

9. CIDA-CARE プロジェクト概要

SRCD SITE DATA REPORT

FY 1979 TO FY 1996

2. OVERVIEW OF THE SRCD PROJECT

In 1978, CARE Indonesia began broad-based community development activities in North, Central and South Sulawesi, funded by annual CARE USA project grants. Activities were subsequently initiated in Southeast Sulawesi in 1980 and, for various reasons, CARE phased out its operations in North Sulawesi at the end of 1984. CARE Indonesia received its first major funding support from CIDA for SRCD Phase I in FY 1985 and, based on the successful outcome of that project, has since received continuous funding for SRCD Phases II and III.

SRCD III project operations are managed from three CARE Indonesia Field Offices in Central (Palu), South (Ujung Pandang) and Southeast Sulawesi (Kendari). The present staffing complement consists of sixty-six Indonesian management and field staff positions located at the three Sulawesi Field Offices as well as nine Indonesian staffing positions and one expatriate advisory position located at CARE International Indonesia Headquarters in Jakarta.

3. SRCD DONOR FUNDING RECEIVED

SRCD (1979-1984):

CARE USA annual project grants

SRCD I (1985-1986):

CIDA project grant of \$CDN 572,000 (\$US 465,000).

SRCD II (1987-1991):

- CIDA bilateral grant \$CDN 5,000,000 (47%)
- CARE Canada grant \$CDN 693,600 (7%)
- GOI contribution \$CDN 2,333,100 (22%)
- Community contribution \$Can 2,527,560 (24%)
- Total \$CDN 10,554,260 (\$US 8,580,700) (100%).

SRCD III (1992-1996):

- CIDA bilateral \$CDN 9,009,000 (\$US 7,000,000)(71%)
- Expected GOI contribution \$CDN 1,125,600 (12%)
- Expected community contribution \$CDN 2,500,000 (17%)
- Total \$CDN 12,634,600 (\$US 9,828,000)(100%).

4. SRCD PROJECT GOALS

4.1 SRCD I PROJECT GOALS

SRCD I focused on community development activities which included water supply and sanitation (WSS) facilities. The Multi-Year Plan for SRCD I had a target of installing WSS systems in 24 to 36 village communities. CARE succeeded in implementing WSS systems in 42 villages, with community health/hygiene education programs being established in 28 (70%) of those same villages.

4.2 SRCD II PROJECT GOALS

SRCD II had three goals: (i) to provide 157 communities with community managed water supply and sanitation facilities serving 143,000 people, (ii) to establish community managed health/hygiene programs in 162 communities, and (iii) to establish viable income generating activities (IGAs) in 108 of the 157 target communities. Actual project outputs (Table 1) included water and sanitation systems implemented in 190 villages serving 201,957 people, community managed health programs in 104 villages, but only 36 IGAs. Direct per capita costs for pipes and other materials for community WSS systems amounted to \$US 14.42 for the current population and \$US 10.23 for the 15-year design population.

TABLE 1. OUTPUTS OF SRCD PROJECT PHASE II: 1986/87 TO 1990/91

<u>Province:</u>	<u>S. Sul</u>	<u>C. Sul</u>	<u>S.E. Sul</u>	<u>Total</u>
Target no. WSS systems:	55	52	50	157
Target population:	50,000	50,000	43,000	143,000
Actual WSS systems completed	68	73	49	190
Actual population covered	71,551	78,720	51,686	201,957
Design population covered	100,887	110,995	72,877	284,759
Per capita costs for M&E (\$US):				
Based on current population	9.32	17.62	17.77	14.42
Based on design population	6.61	12.50	12.60	10.23

4.3 SRCD III PROJECT GOALS

SRCD III project outputs, as stated in project documents (*SRCD III Country Focus Contribution Agreement* (January 1991), "Logical Framework Analysis" (LFA) attached to the *SRCD III Inception Report* (January 1992), *SRCD III Management Plan*), are as follows:

- Drinking water supply and sanitation (latrines) implemented in 170 communities and community-based sanitation and hygiene education (SHE) practises established in the same 170 communities;
- Forty-five Village Credit Unions established in Central Sulawesi.
- Detailed phase-out strategy plan established which involves participation of local NGOs.
- CARE's Community Management Approach (CMA) communicated to GOI counterpart organizations.

5. OVERVIEW OF AGGREGATE SRCD ACHIEVEMENTS

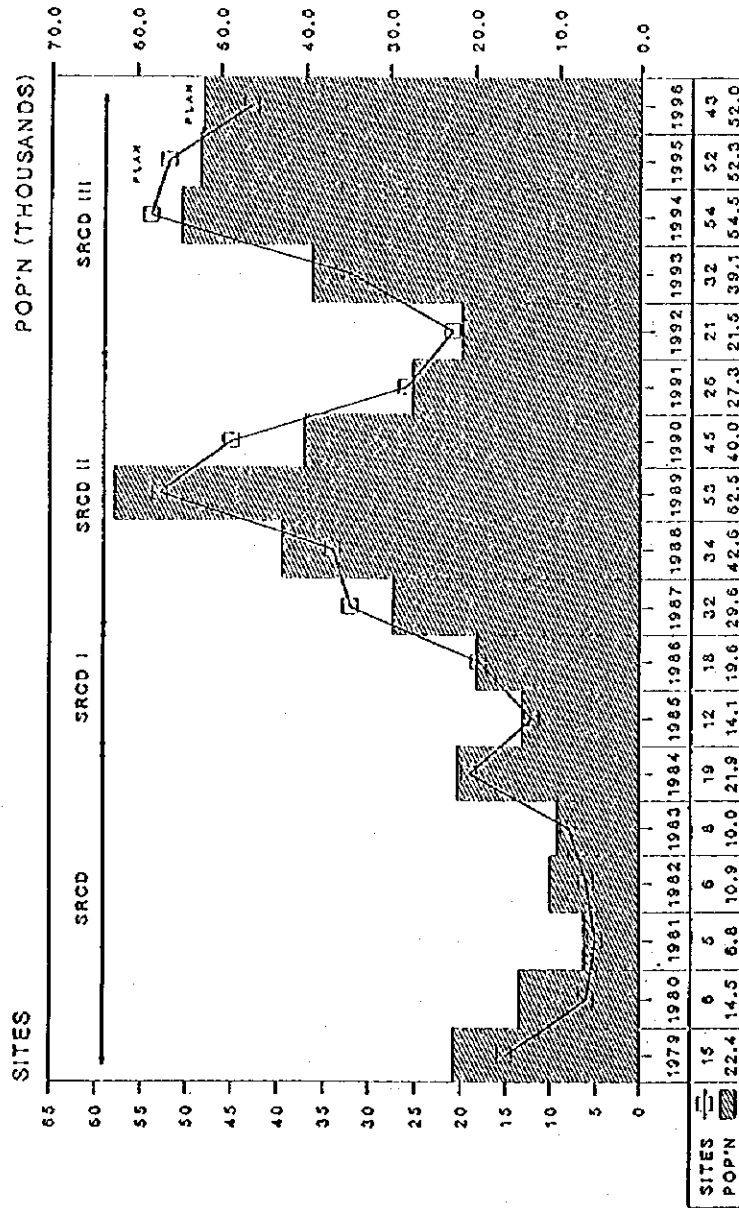
Sulawesi Field Office projections currently indicate that 202 community WSS systems will have been fully implemented by the end of the SRCD III project in March of FY 1996. Assuming this to be the case, the SRCD project throughout its 17-year lifespan (FY 1979 to FY 1996) will have provided water supply and sanitation facilities to 481 communities located in Sulawesi covering a current population of 541,571 people and a 15-year design population of 763,615 people (Graph 1).

The status of SRCD outputs to date, including WSS systems installed between FY 1979 and FY 1994 and systems planned for FY 1995 (but excluding 43 community WSS systems whose locations have yet to be selected for completion in FY 1996) is as follows (see Tables 1 and 2):

AGGREGATE SRCD PROJECT OUTPUTS FY 1978/79 TO FY 1994/95

- 438 community WS/S systems completed
- current population of 489,589 people covered
- 15-year design population of 643,318 people covered
- 88,775 households covered
- 2,151 kilometers of main pipeline buried in hand-dug trenches
- 8,311 public taps installed
- 29,865 household connections installed
- 46,521 household latrines installed (paid for by households)
- total cost of M&E (pipes and fittings) \$US 10,964,138
- cost-sharing for M&E: CARE 43.3%, GOI 20.2%, Communities 35.5%

SRCD PROJECT: SITES COMPLETED AND
POPULATION COVERED ANNUALLY BY THREE
SULAWESI FIELD OFFICES, 1979-1996



TOTAL SITES COMPLETED: 481
TOTAL POPULATION COVERED: 541,571
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GRAPH 1

TABLE 1.
SULAWESI RURAL COMMUNITY DEVELOPMENT PROJECT
SITE COVERAGE AND WS/S FACILITIES PROVIDED

SRCD FIELD OFFICE:	N. SUL	C. SUL	S.E.SUL	S. SUL	TOTALS
SRCD -- 1979 TO 1984					
Number of sites	23	20	7	9	59
Population covered (current)	33,335	28,301	8,786	16,060	86,482
Population covered (design)	47,002	39,909	12,358	22,631	122,900
Households (HH) served	-	4,292	1,621	2,870	8,783
Facilities Provided:					0
Length of Main Pipe (meters)	-	71,372	41,418	48,163	160,953
Number of Public Taps	-	463	418	345	1,226
Number of Household Latrines	-	12	170	471	653
Percent HHs with Latrines	-	0.3%	10.5%	16.4%	7.4%
Number of Household Connections (HCs)	-	178	0	98	276
Percent HHs with HCs	-	4.1%	0.0%	3.4%	3.1%
SRCD I -- 1985 TO 1986					
Number of sites		14	7	0	21
Population covered (current)		14,854	9,175	9,703	33,732
Population covered (design)		20,958	12,307	13,661	47,578
Households (HH) served		2,366	1,512	1,560	5,438
Facilities Provided:					0
Length of Main Pipe (meters)		47,281	30,795	40,476	119,152
Number of Public Taps		335	632	250	1,217
Number of Household Latrines		103	672	884	1,659
Percent HHs with Latrines		4.4%	44.4%	56.7%	30.0%
Number of Household Connections (HCs)		28	8	231	267
Percent HHs with HCs		1.2%	0.4%	14.8%	4.9%
SRCD II -- 1987 TO 1991					
Number of sites		68	49	23	140
Population covered (current)		71,551	51,606	76,720	201,957
Population covered (design)		100,687	72,877	110,995	284,759
Households (HH) served		12,020	8,807	13,671	34,498
Facilities Provided:					0
Length of Main Pipe (meters)		251,539	235,444	390,331	920,314
Number of Public Taps		1,000	2,511	1,700	5,225
Number of Household Latrines		3,665	5,929	10,309	19,903
Percent HHs with Latrines		30.8%	67.3%	75.4%	57.7%
Number of Household Connections (HCs)		2,299	398	3,095	5,792
Percent HHs with HCs		19.1%	4.5%	22.0%	16.8%
SRCD III -- 1992 TO 1995					
Number of sites		49	49	61	159
Population covered (current)		49,367	38,593	79,455	167,415
Population covered (design)		69,607	54,416	112,032	236,055
Households (HH) served		7,800	7,490	16,812	32,222
Facilities Provided:					0
Length of Main Pipe (meters)		227,606	385,236	337,831	950,673
Number of Public Taps		87	192	364	643
Number of Household Latrines		5,721	5,873	12,915	24,309
Percent HHs with Latrines		72.9%	75.7%	76.7%	75.0%
Number of Household Connections (HCs)		4,572	5,593	13,367	23,532
Percent HHs with HCs		57.9%	74.7%	78.4%	73.0%
TOTALS -- 1979 TO 1995					
Number of sites	23	151	112	152	438
Population covered (current)	33,335	184,086	108,249	183,928	469,598
Population covered (design)	47,002	231,361	152,818	259,338	690,520
Households (HH) served	7,834	26,568	19,430	31,813	85,715
Facilities Provided:					0
Length of Main Pipe (meters)	-	641,398	622,893	816,801	2,151,092
Number of Public Taps	-	1,891	3,753	2,687	8,331
Number of Household Latrines	-	9,501	12,441	24,579	46,521
Percent HHs with Latrines	-	5.8%	11.9%	13.4%	52.4%
Number of Household Connections (HCs)	-	7,077	5,997	16,791	29,865
Percent HHs with HCs	-	4.3%	5.9%	9.1%	33.8%

TABLE 2.
SULAWESI RURAL COMMUNITY DEVELOPMENT PROJECT
ANNUAL OUTPUTS AND COST-SHARING BETWEEN CARE-GOI-COMMUNITIES
TOTAL WSS SITES COMPLETED IN SULAWESI (SRCD 1979-1996): 458

