

# **FACILITATING HUMAN DEVELOPMENT**

**A PARTICIPATORY SKILLS AND INTERCHANGE SEMINAR**



**22-27 August 1988**  
**Bogor, Indonesia**

**SUMMARY REPORT**

**Produced by The Institute of Cultural Affairs, Malaysia**

# **TABLE OF CONTENTS**

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## **INTRODUCTION**

### **I SHARING APPROACHES THAT WORK**

- **CONTEXT**
- **THE NINE APPROACHES**
- **THE PANEL and SITE VISITS**

### **II THE PARTICIPATORY PLANNING**

- **CONTEXT**
- **THE VISION**
- **THE CONTRADICTIONS**
- **THE PROPOSED DIRECTIONS**

### **III THE CULTURAL DIMENSION**

- **CONTEXT**
- **QUESTIONS AND INSIGHTS**

### **PARTICIPANT LIST AND DIRECTORY**

### **THE CO-SPONSORS**

# INTRODUCTION

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On August 22-27, 1988, forty people representing local development organisations from four nations of Southeast Asia met near Bogor, Indonesia for five days of Interchange and training. "FACILITATING HUMAN DEVELOPMENT: A Participatory Skills and Interchange Seminar" was organised and facilitated by the Institute of Cultural Affairs. Co-sponsors included LP3ES (The Institute for Economic and Social Research, Education and Information) and the Directorate General for Small Scale Industries, Indonesia. Financial support was provided by Australian International Development Assistance Bureau.

## THE PARTICIPANTS

Participants arrived with displays from the Philippines, Thailand, Malaysia and Indonesia. Projects represented ranged from urban slum community self-help in Manila to rural regional infrastructure in West Sumatra. The variety was rich and informative. In all cases, people came eager to hear from colleagues in the field and to share learnings with interested others.

## THE SEMINAR DESIGN

During the seminar, the first day was spent hearing reports from project representatives, seeing displays, and discerning effective approaches to development. The second day, four panelists from Indonesia provided a sounding board for probing into developmental insights. The group then turned to pulling together their insights into a statement of vision for the future of development in Southeast Asia. This session was both culmination of the interchange and an introduction to the participatory planning method.

On the third day, participants boarded vans and paid visits to outstanding development activities in West Java for a series of site visits. People were pleased to see first-hand some of the programmes and accomplishments that had been under discussion, and in all cases, projects visited were gracious hosts. They provided demonstrations of their approaches and answered many questions from participants.

Days four and five consisted of training in participatory skills -- planning and human relations. Participants went through demonstrations of Contradiction Analysis, Strategic Direction Discernment, and Action Planning. Then, as a final exercise, people examined their experiences of cultural factors influencing development.

The final night was a celebration highlighting the nations present. Billed as "The ASEAN Cultural Affair," the festivities involved participants presenting their cultures with song and dance.

## THE PROCESS

This seminar was not based on a lecture approach, but on facilitated interchange and training in participative methods. A workbook used throughout the seminar describes and illustrates the methods utilised during the event. Throughout the week, people exchanged insights, asked questions and planned applications for the new approaches encountered. Also time spent in four teams of ten people provided reflection time to absorb new insights in a setting of informal camaraderie.

## THE REPORT

The experience of "Facilitating Human Development" cannot be contained in a report, however detailed. These pages will serve participants as a reminder of their time together and will convey to others an indication of the participants' thinking and experience as gleaned through the participatory workshop process. Copies of supplemental papers, panelist presentations and the participant workbook can be obtained by request from ICA: Malaysia.

# **OPENING SESSION - 22 AUGUST 1988**

## **WELCOME ON BEHALF OF SEMINAR ORGANIZERS SOEDJAI KARTASASMITA**

International Advisor to the Institute of Cultural Affairs  
Special Advisor to the Ministry of Agriculture, Indonesia

## **RECOGNITION OF SPECIAL GUEST JOHN MILLER**

The Australian Embassy, Jakarta

## **RESPONSE FROM PARTICIPANT REPRESENTATIVE Y. B. DATUK PADUKA SALEHA BT HJ. MOHD. ALI**

Malaysia

## **WELCOME ADDRESS HARIRI HADY**

Assistant to the Minister of National Planning, (Bappenas), Indonesia

## **SEMINAR OPENING Secretary to TRISURA SUHARDI Director General of Small Industry, Indonesia**

# SEMINAR AGENDA

FACILITATING HUMAN DEVELOPMENT SEMINAR AGENDA				
TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
SHARING APPROACHES THAT WORK: ASEAN  VIDEO  PROJECT REPORTS AND SMALL GROUP SHARING	PANELISTS:  Achmad Raffie, The Institute of Developmental Studies  Kartjono, Bina Desa (INDHRRA)  Aswab Mahasin, LP3ES  Alim Muhammad, LP3ES	SITE          VISITS	SITE VISIT REPORTS  CONTEXT: COMMUNITY USES OF PARTICIPATORY PLANNING  CONTRADICTION WORKSHOP	CONTEXT: PRESUPPOSITIONS IN DEVELOPMENT  ACTION PLANNING EXERCISE  DISCUSSION AND CRITIQUE IN TEAMS
SHARING APPROACHES PLENARY  WORKSHOP: "APPROACHES THAT WORK"	VISION EXERCISE  PLENARY		NEW DIRECTIONS EXERCISES  STYLE FLEX  ROLEPLAYS	CASE STUDY: THE CULTURAL DIMENSION OF DEVELOPMENT QUESTIONS AND IMPLICATIONS  REFLECTION  CLOSING
INDIVIDUAL JOURNAL WRITING AND REFLECTIVE TEAM MEETINGS			"THE ASEAN CULTURAL CELEBRATION"	
EVENING ACTIVITIES CULTURAL EVENTS --- PHYSICAL ACTIVITIES -- VIDEOS FROM PARTICIPATING PROJECTS.				



SEMINAR PARTICIPANTS



## **SHARING APPROACHES THAT WORK**

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Interchange among participants and local Indonesian organisations played an important part of the Facilitating Human Development Seminar.

Two and one-half days were devoted to project reports of the 28 participating organisations, panel presentations and site visits to nearby Indonesian development activities.

Section One of this document identifies the nine major effective approaches to development as identified by the seminar participants. An additional page includes the names and topics of the four panelists and the locations of the six sites visited during the field trips.



TEAM INTERCHANGE ON "WHAT IS WORKING"

# **SHARING APPROACHES THAT WORK**

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## **1. BENEFICIARY PARTICIPATORY INVOLVEMENT**

In the arena of Management Process of Community Development an approach that works is **beneficiary participatory involvement**. It may involve target groups as well as the community leaders. Some examples of this approach include: 1. Identifying the situation together with the target groups and local leaders; 2. Planning, implementing, mobilizing local human resources, consultation and problem-solving through meetings; 3. Controlling, supervising and evaluating.

(Back-up Data)

### **a. Beneficiaries Involvement Totality**

- Involve in decision making
- Problem analysis with the target groups and solving problem
- Make working plan with the target groups
- Identify the situation together with target group and local leaders
- Identify existing group potential

### **b. Identify Opinion Leaders**

- Effective approach -- identify the problem
- Identify a common cause

### **c. Involvement of the Target Groups as Well as the Community Leaders in the Mgt.. Process (planning & implementing, controlling)**

- Invite the youth group and the women's group to planning, evaluation, control
- Target group orientation, those with similar needs will be organized into one group so that services will be for the group rather than individual
- Involve the local community from the beginning (planning and implementing process)

### **d. Mobilize Local Human Resource**

- Involve community leaders
- Identify the resources in community both natural/human

### **e. Participatory Involvement**

- Pick out key personnel
- Using & encouraging local experts
- Committee system

### **f. Consultation & Problem Solving through Meetings**

- Consultative meetings
- Consultation
- Make weekly meeting
- We should listen to whatever the people tell us re their problems
- Work with them not work for them

### **g. Get the Local, Formal & Informal Leader Well Informed of the Project and ask them to be the Resource Persons**

- Work together with local leader
- Group development approach

## **II. UTILISING POTENTIAL LABOR**

In the arena of Harnessing Human Resources an approach that works is **utilising potential labor**. It may involve **paid and voluntary involvement** through such activities as road repair with pay, income generating projects (handicraft, sewing), assistance to job placement, solicitation for training volunteers, community projects like water system and drainage project, garbage collection and disposal.

