?

What small catalyst project gets things going? Consider 'we can do/little cost' strategy, and decide: PROJECT TASKS (who will do it? when will it be done?), PROJECT TEAM (who is the coordinator? The secretary?), and NEXT MEETING (when, where, who organises, agenda).

Review the tasks identified in the previous stage and particularly look at the 'no/little cost'-'we can do it' box in the matrix. One of these can be an ideal catalyst project. A catalyst project is a small measure that is done immediately, highly visible, no/little cost, and can be done within the community by the community members themselves.

This stage has several purposes: one is to build confidence and show that the workshop was worthwhile, and secondly to begin to address a concern of the community. The most important however is that it will keep the momentum going, and avoid a letdown after the intensive initial week. The basic question to ask each group: "What can we do tomorrow to keep it moving?"

After the catalyst project has been agreed, each group would prepare the following:

- Develop a overview framework, including a listing of tasks, who would be responsible, and when the tasks would be completed.
- Agree on group leaders: who will be the coordinator (the person who would see that the meeting is arranged, makes sure that the team attends, and moderates the meeting) and who will be the secretary (takes notes of the discussions for posting in a community bulletin board, keep others informed).

- Prepare a list of the community members who would like to work on the project. It is best to have interested persons sign up themselves publicly. A large sheet of paper posted in a public place is a good sign-up sheet.
- Establish the specific agenda, the time to meet, where to meet, and who will organise the meeting.

Meetings should be scheduled on a regular basis to maintain momentum. It is best to prepare a schedule over a long term.

In Pondok Perasi, the cleaning of the beaches of trash became the key catalyst project. The government volunteered a large trash container, and the community established a cleaning schedule.



A quick and easy project is picking up trash. Bins were made from empty boxes, and the whole workshop team joined in. Important is to build confidence in small measures, from which more ambitious projects can than be attempted.

#### FISHING AND FISH PROCESSING

#### SANITATION

#### NECESSITY OF EDUCATION

TASK	WHO	WHEN
<ul> <li>Preparation of activity list</li> <li>Promotion</li> <li>Iklan</li> <li>Conter</li> <li>Dattar</li> <li>Dan Yanger, Kait</li> <li>Snorkeling</li> </ul>	<ul> <li>Mahson, Abd</li> <li>Majid</li> <li>Nursaman,</li> <li>Taufiq, Sudirman</li> <li>Lailik</li> <li>Sudirman</li> <li>Taufiq</li> <li>Taufiq</li> <li>Manson, Ard</li> <li>Majid, Gapor,</li> <li>Acincidan</li> </ul>	• Next month

TASKS TASK	WHO	WHEN
•	•	•
		•
	•	
TEAM	• Coordinator -	
,,,	<ul><li>Secretary -</li></ul>	
	<ul><li>Members</li></ul>	
NEXT MEETIN	GS	
Agenda	-	
	-	

TASKS				
TASK		WHO	WHEN	
• Develop team programme		• Lutfi H.	• 26 March	
• Establ		• Amrullah	• 30 March	
TEAM . Secre		· ·	ui	
	• WEMP	-	ulah, Pak Ishak,	
		Lua	g Ilah, Luag Haer	
NEXT ME	etings			
Agenda		- Leading		
		- Giving information		
-Training				
When		-Two times,	month:	
		1 April, 02:00pm to finish		
15 April, 02:00pm to finish				
Where - Yayasan Baitul Iman				
- Yayasan Saleh Sungkar			aleh Sungkar	
		- SD. 21 Amb	enan	
Who organises - Pak Lutfi H.Hakim				

• Secretary Mahson, Evi

 Members Gapor, Lailik, Alimudin,

Glinawan, Rapig

#### NEXT MEETING

Agenda - Activity List Preparation When - 1 April 2002; 4:00-6:00PM

**CLEANLINESS** 

Place - Warung Taufig Who organises - Taufig, with Evi

WATER SUPPLY

When

Who organises

#### NEIGHBOURHOOD SECURITY

# TASKS TASK WHO WHEN • Coordinator -TEAM · Secretary -Members

TASKS		
TASK	WHO	WHEN
•	•	•
	•	•
TEAM	• Coordinator -	Burhan
(provi	• Secretary -	Patmah
	<ul><li>Members</li></ul>	Maisan, M
		Yasin, Supardi,
		Johriah, Pak. Su
NEXT MEETING		
Agenda	-	
	-	
	-	
When	-	
Who organis	es -	

TASKS WHEN TASK WHO • At night: · Night Guard · Each RT-RW + 8-12PM • Kuncar Operation Society · At night: (Limited/max time • Religious 8-12PM for boy to visit girl Leaders + Youth at night) · All day · Beach security Youth and night watch · All day · Road bar Youth and night • Coordinator -Musdah

TEAM • Secretary -Kastation

 Members - Supardi - Rakmah - Murdani - Icah

- Musleh - Muntahar

#### NEXT MEETINGS

Agenda - Peaceful, comfortable/good environment

When - Full time

Place - Neighbourhood Security Station

- Musdah Who organises Ahmad

NEXT MEETINGS Agenda

Who organises

When

Stage

# Now CELEBRATE our new Future!

Show everyone the results: invite your city partners and the whole community. Confirm the programme strategies with the community, and applaud the beginning!

An important part of the workshop is the ending symbolising the completion of the work, but it also represents the being of the next phase. It is a celebration in all respects! Make it festive, and be sure to encourage the children to join in.

Government and other officials should be invited to keep them informed. Their attendance indicates their support for the process and encourages all partners to uphold their agreements. It is assumed that government staff have been participating all along, and this also is an opportunity for them to explain to their heads what they have been doing.



Let the celebration begin! The chairs are cleared, the decorations are up, and the food is coming!



A shared meal cements the partnership. It may be good to have community members themselves do the catering, providing yet another opportunity for all to participate and benefit.

And in Pondok Perasi, a movie ended the evening. It was the film of the workshop, and it was viewed with particular delight by the children.





The movie ended the evening: will the community be the star?

## But also: Keep it going!

Keep everyone informed! Set up a bulletin board, start a community newspaper! Encourage the teams to meet and move forward in their agenda.

It may be helpful to have outside support to encourage and 'push' things along. Setting 'milestones' are useful so everyone can see if things are moving or not.



gtz



# And one year later.....

So, after one year, was it all worth it? Did the Action-Planning process succeed in mobilising improvements in the community? Was as effective partnership established between the community and the City of Mataram? And more importantly, has the community been energised to continue on its own?

And the ultimate test: has it made a positive difference to the families and community of Pondok Perasi?

How does one judge success? Community mobilisation is a long-term effort but even on the short-term there is an expectation of visible, tangible outcomes. There must be positive outcomes that are recognized by all to maintain momentum and enthusiasm, and to validate the process.

Several outcomes that ideally would be expected include:

- Strengthening of the community organisation. Has the organisational capacity of the community and personal capacities improved?
- Self-sufficiency and replication. Is the community now more self-sufficient and better able to mobilise its energies?
- Relations with other organizations. Has interaction with government agencies and other groups improved? Has a partnership of trust and confidence been established?
- Leveraging of resources. Has there been success in mobilising resources in achieving the projects?
- And very important, is there a change in attitude that has taken hold in the village? Is there now a positive 'we can do' spirit that prevails in the village? Is reliance on government no longer the first reaction when confronted with issues?

# What happened? - the 'Action-Review' workshop

Clearly the 'action-review' workshop cannot answer directly these questions. However, indirect evidence suggests that many of these ideal wishes were met. As seen in the workshop, tangible improvements are clearly seen and appreciated by the community. The relation with the government officials is improving, and the government has taken the initiative to add improvements to the community beyond what was expected. The community seems comfortable with the 'action-process' and the 'action-review' workshop went very well as a result.

In some ways the successes were too good! There is the danger of too-high expectations which may not be able to continue to be met.

The 'action-review' workshop was not intended to evaluate the method or theory, for there is a consensus that the approach is beneficial. A first goal was to assist Pondok Perasi village. However, it was also intended to identify the most common 'bottlenecks' in the process in order to improve the procedures and methods in future workshops. How could this approach be best adopted to the other communities of the Mataram urban area, and throughout to other cities in Indonesia? What changes would be needed?