YEAR	WSS SITES COMPLETED	POPULATION COVERED	CARE			PROVIDIST GOI			COMMUNITIES			TOTAL			PERCENT COST-SHARING		
			Rp	SUS	GOI	Rp	SUS	GOI	Rp	SUS	GOI	Rp	SUS	GOI	CARE	GOI	COMM
SRCD I - FUNDED BY CARE USA																	
1978/79	15	22,430	31,626	53,762,003	590,969	8,250,000	514,224	15,661,550	527,037	36,963,332	563,700	142.7%	22.3%	42.4%			
1979/80	6	14,512	20,462	144,126,204	324,0210	27,221,500	545,369	25,824,431	543,541	118,550,333	5194,251	123.7%	23.4%	22.2%			
1980/81	5	6,779	9,558	68,105,812	5109,671	34,000,000	534,730	7,865,708	512,666	109,971,312	5177,687	61.9%	30.9%	7.2%			
1981/82	6	10,854	15,304	201,835,747	5310,517	5,000,000	37,692	13,298,696	529,460	183,162,637	5281,789	110.2%	2.7%	7.3%			
1982/83	8	9,982	14,075	142,969,166	5147,391	0	0	23,227,295	523,346	147,631,981	5152,198	96.8%	0.0%	15.7%			
1983/84	19	21,918	30,904	382,486,099	5335,802	0	0	140,402,320	5130,607	464,857,674	5432,426	82.3%	0.0%	30.2%			
6 YEARS	59 SITES	86,475	121,920	992,205,691	513,254,359	74,471,500	5122,036	226,239,989	537,750	1,659,137,312	51,634,352	76.8%	7.5%	15.6%			
SRCD I - FUNDED BY CIDA AND CARE USA																	
1984/85	12	14,134	19,928	280,563,271	5246,266	35,454,840	529,606	165,042,009	5144,993	477,860,120	5422,685	56.7%	7.0%	34.3%			
1985/86	16	19,608	27,647	489,532,015	5296,686	43,941,261	532,086	283,490,170	5171,812	858,953,446	5320,584	57.0%	10.0%	33.0%			
2 YEARS	38 SITES	33,742	47,576	770,095,286	5543,952	79,396,101	564,792	447,532,179	5316,805	1,336,813,566	5945,868	59.8%	8.7%	33.6%			
SRCD II - FUNDED BY CIDA AND CARE CANADA																	
1986/87	32	29,567	41,609	471,703,340	5265,047	140,587,428	584,947	359,325,709	5217,115	971,666,477	5587,110	46.6%	14.5%	37.0%			
1987/88	34	42,579	60,036	676,265,407	5393,330	351,365,054	5207,283	552,677,261	5318,179	1,580,007,661	5909,791	42.8%	22.2%	35.0%			
1988/89	53	62,519	88,152	1,020,595,342	5565,427	522,790,127	5289,634	975,719,127	540,565	2,519,104,596	51,395,626	40.5%	20.8%	34.7%			
1989/90	45	39,901	56,345	955,228,248	5501,432	456,407,974	5239,584	555,180,342	5291,423	1,966,816,564	51,032,450	48.6%	23.2%	28.2%			
1990/91	26	27,931	38,537	346,700,460	5170,615	369,396,599	5181,386	323,524,258	5161,946	1,032,679,342	551,604	33.6%	35.1%	31.3%			
5 YEARS	190 SITES	201,937	284,700	3,470,590,797	51,914,950	1,839,347,112	5997,834	2,789,426,938	51,929,739	8,670,924,543	54,431,923	43.1%	22.5%	34.4%			
SUBTOTAL																	
279 SITES	322,174	434,266	5,239,931,774	53,714,382	2,027,414,713	201,582	3,440,050,801	52,103,600	10,466,485,723	57,019,744	52.9%	17.1%	30.0%				
SRCD III - CIDA FUNDED																	
1991/92	21	21,463	30,263	407,490,130	5196,475	248,003,100	5119,577	500,478,068	5241,011	1,155,971,306	5557,263	35.3%	21.5%	43.3%			
1992/93	32	39,125	55,168	809,686,639	5368,138	425,500,000	5203,979	846,372,560	5406,616	2,083,329,383	5998,816	38.8%	20.4%	40.7%			
1993/94	54	54,547	76,911	814,402,487	5301,450	756,899,402	5354,920	1,251,984,846	5566,409	2,823,265,735	51,322,302	26.8%	26.8%	44.3%			
1994/95	52	52,280	73,715	701,779,555	5321,917	882,379,500	5404,761	1,465,017,000	5672,026	3,049,176,055	51,398,705	23.0%	28.9%	48.0%			
1995/96	43	51,982	22,097	27,763,329,007	51,267,984	2,343,182,010	51,082,837	4,065,651,454	51,936,444	9,111,962,681	54,277,266	30.1%	23.3%	44.6%			
5 YEARS	202 SITES	219,397	269,042	2,763,329,007	51,267,984	2,343,182,010	51,082,837	4,065,651,454	51,936,444	9,111,962,681	54,277,266	30.1%	23.3%	44.6%			
SRCO - GRAND TOTALS																	
1979-1996	481 SITES	541,571	713,300	7,966,260,781	55,002,366	4,340,196,723	52,284,399	7,505,910,265	54,010,244	19,578,447,304	511,237,009	44.3%	20.2%	35.5%			

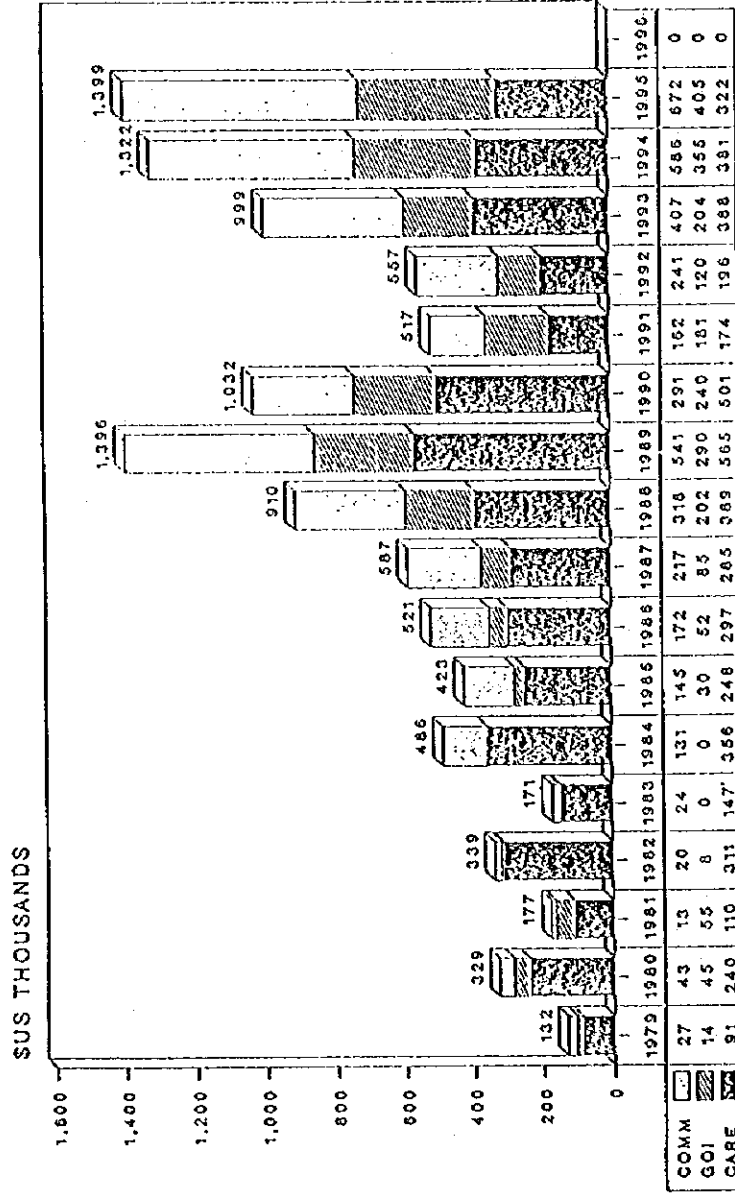
6. COST-SHARING FOR M&E (PIPES AND FITTINGS)

Graph 2.A shows expenditures for M&E (pipes and fittings) by CARE, GOI (Provincial and District levels) and communities over the 17-year life of the SRCD project, FY 1978/79 to FY 1995/96.

Graph 2.B shows a percent analysis of cost-sharing for M&E expenditures by CARE-GOI-Communities over the same period. The community share or contribution includes both cash and in-kind (shadow-priced) expenditures.

Graph 2.C shows a percent analysis of cost-sharing for M&E expenditures by CARE and GOI, alone, over the same 17-year timespan.

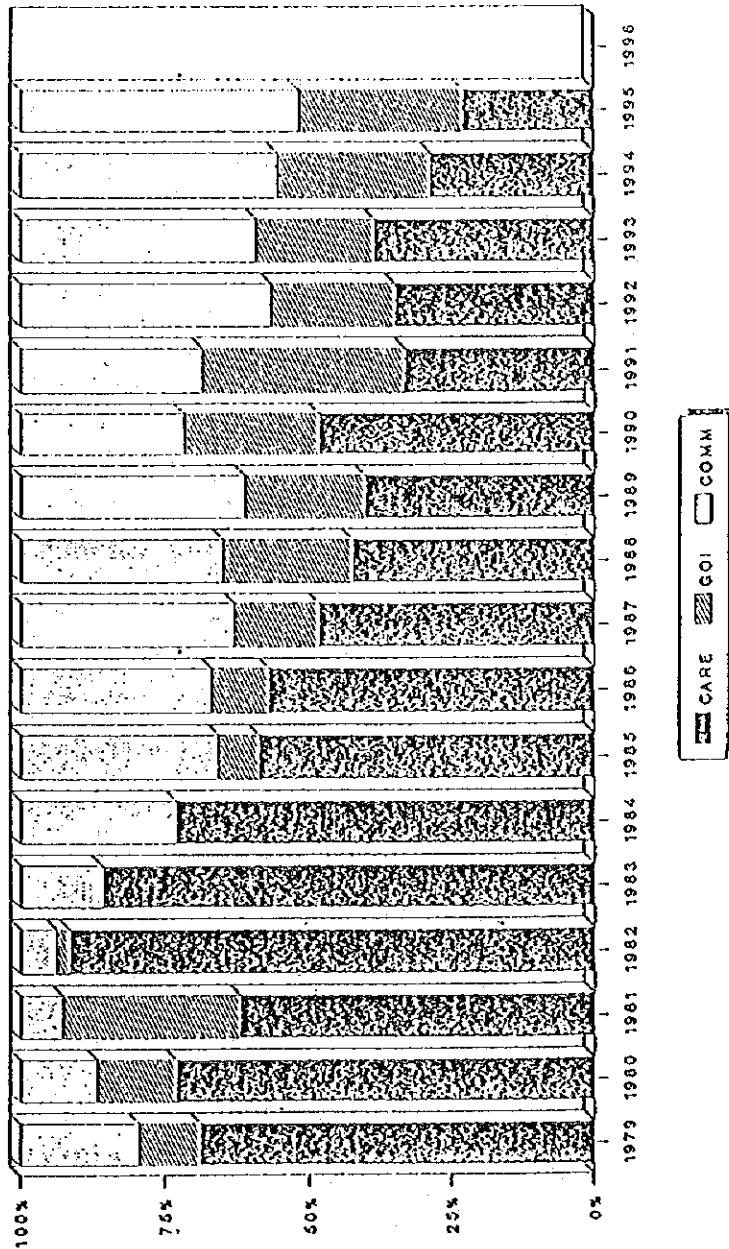
S₁CD PROJECT: M&E COST-SHARING
BY CARE-GOI-COMMUNITIES
1978/79 TO 1995/96



GRAPH 2A

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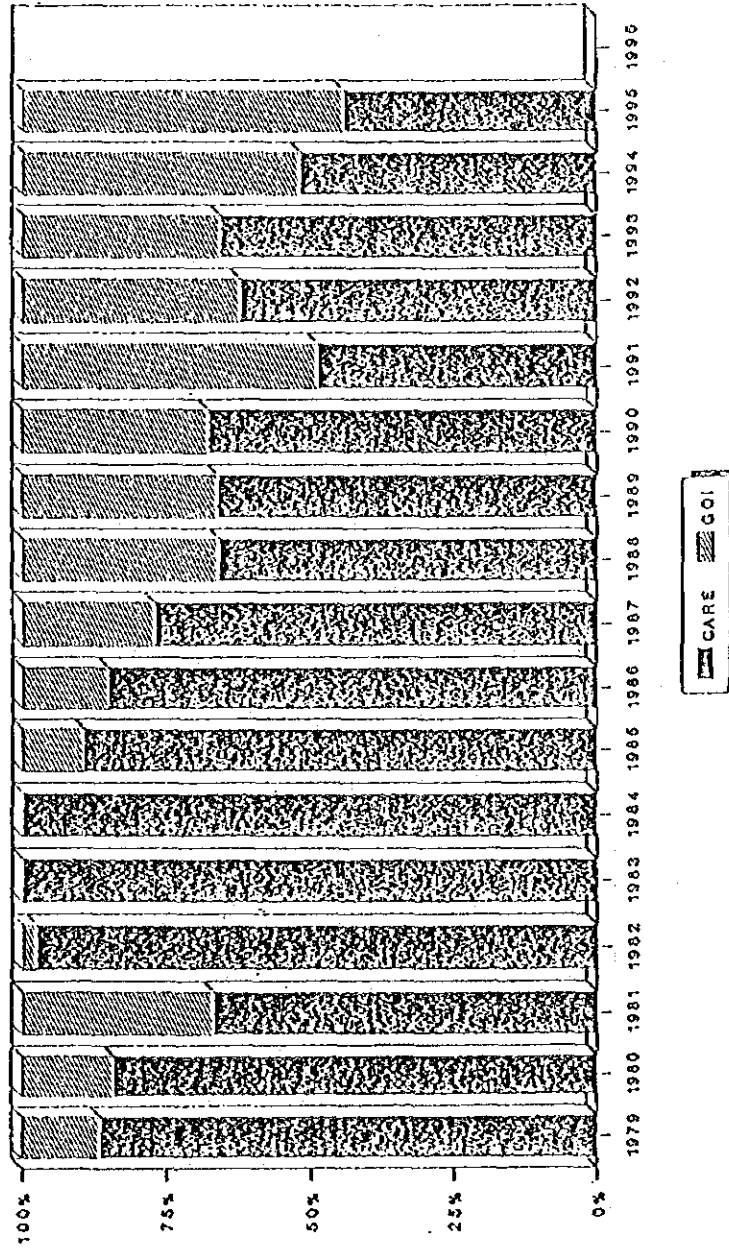
SRCU PROJECT: M&E COST-SHARING
 BY CARE-GOI-COMMUNITIES
 1978/79 TO 1995/96