### **(Back-up data)**

- Harness human resources
- Hire labour (employment)
- Volunteer involvement

## **III. PROVIDING EFFECTIVE TRAINING**

In the arena of training and development an approach that works is **providing effective training to extension workers and counsellors and utilising expertise and getting professional input**. It may involve forums for exchange of ideas for facilitators and developing the human potential. Through such activities or examples as interpersonal communications to identify needs and goals of community.

### **(Back-up data)**

- Training and development
- Formal training about self awareness
- Back-up with professional management
- Training adviser
- Training re: proposal writing for fund raising to start a project
- Training farm groups; invite the informal leader
- Strengthen the target group's skills and capabilities
- Leadership development through training/responsibility
- Train informal leader as motivator

## **IV. PROVIDING PRACTICAL DEMONSTRATIONS**

In the arena of Practical Approaches or "Learning by Doing" an approach that works is: **providing practical demonstrations to generate change toward development**. It may involve: actual demonstrations and effective communication--through media, mobile units, etc. Some examples of this approach include: 1. Field visits to other situations; 2. Using people who have successfully been through a similar experience; 3. Publicising changes of attitudes and skills.

### **(Back-up data)**

- Learning by doing (practical approach)
- Mobile unit (entertainment and training)
- Policy dialogue approach
- Farmers meeting about loan
- Offer various publications
- Clear communication
- Let your presence be known
- Actual demonstration
- Training through actual doing

## **V. ESTABLISHING STRUCTURAL LINKAGES**

In the arena of Integrated Planning and Supervision an approach that works is: **structural linkages between beneficiaries, developers and funding agency**. It may involve such things as Dialogue & Loan giving. Some of the examples of this approach include: 1.ADP-revolving fund; 2. Yayasan Sabah; 3. National Irrigation Administration; 4. Irrigators Association.

### **(Back-up data)**

- Integrated planning and supervision
- NIA-IA dialogue
- Link loans to community groups responsibility

## **VI. NETWORKING GOVERNMENT AND NON-GOVERNMENT ORGANISATIONS**

In the arena of Group Cooperation an approach that works is: **networking among all concerned (NGOs,GOs, beneficiaries) to function with mutual responsibility**. It may involve acting together, linkages with relevant organization, establishing rapport, working together with formal and informal leaders. Some examples of this approach include: 1. Monthly forum of devt. organization (CARE & NIA); 2. Living with the target group (CUP, NIA, ICA, ADP); 3. Local regional, national NGOs forum (BINA DESA); 4. Regular visitation of the target group ( ADP, TG, LPP)

### **(Back-up data)**

- Group cooperation contact
- Acting together (with the people)
- Beneficiary ownership of projects through: beneficiary counterpart, clear image as part of joint venture
- Live with the target group for credibility
- Coordinate with government agencies to monitor project
- Cooperation among NGO and government organization
- Coordinating GO and NGO
- Linkages with relevant organisation
- Lobbying

## **VII. DISSEMINATING INFORMATION, ENCOURAGEMENT AND RECOGNITION**

In the arena of Motivation an approach that works is **disseminating information, encouragement and recognition** thru celebration, touching real values already present. EXAMPLES: Farmers-of-the-year award; family first in women's income generating project.

### **(Back-up data)**

- Motivation
- Motivations and persuasion
- Unity and welfare campaign
- Success breeds success
- Celebrate all break thru small/big as significant
- Family as a focal point

## VIII. IDENTIFYING AND ADDRESSING PROBLEMS TOGETHER

In the arena of Common Interest and concerns, an approach that works is **getting people together to identify and to address problems, to discover potential, to have companionship and encouragement for implementation.** It may include or involve: Something people feel necessary, providing structure for meeting, having unifying activities with specific benefit. Some examples of this approach include: 1. Language training in the hill area for development; 2. CUP project: road; gardening; pond; service centre for women; 3. Kuching using old house for service centre; 4. ARISAN in Indonesia

### (Back-up data)

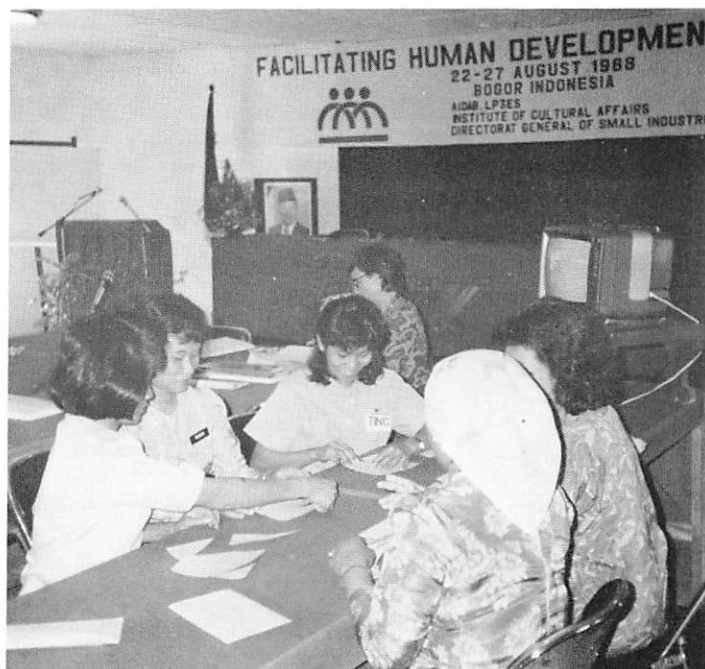
- Common concern interest
- Having an entry issue of concern to people to get in contact with them on other matters (Family Planning, Indon)
- Playing sports
- Fund raising project-for the welfare of the handicapped children
- Health community center in sub district
- Establish rapport
- Interviews
- Home visit
- Continue field visit to the group
- Sistem sepuluh

## IX. TRANSFERRING SKILLS AND EXPERIENCES

In the arena of Interchange an approach that works is transfer of skills and experiences among implementors. It may include or involve: Farmer to farmer cross visits; exchange the information from independent bodies e.g. leaflets, brochure and other publications; personal contact e.g. social activities (sports, party) Some examples of this approach include: 1. Study tour; seminar; workshop; dialogue; meeting; examples: 2 OPP -FHD-ICA Seminar - LENS seminar

### (Back-up data)

- Exchange the information from independent bodies
- Interchange
- Farmer-to-farmer cross visits



GROUP  
GAMES  
BUILD  
TEAM SPIRIT

## **PANELISTS**

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**Achmad Rofi'ie** - Deputy Director, The Institute for Development Studies:  
"The Informal Sector and Development"

**Kartjono**, Executive Director, BINA DESA/INDHRRA:  
"Self-Reliance in Indonesian Communities"

**Aswab Mahasin** - Director, The Institute for Economic and Social Research, Education and Information: "The Evolution and Networking of Indonesian NGO'S"

**Alim Muhammad** - Klatan Women's Productivity Project of the Institute for Economic and Social Research, Education and Information: "Women in Development in Klatan"