A community undertakes three phases in the 'action-process', which should be kept in mind as the community develops:

<u>Phase I</u> is becoming familiar with the process, and learning how the approaches works. Outside support is necessary to start things off and regular, continuous

support is necessary. During this first year it was important that the community organises itself and becomes comfortable working together as a community. It is important that the 'action-process' is recognised and accepted. The identification and decision on how to implement projects, and carrying out and management of the projects they have chosen to do, is a rhythm in which they see value and in which they have confidence. Phase II exhibits confidence and trust throughout the community, and a demonstrated ability to manage its programs. Responsibility is slowly transferred, and the community is encouraged to continue on its own. Less outside support is required, but still occasional support is necessary, essentially as a boost to the community efforts as their enthusiasm often sags. The outside assistance should continue to be professional. Ideally this would be staff of a government group that helps initiates, supports and liaisons with the community process. (This implies that a government structure is in place that is able to take responsibility for community support and liaison.) Often a community 'quiding light' would emerge, and that person would continue to champion the various projects. Still, monitoring what is happening and pushing when needed is imperative. Good partnership relationships are established with the government, and the community is able to find successful ways to address its concerns. This is the hardest phase, since in their eyes the beginning euphoria is replaced by less exciting, less stimulating activities. How to maintain and rekindle enthusiasm? Special events could be arranged, perhaps an annual 'Community-Takes-Charge Day', where all the communities who are involved in 'action-planning' are

celebrated by the city. For some tasks, it is useful to consider 'community contracting', where the city pays the community for specific tasks that the city would normally have to do. Cleaning is a logical task that could be subcontracted. The city gets the beaches clean at lower cost (and more conscientious efforts) than if it had to hire its own staff. This would also make the tedious cleaning activities acceptable - and put money into the community. Having community members participate in other communities may also be helpful in maintaining interest in the projects. Members of the new 'action-planning' communities could visit Pondok, and learn from them how to do it. This addresses two issues: helping new communities understand better what is happening, and demonstrating value to Pondok of what they are doing, hopefully encouraging them to maintain pride in their efforts.

Phase III is a community that is fully self-sufficient and confident. It has the ability to manage its own 'action-process' drawing on community members. In addition, the community is able to provide support to other communities and to help them setup their own programs. No or very little outside support is necessary, and then only for specialised tasks. Still, perhaps annual, semi-annual visits to see how it is going would be useful. Nothing is permanent, so reinforcement of their efforts is helpful, and encourages new generations to take on the responsibilities.

Pondok Perasi may be characterised as in Phase II.
With support continuing over the
coming year, an achievable goal
would be to reach Phase III.



## **Action Review**

## What did we do?

Seven Basic Tasks:

- 1 Gettiing Going
- 2 What happened during the year?
- 3 How did it go?
- 4 What lessons were learned?
- 5 Exploring new projects
- 6 -Planning for next year
- 7 Be proud of the success and commit
- to the future!

The 'Action-Review' workshop continues the hands-on approach as used in the initial 'Action-Planning' workshop.

The workshop was held through five sessions in the afternoons, to allow fishermen to participate after fishing during the night and resting in the mornings. The same 'action-process' format was followed with its quick, focused, transparent structure in communicating among the community and the government partner.

Since the community was familar with the technique of charts, small working groups, and presentations, the work began immediately. The rhythm of identification of task, discussion in working group, summarising on charts, and presentation went well, and the process was comfortably mastered by all.

Charts again were a useful medium to document and exchange thoughts. They are guick to do while still encouraging serious reflection by their written nature. They provided an effective format for small-group discussion as well as for public presentation and to keep track of the discussions.

Because of the experience of the groups, there was a variety in the interpretations of the tasks by each group in addressing the issues. More flexibility and confidence was seen throughout. And as a result, the workshop was quicker.... but perhaps adding another day with more reflection would always be a wish!



**Right:** Summary of the seven basic tasks of the Action-Review Workshop. Available in poster size, 60cm x 80cm. (pdf format approximately 5MB.) The poster is a companion to the Action-Planning poster.





# **Action Review**

Task

# **Getting going**

Begin with a FORMAL EVENT to get the Review started. Invite all the community and the partners from the government. A great opportunity to reflect on the past year, with nice speeches and good food.

And then prepare for the work!

The opening event is a signal to stop and to look back at the progress of activities that were started a year ago. What was successful? Where were the problems? What did not work so well and needs extra effort in the coming year?

The opening event is the symbol of the beginning of the reflection workshop - the 'Action-Review'. This event is very important in setting the tone and the rhythm of the workshop to be held over the next several days.

The event should be short and festive, but it should be clear that serious reflections would follow. It is important to make this a formal event.

Officials from the government were invited and participated, showing committment to the joint community/ government partnership.

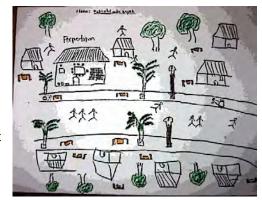
The location of the review was the new Blue Ocean Cafe that was built with the support of the community as one of the first year projects. This was the first event of the Cafe, and the workshop became a part of the opening celebration.



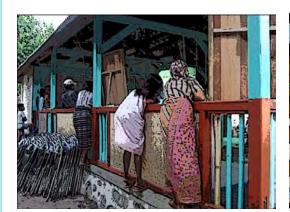
A banner alerted the community and reinforced the formality of the event.

Before the workshop started, children at the Pondok Perasi school were asked to draw the new 'Banu' village after the year of improvement efforts.

Their drawings effectively captured the changes that made the biggest impressions: the street lamps featured prominentely, as well as the small rubbish bins along the street. In one sense, the children are the reason for the improvement efforts, and it is reassuring for the future that they see and experience the changes.







An effective way to help everyone reflect on what happened during the past year, and to reflect on how far they have come, is to highlight the changes from the previous year. In Pondok Perasi, the movie that ended the initial 'Action-Planning' workshop started the 'Action-Review' workshop. The film provided a visual memory to how things were, and reflected the hopes of the community and provided a good base from which to start.





# **Action Review**

Task C

# What happened during the year?

Think about what was done during the past year. LIST all the projects. INIDCATE if they are completed, ongoing, or being planned.

This key task is to make transparent all the things that were done, and to keep everyone in the community informed and updated. It gives an opportunity to step back and reflect on the past year and to think about the next year. It is the basis on which to continue the community's efforts of improvement.

The six working groups from the past year assembled and prepared their review. Two additional working group was added, representing new inputs which arose during the year:

- A 'government working group' started several unexpected initiatives as a result of the interest and energy of the village. Sidewalks were built and street lights were added, and the village is now incorporated into the waterfront network linking all the villages along the shore.
- A 'New Community Economy' group was set up to administer funds for use of the community, on projects that promote economic development. A trust fund has been established, and this new group was charged with the responsibility of its management.



An office was established for the GTZ and the facilitators supporting community efforts.

#### NEW COMMUNITY ECONOMY

KEGIATAN YG DI LAKUKAN	STATUS
Oversight of working group activities	Ongoing
<ul> <li>Approval of Working Group projects to recommend to GTZ</li> </ul>	Ongoing



Community leaders formed the core of the review team in considering requests from the various working groups.

#### FISHING ECONOMY

STATUS
Ongoing
Completed
Completed
Ongoing
Planned
Completed
Ongoing
Ongoing



Blue Ocean Cafe - the pride of the community? And with spectacular views of Bali and the volcanos, and excellent food!







Tourist Information Center (TIC)





Under construction by the community: surprising fast and excellent quality!