GRAPH 2B

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SRC PROJECT: M&E COST-SHARING
 BY CARE AND GOI
 1978/79 TO 1995/96



GRAPH 2C

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7. OPERATIONAL MODE: THE COMMUNITY MANAGEMENT APPROACH

The Community Management Approach (CMA), initiated in the SRCD project between JAN-MAR 1991, involves establishing management practises in the community which enable the community to manage project planning, implementation and post-project operations and maintenance. The Community Management Approach consists of four phases:

- PHASE I. COMMUNITY PREPARATION (2 months)**
 - Liason with GOI and Community Leaders
 - Preliminary Technical/Costing Survey
 - Formation of Village Water Committee
 - Conducting and Analysing Social Village Survey
 - Developing a Community Gender Strategy
 - Community Resource Mobilization
 - Water Quality Testing

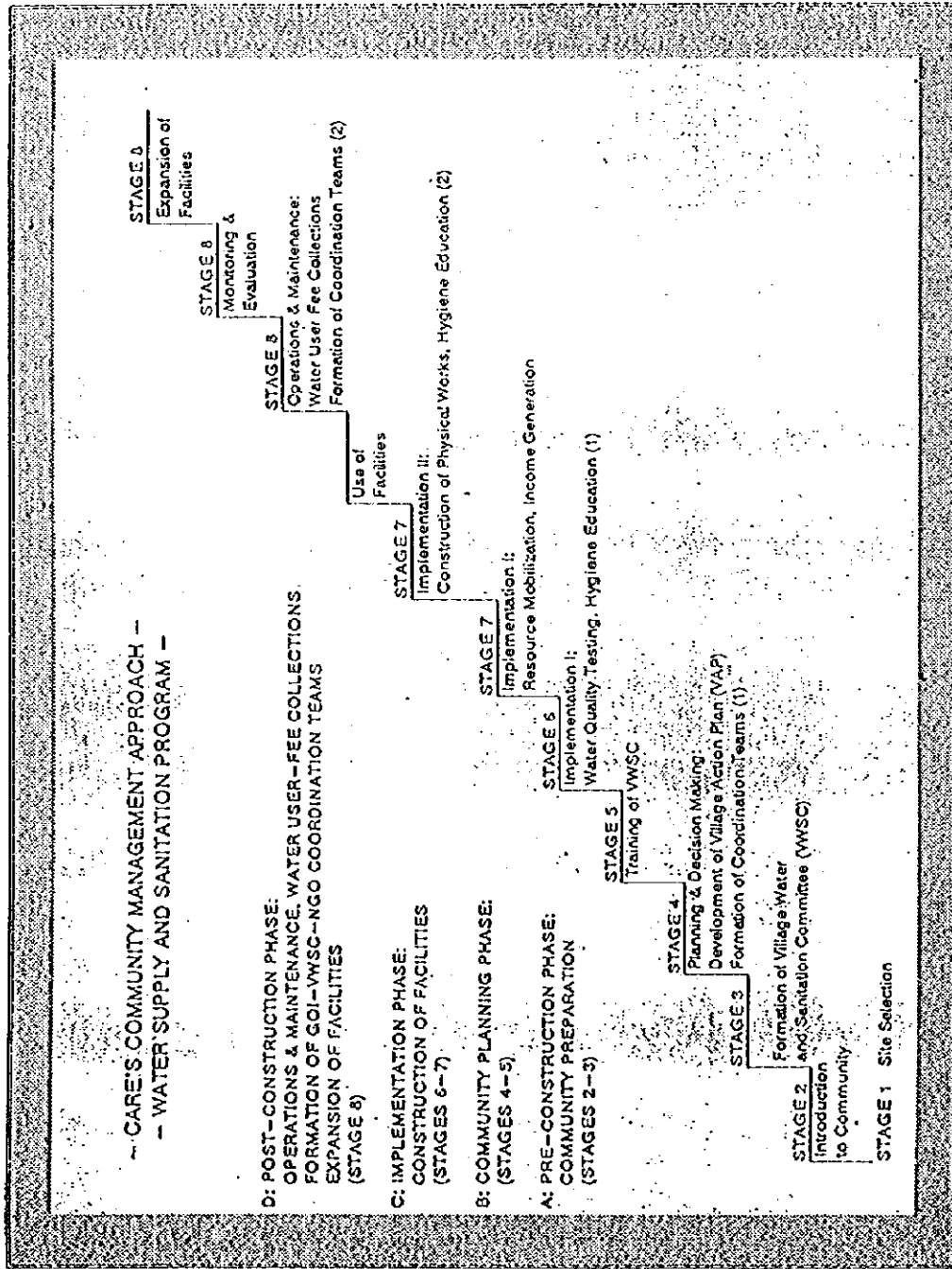
- PHASE II. COMMUNITY PLANNING (4 months)**
 - Implementing a Community-Based Hygiene Program
 - Developing a Village Work Plan
 - Technical Skills Training
 - Designing the WS System

- PHASE III. PROJECT IMPLEMENTATION (4 months)**
 - Constructing the WSS Systems
 - Installing House Connections
 - Installing Household Latrines

- PHASE III. OPERATIONS AND MAINTENANCE (4 months)**
 - Formation of Water Maintenance Committee
 - Collection of Water User Fees
 - Regular System for Inspection and Maintenance
 - Coordination between Village Committess and GOI

The CMA process is facilitated by CARE field officers working with members of the elected Village Water Committee. The CMA process extends over 12-16 months depending on the training needs and management and technical skills and resources which exist in different communities.

SCHEMATIC OF CARE INDONESIA'S COMMUNITY MANAGEMENT APPROACH



WSSPLC Final Project Preparation Report, Ministry of Public Works, UNDP/WB, December 1992.

8. FOCUS ON THE HOUSEHOLD UNIT

The SRCD project has adopted the policy of focusing on the "household unit" rather than the "community" as a whole. This was because the former approach of providing community water systems equipped with public taps, in SRCD I and II, failed to achieve sanitation, hygiene and gender benefits which are viewed as crucial indicators of project success.

Therefore in August 1992 (FY 1993) a policy decision was made to provide 100% of village households in SRCD WSS projects with private household water facilities, either in the form of outdoor yard taps or indoor taps, depending on individual household preferences. This has had the very evident result of stimulating community demand for indoor household pour-flush pit latrines, which are financed and constructed entirely by households themselves using their own cash and human resources.

Evidence of success may be judged from the data in Table 4, which show, for example, that in the first four years of the SRCD project the Sulawesi field offices have set targets for implementing 23,532 household connections covering 73% of households and 24,130 household latrines covering 75% of households in 159 communities where CARE is facilitating construction of WSS systems. Coverage approaches 93-97% of all households in FY 1994 and FY 1995, subject only to constraints such as the fact that a few households in each village are located far from mainline pipes and thus providing household connections would exceed total costing limits now placed at \$US 25 per capita or about \$125 per household.

The fact that households are building indoor latrines completely on their own initiative and entirely at their own expense bodes well as an indicator of future potential health (sanitation and hygiene) benefits which may accrue from using such household installations properly. CARE field staff encourage villagers to form work groups and build latrines for poorest households first, then expand sanitation work group efforts to better-off households. CARE field staff also provide information on the construction of pour-flush latrines, including how to make eight pour-flush water seals from one bag of cement (costing Rp 8,000 or less than \$US 4.00). Poorest households are shown how to construct a basic latrine using materials costing less than Rp 20,000.

Household units in Sulawesi projects have a basic concept in mind for household renovations built around the house tap. These renovations include constructing a cement floor, a bak mandi (cement washing basin), a pour-flush latrine and drainage to an outdoor soakaway. Renovations frequently mean adding an entire household extension for a new kitchen-washing area and may entail high household investments (up to Rp 600,000). This investment in hygiene and sanitation, which may take place in stages as household finances become available, is stimulated by providing the household connection (yard tap or indoor tap).

TABLE 4. HOUSEHOLD FOCUS IN SRCD III
 COVERAGE WITH HOUSE CONNECTIONS AND HOUSEHOLD LATRINES

	Village Sites	Number of Households	Number of House Connections	Number of Household Latrines
S. Sulawesi				
FY 1992	6	1,165	280 (24%)	839 (72%)
FY 1993	15	3,911	2,037 (52%)	2,037 (52%)
FY 1994	23	6,503	5,969 (92%)	4,988 (77%)
FY 1995	<u>18</u>	<u>5,263</u>	<u>5,081 (97%)</u>	<u>5,081 (97%)</u>
SUBTOTALS	62	16,842	13,367 (79%)	12,915 (77%)
C. Sulawesi				
FY 1992	6	1,063	240 (23%)	240 (23%)
FY 1993	10	2,591	285 (11%)	1,434 (55%)
FY 1994	16	2,223	2,158 (97%)	1,463 (97%)
FY 1995	<u>16</u>	<u>2,013</u>	<u>1,889 (94%)</u>	<u>1,889 (94%)</u>
SUBTOTALS	48	7,890	4,572 (58%)	5,721 (73%)
S.E. Sulawesi				
FY 1992	9	1,468	194 (13%)	280 (19%)
FY 1993	7	1,020	981 (96%)	795 (96%)
FY 1994	15	1,568	1,463 (93%)	1,463 (93%)
FY 1995	<u>18</u>	<u>3,434</u>	<u>2,955 (86%)</u>	<u>2,955 (86%)</u>
SUBTOTALS	49	7,490	5,593 (75%)	5,493 (73%)
TOTALS	159	32,222	23,532 (73%)	24,130 (75%)

Prior to the "household focus" policy, SRCD required that communities build household latrines before providing community water systems serviced by public taps. But since water availability in the household is the key to proper/frequent/regular use of pour-flush indoor latrines, this "push" policy resulted in virtual abandonment of 100% of latrines as soon as CARE water facilities were received. This has now been displaced by a "demand-based" strategy based on the convenience factor whereby household tap connections enable the construction of indoor latrines that can be used properly/frequently/regularly.

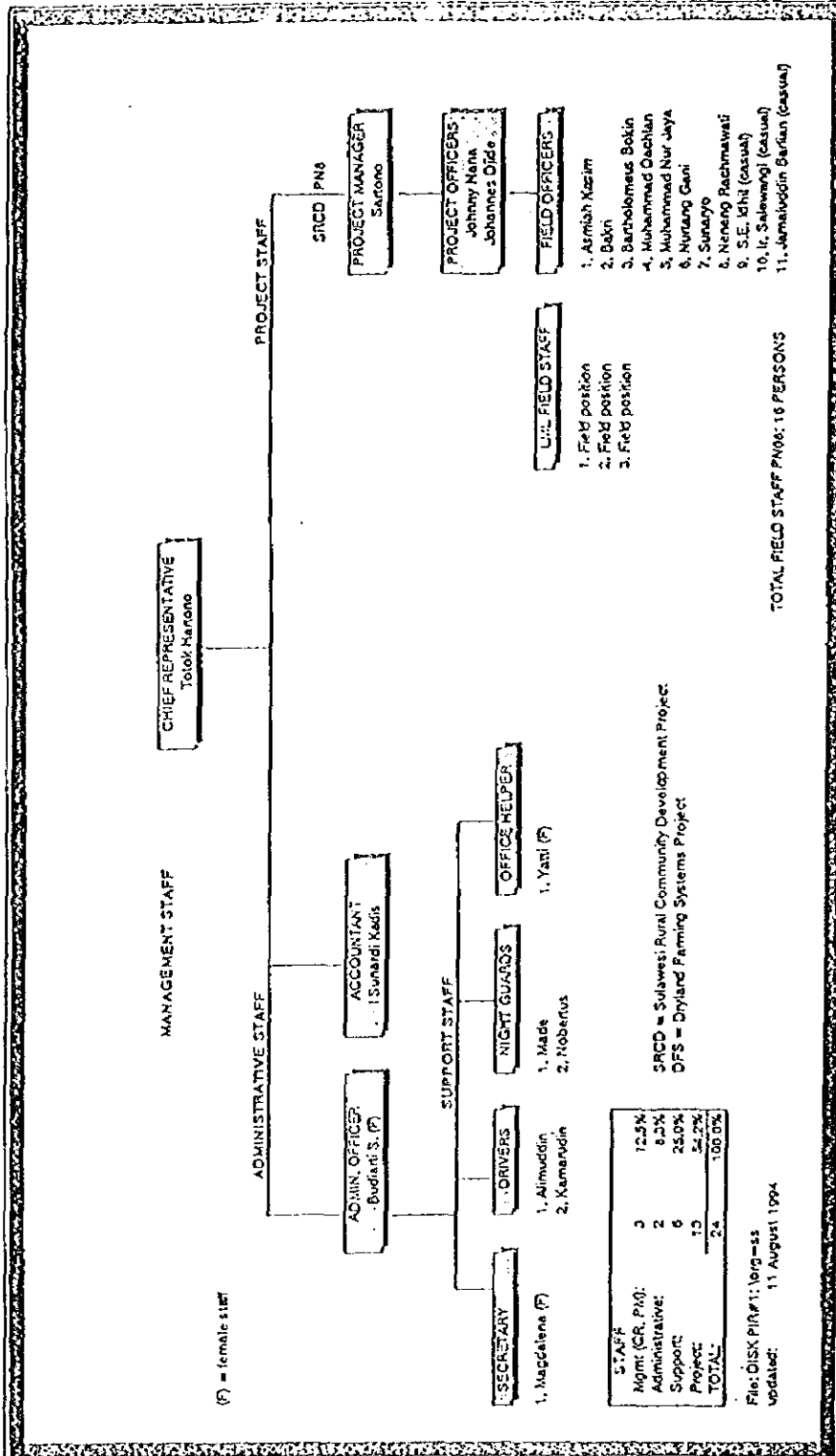
Infant mortality (under one year) in Indonesia at 68 deaths per 1,000 live births (1994) is high compared with neighbouring Southeast Asian countries. Diarrhoea remains a major underlying cause of mortality and morbidity in infants and children under five years (referred to as "balita" deaths) in Indonesia. The high incidence of diarrhoea may be attributed to the fact (indicated by GOI health statistics) that 73% of rural Indonesians defecate in streams/rivers/ponds/fields/forests, whereas 19% report using latrines without proper septic disposal and only 8% (mainly in urban areas) use latrines with relatively good sub-surface septic or sewage disposal.