## **SITE VISITS**

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**The Bina Karya Housing Cooperative, Bandung**  
(The Institute for Development Studies)

**The Majalangka Integrated Rural Development Program**  
(The Indonesia Planned Parenthood Association, Bandung Chapter)

**The Sukabumi Stone-Polishing and Metal-Working Industries**  
(The Department of Small Industry)

**The Desa Pulosari, Kecamatan Kalapanunggal Self-Help Programs (Gotong Royong)**  
(Assisted by Bappeda Kabupaten Sukabumi)

**The Integrated Chicken Industry, Cimanggis**  
(Bina Swadaya -- Self-Help Development Programme)

**The Pesantren Darul Fallah (Innovative religious / development programme)**  
Cimpea, Bogor

## SITE VISITS

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SUKUBUMI STONE-POLISHING  
SITE VISIT



MAJALINGKA IPPA  
VOLUNTEER SHOWS OFF  
PROJECT WARES

# THE PARTICIPATORY PLANNING PROCESS

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The Institute of Cultural Affairs has developed a technology of development, to promote maximum participation of the people involved. These methods provide ways to engage the mind, the body and the spirit of the group to support a common effort.

This participatory planning process was used extensively during the Facilitating Human Development Seminar.

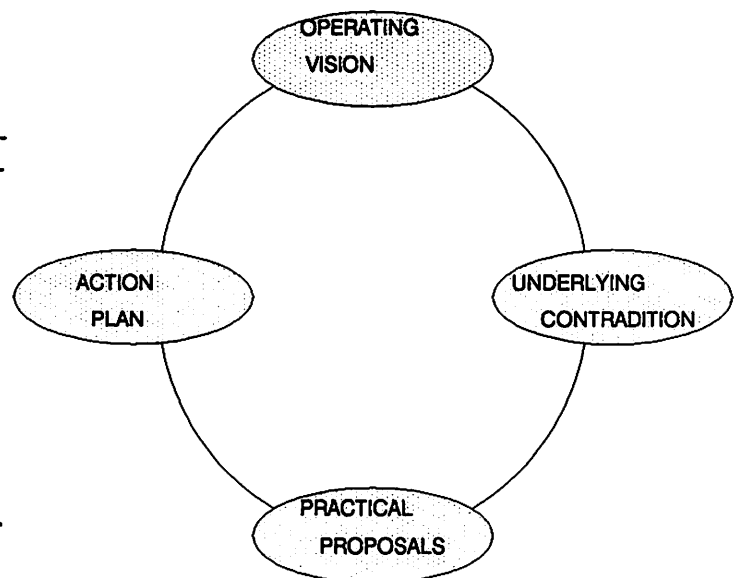
The intent of social methods is to build an effective plan of action on the basis of the group's wisdom. Those who participate in the planning process are highly motivated to implement the plan they helped to build. Social methods are, therefore, **motivational**: they encourage people to invest their lives in the continual process of **analysis, planning and implementation**. Social methods are **indicative**: they begin with "what is", not with "what ought to be". They begin with **analysis**, not with goal setting. They presume that the total situation must be considered. This involves making a **geo-social**

**analysis**, which takes into account geographic and social phenomena. Thus, the analysis includes the very people themselves -- their dreams and visions -- as well as economic, political and cultural factors. As all aspects are considered, "**contradictions**" or blocks to realizing the group's hopes and dreams are discerned. The group experiences the naming of each contradiction as constructing a doorway into the future. They see the objective sociological realities with which they must deal. This analysis allows the group to become detached from its situation. People see personal interests and biases in the context of the whole situation. New images of possibility begin to emerge. They are ready to propose new directions which will alter the matrix of relationships which currently block the realization of their vision. They discern specific tactics for accomplishing their **proposals**.

After the plan of action is created, it is necessary to think through the implementation. This requires combining the tactics into programmes and priorities for which resources and personnel can be organized. The creation of long-range and short-range plans for implementing programmes requires careful adaptation to the situation. As the timeline is implemented, the situation changes, so it is periodically necessary to resume the task of analysis. Thus, although social methods can be put into a variety of planning modes and done at specific intervals, they actually represent an ongoing life process.

The creation of a future plan by a group releases it from dependence on external forces. The plan represents the statement of resolves that put people in control of their own destiny. In the planning process people identify their long-range objectives and realize that everything they do makes a difference in reaching these objectives. Thus each day becomes a new opportunity and a new challenge.

## PARTICIPATORY PLANNING PROCESS



## USING METHODS FOR ACTING RESPONSIBLY

# FIVE-YEAR VISION OF EFFECTIVE DEVELOPMENT IN SOUTHEAST ASIA

In a Vision Workshop, seminar participants spelled out what local development would look like in Southeast Asia. Each person was asked to imagine the desired future in his/her own situation five years hence. Through a process of brainstorming individually and in teams, the whole group developed a composite vision represented by the chart below.

FHD Seminar								THE VISION OF EFFECTIVE LOCAL DEVELOPMENT IN SOUTHEAST ASIA				August 1988	
HUMAN DEVELOPMENT ORIENTATION I			SOLID EDUCATIONAL AND ECONOMIC BENEFITS II			EFFECTIVE ORGANIZATIONAL OPERATION III							
Toward Positive Attitude Develop't A	Toward People-Centered Develop't B	Toward A Healthy Nation C	Toward An Educated Society D	Toward Economic Self-Sufficiency E	Toward Profess'l, Efficient, Systematic Mgt. F	Toward Sustaining & Maintaining Sound Environ. G	Toward Maximum Use of Infra-struct. H						
Multi-Sector Participatory Approaches 1	Participative Development Programmes 3	Better Facilities & Services 5	Increased Literacy 7	Sufficient Basic Goods 10	Professional Structures 15	Ecologically Sound Agriculture 19	Effective Infra-structure Use 22						
				Improved Employment Opportunities 11				Specialized Personnel 16					
Affirmative Attitude To Development 2	People As Development Subjects 4	Improved Sanitation & Nutrition 6	Training & Exposure Opportunities 8	Improved Marketing Practices 12	Local Group Interchange 17	Improved Housing 20	Sound Resource Utilization 21						
				Better Quality Of Life 13				Expand Programme Sites 18					
			Availability Of Information 9	Group Economic Activities 14									

Central to the group's vision are "**Solid Educational and Economic Benefits**" which indicate local communities and programmes moving towards being "an educated society" and towards "economic self-sufficiency." These benefits include such components as "increased literacy," "improved marketing practices," and "group economic activities." (see boxes 7-14).

A "**Human Development Orientation**" and "**Effective Organisational Operation**" are the second and third major themes. The **Human Development Orientation** involves "a positive attitude," "people-centered development," and a "healthy nation." These sub-themes include such components as "multi-sector approaches," "participative development programmes," and "improved nutrition and sanitation" (see boxes 1-6).

The third theme, "**Effective Organisational Operation**," also has three sub-themes relating to effective management, sound ecology, and maximised infrastructure. Specifics under these sub-themes include such areas as "specialized personnel," "improved housing," and "effective infrastructure use" (see boxes 15-22).