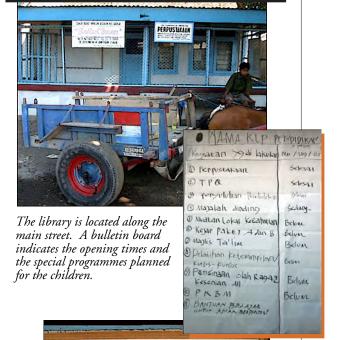




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#### EDUCATION

KEGIATAN YG DI LAKUKAN	STATUS
• Library	Completed
• Quran Class	Planned
• Edcation Awareness Program	Completed
Bulletin Board	Ongoing
Daily support lessons	Planned
• Illiterary Alleviation Program	Planned
• Religous Classes	Planned
Skills Training Courses	Planned
Sport and Art Programs	Planned
• PKBM	Planned
• Gifted Student Enrichment	Planned



#### CLEAN WATER

KEGIATAN YG DI LAKUKAN	STATUS
First Phase of     Water Tap     Installation	Completed
<ul> <li>Second Phase of Water Tap Installation</li> </ul>	Planned

AIR BERSIN

KECIATIN YOU LANGER

PEMAUNICAN FRAN AIR BERSIN SELEMI

PEMASANGAN FRAN AIR BORGH



A new faucet installation for clean piped water.

#### WASTE & SANITATION

KEGIATAN YG DI LAKUKA	W	STATUS	
<ul> <li>Installation of Individual Toilet/Wash Blocks</li> </ul>		Completed	
• Installation of System for Processing Fish Waste Water		Ongoing	
<ul> <li>Installation of Indivi Toilet/Wash Blocks f Remainder of Village</li> </ul>	or	Planned	
· Completion of Individual		Ongoing	
Toilet/Wash Blocks	Kelemfok Cim	nemy	

RECioned 40 M CORNERS

PEWBUHTHN WE KECUPREM

CIMBAH PINDHNE / MAC

PENAMERHAN MCK.
UNTUK MASYARAKAT

YG BELLIM DAPPAT

2777715

Bla/stay/ston

SECESAT?

DI COK SRNA KAN

Becum



A completed individual toilet block, with shower, toilet and faucet with clean piped water.

#### CLEANLINESS

#### KEGIATAN YG DI LAKUKAN STATUS · Management Plan Planned · Street Trash Bins Ongoing • Trash Container Completed • Trash Cart Ongoing · 'Clean Friday' Program Planned • Cleanliness Awareness Program Planned • Prohibition Signs Planned • Rules Planned

# Control year land on the following the follo

The Cleanliness Group was very active: small street bins were locally made and isntalled along the main road. A large rubbish container was provided by the city government, and push-carts were built to collect rubbish and transport it to the large container.

#### SECURITY

# \*\*EGIATAN YG DI LAKUKAN • Construct Guard Stations • Make Prohibition Signs • Telephone Booth • Traffic Signals • Entrance Portal • Night Watchman Schedule STATUS Completed Completed Completed Planned

KEL KEAMMAN

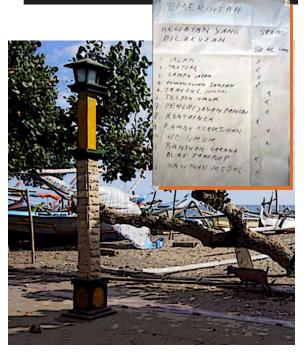
KEGIATAN YG DILAKUKAN



Two of the several guard posts built for security. Note also the gate across the main road, which controls access during the night.

#### GOVERNMENT

KEGIATAN YG DI LAKUKAN	STATUS
• Road	Completed
• Pavement	Completed
• Street Lights	Completed
<ul> <li>Collecting Garbage</li> </ul>	Completed
<ul> <li>Dunes/Beach Barriers</li> </ul>	Ongoing
• Phone Booth	Ongoing
• Replaning Beach	Ongoing
• Trash Container	Completed
<ul> <li>Cleanliness Sign Board</li> </ul>	Ongong
• Public Toilet	Ongoing
• Fishing Equipment Support	Completed
<ul> <li>Capital Support</li> </ul>	Completed



One of the many street lamps installed in the community by the city of Mataram. The brick walkway - partially obsured - links Pondok Perasi to a walkway system along the entire coast of the city.

GTZ 200

# **Action Review**

Task 3

How did it go?

Among the problems and suggested solutions indentified by the working groups, 'building awareness' and 'management' stood out. And from the positive aspects, the 'strong community identity' and 'good cooperation' is an indicator of the cohesion of the village and a promising base for continuity of the efforts.

REFLECT on what was easy to do and what where the difficulties and problems that occurred. INDICATE how the difficulties were overcome. Keep these in mind as you plan for the next year.

Understanding the difficulties helps the community in several ways:

- It provides a reference for the community in making a realistic assessement of their capacities in planning projects for the next year.
- It identifies in what areas the community will need help. Knowing the needs, special courses could be set-up with the support of the government or NGOs in addressing these bottlenecks. The community responses already give an indication of how they dealt with a particular issue, and these would provide a key to how to handle situations in the future.

At a different level, this information provides a reference for expanding the 'action-process' to other communities throughout Mataram.

In future workshops, in may be useful to ask what specific skills and courses would be useful.

#### FISHING ECONOMY

es Problems	Solutions
• Promotion • Initial capital t re- cers, rs,	<ul> <li>Cooperation with city officers and travel agencies</li> <li>Face-toface methods</li> <li>Proposal to GTZ and government</li> </ul>
connection Telephone Trash bin Fish process	<ul> <li>GTZ and government request</li> <li>Cooperation with cleaning team</li> <li>Cooperation with IPAL</li> </ul>
that construction to all Need additional equipment	• Need strict rules
֡֡֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜֜	• Marketing • Promotion • Initial capital  t recers, rs, rs • Electrical connection • Telephone • Trash bin • Fish process- ing waste  construction • Need addition al equipment • Fish processing waste still in front of cafe • Garbage still

#### WASTE & SANITATION

Successes	both government		Solutions  • Limited funds needs to be overcome  • Request Health Department for awareness program  • Request review of situation	
• Toilets - People can get direct advantage				
<ul> <li>Good fish processing place</li> </ul>				
<ul> <li>Sanitation: Very critical instopping disease</li> </ul>				
	and GTZ	MCK.	KNAPAIG PEMERATORIS PENLADORIN M.C.K.	MASALAH DAVA TEKENTAS
		t Changa parawac Santair engus	Parints because the Kenness sen . pan kechangan.	PENGULURAN PARI KESHATAN
		SMATTER	BELLIN ADA. PERENCANDAN.	Motion

#### NEW COMMUNITY ECONOMY

SUCCESSES DIFFICULTIES BARRIERS/PROBLEMS

• Conneration | • Not sufficient | • Some groups

- Cooperation among groups
- Good communication among groups
- Not sufficient time in the afternoons
  - Some groups are not well coordinated



## **EDUCATION**

#### Problems Solutions Successes SCHOLARSHIPS for boor students

· Limited government budget

· Low income of families

#### LIBRARY · Supplies lacking information

- · Helps low-income COMMUNITY LEARNING CENTER families who are unable to buy textbooks for children
- Benefits entire community

#### TPQ-ISLAMC KINDERGARTEN

 Provides infrastructure for social education • Supplies school

EDUCATIONAL COUNSELING

• Non-intensive format

• Uses other supporting

· Only limited funds

necessary

infrastructure

lessons through extracurricular

setting

#### KEJAR PAKET A&B (Adult education program)

Limited funds

PKBM

- · A for primary education level
- · B for secondary education level - Few interested to learn

• Lack supporting infrastructure

- low awareness of importance of education

#### TRAINING COURSE Limited funds

• Lack supporting infrastructure

#### SPORT AND FINE ARTS BUILDING

- Limited funds · Lack supporting infrastructure
- Islamic Activity Group · Lack of awareness
- · Limited funds

institutions

· Funds and

- · Find donors for financial support
- Develop efforts to increase attendance
- · Provide building Develop budget and
- find funds for oberation of library
- Increase educational counseling efforts
- · Establish cooperation with related institutions and NGOs



#### Seek financial subbort from government and GTZ

· Seek financial support from community

#### SECURITY Problems

#### Successes Solutions Problems

**CLEANLINESS** 

- · Approach Cooperation with beoble and awareness of people Different • Forming • Groups worked well berceptions organizing
- together of youth Having tools
   Funding available for

clearning

- and skills
  - trainin*g* KEL KEBERSIHANI TONE SAMPAH Manh aged bork Vapade many Dana de Kascapan pe Perstatan Ketrampilan don Pelanto Kebersih-