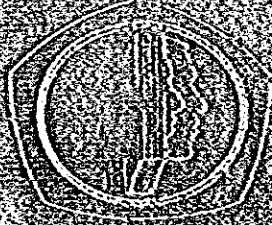
CARE experience over the past decade has been that rural Indonesians will not carry water from public taps to flush household latrines, nor can they be expected to use/maintain household latrines properly if, in order to do so, they must fetch water (with its "imputed costs") from public village tap-stands. Unless water outlets are provided in each household at locations which make it convenient for villagers to construct their own household pour-flush latrines, rural villagers have little incentive to change their ingrained behaviour patterns vis-a-vis sanitation and hygiene.

In summary, there are four main advantages of providing house connections: (i) sustainability is enhanced with private facilities (public goods are not maintained); (ii) sanitation is improved because usable indoor pour-flush latrines can be constructed and maintained in good working order, (iii) hygiene is improved (personal bathing, washing and household cleaning) because of increased water availability in households, and (iv) because the WSS project is directly linked to households this has the effect of enabling greater involvement by women in decision-making.

One possible disadvantage of providing 100% household connections is the added cost per household of doing so. However, the policy has been accompanied by serious study of design changes that lower overall costs per community project. Consequently "house connections" projects carried out in FY 1993, FY 1994 and FY 1995 (as indicated in Graph Series 3.A-B for each Sulawesi Field Office), show either negligible per capita cost increases (which may be due to other factors such as inflation) or per capita cost reductions compared with community projects undertaken since the early 1980s.

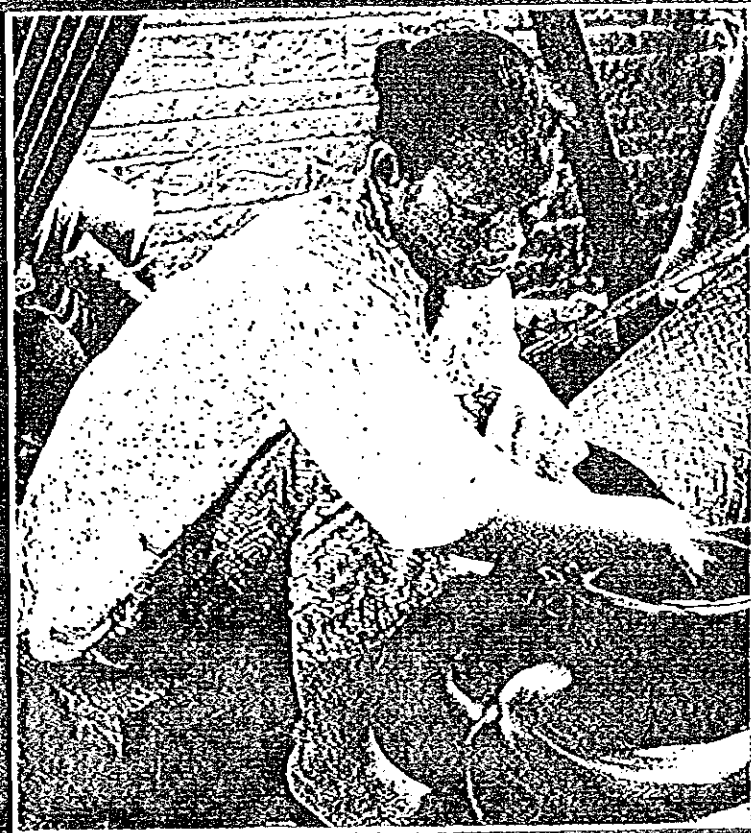
ORGANIZATION CHART - CARE INTERNATIONAL INDONESIA SOUTH SULAWESI FIELD OFFICE





BINA SWADAYA

COMMUNITY SELF RELIANCE
DEVELOPMENT AGENCY



1995

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PUSAT 10610 INDONESIA. PHONE : (021) 4204402 (6 LINES), 4255354 (8 LINES)
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BINA SWADAYA 1995

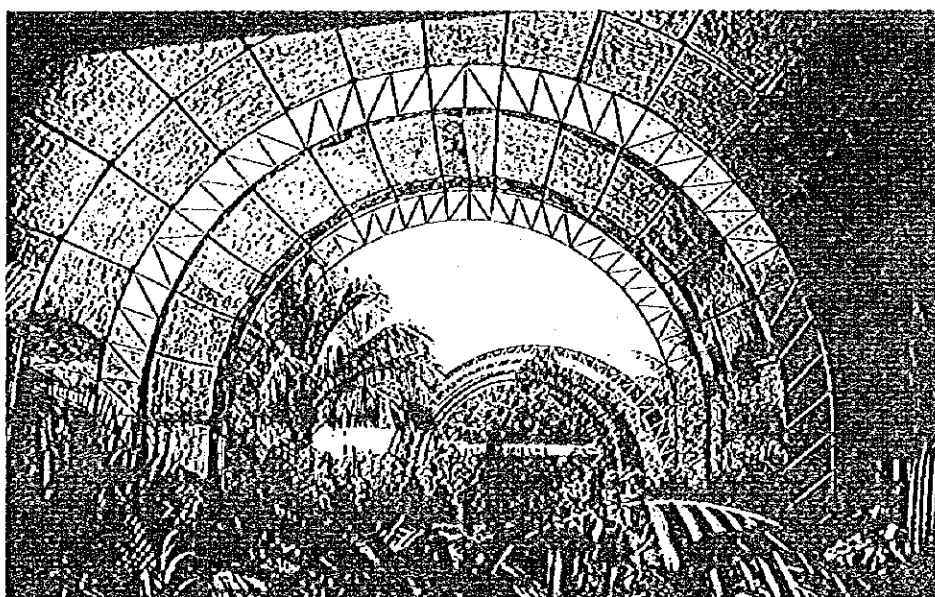
Supported by nearly 700 employees, Bina Swadaya is widely known today as one of the strongest NGOs in Indonesia. "Bina Swadaya" (acronym of *Badan Pengembangan Swadaya Masyarakat* = Community Self Reliance Development Agency) is a community development agency which manages a number of services orienting towards the development of self reliant community. Its activities range from agribusiness to poverty alleviation, from publication to social forestry programs, from



Alternative tourism tailored by Bina Swadaya

income generating to alternative tourism as well as development research and consultation.

Although the name Bina Swadaya has been officially used since 1984 its activities as a self-reliance community development agency, has started since 1958, when the Pancasila Farmers Association (*Ikatan Petani Pancasila, IPP*) was founded. The underlying reason for the establishment of IPP was the deep concern for the existing condition of the Indonesian society, which was always threatened by primordial divisions and discriminations, such as political, religious, ethnic and



Trubus Seed Nursery in Mekorsari Village, Cimanggis, Bogor

certain ideological discriminations, resulting in unnecessary group conflicts. As politics used to become the commanding general of all national and social life, the socio-economic development was neglected. In respond to this bewildering situation, the founders of IPP made up their minds to establish an organization, which was free from any primordial influences and was mainly concerned with the efforts of promoting the grass-roots community's condition. IPP was then founded bearing the name Pancasila, the founding philosophy of the Indonesian nation, as

the only underlying principles of the organization.

This grass-roots level oriented association subsequently established Farmer Socio-economic Development Foundation (*Yayasan Sosial Tani Membangun, YSTM*) in 1967 as its corporate body that was responsible for the implementation of IPP projects, which included the publication of Trubus Magazine, the development of Self-Help Groups (*Kelompok Usaha Bersama, KUB*) and the promotion of small-scale entrepreneurs, capital formation and the training of facilitators for self-help groups.

Under the ministerial regulation of the Department of Information No. 01/PER/MENPEN/1984 on the Enterprise Permit for Press Publication (*Surat Izin Usaha Penerbitan Pers, SIUPP*), that prohibits all press publishing body to run other enterprises, YSTM specializes in the management of Trubus, and all the other services are managed by Bina Swadaya.

Among the national NGOs, Bina Swadaya is identified as the forerunner of self-help group organizer. These groups are well-known by the name *Kelompok Usaha Bersama (KUB= Collective Enterprise Group)* or *Kelompok Swadaya Masyarakat (KSM = Self-Help Groups)*. There have been hundreds of self-help groups directly attached to Bina Swadaya, and much more others developed by facilitators trained at Bina Swadaya Training Center.

The development of self-help groups is admitted to be the most appropriate strategy and approach in fighting against poverty, as it promotes the quality of human resources, the key solution to poverty alleviation. In the efforts to meet the needs of developing human resources, Bina Swadaya Training Center was built in 1979. Employing adult education methods (an-

dragological methods), Bina Swadaya has trained more than 3,176 self-help group facilitators at its training center. In cooperation with the National Development Planning Board, Bina Swadaya has trained 1,931 full-time facilitators for the National Poverty Alleviation Program, *IDT (Inpres Desa Tertinggal = Presidential Instruction on Backward Villages)*.



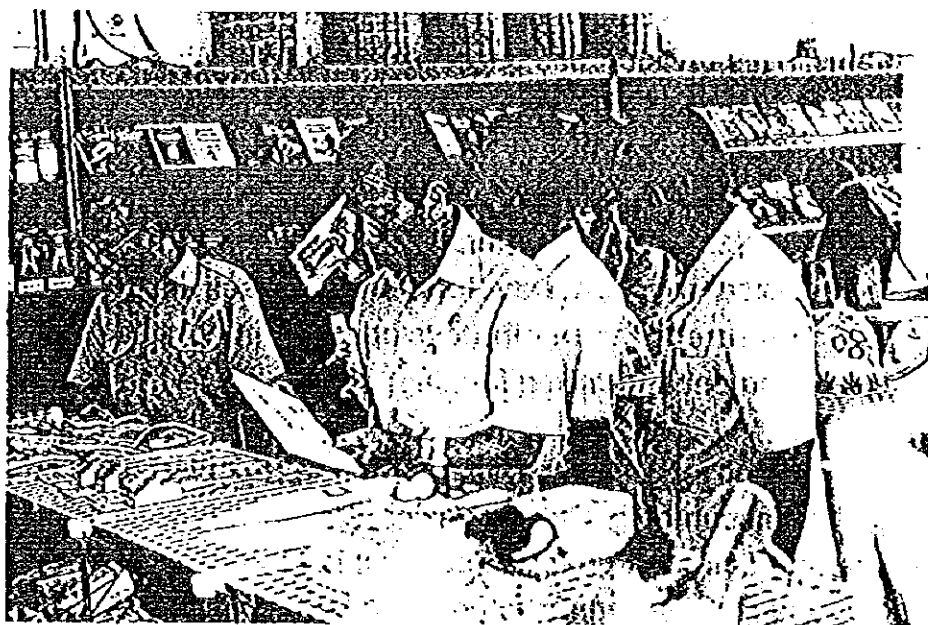
Tataarta Swadaya Rural Bank (BPR) in Lampung

Another endeavor in fighting against poverty is carried out through the consultancy activities. In cooperation with the Family Planning Coordination Board of the Indonesian government, Bina Swadaya's consultants introduced the self-help group approach and more than 17,000 self-help groups were formed in 1983 - 1989.