# **VISION BRAINSTORM DATA**

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## **I. HUMAN DEVELOPMENT ORIENTATION**

### **A TOWARDS POSITIVE ATTITUDE IN DEVELOPMENT**

#### **1. Multi-Sector Participatory Approaches**

- Volunteerism among people of all races
- Government recognition of participatory approach
- Involving farmers organisation in national development planning
- Highly motivated implementors at all levels

#### **2. Affirmative Attitude to Development**

- Attitudes changed to positive towards development
- Changed attitudes bring unity and development
- Future is in families own hands
- Self reliant integrated farming

### **B TOWARDS PEOPLE CENTERED DEVELOPMENT**

#### **3. Participative Development Programme**

- Recipient of family planning programme .form group dynamics
- Involvement of target groups in planning and decision making
- Women's positive participation in social and political and economic fields
- Mobilize the target group to maintain .forests

#### **4. People as Development Subject**

- Dependent and self-reliant
- People as a subject of development

### **C TOWARDS A HEALTHY NATION**

#### **5. Better Facilities and Services**

- Better health service/facilities
- Healthy living through increased income
- Improved welfare (sufficient basic need)

#### **6. Improved Nutrition and Sanitation**

- No more malnourished children
- Improved nutrition and sanitation services
- Increased usage of local herbal medicine

## **II SOLID EDUCATIONAL AND ECONOMIC BENEFITS**

### **D TOWARDS AN EDUCATED SOCIETY**

#### **7. Increased Literacy**

- No more illiterate
- Eradication of illiteracy

#### **8. Training and Exposure Opportunities**

- Special training for drug addicts
- Access to agricultural/vocational training
- Seminars the same as FHD followed-up
- Job opportunity related to academic or training
- On-going training and exposure activities
- Chance to visit and interchange among projects in ASEAN countries
- Everybody received education suitable to their need

#### 9. Availability of Information

- Awareness and Consciousness of their existence and effort
- Community centre in each village
- Data centre (knowledge access)

### E TOWARDS ECONOMIC SELF-SUFFICIENCY

#### 10. Sufficient Basic Goods

- Self-sufficiency in basic commodities
- Sufficient Consumption and money for expenses
- People less dependent on government hand-outs
- Improvement of family income through productive activity
- Increased income
- Target people enjoying material/spiritual goods

#### 11. Improved Employment Opportunities

- Expanding job opportunities
- Explore potential stone industry
- Income generating products for mothers and out of school youth

#### 12. Improved Marketing Practices

- Handicraft
- Functionalize handicraft co-operative (8 region Indon)
- Good market outlets
- Advertising and promotion of income generating projects

#### 13. Better Quality of Life

- People happy and self-sufficient (economically)
- Smiling women due to improved quality of life
- Better farming, better business and better living
- Business activity full pay on their capital

#### 14. Group Economic Activities

- Inter-dependence through exchange of goods and services
- People working in groups gain bargaining power

## III. EFFECTIVE ORGANISATIONAL OPERATION

### F. TOWARDS PROFESSIONAL, EFFICIENT, SYSTEMATIC MANAGEMENT

#### 15. Professional Structures

- Target group coop legalized
- Improving organisation structures (processes)

#### 16. Specialized Personnel

- Appropriate education programmes
- More specialised personnel
- Setup professionally operated youth centre (15 in 7 provinces of Indonesia)
- Project workers longterm commitment
- Identify and bring in technical expertise

#### 17. Local Group Interchange

- Target groups able to share knowledge
- Target group able to share experience and knowledge
- Good co-operation between agencies and communities

#### 18. Expand Programme Sites

- Expansion of Projects sites through country

## G TOWARDS SUSTAINING AND MAINTAINING ECOLOGICALLY SOUND USE OF ENVIRONMENT

### 19. Ecologically Sound Agricultural Practices

- Appropriate farming techniques adopted
- Agriculture practices ecologically sound

### 20. Improved Housing

- Adequate housing for low income group
- Improved housing

### 21. Sound Resource Utilization

- Well protected ecology
- Enough water for drinking and agriculture
- Reforestation around village (environmental improvement)
- Visible results of ecological improvement
- Land fully utilized
- Reforestation and silviculture
- Environmental orientation of development

## H TOWARDS MAXIMUM UTILIZATION OF INFRASTRUCTURE

### 22. Effective Infrastructure Use

- Improving and utilizing infrastructure effectively



A LIGHT MOMENT  
DURING THE  
VISION PLENARY

# CONTRADICTIONS BLOCKING EFFECTIVE DEVELOPMENT IN SOUTHEAST ASIA

A second participatory planning workshop identified the major obstacles standing in the way of achieving the Vision.

Through a brainstorming process that named 85 issues, the group identified eight major contradictions underlying the blocks to actualizing the Vision. The chart below shows the contradictions in relation to the issues. In the arrangement of the chart, the Contradiction with the largest number of issues is placed first.

UNDERLYING CONTRADICTIONS BLOCKING EFFECTIVE DEVELOPMENT IN SOUTHEAST ASIA								
PERCEIVED CONFLICT BETWEEN TRADITION AND DEVELOPMENT I		INEFFECTIVE IMPLEMENTING PROCESSES II	EXCESSIVE POLITICAL INTERFERENCE IN DEVT. PROCESS III	INSUFFICIENT APPROPRIATE TRAINING OPPORTUNITIES IV	INSUFFICIENT ACCESS TO BASIC NEEDS FACILITIES V	LOW LEVEL OF COMMITMENT IN DEVT PROCESS VI	IMBALANCE IN USE OF RESOURCES VII	POOR PERSONNEL MANAGEMENT VIII
Self-centred society	Apathy	Anti-catalytic apathy of beneficiary rel. self help	Political in-stability	Lack of trng on health and sanitation	Lack of infrastructure	Inavailability of communication tools	Lack of raw materials to produce some goods	Involving too many staff result too high cost
Conflicting values	Resistance to change	Less integral activity	Excessive influence of pol. values on devt. process	Lack of entrepreneurship	Lack of hygienic infrastructure	Little sense of belonging of the community	Inability to see the rel. of factors in whole eco sys	Insufficient trng and monitoring staff
Lack of discipline	Complicated bureaucracy	Un-integrated prog. bet. agencies	Too much corruption	Lack of information	Poor accessibility to rural areas	Negative attitudes (ind, family, community)	Constraint on land	Limited capabilities of field workers
Non conducive culture & tradition	Religious constraints	Too sporadic (way of impl. among agencies)	Top down program of government	Lack of appropriate technology	Low priority put in maintenance	Organizational/personal interest vs cont	Inavailability of land	Inavailability of promoters
Pressure for max. prod. oriented	Un fair competition	Misngt. of environmental resources	Political interference	Lack product marketing	Inavailability of health fac. & medicines	Lack of awareness hence no commitment	High birth rate	
Traditional culture practices	Community Apathy	Too long — implementation of the proj.	Too much red tape	Illiteracy	Limited facilities of health	Lack of participation & involvement local com'ty	Over population	
Misinterpretation towards society	Weak motivation	Malpractice on sanitation	Govt not oriented to service for people	Lack of technical skill	Lack of modern facilities	Lack of awareness	Deforestation	
Dependency Mindset	Poor people are invisible in the society	Ineffective implementation of plan	Lack of clear policies/legislation on ecology	Lack of vocational training	Lack of facilities			
Sudden change in beneficiaries' values		Lack of sufficient invol'tment of beneficiaries	Fear of empowering the mass	Poor market information	Inefficient supply of nutritional food			
Fanaticism not acceptable		Inappropriate timing of implement'n	Political interference hindrance	Inappropriate technology to local cond.				
Competition between modern & traditional sectors		No budget very limited funds for maintenance	Lack of job opportunities	Lack of info on health and sanitation				
Different habitual ways of life		No optimum use of nat'l & human resources	Bureacracy	Inability to use info due to illiteracy				
Traditional /Cultural/ Social/Economic constraint		Too much task oriented instead proj.ori	Lack of appropriate govt. policy to support					

# PROPOSED DIRECTIONS FOR DEALING WITH THE CONTRADICTIONS BLOCKING EFFECTIVE DEVELOPMENT IN SOUTHEAST ASIA

The third phase of the participatory planning process called for brainstorming the actions to deal with the contradictions.