# · Community participation TRAFFIC SIGNALS · Enough funds • Community participation ENTRANCE GUARD PORTALS

Successes

**GUARD STATION** 

Enough funds

	1 200 100	MARKE
SPRIES/	Misien	SOLUSI
BERHANIL	PROBLEM	Pencon
upos RompA	DROHDA.	Mean. Sperryoloma
* PAPTISI PASI	+ BETTHEN	MILL MAN
nse ghannen	THE AL	y was princip
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1 parts cano	* PETUCA!	PAPATIZ
	MI16.5	PERFEMU
	but beplow	

#### Awareness **NIGHT GUARDS** · No scheduled watches

- PHONE BOOTH · Lack network · Contact
- Telkom coverage (telephone SECURITY GUARDS
- company) · Lack prohibition Community signs meeting
- · 'Stuck'
- · Socialisation Organization

#### CLEAN WATER

#### Successes Problems

#### PUBLIC TAP WATER Meets beoble's real need

- · Sufficient funds
- · Clean water is not yet distributed to all people
- Participation | of community



· Trying to distribute clean water to all will require cooperation with related

departments

Solutions

form manage-

· Difficult +

· Set-ub

laws

life

ment team

traditional

· Community

• Fulfill the

Solutions



#### GOVERNMENT

#### Problems Successes

- ROAD · Funding
- · Contractors
- · Community

#### GARBAGE

- · Collection
- program • Discussion among groups

Solutions

- Toilet
- Processing waste

- Coordination with: • Related
- departments
- NCE
- · Community

- · Tools
- · Community subbort
  - CLEAN WATER
- Tap water · Community
- WASTE WATER
- Regulations: Acceptance
- Sanctions · Management
- · Ability
- Awareness · Human resources
  - people's needs
- · Ability
- Awareness • Human resources



PEMERINTAH

AIR BERSH

KCMMPVAN







## **Action Review**



# What lessons were learned?

Thinking back on the projects, what would you tell other communities to watch out for? What hints and suggestions could be offered?

When reflecting on the various projects, all lessons or 'suggestions' should be included: those that appear seemingly simple, and as well as those considered to be more sophisticated.

It is important to document the lessons: the entire city is helped by the lessons from the community. And moreover, by thinking of how to help other communities, the issues are clarified for the community itself.

Capture the lessons now, before they are forgotten!

What kind of lessons would be useful? Here are some examples of the kinds of information that may help other communities:

- How many projects can be tackled at one time?
- What are the main difficulties that arise?
- What were the easiest things to do? And what were the hardest?
- How to start? What to do first?
- How to get the whole community interesting and participating? How do you keep up the interest?
- When is the best time to meet? And the best time to schedule work?

- What is the best way to work with the government partner?
- And lastly, what is the most important thing to keep in mind that makes the biggest difference?

In Pondok Perasi a key lesson was the need for cooperation and coordination among all the groups, both inside the community and outside. It was repeatedly recognised that the government was a vital partner in any efforts. The priority was the needs of the family - particularly important for children in encouraging them to go to school - followed by the community and the government.

In the ongoing efforts in Pondok Perasi, and in other new communities as the 'action-process' spreads throughout the city, training in skills of coordination, cooperation and communication would be a suggested vital component of any program.



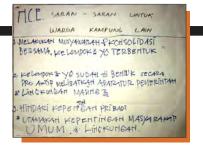
# A good idea? Capture the lessons as history of the community!

Collect the lessons in a NOTEBOOK to build a knowledge base of 'how to go about doing projects.' Each year add the new lessons.

And also add the problems and successes you had from the previous Task 3. This treasure of information will be an invaluable guide to the community in the future. And collecting the lessons each year from ALL the communities in the city would become a practical guide for everyone.

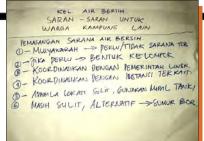
#### **NEW COMMUNITY ECONOMY**

- Coordinate and work with with established community groups
- Community groups should actively involve government staff
- Put the needs of the community, the public and the environment as first priority



#### CLEAN WATER

- · Important to discuss whether really necessary
- If needed, form group in community
- Coordinate with government efforts in the area
- · Coordinate with other involved institutions
- If location too far, consider tanker vehicles for supply
- Consider other alternatives also, for example wells



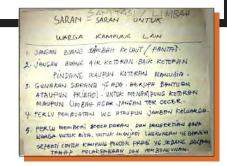
#### FISHING ECONOMY

- Work together with other groups in the community and women's welfare organization
- Women should participate and have important roles in cooperation
- Teenagers should be involved since they will follow-up on the efforts
- Get support from government institutions, at village, city, and district levels
- Get support from private groups who care about school drop-outs and poor communities



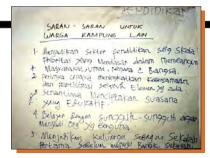
#### WASTE & SANITATION

- · Don't throw waste on beach!
- Don't throw waste from fish or waste from houses on beach
- · Use public or private toilets
- · Encourage home toilets
- Make people aware of cleanliness, using Pondok Perasi community as a good example



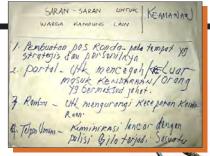
#### **EDUCATION**

- Place education as the highest priority in the development of the people, community, and the state
- Make all efforts to increase cooperation and participation among all sectors
- · Always create a situation conducive to education
- · Learn well in order to be a skilled person
- The family plays the most important part for children before they attend school



#### SECURITY

- Put security posts and personal at strategic areas
- Put portal to control entrance and exist of people and vehicles: they could be bad people!
- Put traffic signs to decrease speed of vehicles
- Put public phones for better communication and information particularly when accidents happen





gtz

## **Action Review**

Task 5

# Exploring new projects

Decide which NEW issues you want to address, and consider WHY it is a problem or opportunity and WHO it affects. On a matrix of community inputs vs costs, DEVELOP a range of projects that address the issues. Then ADD the projects that were planned but not started during the first year. Community inputs range from can be done by themselves, can do with some help, or cannot do and must pass it on. Costs range from none/little, some, to high.

This task combines the identification of new problems and Exercise 5 from the initial 'Action-Planning' workshop: 'What Strategies can we think of?' The purpose was to list a wide range of possible directions for the coming year, including new ideas and those remaining project ideas from the past year.

Another two new working groups were added: a group formed by women of the community, and a group of teenage girls. These were in addition to the new groups on the 'New Community Economy' and the 'Government' group.

For each problem, groups reflected and expanded on the reasons for the problems - the 'why' - and who was actually affected - the 'to whom'. The purpose was to 'dig deeper' into the nature of the issues, and eliminate those that have little merit once they are more carefully examined.

The new problems, and all the 'not completed' projects from the past year were placed on matrix of community capacity and relative cost. This summary information provides the basic reference for deciding on which projects to concentrate during the coming year.

The range of projects identified in the matrix were well reasoned and creative. For example a 'wall magazine' expanding on a simple bulletin broad would be very attractive. Furthermore, projects were tempered by realistic assessments and practical issues, and not focused on utopian ideas and dreams.

In future review workshops, it would be useful to also bring in 'opportunities' - those ideas that arose during the year and would be positive contributions. In other words, look at the positive aspects as driver for projects, as opposed to only looking at negative issues - the problems.