In 1987 in cooperation with The Central Bank of Indonesia and the People's Bank of Indonesia (*BRl*) Bina Swadaya initiated the *PHBK (Program Pengembangan Hubungan Bank dan KSM = Bank-Self Help Group Linkage Program)*. This program aims at linking two ecosystems, namely the banking institutions, as a formal and modern financial institutions, and the self-help

groups, as a non-formal and traditional organizations. Employing business standards (meaning: no subsidies) banks serve self-help groups in saving and credit extension with the help of NGOs, as the intermediary and guarantor for the self-help groups. Until Desember 1994 77 NGOs, 1,887 self-help groups and 113 banks in 10 provinces participated in the PHBK Scheme. Total savings reached Rp 2,382,000,000 (appr. US \$ 1,150,000) and credits extended amounted to Rp 15,794,000,000 (appr. US \$ 7,800,000) with a high level of repayment rate (96.2%).

Through policy dialogue, Bina Swadaya was actively involved in the making of IDT manuals published by the National Development Planning Board. In those manuals the self-help group approach is admittedly recognized as the most appropriate strategy in alleviating poverty in more than 20,633 backward



Trubus Bookshop at Jalan Gunung Sahari III/7, Jakarta Pusat

villages. An estimated number of 100,000 self-help groups, each of which consists of 30 households, will be formed and developed during the Sixth Five Year Plan (1994 - 1998).

Apart from the publication of *Trubus Magazine*, *Bina Swadaya* also runs two publishing houses: *Penebar Swadaya* (including a printing factory) and *Puspa Swara*. *Penebar Swadaya* produces 80 newly published books on agriculture and 300 others of later editions every year; These books were distributed for sale in 585 book-stores all over Indonesia. *Puspa Swara* specializes in the publication of books on community development, health, tourism and literature.

Bina Swadaya's division of *Agribusiness Development* is supported by two business enterprises, namely *Mahatani*, gardening and plant specialist and *Prasada*, agricultural materials and equipments distributor. *Division of Development Consultancy* manages social forestry program, sanitation and water supply and the development of grass-roots people's economy programs. This division has successfully placed *Bina Swadaya* as the pioneering NGO which directly work hand in hand with the *Forestry Department of Indonesia* since 1987.

Meanwhile, the income generating projects are implemented by the division of *Area Development*. Its activities include small-scale entrepreneurship development, integrated irrigation development and mixed farming.

The division of *Capital Development* emphasizes its programs on encouraging and mobilizing saving activities among members of self-help groups. The accumulation and the distribution of capital are managed under *Solidarity Saving Scheme (Tabungan Setia Kawan, TSK)* and *Solidarity Credit Scheme*

(Kredit Setia Kawan, KSK) and by Rural Banks (*Bank Perkreditan Rakyat, BPR*) established by this division. All these undertakings will hopefully help grass-roots communities in scaling up their entrepreneurship and income.

The newly founded division of Bina Swadaya is the division of **Bina Swadaya Tour (BST)**. This division is in charge of managing alternative tourism, which is largely known as ecotourism. The tourism packages run by BST is a combination between recreation and CEDEP (Culture, Environment, and Development Exposure Program). Employing local facilities, this form of tourism is supposedly expected to increase the socio-economic conditions of the host local communities and at the same time to support environment conservation.

OPERATIONAL PROGRAMS

1. Education and Training

Operating a number of training programs, Bina Swadaya's division of Training Center plays a strategic role in the development of human resources, especially in increasing their quality to meet the present and future requirements of national development.

To meet the growing needs, a training for groups of field workers called *TPKS (Tenaga Pengembangan Kelompok Swadaya Masyarakat = Self Help Group Development Facilitators)* is



Activity during a training at Bina Swadaya Training Center

held regularly. In 1994 the TPKS training was held once participated by 28 trainees, consisting of government and non-government facilitators. A training for project managers/leaders

of NGOs called *PSM (Pengembangan Swadaya Masyarakat = Self Reliance Community Development)* was also held once in 1994 participated by 24 managers/NGO leaders.

The other programs held at the Bina Swadaya Training Center was training in project management participated by 26 trainees; Training in Management Planning: 14 participants and Training in Bank - Self Help Groups Linkage: 10 participants. A training in small-scale enterprise development sponsored by the Japanese FAMD was attended by 33 participants, consisting of 16 women and 17 men participants. In the administration of Child Labour Program, Bina Swadaya, in cooperation with IPEC



Workshop on Home-based Workers

held a special training participated by 17 representatives of institutions that have deep concern in the problems of child labour.

Besides, some operational area units of Bina Swadaya located in different cities also administered trainings for self help groups, such as training in the fundamentals of Self-Help Groups, Household's economics, administration and book-keeping (in relation to Bank and Self-Help Group Linkage), Self-Help Group management and skills in business enterprises.

The division of Trubus magazine also administers courses in agribusiness skills, such as *bonsai* treatment, hydroponics, local chicken breeding and others. These courses are offered to interested persons and agribusiness holders.

2. Promotion of Women's Role

Although Bina Swadaya does not have a special division that handles programs of women in development, in all its activities gender analysis is always taken into serious consideration.

In 1994, a workshop on Social Protection for Women Homeworkers was held in cooperation with the International Labour Organization (ILO). This workshop was attended by 25 participants representing 17 NGOs that pay deep concern in women's problems. Still, in cooperation with ILO, 5 self-help groups of women homeworkers were formed consisting of 118 members. The formation of these groups aims at improving the conditions of the women home-based workers in their work relations to the enterprise holders resulting in the issuance of legal work contracts and the administration of social protection scheme for the members, such as the formation of health fund scheme.

In the province of Lampung, sponsored by CODEL (of USA) 13 women self-help groups have been formed for the last three years. These groups have been successfully running productive enterprises, such as kiosk keeping, which supplies and sells the nine staple commodities, and others.

3. Capital Development

The capital formation for the rural poor is developed by managing and mobilizing savings of members of self-help groups. Step by step the legal status of the Bina Swadaya's financial services to low-income people in many areas is stepping up. Taking up the opportunities stated in the Presidential Decree no. 38/1988 of October 1988, Bina Swadaya has been able to run 4 rural banks (BPRs) as December 1994. The four BPRs are *AdyaMekar Swadaya* in Cimanggis (Bogor), *Jaliarta Swadaya* in Yogyakarta, *Tataarta Swadaya* in Kotagajah (Lampung) and *Abdiarta Swadaya* in Subang (West Java). Hopefully, two more BPRs will be operating in 1995 in Lamongan (East Java) and in Pekalongan (Central Java).

In Bina Swadaya-facilitated areas, where no BPR is operating, financial services to self-help groups is carried out by a service unit called P2L (*Pos Pelayanan Lapang = On Site Service Unit*). The areas served by P2L includes: Bandung (West Java), Pekalongan (Central Java), Lamongan, Lumajang and Banyuwangi (East Java).

The amount of credits extended to 107 self-help group clients and 1,036 individual clients in 1994 reached Rp 2,081,499,000 (appr. US \$ 1,000,000)

4. Development of Small-Scale Enterprises

The development of small-scale enterprises aims at increasing grassroots people's income. The activities focus on groups' facilitation and administration of trainings in productive enterprises, such as service in productive means, cattle fattening known as cattle feedlot, development of fishery using karamba system (fish raising in a basket put in a stream), handcrafting, basic knowledge in commerce, etc.



Development of So'un (Rice noodles) small-scale home industry

In 1994 Bina Swadaya played the role of intermediary between the rural small-scale enterprise holders and the big-scale companies. This role was realized in the implementation of cattle feedlot project (63 cows) for 6 self-help groups in cooperation with Great Giant Livestock Company with credit support for small-scale entrepreneurs from the Central Bank of Indonesia. Still in Lampung, another cooperation was built between Agromindo Company and 25 self help groups in castor oil plant

project, which was designed to meet the needs of raw material supplies for the production of castor oil by *Kimia Farma* State Company.

In the implementation of Bank-Self Help Group Linkage Program, Bina Swadaya has facilitated 170 self-help groups in Yogyakarta and has been successfully linking 50 self-help groups to banks for credit extension, that so far has reached the amount of Rp 218,750,000 (appr. US \$ 100,000). Under the same program 22 self-help groups in Lampung has been able to get access to credit extension, that so far has reached the amount of Rp 74,000,000 (appr. US \$ 37,000).

Follow-up programs of facilitation are still on the run for 79 self-help groups in cattle breeding and productive enterprises projects. While facilitation in fishery projects employing karamba system in Saguling Dam in West Java is given to 4 self-help groups.

The Mixed Farming Project in Ambeno (East Timor) financially supported by Canada Fund was implemented in cooperation with the local authorities and communities.

The efforts of developing low-income people are not only done among the rural poor, but also among the urban poor. In these efforts, Bina Swadaya actively participates in the rehabilitation projects of urban poor quarters (called *kampung*), well-known as MHT (*Mohammad Husni Thamrin*) Project. This project, that has entered the third stage of implementation, is implemented in cooperation with the local authorities of Jakarta and the World Bank. To empower the poor urban institutionally, the local authorities of Jakarta invited NGOs for an active involvement. Bina Swadaya is one of the selected NGOs to facili-

tate three subdistricts in the promotion of the local community's socio-economic standing.

5. Social Forestry Program

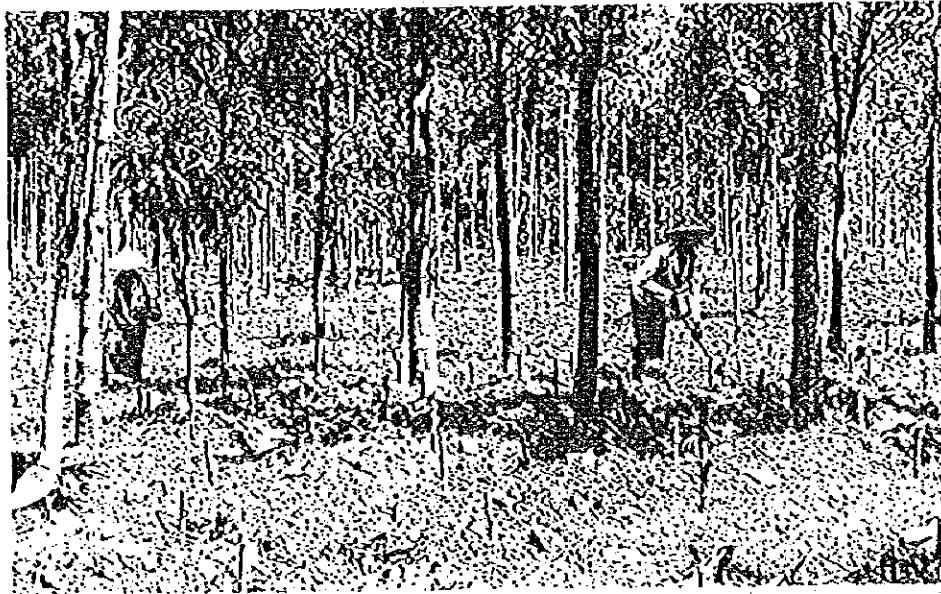
The development and utilization of natural resources for the community's welfare without neglecting the conservation of life environment is the main goal of the Social Forestry Program.

The Social Forestry Program started in 1986 in Java has been able to organize 4,749 Forest Farmer Groups. Consultancy service are administered to officials of State Forestry Department in the forms of monitoring activities, training, supervision, seminars and workshops. In addition, training is also administered to Forest Farmer Groups and workshops are held to a number of NGOs, that participate in the social forestry program, in order to widen the insights and capabilities of their members. Financially supported by the Ford Foundation this program has produced a manual of facilitation to Forest Farmer Groups, published Newsletter, bulletins called *Gema Desa Hutan* and *Warta Perhutanan Sosial*, as a means of public information and activity promotion.

In the development of the same program outside Java, a Memory of Understanding has been signed between Bina Swadaya and Trikorindo Utama Company to develop human resources surrounding Industrial Forest in Central Kalimantan. Another project called Forestry Enterprise Association Project has been approved by ODA.

6. Development of Sustainable Agriculture

This program aims at increasing farmers' productivity by running cost-effective productive activities. It starts with reducing the use of non-organic fertilizer and promoting the use of organic fertilizer (Azolla), that can be processed by the farmers



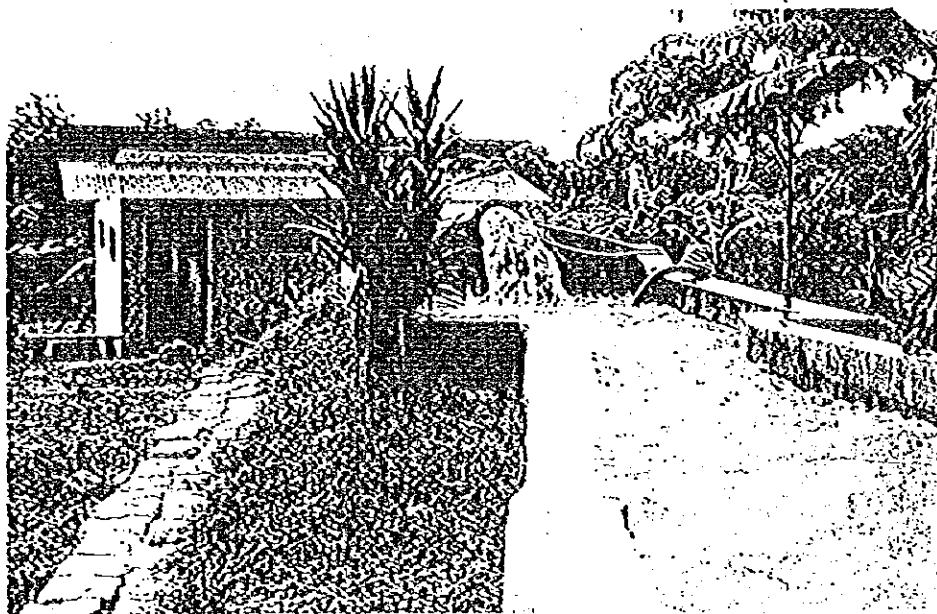
Social Forestry Program in East Java

themselves. Supported by the German Agro Action (GAA), this projet has been successfully experimented and is beginning to be disseminated among the farmers in Indramayu. In order to develop the rice seeds, selection and seed improvement has resulted in the production 6 different kinds of superior rice seeds.