Seven major action proposals emerged: "Networking Human Resources, Action Orientation, Acquiring External Assistance, Training People in Development Education, Using Culture to Advantage, Balancing the Ecology, and Quality of Life." Within these arenas, two to four major activities were developed to accomplish each action proposal. They are visible in the following chart.

FHD Seminar		PROPOSED DIRECTIONS FOR ACCOMPLISHING EFFECTIVE DEVELOPMENT IN SOUTHEAST ASIA					August 1988
MOBILISING DEVELOPMENT RESOURCES I			INCREASING DEVELOPMENT CAPABILITIES II	ESTABLISHING A CONDUCIVE DEVELOPMENT ENVIRONMENT III			
A NETWORK HUMAN RESOURCES	B ACTION ORIENTATION	C ACQUIRE EXTERNAL ASSISTANCE	D TRAIN PEOPLE IN DEVELOPMENT EDUCATION	E USE CULTURE TO ADVANTAGE	F BALANCE THE ECOLOGY	G PROMOTE QUALITY OF LIFE	
Collaborative Activities  1	Mass Involvement  3	Capital Access  5	Training Facilities  9	Introduce Development Through Cultural Values 12	Reforestation Programmes  16	Family Planning Campaign  18	
		Government Infrastructure  6		Emphasize Favourable Values  13			
Staff Upgrading  2	Job Creation  4	Mobile Services  7	Crossroots Skills  10	Intentional Value Violation 14	Ecological Land Reform  17	Integrate Family Planning with Community Development  19	
		Agriculture Technology Research 8		Administrator Seminars  11			Intensify Development/ Cultural Dialogue 15

## PROPOSED DIRECTIONS BRAINSTORM

### A. NETWORK HUMAN RESOURCES

- choose one body as coordinating committee
- make effective and easy joint supervision and monitoring
- establish cooperative body
- better collaboration among private and govt. agencies in planning and implementation
- regional information exchange between NGO and govt.
- inter-government and NGO coordination board (networking)
- participatory process in problem solving
- indirect; provide more incentives e.g. rewards, bonuses, etc.
- two way feedback session between staff and beneficiary

### B. ACTION ORIENTATION

- job creation (cottage industry-- charcoal, furniture, etc.)
- involve govt. official in projects
- direct involvement in community action
- massive people demonstration
- more action than speaking

### C. ACQUIRE EXTERNAL ASSISTANCE

- seek foreign grant
- credit allowance for buying houses
- propose govt. to build infrastructures
- build farmer training centre
- total govt. commitment
- mobile unit activity - expansion
- develop mobile units for health services
- research for increase yields;agro-industry; hydro-try culture

### D. TRAIN PEOPLE IN DEVELOPMENT EDUCATION

- better and adequate training facilities
- sophisticated and well equipped training facilities with well trained facilitators
- education and training of planners, implementors and community

- conduct specific training for specific project
- reflection after every action
- train selected community members to carry out projects
- direct training of technological skills for grassroot implementors
- motivate people to build own infrastructure
- improving knowledge and education
- concientization during trainings
- strengthen community study
- a must comprehensive development trng prog. for all politicians
- seminar workshop on effective implementation processes for administrators
- seminar for integrated planning approach

### E. USE CULTURE TO ADVANTAGE

- introduce devt. program to traditional leaders
- indirectly utilize informal leader to assist in the development process
- directly choose/keep traditional values which support devt.
- develop new culture conducive to devt.
- directly question negative values

### F. BALANCE THE ECOLOGY

- tree planting activities
- reforestation
- negotiate with the landowners (people with big land) for development
- land reform taking into account ecol. considerations

### G. PROMOTE QUALITY OF LIFE

- family planning campaign
- family planning integrated with community development

SABAH BIRD DANCE  
AT THE "ASEAN  
CULTURAL CELEBRATION"



## CULTURE AND DEVELOPMENT

Elements of local culture are often critical factors in a project's success or failure. Much of the week's discussion revolved around elements of a target group's tradition or lifestyle that either enhanced or hampered the development efforts.

During the final session, participants looked directly at the question of culture and its relationship to development. The conversation was initiated by studying four different case studies in the four teams. They included the following topics:

- 1) Buddhism and development in Srakoon Village in Northeast Thailand
- 2) Islamic education and community development in Indonesian Pesantren
- 3) Women's role and status in Sawauchi, an isolated Japanese village
- 4) Hindu rituals in the midst of a village planning meeting in Vaviharsh in Central India

The questions and insights on the following page represent discussion notes from this session.



THE INDONESIAN CHORUS  
AT THE "ASEAN  
CULTURAL CELEBRATION"

# **THE CULTURAL DIMENSIONS OF DEVELOPMENT**

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**(NOTES FROM TEAM CONVERSATIONS)**

## **QUESTIONS ENCOUNTERED FROM DEVELOPMENT EXPERIENCE:**

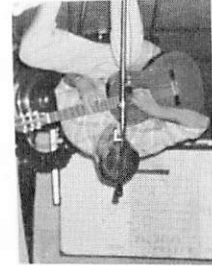
1. How did a culture evolve and develop (roots of culture)?
2. How deal with increasing individualism?
3. How to maintain identity?
4. How to "dig out" lost knowledge?
5. Which institutions back up develop efforts?
6. How to include religious values in development?
7. Appropriate balance between leadership involvement and the poor?
8. How do we maintain the strength of the family and introduce development?
9. How do the poor people get married at a very high expense?
10. How do we make a choice between traditional culture and materialism?
11. How do we really listen?
12. How include both men and women?
13. How best work with outsiders in face of local suspicion?
14. What is the role of religion?
15. The formal meetings are often very long with a few speakers; How to get participation?
16. How to use the religious traditions to support development?
17. How do development when men and women are divided?
18. Where do we stand between excess fiestas or excess management effectiveness?
19. How to honor protocol without being too restricted ?

## **INSIGHTS/ LEARNINGS ABOUT THE CULTURAL DIMENSION IN DEVELOPMENT:**

1. Localize training programs
2. Use Community - based training combined with training test kits.
3. Go to the people, don't let people come to you.
4. Adjust to the "timing" of another culture.
5. Using zakat as the development funds
6. Study the Japanese approach to decision making.
7. Be willing to meet and act with people in many different situations to be accepted.
8. Organise small informal meetings in addition to the formal meetings.
9. Utilise the key people like the Bomoh and the massage lady.
10. Work with the religious leaders ( "sheep rearing example").
11. Study tours - field visits to other situations are very important.
12. Do not discount the importance of the mosque in development.
13. W. Pasaman - meeting in mosque to teach new technology.
14. Know the religious practices.
15. Appoint women field workers.
16. Hold separate men and women meetings with job descriptions for men and women
17. Respect the majority and move slowly
18. Use officials to support development methods and ideas.

# ASEAN CULTURAL CELEBRATION WITH PARTICIPANT PERFORMANCES

DUTCH SONGS



GERMAN CLASSICAL GUITAR

FILIPINO SINGING



THAI DANCE



# FACILITATING HUMAN DEVELOPMENT SEMINAR

## LIST OF PARTICIPANTS

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**Patchanee Natpracha**  
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THAILAND

## **HILL AREA EDUCATION FOR DEVELOPMENT**

P.O. Box 11, Mae Jan  
Chiang Rai, Thailand

Contact: Mrs. Tuenjai Deetet  
Seminar participant: Patchanee Natpracha

NUMBER OF STAFF: 16 PROJECT SPONSOR: LDAP, CANADA

### **OBJECTIVES:**

To prepare community through education process to settle permanently and to improve the quality of life

### **MAJOR CHALLENGES PROJECT DESIGNED TO ADDRESS:**

1. To stop people from growing opium
2. To preserve forest and re-forestation
3. To assist people in finding ways for permanent livelihood

### **DIFFICULTIES CURRENTLY FACED:**

- Communication
- Terrorism (though less now)
- Constant migration
- Limited land and high population growth
- Helping people cope with the fast change taking place

### **MAJOR ACCOMPLISHMENTS:**

1. Children's Education
2. Involvement of people in the project
3. The reforestation
4. Some success in introducing new agricultural practices

### **LEARNINGS:**

1. Those animators with less education (formal), but with more experience proved to be much more effective.
2. Village wisdom proves to be valuable again and again vs. modern technology.

