



PARTICIPATORY MANAGEMENT

How can you improve your neighborhood?

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 explores various options for sustainable development of the traditional fishing villages in Ampenan, and strengthen local decision-making structures of its urban management.

The participatory approach 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.



URBAN QUALITY WORKSHOPS IN MATARAM, INDONESIA



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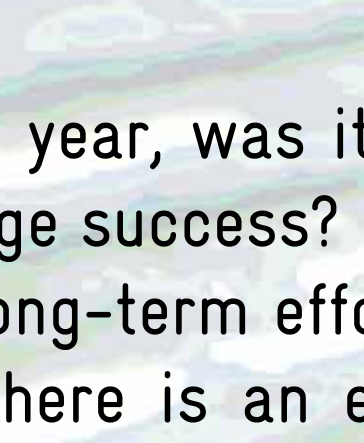
Action Planning is a problem-driven, hands-on process, to empower communities to identify and address development issues. It addresses three fundamental concerns: what is wrong, what can we do about it, and how do we go about it. It assumes that communities are aware of their problems and have the skills to tackle them.

A workshop format has shown to be an effective approach which brings structure, transparency and communication to a community. It 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.

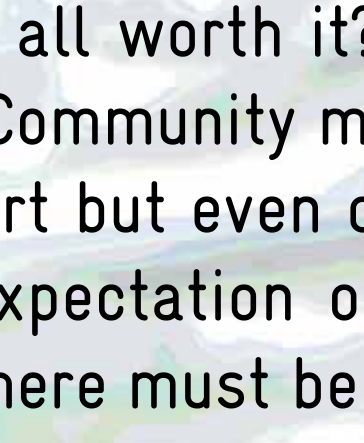
Setting up!
Build a simple model of the community for exploring issues.



Get STARTED!
A formal opening raises energy and interest. Invite the whole community and your partners from the city. A nice speech by all!



PROBLEMS & OPPORTUNITIES?
Brainstorm all the issues that confront your community. Write the ideas and place them on the model. List all the issues, clarifying why it is an issue, and who does it most affect.



PRIORITIES!
For each of the key issues, decide which must be handled 'NOW', 'SOON', and 'LATER'. Consider them as 'needs': what is needed now and cannot wait?



Be STRATEGIC!
Select the key 'NOW' concern and consider ways that the community CAN DO IT BY THEMSELVES, WITH SOME HELP or CANNOT DO IT. Consider COST!



How do we START?
What small catalyst project gets things going? Consider 'we can do/ little cost' strategy, and decide the project: TASKS, TEAM and NEXT MEETING.



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!

So, after one year, was it all worth it? 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.

What happened? the 'Action-Review' workshop

Indirect evidence suggests that many of the 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.



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And The Bigger Picture

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.

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 their inputs are vital, and that they can do many things themselves. Reliance on the government or outsiders should be the last 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.

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



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