#### NEW COMMUNITY ECONOMY

Problem	Why	To Whom
<ul> <li>Formal legitimacy for each group (especially NCE)</li> <li>Administration equipment</li> </ul>	• These are 3 necessary elements for organizations	<ul> <li>Related institutions and community</li> </ul>
• Transportation		

We can do

it with some

We cannot

	<b>40 IT</b>	help	Q0 17
Little/ No Cost	• Coordination meeting with all groups in the area	• Participation from all community elements	Can be done
Some cost	• Administration Equipment	• GTZ and government	• 010
High cost	• Transporation vehicle	• GTZ and government	• OK

We can



Fishing the Future Page 40

#### FISHING ECONOMY

Problem	Why	To Whom
CAFE - electricity + telephone	• Customers and cafe needs electricity to take orders	• Caf e • Customers
- road - marketing + promotion	<ul> <li>Dusty and damaged</li> <li>First phase as steppingstone</li> </ul>	• Customers • Cafe
111	<ul> <li>Tourists must like sailing</li> <li>Tourists and TIC staff need transportation</li> </ul>	<ul> <li>Domestic and foreign tourists</li> <li>TIC and guests</li> </ul>
LKM - Office building - capital	• Too small, not enough for all • Needed as first step	• LKM management • LKM + community

	We can do it	We can do it with some help	We cannot do it
		• Cafe construction	
Little/ No Cost		• Cafe operation	
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		• TIC & Cafe promotion	
Some cost	• Painting	• Barbeque	• Wood for construction
High	expu El	• TIC & LM constrcution	<ul> <li>Boat and engine for transportation</li> </ul>
cost	VASSEAL TO	MENGHAN CANADA  - PANGET DO CANA  MAN DO CANADA  MA	

#### EDUCATION

Problem	Why	To Whom
• Limited facility and infrastructure -minimum capacity of library -many children dropout	• The library building is not enough for visitors -low community income -limited government budget	<ul> <li>Visitors and managers of library</li> <li>Children who might dropout from school</li> </ul>

	We can do it	We can do it with some help	We cannot do it
Little/ No Cost	• Islamic activity group	• 'Wall' magazine	
Some cost	Educational program related to local source     Extra learning session for primary and secondary students	<ul> <li>Sport and find art education program</li> <li>Training / course</li> </ul>	
High cost	PF-C/DiDI km/	• Financial support for good student	<ul><li>Learning Centre Building</li><li>Library</li></ul>
SIMAJALA	H MENGAPA LEGICAL		



### CLEAN WATER

Problem	Why	To Whom
Many people still cannot have clean water	Limited budget Expensive Lack	Families without water Families
Electricity	communication between community and electricity institution	without electricity

	We can do it	We can do it with some help	We cannot do it
Little/ No Cost			
Some cost			
		• Water Supply	• Electricity
High cost		• Government institutions????	
	The state of the s		







#### WASTE & SANITATION

Problem	Why	To Whom
MCK/Toilet	Not yet available to everyone	Community inside and outside target area

	We can do it	We can do it with some help	We cannot do it
Little/ No Cost	Better sanitation awareness		
Some cost			
High cost	• Additional Toilet Blocks	MASALD MELLAND MASALD MEMBERSON MCK SCHOOL MICHAEL MCK SCHOOL MASALD MCK SCHOOL MASA	BAGI WAKEN BEIN DECHM ZONA BROWN DECHM ZONA YE SUCHI E ETERDIN.
		MCK	



#### CLEANLINESS

Problem	Why	To Whom
Not enough rubbish bins	• Still Waste everywhere; - on street	• Community team leader (RT, RW)
Waste     Management not     active yet	- in open spaces - in drain/ canal/river - on parts of	and city government
<ul> <li>Not enough rubbish collection wagons and street sweepers</li> </ul>	beach, some people throw their waste on beach at night	

	We can do it	We can do it with some help	We cannot do it
Little/ No Cost	• Transfer rubbish from bins to container, from home to waste bins	• Contract rubbish collection and waste management staff	• Monthly fee for waste management • 'Awik-awik' in the area
Some	<ul> <li>Make additional waste collection</li> </ul>	• Setup instruction program, with	MINICATI MENKAJAI TONE SAUJAI BEUM MOREURAI TONE SAUJAI BEUM MOREURAI TONE SAUJAI BEUM Parintendra de Teruga Pangalala yang Teruga Pangalala yang

instructor

government

from city

• Clean area

community

carts

with

High cost

Some

cost

#### • Community • Fighting • Excessive • Security drinking personal · Do not • Poor street shine · Community lights properly · Public We can do We can cannot it with do it some help

Problem

Little/

No

SGMET cost

> High cost

Richtstein Dith Bother That Bayes

Perbulan

SECURITY

Why

To Whom

We

do it • Schedule night watches • Provide security positions • Install public • Install telephone better lights KEAMANAN





Fishing the Future Page 42

#### WOMEN

Problem	Why	To Whom
• Illegal money lenders	• Too high interest	Most borrowers are women
• Teenager problems	<ul><li>Unemployment</li><li>Dropouts from school</li></ul>	• Unemployment in community

We

	We can do it	We can do it with some help	cannot do it
1221-1	Stop money lenders     Save money	• Capital for productive business	
Little/ No Cost	<ul> <li>Make a priority list of needs</li> <li>Give helpful guidance</li> </ul>	• Security personel	
Some cost		• Jobs for teenagers	
High cost		• Financial training for community	

We can do

KELOMPOK WANITA



#### YOUTH

Pr	roblem	Why	To Whom
de	ace to Velop bacities	<ul> <li>No facility for teenagers to develop their capacities</li> </ul>	•Teenagers who have talent
rel edi for	ace for igious ucation	Increase IMT AQ (religious activity)  Decrease teenager problems (drinking)	• Community and teenagers

	We can do it	We can do it with some help	We cannot do it
Little/ No Cost		• Lights for school	
Some cost		• Teacher for specific skills training	
High cost		<ul> <li>Financial training for community</li> </ul>	
l l	REMATA		



#### GOVERNMENT

Problem	Why	To Whom
• Lack of coordination with related institution	<ul> <li>Program of related institution is not integrated to the community yet</li> </ul>	• Government, community and private sector

	We can do it	We can do it with some help	We cannot do it
Little/ No Cost		<ul> <li>Plantings for beach</li> <li>Set up coordination schedule for cleaning with related institutional ional and environ- mental agencies</li> </ul>	
Some	<ul> <li>Make warning signs</li> </ul>	• Install public telephone	
High cost		Build dike for beach	ME DINTROL







# **Action Review**

Task

# Planning for next year

Re-evaluate the projects in the matrix based on the experience of the past year. Decide on which and how many KEY PROJECTS to focus. Finalise the WORKING GROUP (who will do it, who will be the coordinator). Develop a programme: For each project determine the PROJECT TASKS, SCHEDULE, and the FIRST MEETING (when, where). Anticipate what DIFFICULTIES may be encountered.

This task essentially sets the agenda for the following year. The overriding concern was not to overreach and be too ambitious. Groups were urged to select at most two of the top priorities and develop more detailed programming for these. Once a project is completed, the other priority projects could easily be added.

A difficulty was the coordination of projects among the groups to avoid duplication and to assure an effective work programme. Generally this was overcome and did not prove to be an issue. For example, several groups had identified the need for a 'multi-use center' but in the

final planning the Education Group selected this as their focus project.

The working groups choose a wide variety of projects to tackle for the coming year:

- New Community Economy Two activities were identified: to improve their management through training, and to determine how to handle transportation difficulties when setting-up their meetings. The difficulty in deciding in budget allocations was seen as the biggest concern for the coming year.
- Fishing Economy In addition to their continued support to the Blue Ocean Cafe, their focus would be on constructing and setting-up a management team for a Tourist Information Center (TIC), and a Micro-Finance institution. Capital and skills were noted as key potential problems. During the workshop, construction of the TIC was already started and was almost completed at the end.
- Education The desire for a multi-use community hall was their ambitious main goal, reflecting not only the groups interest but taking in consideration other groups suggestion for a facility as well. But they also identified programs for school drop-outs and basic equipment for the school: books, shelves, typewriter, etc. Securing sufficient finances was key concern, although with the wide variety of skilled community members, this could be largely overcome.
- <u>Clean Water</u> The project to provide clean water would continue to the other families still without water. They also target the installation of electricity as their next major effort. The worry was the potential high cost to the families for the improved services.
- <u>Waste & Sanitation</u> The group felt it is important to continue providing MCK facilities (washing/shower/toilet core) throughout the community. They were very concerned about potential social friction which could arise among those still lacking the MCK facility.
- <u>Security</u> The security huts built during the first year was a major step, and they now shifted toward staffing and managing the security programs. In addition, a 'beach patrol' would be established. Provision of a public

telephone was also considered as their next focus. Despite the success during the first year, they felt there was too little awareness for security, particularly in the evenings.