## **PARTICIPATORY APPROACH PROGRAM IN COMMUNAL IRRIGATION DEVELOPMENT PROJECTS**

National Irrigation Administration  
Region 8, Tacloban City, Leyte, Philippines

Seminar Participant: Marilou Parina

### **OBJECTIVES:**

1. To Support a national program where farmers can effectively participate in the planning and construction of communal irrigation systems (CIS) and after completion, assume full control of the operation and maintenance of the system.
2. To strengthen the ability of PIO's to select, design and implement efficient CIS and maintain and operate small national systems.
3. To increase the income of about 12,000 farm families by providing irrigation and support services to produce rice and rehabilitation of run-down CIS's.
4. To develop NIA's capability to undertake selection of CIS subprojects according to criteria agreed with the World Bank and determine phasing of the implementation.

### **MAJOR CHALLENGES PROJECT DESIGNED TO ADDRESS:**

1. Inadequate institutional support
2. Ineffective or poorly designed structures
3. negative attitudes of farmers

### **DIFFICULTIES CURRENTLY FACING:**

- Negative attitude of farmers in some areas

### **MAJOR ACCOMPLISHMENTS:**

1. Training of PIO staff in organizational aspects of the development programs
2. Improved designs of diversion works and structures
3. Organization of viable IAs through Participatory Approach Programs
4. Increase in Production

#### **LEARNINGS FROM STRUGGLES AND ACCOMPLISHMENTS:**

1. Active and maximum involvement of IA leaders and farmers-beneficiaries because of the new participatory approach program
2. The need for a new or improved irrigation system is the unifying element and the strategy is to ensure full participation of officials and farmers in all aspects of the project's development

### **KOPERASI RAKYAT SABAH BERHAD (KORAS)**

KORAS/OISCA Training Centre, Keningau  
P.O. Box No: 11412  
88815 Kota Kinabalu, Sabah, Malaysia

Seminar Participant: Henry Ng

NUMBER OF STAFF: 5            PROJECT SPONSOR: Sabah State Government

#### **OBJECTIVES:**

1. To train youth in agriculture using modern technology
2. To settle youth in 4 agricultural projects trained from KORAS/OISCA
3. To encourage the formation of cooperatives to run the projects

#### **MAJOR ISSUES PROJECT DESIGNED TO ADDRESS:**

Agricultural training for youth (including spiritual training to work hard) and lack of employment for youth

#### **DIFFICULTIES CURRENTLY FACED:**

Slow change of attitude and lack of initiative.

#### **MAJOR ACCOMPLISHMENTS:**

1. Trained 480 youth since 1978
2. 79 youth were sent to Japan for further training (15 months)
3. Settled 95 youth in KORAS Projects
4. Formed cooperatives on each project for the settlers
5. Others opened up own land or employed elsewhere in agricultural field

#### **LEARNINGS FROM STRUGGLES AND ACCOMPLISHMENTS:**

Hardwork, sincerity, and honesty will lead to happiness and prosperity

PROJECT INITIATION DATE: 1978            COMPLETION DATE: Ongoing

### **PEOPLE DEVELOPMENT, YAYASAN SABAH**

Datuk Dr. Jeffry G. Kitingan, Director  
Yayasan Sabah Headquarters Building  
P.O. Box 11211, Likas Bay 88813  
Kota Kinabalu, Sabah, Malaysia  
Seminar Participants: Dr. Lungkiam Dambul, Dr. Libin Kutup Rampasan, Edward Sung Boroh, Dollah Zunaidey

#### **OBJECTIVES:**

To improve the ability of the people and individuals to fulfill their own demands and expectations

#### **MAJOR CHALLENGES PROJECT DESIGNED TO ADDRESS:**

1. Dependency on government's and other agencies' assistance (hand-outs)
2. Illiteracy
3. Low productivity esp. rural population
4. Underemployment and unemployment

#### **MAJOR DIFFICULTIES CURRENTLY FACING:**

Lack of participation from target group. Sustainability will be the next issue.

## **INCOME GENERATING PROGRAM**

Ministry of National and Rural Development

(Sewing Pillows for export)

Ting. 2, Wisma Dato Dagang

Jalan Raja Alang,

Kuala Lumpur

Seminar Participant: Kasirah bt Rusini

NUMBER OF STAFF: 8      PROJECT SPONSOR: Community Devt. Division, Ministry of National and Rural Development and Kiara Sdn. Bhd.

### **OBJECTIVES:**

To promote better living through income generating activities

### **MAJOR CHALLENGES PROJECT DESIGNED TO ADDRESS:**

Fund raising to start project

### **DIFFICULTIES CURRENTLY FACED:**

Sustaining participatory spirit towards project

### **MAJOR ACCOMPLISHMENTS:**

Ability to venture to other marketable products introduced by the co-sponsoring agency

### **LEARNINGS FROM STRUGGLES AND ACCOMPLISHMENTS:**

1. Decision making process in selecting the project
2. Identification of Human resources available

PROJECT INITIATION DATE: 1986      COMPLETION DATE: On going

## **YAYASAN PEKERTI**

Arena Pekan Raya Jakarta

Jakarta, Pusat, Indonesia

Seminar Participant: A.J.Suwarno

NUMBER OF STAFF: 3 & 12 field workers      PROJECT SPONSOR: The Swiss Development Cooperation

### **OBJECTIVES:**

To improve the skill of regional NGO's in making use of handicraft to improve income of their beneficiaries.

### **MAJOR CHALLENGES PROJECT DESIGNED TO ADDRESS:**

Togetherness among producers in their groups (they tend to complete with one another without realizing that other people (middlemen) can make better profit.

### **DIFFICULTIES CURRENTLY FACED:**

The NGO staff in charge for handicraft development have no full opportunities to practice skills they got in their trainings, because their NGO leaders arrange their jobs. The NGO leaders tend to feel they know more about handicraft development although they were not trained.

### **MAJOR ACCOMPLISHMENTS:**

1. Improve the quality of products
2. Improve the skill of producers in product development, marketing, etc.
3. Problem of lack in working capital has decreased.

### **LEARNINGS FROM STRUGGLES AND ACCOMPLISHMENTS:**

Compared with ordinary strategy used by Pekerti i.e. placing their own field workers in new areas; cooperating with other NGOs is more effective and cheaper - because regional NGOs have known local potentials, local leader to cooperate with each.

PROJECT INITIATION DATE:    APRIL 1987      COMPLETION DATE:    March 31, 1988

## **NEW INCOME GENERATION AND SAVE WATER (NIAS)**

CARE: NIAS

Jln. Patimura 15, Gunung Sitoli,  
Nias, North Sumatra,  
Indonesia

Seminar Participant: Rochmat Djatmiko

NUMBER OF STAFF: 6      PROJECT SPONSOR: CARE INDONESIA

### **OBJECTIVES:**

1. A bottom-up development approach that promotes extensive community participation and local management of community resources
2. To help people help themselves work their way out of poverty and lead healthier more productive lives.