7. Development of Integrated Irrigation

This program aims at increasing the farmers' income through production increase. It operates through the utilization

of water pump, that lifts the stream water up to be utilized for irrigation purposes. For the sake of effective operations of the water pump the farmers are organized in groups called P3A (*Perkumpulan Petani Pemakai Air* = Association of Water-User Farmers). So far 20 groups have been formed.



Pump Irrigation Networking in Indramayu, West Java

The experience of Bina Swadaya in the implementation of Integrated Irrigation Development Project, either in Subang, Lebak or Indramayu, offers a precious lesson that may be raised as an approach model in future development. A complete documentation of the proceeding of this project is still under preparation.

8. Water Supply and Sanitation Development

This program specially aims at promoting the community's role in developing their healthy environment.

Until the end of 1994 Bina Swadaya has accomplished the water supply and sanitation project for low income community (WSSLIC) in the province of Maluku and NTT. As a follow-up of the WSSLIC project in the province of NTT, Bina Swadaya is appointed as the management consultant.

A similar project in the province of North Sulawesi is still under preparation with the financial support of CARE.

From August 1994 to January 1995 Bina Swadaya appointed one of its training consultants to be positioned at the Directorate General of Rural Community Development (Ministry of Home Affairs) to assist its staff members in reviewing the training modules on Water Supply and Sanitation and in preparing the training manuals. Another consultant has been taking the position of National Training Advisor at the WSSLIC Secretariat since October 1994.



Guidance in Book-Keeping among members of Self-Help Group

9. Agribusiness Development

This program is supported by 7 shops selling agricultural tools, seeds and books on agriculture. The 7 shops operate in potential marketing areas, such as Bintaro, Cimanggis, Gunung Sahari Pasarraya Manggarai, Tomang Tol Pamulang, Makro Pasar Rebo, and Cibubur.

Apart from that, this program also runs a service in gardening and plant renting. In 1994, 18 gardening works were successfully accomplished. In plant rentals, 23 customers were recorded in 1994 with 425 plant units to be rented. The production and cultivation of decorative plants are carried out by the farmers working at the production unit of nursery at Cimanggis Nursery Center.

In addition, this program also produces fertilizer and farming articles. Fertilizer produced reaches 30 tons per month. As an agency of plant seed of Yates (Australia), this program has started fruit plant nursery in Ungaran (Central Java) in cooperation with a farming high school in Ungaran.

10. Magazine Publication

The main product of magazine publication has been the *Trubus* magazine. However, in 1994 other magazines are coming into surface for publication, namely: *Decorative Plants Album*, *Pet Animals Album*, and *Fishing Media*. The Agriculture Information Center manages the publication of clippings of analyses on agricultural commodities and agricultural catalogues. The compilations of the clippings have reached 148 titles.

The other activities related to the magazine publication are the administrations of courses in agricultural skills, meetings and seminars. The "On the Road Seminar" to Thailand in cooperation with Bina Swadaya Tour has been running successfully and is followed by Fruit Safari Program conducted in relation to the Third National Superior Fruit Championship fully supported by the Minister of Agriculture. As a result, the Trubus Magazine took an active part in engineering the Indonesian Fruit Association.

11. Book Publication

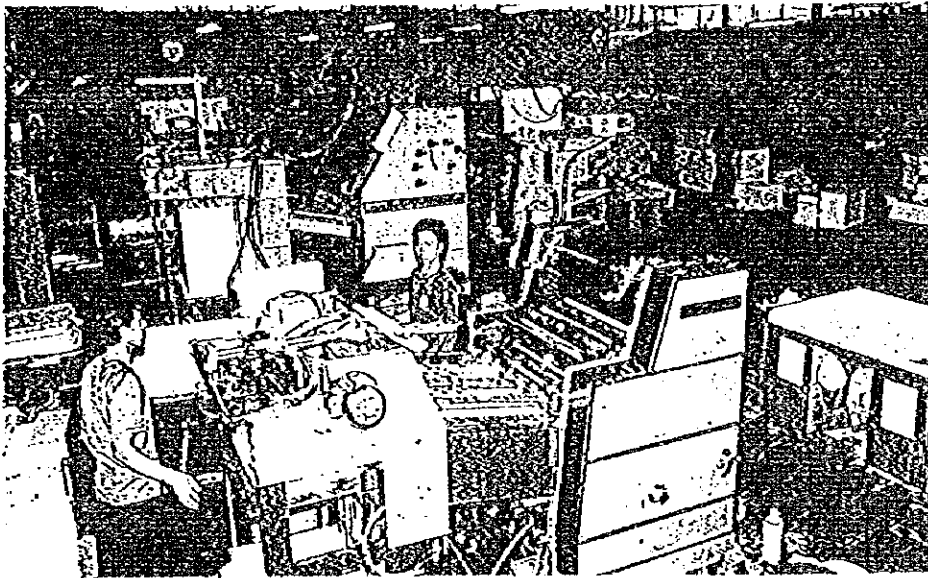
Publication of manuals in agriculture done by Penebar Swadaya has so far surpassed other publishers of the same field, either in the quality, variety and markets.

In 1994, 60 new titles were published comprising 166,000 copies and 200 titles of later editions were published comprising 461,980 copies. Eight book titles won the best Non-Fiction Book Awards from the Department of Education and Culture.

For development purposes, publication of translated books have been arranged in cooperation with publishers in United Kingdom, USA, Japan and Australia.

The success achieved by Penebar Swadaya as a publisher of books specializing in Agriculture encourages the leading staff to observe all kinds of books on the market. From this observation it was clear that books in people's economy, self reliance development, small-scale enterprise development, are hard to find, whereas those kinds of books are needed in developing the people's economy. Therefore, in 1991 a new publishing unit

was founded under the name of *Pustaka Pembangunan Swadaya Nusantara* (abbreviated as *Puspa Swara*). In its course of progress, this publishing unit has also published books in management, politics, health and literature. Until January 1995, Puspa Swara has published 80 book titles.



Penebar Swadaya Printing House at Jalan Suci/Industri no. 44, Ciracas, Jakarta Timur

12. Printing House

At the beginning the printing house was established to meet the internal needs of Bina Swadaya, such as the printing of *Trubus Magazine*, the books on agriculture and the administrative materials. Yet, supported by 4 main printing machines and 8 additional ones, the printing house has also served external orders.

In 1994, 166 customers were having business with the printing house. They consisted of publishers (63%), advertising houses (16%), office keepers (11%) and industrialists (10%).

The ratio of orders served is 61% coming from the external customers, 39% coming from the internal ones.

13. Alternative Tourism

Alternative tourism, well-known as eco-tourism, aims at increasing the socio-economic condition of the local people hosting the tourists and supporting the conservation of the life environment. In principles, some of its earnings are kept aside to be contributed to the development of the local communities and the conservation of the environment.

In 1994 Bina Swadaya served 27 groups, consisting of 255 tourists with a total duration of 384 days. The tour packages offered are tailor made, either for the ordinary trip or the CEDEP (Culture, Education and Development Exposure Program) thematic program. For domestic tourists, Bina Swadaya could serve 10 groups. The domestic tour package consists of 2 types, the regular agro-tour and the seminar trip, which is an innovative type of tour package. An outstanding tour package is the one coordinated with the Trubus Magazine called "overseas seminar", in which the tourist are enjoying a trip over fruit and plant cultivation sites in Thailand. Totally, the domestic tour package of 1994 served 297 tourists (pax) with a duration of 23 days.

14. Policy Dialogue

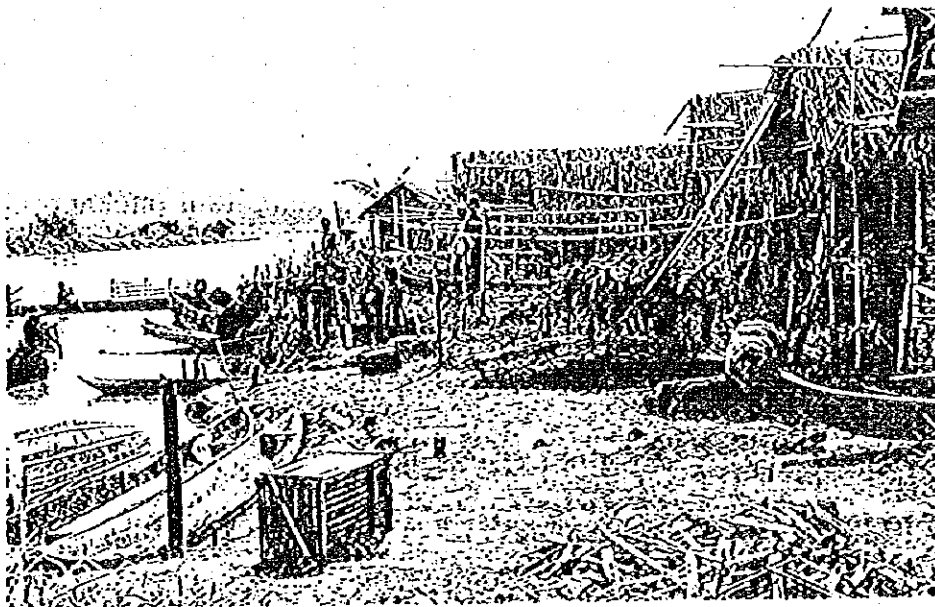
This program aims at the creation of a conducive atmosphere for the development of grass-roots people's economy and self reliance. Dialogues and communications are arranged with

the government, members of the parliament, universities, NGOs, social organization and all other competent parties.

In the policy dialogue, Bina Swadaya actively participates in the discussions and preparatory activities for the implementation of poverty alleviation programs. Bina Swadaya also takes an active part in the preparatory activities and conferences of the last Social Summit.

Poverty Alleviation Program

The IDT Program, the present government's program in fighting against poverty, is designed to increase the welfare of the 25 million Indonesian people living under poverty line.



One face of poverty among us

Bina Swadaya's participation in the making of the IDT program has been actively done since 1993 by proposing concepts

and ideas to the National Development Planning Board in the preparation of the IDT program. Among other things, the activity was carried out by establishing cooperation with a number of interested NGOs with the financial support of the Ford Foundation. Its contribution is continuously on the move when manuals of the IDT were composed and trainings for IDT facilitators were administered.

The first Group of IDT facilitators was trained in Bina Swadaya Training Center consisting of 30 trainees. The Second and Third trainings were held in *Kostrad* Training Center in Cilodong, participated by 221 trainees (for the Second Training), and 250 (for the Third Training). The trainings are still in progress in 1995 held in various areas, such as South Sumatera, North Sumatera, Maluku and Irian Jaya.

Bina Swadaya was also actively participating in preparing the grass-roots communities for the IDT Program. This activity was held by the National Development Planning Board in cooperation with UNDP and administered by *Agro-Ekonomika* Foundation. In addition, Bina Swadaya was also actively taking part in monitoring the realization of the IDT program and sent some memoranda to the Minister and Head of National Development Planning Board, the Governor of Bank of Indonesia and the Directorate General of Rural Community Development.

Social Development

NGO's role in social development is getting closer to the mainstream trends in regard of the international fora. The world's organizations, such as The United Nations and the related organizations and the developed countries are getting

aware of the importance of NGO's role in social development. This is evidenced by the administration of the Conference on Earth in Rio de Janeiro (Brazil), on Population in Cairo (Egypt), on Social Development in Copenhagen (Denmark) in March 1995 and on Women in Beijing (China) in September 1995. In all those occasions NGOs were one of the main participants.



President Director of Bina Swadaya at the World Summit on Social Development in Copenhagen, Denmark

In response to the above trends, Bina Swadaya in the conference of the Social Summit in Copenhagen took an active part in the preparatory Committee II, which met in August 1994 and III, which met in January 1995 in New York, and in the NGO Caucus in Manila held in October 11- 17, 1994. In addition, the President Director of Bina Swadaya was specially invited to speak before the workshop forum in Utrecht, attended by a number of ministers, members of parliament and leaders of social organizations. At its culmination, Bina Swadaya participated actively in the World Conference on Social Development in Copenhagen, which was attended by more than 130

Heads of Country and Government and most members of the United Nations. the President Director of Bina Swadaya was one of the keynote speakers in the NGO Forum.

At present a follow-up plan of actions are under discussion and Bina Swadaya is one of its proactive participants.