- <u>Cleanliness</u> Four tasks were programmed, all expanding and continuing from the first year: provision of small rubbish bins on the interior streets and rubbish carts, development of a financial plan for a more sustainable system, and related to the financial plan, the hiring of additional staff for both street and beach cleaning. They noted that there is still too little concern or awareness about cleanliness issues in the community.
- Youth The new group from the teenagers settled on skills-training courses as their priority project. Finding a suitable teacher and a source for the salary would be the difficulties to address.
- <u>Women</u> This newly formed group focused on a financial awareness program to combat 'loan sharks' and to improve the overall economic situation of the community. They were concerned about the potential management and organisation of their project. This needs to be coordinated with the project of the Fishing Economy Group which proposes a 'Micro-finance Institution.'
- Government The group from government staff considered coordination as a main effort, but also added the planting of vegetation on the beach and installation of 'keep the beach clean' as their contribution. The group recognised that the long-term care and maintenance of the plantings could be problematic.

# But also: Do not select too many projects!

Focus on only a few. Despite the success of the year, resist the temptation to do too much!!!

#### NEW COMMUNITY ECONOMY (NCE)

#### Summary

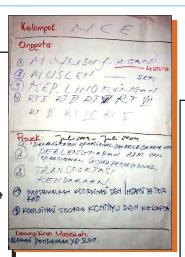
Team: M. Yusuf, A. Gani (Leaders) Mcisleh (Secretary) Kep. Kingrungan RT I, RT II, RT III, RT IV, RT V, RT VI, RT VII

Projects July 2003 - July 2004:

- 1 Create better management of operational activities
- 2 Secure supplies and equipment for administration
- 3 Solve transportation problems for government meetings
- 4 Develop coordination schedule with government
- 5 Develop continuous sustainable coordination with community groups

Potential Problems:

Difficulty in budget allocation decisions



#### ■ Projet 1

NCE - Activity 1 - Improve NCE Management

#### Tasks

- A Training
- B Schedule formal meetings
- C Provide continuity in coordination

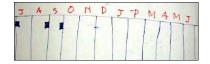


#### ■ Project 2

NCE - Activity 2 - Transportation Issues

#### Tasks

A - Consult with government institutions for transport



#### FISHING ECONOMY

#### Summary

1 - Support cafe 'Blue Ocean'

Team:

Ayuri

Endi

Sirot

Juardi

Nursaman

Rusdmna

Wahyudi

Rohanian

2 - Establish Tourist Information Center (TIC)

3 - Set-up Micro-finance institution (LKM)

Team: Team: Husni Ramu Amrullah Subardi Maemunah Myharis Fahmi Wawan Gita Nirmala Arafik Moh Sudirman Erik Dan

Description: Consider: dinner specials; daily, weekly, and monthly special events: entertainment events and competitions

Potential Problems:

• Waste containers

· Access to electricity

· Access to telephone

Describtion: - Provide services

• Skills

(information and packages; offer sourvenirs, blan diving and snorkling, and plan fishing

Potential Problems:

Description:

- Provide capital; promote community financial transport); develop tour management awareness (savings); support income generation, especially for youth and unemployed and provide office supplies

Potential Problems:

- Capital · Capital · Promotion
  - · Government support
  - · Credit line
    - · Misuse of funds

#### ■ Project 1

#### Tourist Information Center (TIC)

#### Tasks

- A Meeting
- B Training
- C Program formulation
- D Recruitment of experience employee



#### ■Project 2

#### Micro-Finance Institution

#### Tasks

- 1 Meeting
- Structure development
- Structure working program
- Develop operational program 2 - Undertake feasibility study
- 3 Participate in training
- course 4 - Undertake job training
- 5 Make operational:
- launching / formalizing





• ???? • ????



#### EDUCATION

#### Summary

Team:
Lufi H. Hakim
Gunawan
Ma Yustiawa
Irwan Afriadi
Mayani
Ishak
Husni
Amrullah
Fieria E.
Fahmi Hidayari

Projects 2003 - 2004:

- 1 Explore potential multi-purpose community hall
- 2 Support education for drop-outs and prevent future dropouts
- 3 Provide books and basic equipment: shelves, typewriter for library

KELOMPOK PENDIN

2 GUNGWAN

7. HUSNI

1. PERLUNYA AULA SERBA GUNA

2 BANTUAN SIAYA PENDIDIKAN

PC COMPUTE 12/ MESIN TI

PUTUS SEBOLAH

BAGI ANAK 16 PUTUS/ PLANAM

ANTHAN PASILITAS PENUTIANS

PROYER 2003 - ZOOG CAVII - AVII

1 LUTFI H. HAKIM

FLUENT YUSTIALIAN

5 MATAN 9 % FRANCE L

IRWAY AFRIADI

AMESOTA

#### Potential Problems:

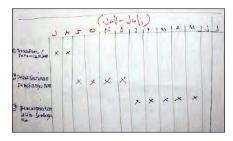
- · Financial resources
- · Operational expenses
- Facilities

#### ■ Project 1

#### 1. Education - Explore potential multipurpose community hall

#### Tasks

- 1 Hold preparation and planning meetings
- 2 Construct building
- 3 Schedule use

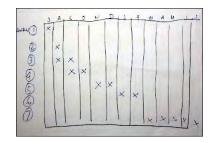


#### ■Project 2

2. Education - Support education for drop-outs and prevent future dropouts

#### Tasks

- 1 Survey school-age children
- 2 Analyse situation
- 3 Coordinate with interested groups
- 4 Formulate strategy
- 5 Present to government and other interested groups
- 6 Administer project
- 7 Monitor and evaluate

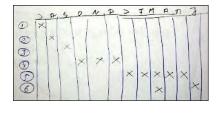


#### ■Project 3

3. Education - Provide books and basic equipment: shelves, typewriter for library

#### Tasks

- 1 Identify needs
- 2 Identify priority of needs
- 3 Formulate strategy
- 4 Present proposal and coordination plan
- 5 Administer program
- 6 Monitor and evaluate



The need for a multi-use/multi-purpose hall arose several times and by several groups. The existing makeshift library was considered too small, particularly when considering the supplementary teaching programme which takes place there also and the vision of a 'Learning Centre Building'. The special programmes envisioned for school dropouts would also need a 'home'. A place for fine arts programme and a place for teenagers to gather were also noted, and the many training programmes being considered also would all benefit by a multi-use hall. Consideration should be given to the use of the school, and perhaps this could be modified to serve many of these functions.



#### CLEAN WATER

#### Summary

Team: Mahyudin (Leader) M Yasin dalin Zainal Abidin Suparman

Projects 2003-2004: 1 - Provide clean water to families still lacking 2 - Provide electricity to families without access

Potential Problems:
• High costs to families



#### ■Project 1

# 1. Clean Water - Provide water to families still lacking

#### Tasks:

- 1 Survey situation
- 2 Analyse data
- 3 Determine goals
- 4 Register with water supply institution (PAM)
- 5 Monitor discussions with PDAM
- 6 Implement project



First Meeting: Blue Ocean Cafe, 1 July 2003

Clean water was recognised as very important, and everyone felt that the supply should be extended throughout the community. However, there were considerable concern that the costs would be too high for the families to afford. Pricing policy should be explored, perhaps considering the use of a 'social tariff' - sometimes known as an 'increasing block tariff' - which offers a very low cost for a minimum amount.

The group expanded their interests to include electricity. The name of the group should now change?