### **MAJOR CHALLENGES PROJECT DESIGNED TO ADDRESS:**

Self reliance and self improvement and a process oriented development project

### **DIFFICULTIES CURRENTLY FACED:**

1. The community to understand what is meaning of development
2. Lacking an example of good formal/informal village leaders

### **MAJOR ACCOMPLISHMENTS:**

1. Shrimp farming (3200 m), pig rearing improvements
2. Rural water system, Agriculture production improvement

### **LEARNINGS FROM STRUGGLES AND ACCOMPLISHMENTS:**

1. The formation of community working group
2. The possibility of self financing community project
3. Flexibility of time in dealing with community and increased patience on the part of the fieldstaff

PROJECT INITIATION DATE: April, 1987      COMPLETION DATE: On Going

## **IRRIGATION AND AGRICULTURE PROGRAM**

LP3ES

Jln. S. Parman 81, SLIPI  
Jakarta-Barat  
Indonesia

Seminar Participant: Sofyan Lubis

NUMBER OF STAFF: 4 permanent 12 temporary      PROJECT SPONSOR: The Ford Fnd.  
USAID/NOVIB;IWACO,Concuit

### **OBJECTIVES:**

1. Empowerment to water user associations in management of irrigation systems in 5 areas of Indonesia.
2. Improve the capability of irrigation system for supporting agricultural program through farmer participation

### **MAJOR CHALLENGES PROJECT DESIGNED TO ADDRESS:**

1. Recognize legitimacy of water user association as a corporate entity (corporate body)
2. Using irrigation systems that are more efficient and effective systems

### **DIFFICULTIES CURRENTLY FACED:**

1. Water user associations haven't been recognized as a corporate body
2. Irrigation tend to be seen merely technical matter

### **MAJOR ACCOMPLISHMENTS:**

1. Small scale irrigation systems under 500ha will be turned over to the water user associations.
2. The role of water user associations have been recognized by government as a key factor of irrigation and agricultural development.

### **LEARNINGS FROM STRUGGLES AND ACCOMPLISHMENTS:**

1. Government policy cannot be changed without involving policy maker itself.
2. Irrigation is not only technical but also socio, political and economic.

## **AREA DEVELOPMENT PROJECT (ADP)**

Jalan Khatib-Sulaiman No. 1  
Padang, West Sumatra, Indonesia

Seminar Participants: Rustam Effendi, Sukma Said, Budhy Mitra

PROJECT SPONSOR: GERMAN AGENCY FOR TECHNICAL COOPERATION

### **OBJECTIVES:**

To assist with integrated approaches in all sectors of development, eg. small scale industries; rural skills training, small scale irrigation; agricultural small holder staff; fisheries; women's promotion, youth promotion; banking and credit assistance

### **MAJOR CHALLENGES PROJECT DESIGNED TO ADDRESS:**

1. Increasing participation from the farmers' groups
2. Increasing food crop production
3. Training of LPN's
4. Income-generation of the rural areas

### **DIFFICULTIES CURRENTLY FACED:**

- Stimulation of Self-Help activities
- Lack of information of financial services and procedures
- Insufficient skills and/or knowledge to alter current activities to produce higher income

### **MAJOR ACCOMPLISHMENTS:**

1. Created a new saving and credit association based on self-reliance
2. New and improved infrastructure (roads, irrigation, etc.)
3. Involvement of women in many different areas of activity

### **LEARNINGS FROM STRUGGLES AND ACCOMPLISHMENTS:**

- Importance of initiating activity with active participation from the outset
- Training is important
- It is possible to mobilise funds in the rural areas despite the popular opinion that money is circulated only in the city
- It is important to involve all sectors concerned in the community from the beginning

PROJECT INITIATION DATE: 1979      COMPLETION DATE: 1991

## **PRECOOPERATIVE PROJECT FOR WOMEN**

PPSW Jl Empang Tiga 31A  
Pejaten Pasar Minggu  
Jakarta, Selatan, Indonesia  
Seminar Participant: Chamsiah Djamal

NUMBER OF STAFF: 2      PROJECT SPONSOR: LCCA 1989

### **OBJECTIVES:**

Improve the quality of family life through income generating, education, health, nutrition, etc.

### **MAJOR CHALLENGES PROJECT DESIGNED TO ADDRESS:**

To find any activities for women that can increase their income.

### **DIFFICULTIES CURRENTLY FACED:**

1. Lack of facilities
2. Lack of education
3. Limited time (all of the women work all day long)
4. Lack of funds

### **MAJOR ACCOMPLISHMENTS:**

1. Motivation of the women to work hard and to reach better life
2. The dedication of the staff

### **LEARNINGS FROM THE STRUGGLES AND ACCOMPLISHMENTS:**

1. At the beginning we assumed the women used some capital but that it was difficult for them to save but ....now we are aware they can do savings.
2. Not every business can increase because limited of consumers.

PROJECT INITIATION DATE:      AUGUST 1986  
on-going

COMPLETION DATE:

## **DEVELOPING SUGAR INDUSTRIES**

The Indonesian Sugar Council  
Jln. Salemba Raya 16  
Jakarta Pusat,  
Indonesia  
Seminar Participant: Kisdarto

**PROJECT SPONSOR:** The Government

### **OBJECTIVES:**

To meet the domestic consumption of sugar by self sufficiency

### **MAJOR CHALLENGES PROJECT DESIGNED TO ADDRESS:**

1. To meet the increasing demand for self sufficiency
2. To increase the farmers' income
3. To employ as many people (work force) as possible

### **DIFFICULTIES CURRENTLY FACED:**

1. Capital budgeting
2. Technology, especially in developing new areas which are mostly rainfed

### **MAJOR ACCOMPLISHMENTS**

1. The sugar production has doubled within the last 5 years.
2. Self sufficiency in sugar was achieved in 1985
3. More experience in developing rainfed areas

### **LEARNINGS FROM STRUGGLES AND ACCOMPLISHMENTS:**

1. Participation process in development
2. We have the potential / We have the key -- success story
3. Increasing self confidence

**PROJECT INITIATION DATE:** 4th "Five Year Plan"      **COMPLETION DATE:** On Going

## **ENTERPRENEURIAL DEVELOPMENT**

B.T. Bahana Pembinaan Usaha Indonesia  
Jl. Teullu cik Ditiro 23  
Jakarta, Indonesia  
Seminar Participant: Robbia Pancarasa

**NUMBER OF STAFF:** 28 **PROJECT SPONSOR:** DFI/Bank of Indonesia/Ministry of Finance

### **OBJECTIVES:**

1. Improving managerial skill
2. Achieving motivation in business

### **MAJOR CHALLENGES PROJECT DESIGNED TO ADDRESS:**

1. Self financing
2. Lack of funds

### **DIFFICULTIES CURRENTLY FACED:**

1. To find good entrepreneurs, young, talented
2. Regulation: i.e. tax

### **MAJOR ACCOMPLISHMENTS:**

Support and assist the project with guidelines and monitoring

### **LEARNINGS FROM STRUGGLES AND ACCOMPLISHMENTS:**

Entrepreneurs can be made.

**PROJECT INITIATION DATE:** 1973 **COMPLETION DATE:** On Going

# **INTEGRATED FAMILY PLANNING AND FAMILY HEALTH SERVICES**

Indonesia Planned Parenthood Association  
Hang Jebat III/F3-KBY  
Jakarta, Indonesia  
Seminar Participants: Sri Lestari Yuwono and Yahya Mashum

NUMBER OF STAFF: 4 staff/30 vol.