Bina Swadaya of Yogyakarta

Bina Swadaya of Yogyakarta branch, well-known as Yogyakarta Operational Area Unit, holds community self-reliance programs by performing saving and credit services to self-help groups. It also administers consultancy and training programs in Bank Self-help Group Linkage (PHBK) Scheme, through which self help groups are prepared for credit transactions with banks.



A woman homemaker, member of Bina Swadaya-facilitated Self-Help Group

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DEVELOPMENT OF SELF-HELP GROUPS (SHGs)

Types of Approach	Operating Means	Partner Agents	No. of SHGs
a. Direct Intervention	Assignment Field Assignment	Local Community	1,415
b. Training of NGOs/Staff & Members	- Training Field Workers - Training NGOs Staff	- Local NGOs - Foreign NGOs	
c. Consultancy in NGOs Projects	- Training in Project Design to NGOs Staff	- Association of NGOs and other organizations	4,129
d. Consultancy in Government's Programs	- Training of Trainers - On-site Facilitation - Workshop on Planning and Evaluation	- Central Bank of Indonesia - Forestry Dept: Social Forestry Program - Other Departments - Province Authorities	1,480 4,471 47,975
e. IDT Program	- Program Planning - Workshop on Training Materials - Training of Field Workers - Monitoring and Evaluation	- National Development Planning Board (Bappenas) - Department of Home Affairs	100,000 (appr.)

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Management consultancy and trainings are also programmed for local NGOs, that are in need of institutional empowerment. At present the staff members are working on the establishment of building up a network among NGOs, local authorities, universities and other institutions.

So far Bina Swadaya of Yogyakarta has been successfully facilitating 170 self-help groups, 59% of which are categorized as fully self reliant.

At the beginning of 1995, 13 self-help groups were linked to banks with credit transactions amounting to Rp 95,450,000 (US \$ 47,500), on which members of self-help groups develop their productive enterprises, especially in small-scale home industries. Special facilitation is given to 5 women homemaker groups with the purpose to improve their socio-economic conditions, especially in health and social protection. Consultancy activities have been organized with Plan International in the form of enterprise development, facilitation to 6 self-help groups and training in enterprise development.

Bina Swadaya of East Timor

The activities of Bina Swadaya of East Timor Branch has born much influence upon the local East Timorese NGOs. Before, there used to only one outstanding local NGO known in East Timor. At present a number of other local NGOs, especially those working in partnership with Bina Swadaya of East Timor, have been recognized and are developing their institutional standing and operations.

The programs implemented include conducting a comparative study for staff members of local NGOs to other NGOs of neighbouring provinces, such as NTT (East Nusa Tenggara) and Flores. This comparative study culminated in a workshop attended by 5 local NGOs (partners of Bina Swadaya) and other 6 NGOs of NTT. The result of this activity is the established communication among NGOs of NTT and East Timor giving hope for future networking and cooperation that will benefit each other.

The promising opportunity widely opened in developing programs in East Timor is the interest of donor agencies to help raise East Timorese development in cooperation with the local institutions. Among others, these donor agencies are: AIDAB of Australia, Canada Fund and the New Zealand Embassy.

SUPPORTING PROGRAMS

1. Management Development

From time to time, Bina Swadaya's services keep on developing, either in terms of its variety or its volume and scope. In regard of the importance of the good running of all services, Bina Swadaya develops a professional management system. The organizational structure of Bina Swadaya reflects a decentralized operations of the system: More authorities are delegated to each divisional unit in the efforts toward autonomous standing of each division in the management of its operational activities and finance.

The decentralized system employed by Bina Swadaya has proved to be the right decision, since the divisions are getting

more self-reliant, either in their financial management or in their operational activities, as a result of the autonomy trusted to them.



A meeting of Board of Trustees and Board of Directors of Bina Swadaya

2. Personnel Development

Backing up the implementation of the above programs support of appropriate functionaries, both in numbers and qualifications, is of vital importance. Up to December 1994 Bina Swadaya has been employing 700 workers consisting of 492 (70%) permanent and 208 non-permanent ones (in the apprenticeship or probational periods, within work contracts, etc). In terms of sexes, 459 (66%) workers are male and 241 (34%) female. In regard of the educational background, 4 workers (1%) completed advanced studies, 222 (32%) completed master and bachelor degrees and 474 (67%) are high school graduates or below.

The efforts in developing the employees' quality are carried out in view of availability of time and fund and may be realized in several forms of on-going formation, such as workshops, seminars, discussion, courses and advanced studies, either overseas or domestic. For that purpose each division has designed its respective program and financial allocation for human resources development.

3. Development of Physical Means

Appropriate physical means is a vital supporting factor for the good performance of those in the operational activities. The directors and functionaries of Bina Swadaya are very careful in fulfilling this need. A four-storey building functioning as its headquarter is located at Jl. Gunung Sahari III/7, Jakarta Pusat. In addition, Bina Swadaya Training Center completed with boarding houses, a printing house, offices of Operational Area Units, are available for the operational activities of its employees. Office equipments, means of communication and transportation are kept up with the needs and the modern development of technology.

4. Financial Development

The financial capability in covering the operational expenses is one of the key factors to smoothly run and accomplish the achievement of the programs' goals. The policy of Bina Swadaya in consolidating the financial performance is to develop entrepreneurship spirit, professionalism and gradually encourage the clients to give their contribution to the expenses for the services they get from Bina Swadaya. Hence it directs all par-

Participants of the programs to be cost effective and self reliant. Therefore, the operational units are expected to achieve the capability of self-finance in their operational activities.

For the sake of accurate financial data, an internal audit is in charge of regular control. Besides, a Public Account Service undertakes financial audit every fiscal year.

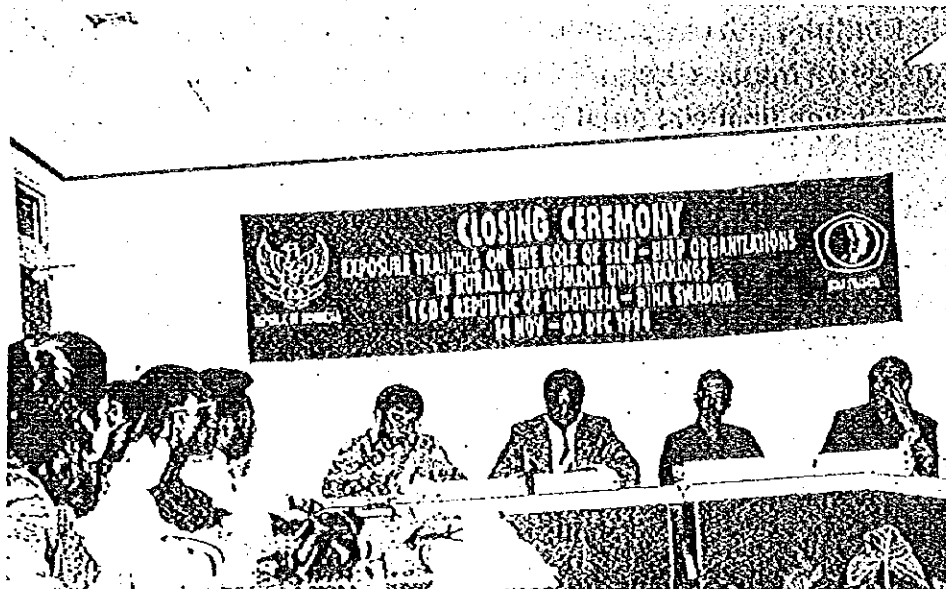
Through this policy, Bina Swadaya's financial standing has been growing up significantly during the last three years. The financial capability to cover its programs in 1992 is 90%; in 1993: 92.4% and in 1994: 96.7%.

5. Development of Partnership Relations

As one of its main strategies, partnership relations with various quarters, such as the government, international institutions, NGOs and private sectors, are developed.

Relationship with international institutions are maintained in the form of cooperation in program/project implementation. In 1994 cooperative undertakings were carried out with German Agro Action, USAID, The Ford Foundation, ILO, HPI, Codel, Canada Fund, EDCS, World Bank and UNDP. In addition, at the international level, Bina Swadaya is also an active member of international organizations, such as ANGOC (Asian NGO Coalition for Agrarian Reform and Rural Development), Asia DHRRA that bases its secretariat in Jakarta, ICVA (International Council of Voluntary Agencies) based in Geneva and APRACA (Asian and Pacific Regional Agricultural Credit Association) based in Thailand. At the national level, Bina Swadaya is also an active member of various fora of networking, such as *Formasi*

(Forum for the Development of Cooperatives), *Yapika* (Association of Indonesian-Canadian Friendship), and *ALTRABAKU* (Association of NGOs and Financial Institutions).



In cooperation with the Cabinet Secretariat Bina Swadaya facilitates TCDC (Technical Cooperation Among Developing Countries) Program

Above all, partnership relations with the private sectors are also maintained in the efforts to bridge the economically weak communities and the private business holders. This activity is performed by developing models of cooperation on mutual benefits. The initial step towards this model was done with The Great Giant Livestock Company in cattle feedlot project for rural people of Lampung (Sumatera) supported with credit for small-scale enterprises of the Central Bank of Indonesia. Another cooperation was also initiated with Agromindo Company in castor oil plant project for 25 self-help groups to fulfill the needs of raw material supplies in the production of castor oil of Kimia Farma State Company. In Central Kalimantan another cooperation in Industrial Forest is under preparation with Trikorindo Utama Company.

ORGANIZATION OF BINA SWADAYA

The operational and supporting programs are administered by Bina Swadaya under a working mechanism system of an organizational structure composed of the Board of Trustees, Board of Directors, Operational Units (Divisions) and Bureaus.

The Board of Trustees formulates and supervises the implementation of Bina Swadaya's vision and mission. The Board of Directors assisted by some bureaus determines the strategies, supervises and coordinates the operational activities of the divisions, which have the task to design their respective operational programs and management.

At present, Bina Swadaya operates nine divisions, as seen below.

1. Division of Education and Training

Founded in 1977, at first this division aimed at fulfilling the needs of facilitators for the development of self-help groups. Later on it also aims at developing the capabilities of facilitators, managers of NGOs and self-help groups. Through the trainings participants are expected to disseminate their knowledge, improve their skills and develop their professionalism in community development.

Employing andragogical methods of education, the trainings are carried out, either regularly or on request (such as special trainings for project purposes), either by means of the Training

Center or by outside means. The Division of Education and Training is now responsible for the management of a training campus completed with boarding houses for 100 boarders built on a one and a half hectare piece of land.

2. Division of Area Development

The development of self-help groups and small-scale entrepreneurship of the 1970s marked the beginning of this division. This activity has grown up into several others, which were virtually coordinated under one specially established division called Division of Area Development, which was formally founded in 1992.

This division aims at developing grass-roots people's economy through facilitating activities, income generating programs and appropriate technology implementation, towards socio-economic self-reliance.

3. Division of Capital Development

Capital formation were started when saving activities developed widely within self-help groups or among different groups in the 1970s. The pattern of saving and credit activities run by self-help groups has led them to have transactions with banks through Bank Self-Help Group Linkage Scheme (well-known as PHBK) since 1989.

The Division of Capital Development aims at increasing and developing entrepreneurship activities of the grass-roots people through financial services.

Benefiting from the government deregulation policy, well-known as PAKTO No. 27/1988, this division has established and managed several Rural Banks (BPR) as formal financial institutions aiming at developing rural people's economy.

4. Division of Development Consultancy

This division was founded in 1991 aiming at empowering the poor community dan strengthening their organizations, so that they have the capability to participate actively in the development programs implemented by partner institutions. Through consultancy activities to the governmental institutions, Bina Swadaya's experiences are shared and adopted.

The programs run by this division include: natural resources development, public health development and healthy environment campaign, and development of grass-roots people's economy.

5. Division of Alternative Tourism

This division, well-known as Bina Swadaya Tour, was founded in 1987 aiming at developing and managing alternative tour packages, well-known as eco-tourism. The main objective of this alternative tourism is to enhance people's care for the environment conservation and knowledge in problems of development and in increasing the socio-economic conditions of the hosting local people.

6. Division of Magazine

Activities of this division were initiated in 1969 with the publication of Trubus Magazine. It aims at dissemination of information concerning agriculture. In its course of development, this division has also produced Decorative Plants Album, Pets Album and Fishing Media.

In the efforts to expand information dissemination on agricultural commodities, this division founded Agriculture Information Center, that published compilations of clippings on agriculture and information of Agribusiness.

7. Division of Agribusiness Development

Founded in 1982, this division aims at concretizing the communities' socio-economic self-reliance through services and sales of agricultural materials, products and equipments.