#### ■ Project 2

## 2. Clean Water - Provide electricity to families without access

#### Tasks:

- 1 Survey situation
- 2 Analyse data
- 3 Determine goals
- 4 Register with electricity institution (PLN)
- 5 Monitor discussions with PLN
- 6 Implement project



First Meeting: Blue Ocean Cafe, 11 July 2003



#### WASTE & SANITATION

#### Summary

Team:
Suharto (Leader)
Sahwan (Secretary)
Kiahmat
Rusman
Mustiakah
Darmataksian
Yusuf Gani

Projects July 2003 - July 2004:

1 - Provide washing/shower/toilet core to lacking families (MCK Facility)
Pondok Perasi should received MCK Facilities because this problem still is a core issue to the success of the cooperation between the municipality and GTZ. The MCK is a part of Ponkok's 'face' that must be a priority. The community hopes that the waste & sanitation program will be continued.
2 - Deal with wastewater from the toilet core

Potential Problems:

Community members who do not receive the toilet facility will cause social friction from jealousy

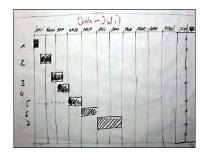
1 - MCK Facility - Provide washing/shower/ toilet core to families still unserved

#### Tasks

■ Project 1

1 - Meeting to discuss what to be done in upcoming implemention program.

- 2 Survey and analysis
- 3 Securing of materials
- 4 Identification and location of MCK facilities to be installed



First Meeting:

To be held on Sunday, 15 June 2003, at the GTZ Liasion Office. To discuss the upcoming tasks and follow up on the plan. The group clearly recognised that the provision of basic services to the families was a core issue, and therefore should remain the focus for the coming year.



#### SECURITY

#### Summary

Team: Musdah (Lead) P. Kannah Bunyamin Ahmad Rizal Agus Sb.

Projects 2003 - 2004

- 1 Establish beach patrol
- 2 Set-up evening neighborhood watch
- 3 Secure public telephone

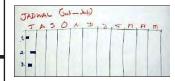
Potential Problems:

 Low awareness of community on need for security, particularly in the evenings ■ Project 1

1. Security - Establish beach patrol

Tasks:

- 1 Build awareness of the community
- 2 Coordinate with area staff
  3 Consolidate with related
  institutions (bolice)



ANGERA

ANGERA

MUSDA H (D)

P. JAHNAH

BONTYMIN

- AHMAD RIZAL

- AGOS GB.

PREMENTIKAN PENGAWAYAN PANTAN

Z. KELOMPOK RUNDA MALAM

PER R.T.

- STE LEDON LIMOM.

REPRINCED IN MARKAN

REPRINCED IN M

The completion of the security huts should help in raising awareness of security, along with the formation of patrols. Other groups have listed the need for a public telephone, and it also would be useful for security purposes.



#### **CLEANLINESS**

#### Summary

Team: Maskan (Lead) Arifin Mulahi Muhlis Sadri Sadri

Projects 2003 - 2004

- 1 Provide rubbish bins on interior streets
- 2 Provide rubbish carts
- 3 Develop financial plan for sustainable rubbish collection
- 4 Hire additional staff for street and beach cleaning

Potential Problems: Little community awareness/concern



#### ■ Project 1

1. Cleanliness - Provide rubbish bins on interior streets

#### Tasks:

- A Make rubbish bins
- B Coordinate efforts between group members and area staff
- C Decide on number of bins to make
- D Survey area to determine location of bins



#### ■ Project 2

2. Cleanliness - Provide rubbish carts

#### Tasks:

- A Make rubbish carts
- B Coordinate efforts between group members and area staff
- C Decide on budget requirements



The highly visable success of the rubbish bins and the rubbish container during the first year encouraged the group to expand the provision of bins throughout the community. For long-term success they recognised the need for a more permanent staff, and that the previous voluntary inputs and free materials would need to be compensated.

#### ■ Project 3

3. Cleanliness - <u>Develop financial</u> <u>plan for</u> <u>sustainable rubbish</u> collection

#### Tasks:

- A Decide on maintenance budget.
- B Budget costs for:
  - (a) bins
  - (b) carts
  - (c) painting

jachwal (juli juli)					
1 La					
A	-	-	1		
C	-	-	H	H	

#### ■ Project

4. Cleanliness - <u>Hire additional staff</u> for <u>street and beach cleaning</u>

#### Tasks:

- A Determine budget needs
- B Decide on number of persons needed for street and beach cleaning - 5 persons.







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#### YOUTH

#### Summary

Team: Khairunnisa Gita Nirmala Bq. Dyah IK Mayam

Project 2003 - 2004 1 - Set-up skills training course

#### Potential Problems:

- · Finding a teacher
- · Teacher's salary
- · Survey of needs
- · Location of course

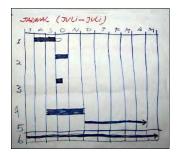


#### ■ Project 1

1. Youth - <u>Set-up skills training</u> course

Tasks for setting up course:

- 1 Survey of needs
- 2 Recruitment of teacher
- 3 Survey potential locations 4 - Determine budget for teacher
- 5 Develop operation and course
- program 6 - Manage program





The initial concern of an evening meeting place and therefore the need for streeting light on the interior streets was refocused to skills training. The recognition of safe meeting places and since the Education group was also seeking a multi-use community space encouraged the group to shift their energies toward securing a training programme.

#### WOMEN

#### Summary

Team: Jaemiah Kabriatan Rahmal ILah Hadr H. Dwar BuHperian Nuramin Taksiah Mustiarah

Projects 2003 - 2004 1 - <u>Set-up financial management</u> awareness program

Potential Problems:

• Management and organization issues

The ladies settled on an awareness programme to combat the 'loan sharks' and to improve the overall economic situation in the community as their first effort.

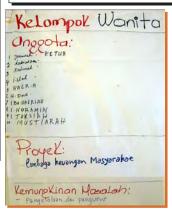
#### ■ Project 1

1. Ladies - <u>Set-up financial</u> <u>management awareness progam</u>

#### Tasks:

- 1 Set-up counseling system
- 2 Undertake team building
- 3 Plan program
- 4 Save and borrow money under program
- 5 Establish financial institution







#### GOVERNMENT

#### Summary

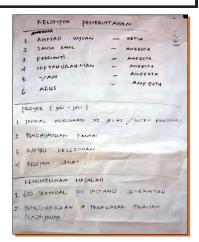
Team: Ahmad Wijdan Sansui Kanil Febrianti Yani Agus

#### Projects 2003 - 2004

- 1 Set-up coordination system
- 2 Plant vegetation on beach
- 3 Install beach signs "Keep Clean"
- 4 Provide public telephone

#### Potential Problems:

- · Sectorial egos
- · Maintainance and care of plantings

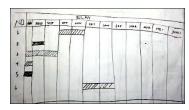


#### ■ Project 1

1. Government - Set-up coordination system

#### Tasks

- 1 Formulation of coordination system
- 2 Identify the involvement of related work units
- 3 Evaluation of first year's progress
- 4 Review legal status
- 5 Establish coordination team
- 6 Prepare schedule



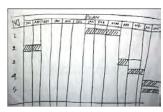
First Meeting: Bapeda Walikota Mataram 1 July 2003

#### ■Project 2

2. Government - Plant vegetation on beach

#### Tasks:

- 1 Undertake feasibility study
- 2 Determine needs
- 3 Undertake implementation
- 4 Awareness and team building
- 5 Maintenance



First Meeting: Bapeda Walikota Mataram 1 July 2003

Coordination was strongly identified as a key issue and would become the focus of the year. The other two goals of planting vegetation' and 'installation of signage' will be more difficult to substain without the active support of the community. Both would be easy to do initially by the government alone, but in the long run may not be successful if the community is not an active partner right from the beginning and at least brought in later.

#### ■ Project 3

3. Government - <u>Install beach signs</u>
"Keep Clean"

#### Tasks:

- 1 Determine needs
- 2 Undertake implementation
- 3 Maintenance







## **Action Review**

Task

# Be proud of the success and commit to the future!

Invite everyone! PRESENT the future projects to the community and officials Have the PARTNERS PLEDGE their contribution to the work ahead.

In the closing session a summary was made of the projects, highlighting the projects to be tackled during the coming year so everyone can be brought up-to-date and informed of the final discussions. The whole working group participated in the presentation - linking projects with specific persons - so everyone knows who to contact for information on a particular project. Only a summary is presented, for the tentative schedule and specific tasks of each project are available for the community and guests to look at on stands placed around the hall.