PROJECT SPONSOR: JOICFP/IPPA

## **OBJECTIVES:**

1. Improve the quality of health status of at least 4000 school children of 45 primary school, aged of 5-12 year by introducing parasite control and to reduce the parasite worm infection
2. Increase number of acceptors among the school-children's parents, at least 2000 (50% of the .total target) through giving them intensive motivation and services

## **MAJOR CHALLENGES PROJECT DESIGNED TO ADDRESS:**

1. The project is designed only for 3 years. The need to overcome the objectives already met, but the stock of the medicine is very limited. On the other hand the people not yet ready /able to pay for the combantrines on their own.

## **DIFFICULTIES CURRENTLY FACED:**

1. The limited support from JOICFP regarding the combantrines parasite medicine); only to support for 1 year.
2. The pharmacists are not willing to support the medicine because they have not been involved since the beginning of the project.
3. The children and mothers in the villages have poor health and education

## **MAJOR ACCOMPLISHMENTS:**

1. Ability to create demand and improvements due to awareness of the parasite's danger to health.
2. Ability to involve the community (school children's parents) to manage the activity and getting them involved as acceptors.
3. The community as well as the mothers understand the need for family planning

## **LEARNINGS FROM STRUGGLES AND ACCOMPLISHMENTS:**

1. The importance of involving all sectors concerned in the community and institutes, e.g. the .pharmacists/drugstores in this project are very important from the beginning.
3. Building in a dependency on the donor only is very dangerous.

PROJECT INITIATION DATE: January 1986      COMPLETION DATE: December 1989

## **THE GERMAN AGENCY FOR TECHNICAL COOPERATION (GTZ)**

Dag-Hammarskold-Weg  
Postfaor 5180  
6236 Escborn, Federal Republic of Germany  
Seminar Participant: Dr. Uwe Kivelitz

NUMBER OF STAFF: 3,000

PROJECT SPONSOR: The Ministry of Economic Cooperation & Finance, Germany

## **OBJECTIVES:**

To strengthen the capacities of people and organizations in the third world

## **MAJOR CHALLENGES ORGANIZATION DESIGNED TO ADDRESS:**

To Find solutions to development problems on national/regional/local levels

## **DIFFCULTIES CURRENTLY FACING:**

1. Cultural diversity of development problems
- 2 .Huge structural problems
3. "Enabling environment" support (NGO cooperation, etc.)
4. Existing knowlege pool
- 5 .Acceptence of the fact that "not everything is possible"

## **MAJOR ACCOMPLISHMENTS:**

The support of projects in more than 1,000 locations

## **LEARNINGS FROM STRUGGLES AND ACCOMPLISHMENTS:**

1. The social learning process resulting in the re-organization of adminstrative structures
2. New programs to support administration's/partner organizations in beneficiary orientation
- 3 .Ecological orientation
4. Methodological work on participatory approaches

DATE ORGANIZATION INITIATED: 1976

COMPLETION DATE: ON-GOING

# **THAI-GERMAN LAND-SETTLEMENT PROMOTION PROJECT**

**TG-LPP**

**Settlement Development Sub-Division**

**Self-Help Land Settlement Division**

**Dept. of Public Welfare**

**Krugg Kasem Road**

**Bangkok 10100, Thailand**

**Seminar Participants: Acharachawee Subpamong, Chuliporn Saetang**

**NUMBER OF STAFF: 85    PROJECT SPONSOR: GTZ**

**OBJECTIVES: To improve standard of living of 5,134 families of settlers in 2 Self-Help areas in Northern Thailand**

**MAJOR CHALLENGES PROJECT IS DESIGNED TO ADDRESS:**

- 1. Improvement of the environmental condition by agro-forestry system, forestry and silvo-pastoral system**
- 2. Increase income generation by crop production, livestock production and fruit tree plantations**
- 3. Improvement of water resources through irrigation systems, drinking and consumption water purification**
- 4. Self-help group promotion**

**DIFFICULTIES CURRENTLY FACING:**

- Lack of sources of ground and surface water**
- Bad soil conditions**
- Administration difficulties**

**MAJOR ACCOMPLISHMENTS:**

- 1. Three dams and water pipes are constructed**
- 2. Plantation of forestry (fast-growing trees) and fruit trees**
- 3. Cattle bank is formulated**
- 4. SH groups for water distribution and cashew nut shelling are in operation**

**LEARNINGS:**

**Cooperation among the target group, staff and administrators should be well organised.**

**PROJECT INITIATION DATE: 1981    COMPLETION DATE: 1989**

# **SANG KANCIL-IPT, INTEGRATED FARM/VOCATIONAL TRAINING CENTRE**

**SKOSS**

4, Lorong SS1/11a

17300 Petaling Jaya, Selangor

Malaysia

Seminar Participant: Y.B. Datuk Paduka Hajjah Saleha bte. Haji Mohd Ali

**PROJECT SPONSOR:** Sang Kancil Organisation of Social Services plus ten other participating organisations

## **OBJECTIVES:**

1. To set up a model integrated farm cum vocational centre bringing improved technology, marketing, and farm production and vocational skills to the participants, namely, socially disadvantaged members of society including rehabilitated chemical dependents, partially handicapped in addition to farmers living in the community.
2. The Centre to serve as an "aftercare" for rehabilitated chemical dependents (trainees) equipping them with farming and other vocational skills. The Centre also helps trainees to rebuild their self-esteem and confidence and instill a sense of responsibility and discipline in their lives. The ultimate goal is for them to be able to reintegrate into society after completion of training at the Centre.
3. To collaborate with universities, individuals and organisations in providing training and vocational skills.

## **MAJOR CHALLENGES PROJECT DESIGNED TO ADDRESS:**

The lack of viable alternatives for drug dependent and partially handicapped people.

## **MAJOR ACCOMPLISHMENTS:**

- A working group of ten organisations who regularly cooperate in the operation of the Centre
- Goat breeding, fishpond, vegetable plots in operation
- On-going marketing of products
- More demand for space in the Centre than is currently available
- 20 persons now gainfully employed after training at the Centre

## **LEARNINGS:**

- It is important to work with professionals in creating models for replication in other parts of the country--use university research models
- It is important to involve the government in the project
- Collaboration with a variety of organisations makes the project more successful

**PROJECT INITIATION DATE:** July 1987    **COMPLETION DATE:** On-Going

## **CO-SPONSORS**

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The seminar was organised by The Institute of Cultural Affairs, and co-sponsored by The Institute for Economic and Social Research, Education and Information (LP3ES), and the Directorate General for Small Scale Industry, Indonesia.

### **ICA: The Institute of Cultural Affairs**

The Institute of Cultural Affairs, Malaysia is a non-government, non-profit organisation "Concerned with the Human Factor in Development" The locally registered Malaysian ICA is affiliated with 32 national ICA's with an international office in Belgium. Since 1985 ICAI has been an accredited United Nations Consultative NGO with ESCAP and UNICEF. Major activities in Malaysia include the facilitation of training, documentation and interchange events which promote the participatory aspects of locally-based development efforts.

### **LP3ES: The Institute for Economic and Social Research, Education and Information**

LP3ES is a product of international development cooperation in the Indonesian non-state sector. A group of prominent economists, intellectuals and student activists associated with BINEKSOS made an agreement with the Friedrich Naumann Stiftung (FNS) Foundation of Germany to set up the Institute on August 9, 1971. Inspired by the spirit of the time, the group counters economism with a more holistic approach to development. In such a spirit, the Institute focuses more on human investment as the key strategic factor instead of capital. Consequently, the Institute is designed as a training ground for young people to work with communities and with the underprivileged to enhance development from the people, by the people and for the people.

### **The Directorate General for Small Scale Industry, Indonesia**

The purpose of the Directorate General is to achieve balanced development of industry in Indonesia through providing technical support to small industry throughout the country.

## **ACKNOWLEDGEMENT**

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