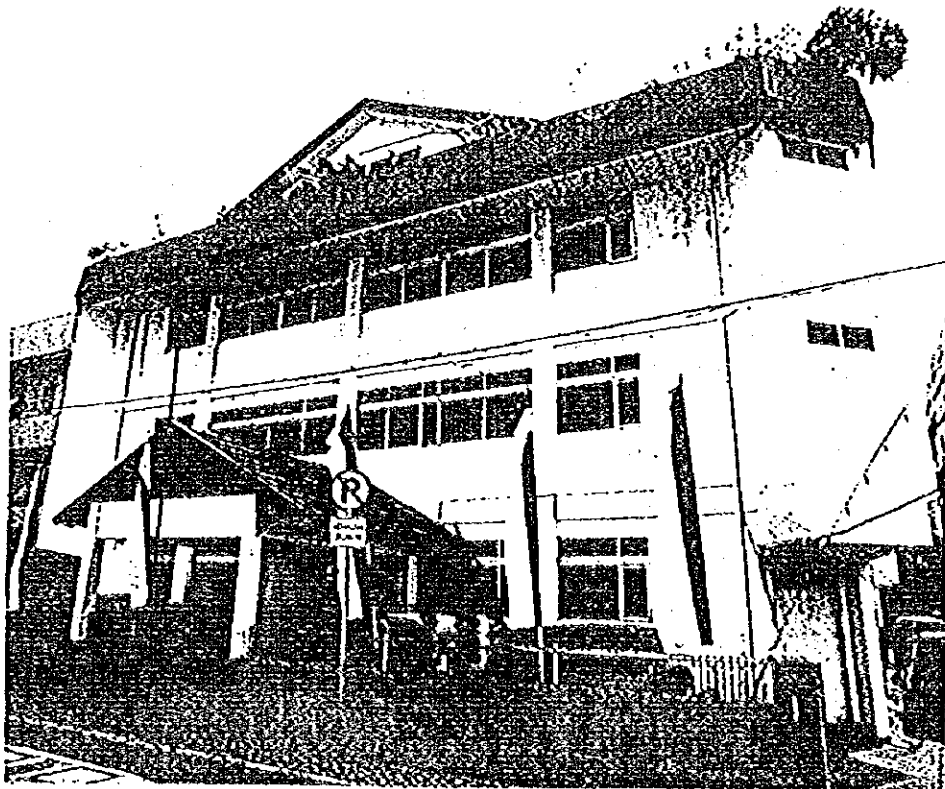
The activities of this division are carried out by Mahatani Sentosa and Prasada, both are the corporate units of this division.

8. Division of Book Publication

Founded in 1980, this division published books on agricultural know-how, analyses on agriculture, development of self-reliance, development of small-scale enterprises and grass-roots people's economy. This division supervises Puspa Swara and Penebar Swadaya, as its corporate units.

9. Division of Printing House

This division, well-known as *Percetakan Penebar Swadaya* (Penebar Swadaya Printing House), was founded in 1981 serving printing orders for books, magazines, posters, brochures, and calendars. At first it was established to fulfill the internal needs of Bina Swadaya. Yet, in view of the existing development and in regard of the economic capacity of the available printing machines, this division has also served external printing orders, which come from the governments' offices, NGOs, private enterprises and international institutions.



*Wisma Juna Karya, Head Office of Bina Swadaya
at Jl. Gunung Sahari III/7 Jakarta Pusat*

MANAGING STAFF OF BINA SWADAYA

Board of Trustees:

1. Chairperson : Drs. Imam Soedarwo
2. Vice Chairperson : Prof. Dr. Ace Partadiredja
3. Secretary : Ir. Suradiman
4. Treasurer : Drs. Soemargono
5. Members : Prof. Dr. Ir. Rudolf Sinaga
Prof. Dr. Ir. Sri Setyali Harjadi
Dr. Mely G. Tan
Dr. Sulatwo Hadiwigeno

Board of Directors:

1. President Director : Drs. Bambang Ismawan, MS
2. Director of Development : EM. Haryadi, MSD
3. Director of General Affairs : Drs. Koeswandi

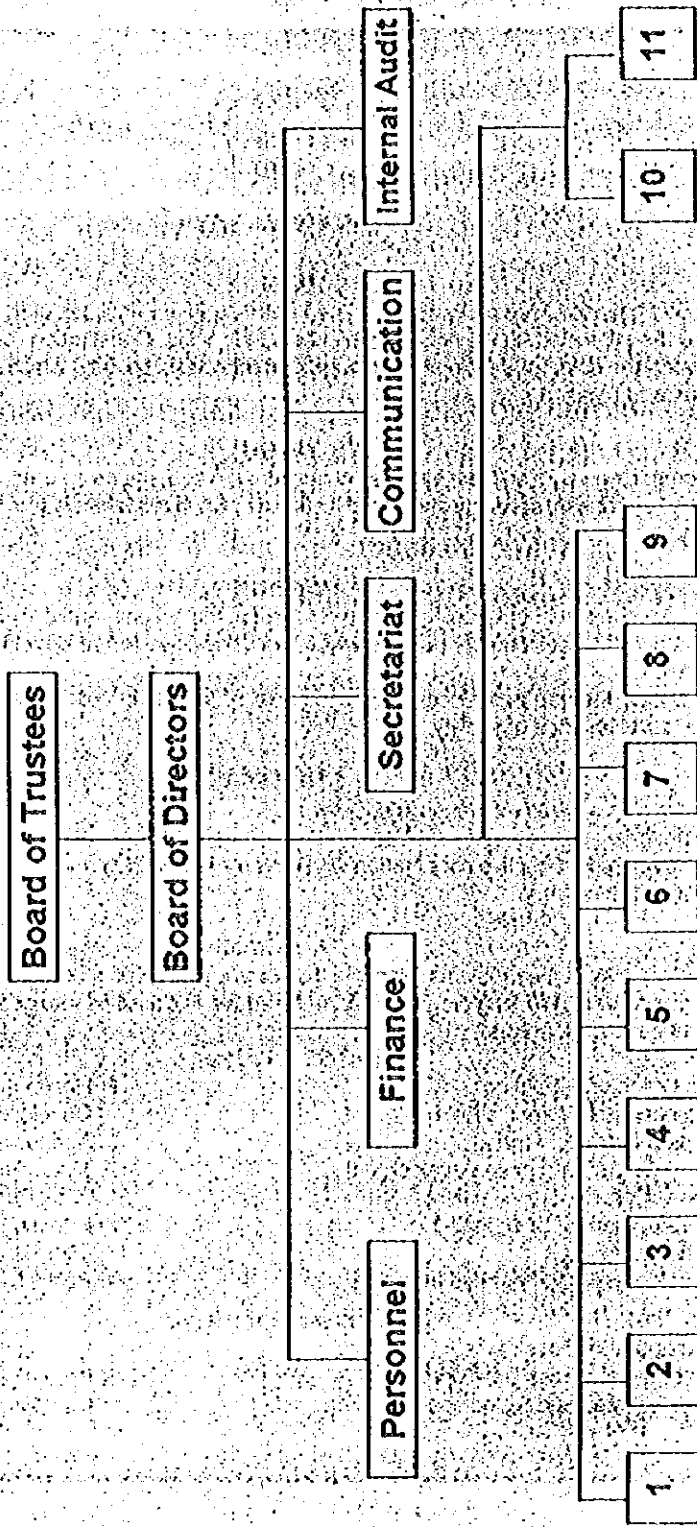
Heads of Bureaus:

1. Personnel : A. Harsa Suwignyo
2. Finance and Accounting : Bambang Sukaryono
3. Director's Secretariat : Limpung Sajogo
4. Communication : D.E. Susapto
5. Internal Audit : Drs. Alex Riyanto

Heads of Division and Operational Units:

1. Education and Training : Yoseph Daud Folla (caretaker)
2. Area Development : St. Noto Budhiharjo
3. Capital Development : Bill Subiyanto, MBA
4. Development Consultancy: Yoseph Daud Folla
5. Alternative Tourism : Drs. Jarot Sumarwoto
6. Trubus Magazine : F. Rahardi
7. Agribusiness Dev. : Drs. Anthonius Riyanto
8. Book Publication : Drs. Anthonius Riyanto
9. Printing House : Soekatno
10. Bina Swadaya Yogyakarta : Alex Panut Wiyarta
11. Bina Swadaya East Timor : Dra. Yohana S. Maxi, MDM

THE ORGANIZATIONAL CHART





BINA SWADAYA

BASIS

Bina Swadaya is based on Pancasila (The Founding Five Principles of the Republic of Indonesia) as stipulated in the preamble of 1945 Indonesia Constitution because Pancasila animates the spirit for development towards an Indonesia society, which is more just, prosperous and civilized.

VISION

To increase society's self reliance, particularly the lower grassroots strata, based on the principles of openness, solidarity and social justice as part of respect towards human values and dignity.

MISSION

1. To help society in developing human resources, institutions, and people's economy.
2. To strive for development policies which are conducive to the development of people's economy.
3. To bridge the gap in the socio-economic field of society in order to achieve a more just structural balance of society.

STRATEGY

1. To develop self-reliant groups in society.
2. To develop information for development.
3. To develop constructive cooperation with government, NGOs and business world in and outside the country.

PROGRAM

The complexity of the problems raising in the community needs a comprehensive answer as working program. Working program of Bina Swadaya is classified into operational programs and supporting programs.

Operational Programs:

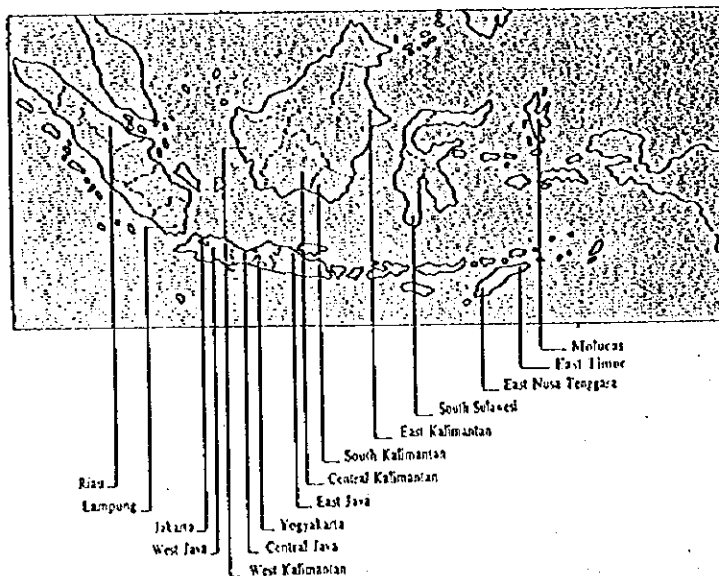
- | | |
|---|---------------------------------------|
| 1. Education and Training | 8. Health and Environment Development |
| 2. Promotion of Women's Role | 9. Agribusiness Development |
| 3. Capital Development | 10. Magazine Publication |
| 4. Small-Scale Enterprise Development | 11. Book Publication |
| 5. Social Forestry Development | 12. Printing House |
| 6. Development of Sustainable Agriculture | 13. Alternative Tourism |
| 7. Development of Integrated Irrigation | 14. Policy Dialogue |

Supporting Programs:

- | | |
|--------------------------------|--------------------------------------|
| 1. Management Development | 4. Financial Development |
| 2. Human Resources Development | 5. Partnership Relations Development |
| 3. Physical Means development | |

Bina Swadaya is widely known today as one of the strongest NGOs in Indonesia. "Bina Swadaya" (acronym of *Badan Pengembangan Swadaya Masyarakat* = Community Self-Reliance Development Agency) is a community development agency which manages a number of services orienting towards the development of self-reliant community. Supported by nearly 700 employees its activities range from agribusiness to poverty alleviation, from publication to social forestry program, from income generating to alternative tourism as well as development research, consultation and policy dialogue.

BINA SWADAYA'S OPERATION AREA

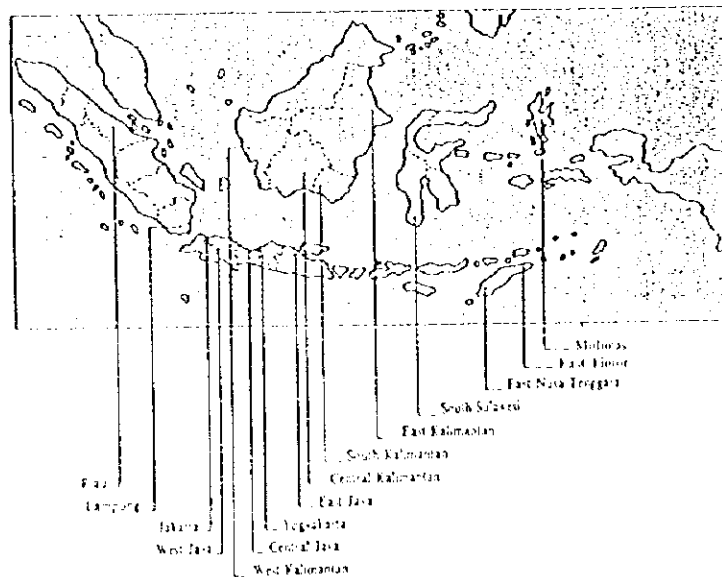


Among the national NGOs, Bina Swadaya is identified as the forerunner of self-help group organizer. These groups are well-known by the name *Kelompok Usaha Bersama (KUB=Collective Enterprise Group)* or *Kelompok Swadaya Masyarakat (KSM) = Self-Help Group*. There have been hundreds of self-help groups directly attached to Bina Swadaya, and much more other developed by facilitators trained at Bina Swadaya's Training Centre.

Through the policy dialogue, Bina Swadaya was actively participating in composing manuals of IDT Program, the national poverty alleviation program designed by the National Development Planning Board (Bappenas) started in 1994. In the IDT manuals the Self-Help Group Approach is admittedly recognized as the most appropriate approach in alleviating poverty in 20,633 backward villages throughout Indonesia. Approximately 100,000 Self-Help Groups, each of which consists of 30 households, will grow and develop during the Sixth Five Year Plan (1994-1998).

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JICA