All the projects of all the working groups were placed on a very large chart - a **Community Program**. The projects are grouped according to the involvement of the community: 'can do it by themselves', 'need some assistance', and 'needs to be done by

others.' And on the vertical access the relative costs, from very little to very much. The chart helps the community to monitor progress and to push the effort if needed.

And once the presentation is finished, the whole team signs a Community Program for the next year. It is an opportunity for all the partners to publicly reaffirm their committment to the joint efforts.

The Community Program stays in a public place for all to see and to keep track of the projects - it is fixed to the wall at the GTZ site office.



Everyone signs.



After each group's presentation, a hardy handshake, a honorary ribbon!

And don't forget the decorations - set the tone for the festivities! And it is a great thing for the children to do!



And as customary, dinner

And a great show to end the workshop!

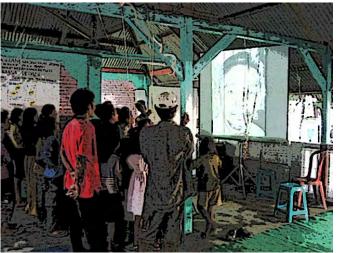
And as a closing, slides of the community were shown, highlighting the people and children involved during the course of the workshop.

This has become a regular feature of Pondok Perasi – and a tradition for the future?

## And the hard part - keep up the enthusiasm through the next year!

After the clear successes of the year, it is often difficult to keep up the momentum for another year. Consider to do less - it is better to do a few things well than do too much which cannot be finished.





# And now on to the future! Page 53 Fishing the Future





# And The Bigger Picture ......

The question of replication and sustainability – the continuation of the broader program – may be viewed at two scales, from the perspectives of the community and the municipality. From the community, the concern is that this does not end with the initiatives identified in the workshop; and from the municipality, the focus is on how to spread and manage the approach throughout the area, and to capitalise on the mutual benefits accorded by this approach.

A third level at the national scale should consider supporting municipal efforts and dissemination of the process throughout the country.

#### Sustainability at the Community Level

What can the community do?

- The community and the leaders should continue to explore new initiatives in addressing the needs of their settlement, and not stop after the projects addressed in the initial workshop are addressed.
- They need to take an active role in maintaining continuous contact with the municipality, to assure followthrough of commitments and to remain aware of municipality concerns and programs.
- They need to keep in mind that <u>their</u> inputs are vital, and that they can do many things <u>themselves</u>. Reliance on the government or outsiders should be the <u>last</u> resort.

#### Sustainability at the Municipality Level

What can the municipality do?

- Continuation of support to communities after the initial assistance. And without question, follow-through of commitments jointly made to maintain credibility in the process.
- Establishment of an organisational structure that includes community representatives as active members. This structure must effectively link concerns at the two levels. It should not be just another input but should be an integral part of the decision-making structure.
- Development of a cadre of staff that works with communities and provides the link between community and municipality. Professional standing, respect, and validation of their efforts is a necessary condition.
- Establishment of a mechanism for incorporating community inputs into decision-making and budgeting as a regular process.
- Initiation of procedures to involve other communities into the program, with the goal of establishing a city-wide network.





# **The Urban Quality Programme**

The workshop is a part of a larger urban management programme in Indonesia: "Civil Society and Inter-Municipal Cooperation for Better Urban Services - Urban Quality." Urban Quality is a German-Indonesian development initiative programme, financed by the German Federal Ministry for Economic Cooperation and Development (BMZ) to strengthen local decision-making for sustainable development in urban areas.

In cooperation with the civil society and through an inter-municipal exchange of experience the programme will offer flexible and demand-oriented technical assistance to selected towns and cities located in the provinces of Nusa Tenggara Barat (NTB), Nusa Tenggara Timur (NTT), Central Java and the Special Province of Yogyakarta (DIY) to help them cope with their new responsibilities that have come along with decentralisation and regional autonomy.

#### **Programme Purpose**

The purpose of the programme is to strengthen local government and civil society stakeholders particularly at community, municipal and inter-city level.

#### Results

- Accountable and transparent decision-making on urban development issues will be facilitated by effective dialogue between local government and civil society stakeholders.
- The quality of municipal management will be improved through socially, economically and environmentally sustainable initiatives.
- Good practices, management and technological innovations will be developed, documented and their implementation supported on demand.
- Mechanisms for inter-municipal cooperation will be promoted and utilised.
- Local experiences that contribute to national policy making and regulatory framework will be developed.

For more information:

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# **More Information on Action Planning**

# Instructional Posters for Action Planning

- <u>Fishing the Future</u> (available as pdf download, 4.2MB, in http://www.urbanquality.org)
- Plan for Action
   (available as pdf download, 1.2MB, in http://web.mit.edu/urbanupgrading/upgrading/resources/useful-downloads/index.html)

#### Methodologies and Techniques

- A Practical Handbook for 'Planning for Real' Consultation Exercise.
   Neighbourhood Initiatives Foundation.
   Telford , U.K. 1995.
- Making MicroPlans: A community based process in programming and development.
   Reinhard Goethert and Nabeel Hamdi. IT Publications, England. 1988.
- Participatory Rapid Appraisal: A
   Fieldworkers Manual. Theis, J. and H.
   Grady. International Institute of
   Environment and Development (IIED) and
   Save the Children, London. 1992.
- The Community Planning Handbook: How People can Shape their Cities, Towns and Villages in Any Part of the World. Nick Wates. Published by Earthscan Publications Limited. 2000.

- ZOPP in Brief, ZOPP Flipcharts, An Introduction to the Method. GTZ, Eschborn, Germany. 1987-88.
- <u>Action Planning for Cities.</u> Nabeel Hamdi and Reinhard Goethert, John Wiley & Sons. Chichester, England. 1997.

#### Web Sites

- http://web.mit.edu/urbanupgrading/ upgrading/issues-tools/tools/Interac-Comm-Plan.html Summary of main issues and tools, with examples
- http://web.mit.edu/urbanupgrading/ upgrading/issues-tools/tools/Schweizer-Reneke/Schweizer-Reneke.html A detailed, step-by-step description of a workshop in South Africa.
- http://www.ensure.org/guidebook/index.htm

A recent manual for regeneration of urban deprived neighbourhoods from the Innovative Urban Planning Management project, 1998-2001, co-financed by Interreg IIC European Regional Development Fund and the Danish Ministry of Housing and Urban Affairs, and based on the experience of its partners.

# **Workshop Participants**

PONDOK PERASI)
Community Leader
(Kepala Lingkungan)
Zaki Bahweres

Community Elders Yusuf Abdul Gani Saleh Jaswadi

Tasrun

Ketua-ketua RT

(Sub-community leaders

**Young Community Leaders** 

Gunawan Musdah Taufiq Pak Su Musleh Muliadi Husni Salman Saman

#### THE TEAMS

Group I - Fisherman (Kelompok Nelayan)

Taufiq
Awaludin
Alimudin
Gapor
Lailik
Hadi
Mahsun
Evi
Rafiq
Adi
Jaelani

Group II - Solid Waste and Trash

114511

(Kelompok Kebersihan)

Maskan Satrah H. Ali B Sadri Hamidah Zaeniah Arifin Mulahi Muhlis

Group III - Wastewater (Kelolmpok Limbah)

Suharto Rusman M. Yusuf Gani Darmatasiah Mustiarah Sahwan Ramli Kiahmat Oros Ati

Group IV - Water (Kelompok Air Bersih)

Patmah Burhan Supardi Zohriah Maisah M. Yasin Bapak Su. Salman

Group V - Education (Kelompok Pendidikan)

Lutfi H.H Amrullah Husni Haeriah Ishak Inaq ilah Haji Rasiah

Group VI - Security/ Neighbourhood Safety (Kelompok Keamanan)

Musdah Kasiaton Rakmah Musleh Mudani Supardi Icah Muntahar

#### CITY OF MATARAM

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Haji. Moh. Ruslan, SH

**Planning Department** 

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Lalu Lutfi, ST

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Government Counterparts
Department of Fisheries and

Marine

**Department of Community** 

Empowerment

Department of Waste and Solid

waste

Department of Health Directorate Water

Department of Cooperatives, Trade and Industry

GTZ

Gerd Sippel Martin Hansen

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