Appendix

Appendix

A.1   Manual for Participatory Work shop.

As explained in chapter 9.5.2, the Study Team prepared manual for participatory planning in Indonesian language and 500 copies were distributed to related stakeholders. This is same contents of the manual.

Part 1
Guide for Preparation of Participatory Stakeholders Meeting (PSM)
For Coastal Management

January 2001

Prepared by
The Study on the Integrated Coral Reef Management Plan
in North Sulawesi
[InteCoReef]
The Republic of Indonesia

JICA Study Team

1. Introduction

This guide and manual for Participatory Stakeholders Meeting (PSM) for coastal management is consisted of two parts; Part One is the guide of Participatory Stakeholder Meeting (PSM), Part Two is the manual of participatory planning method called Project Cycle Management (PCM) which was developed in Japanese overseas development assistance.

This guide (Part One) aims to provide an overview of PSM and also provides some hints to the local government agencies and other related agencies/organizations for preparation of PSMs. The manual (Part Two) aims to be one of tools for local government agencies and other related agencies/organizations, particularly community people to conduct PSM

The series of PSMs were held in the Study on the Integrated Coral Reef Management Plan (InteCoReef) in order to involve all the stakeholders who have some kind of interests in the coastal areas, in the planning process of the management plans in the coastal zones.

PSMs were developed in the InteCoReef project and aims to be applied not only during the planning stage but also during implementation of the plan in order to maximize the use of resources and also minimize any possible conflicts during the implementation period.

In the study period, the stakeholders involved in PSMs varied as described as follows. Those stakeholders are; BAPELITBANG, *Fishery office, Forestry office, Tourism office,* and other local provincial and regional, and district level government agencies, NGOs, Universities, and community people such as fishermen, farmers, teachers, health personnel, and representative from women's association, religious groups, and village governments, also members from JICA Study team.

```
PART 1: The Guide for Preparation and Use of PSM
PART 2: The Manual of Participatory Planning for
         Coastal Management
```

2. What is PSM ?

PSM can be used for an area based participatory approach for bottom-up and top-down planning, or for participatory approach for planning in the different levels at government setting or at the field. At the same time, PSM aims to empower communities who are in different social-economic conditions and develop their capacities to play a dynamic role in the development of their regions.

During PSM, planners and administrators can learn existing problems and issues from the local population and the local population can give a voice and has an opportunity to participate and contribute to the decision-making processes. PSM can also work on reducing existing and possible conflicts among and between stakeholders by communicating, understanding and negotiating on their issues. PSM can be also used for planning process among related governmental agencies.

PSM is the efforts of all stakeholders to make a plan to be workable and to be beneficial to the local people and development. Without such belief, it would not be possible to motivate and organize such meetings which are time consuming and labor intensive to organize.

3. Objectives of PSM

The objectives of PSM are to identify each stakeholder's concerns, problems, areas of conflicts and to make their possible solutions based on a shared participated understanding of the situation at the local level. The knowledge and concerns of local populations are to be integrated into the plans which is developed by local government agencies. Those plans which incorporate the local needs and issues will be a tool to solve problems, fill the needs, and develop the areas which is based on the visions developed by the local people.

There can be a variety of objectives for a PSM, for example:

- To create a partnership among stakeholders including government planning agency like BAPELITBANG, other local government agencies and other existing stakeholders who related to coastal management.
- To make each stakeholder understand each other their own interests and problems
- To create a mechanism to discuss common issues among stakeholders
- To increase each stakeholders involvement in the process of developing the management plan and other plans and influence on the decisions.
- To present and discuss on each draft plans, which were developed by the study team, based on the basic philosophies and visions of area development and conservation
- To discuss regarding establishment of a mechanism to continue Participatory Stakeholders Meetings which will be supported by local government agencies such as BAPELITBANG.
- To discuss implementation mechanism of the Master Plan of coral reefs conservation which will be the most essential for the whole planning.

There would be more objectives for a PSM, however, the higher objectives of the PSM is mainly 3 as follows

> 1. **To encourage communications and cooperation among and between stakeholders to make them involve in the planning process,**
> 2. **To reduce existing conflicts among and between stakeholders; and the last but not the least,**
> 3. **To empower community people and develop their capacities to play a dynamic role in the area development.**

4. How to conduct a Successful PSM

4-1   Preparation

In order to make PSM to be successful, essential pre-requisite is to prepare the meetings well. Preparation takes several steps. Following is the steps to prepare meetings in a successful way.

1. *First Step*
    - ➤   Set objectives, data, and venue
    - ➤   Make a meeting program
    - ➤   Make invitations
    - ➤   Prepare mechanism to implement PSM
2. *Second Step*
    - ➤   Invite stakeholders
    - ➤   Organize logistics (transportation, accommodations, sound system, lunch and refreshments, etc)
    - ➤   Prepare visual aides, materials for the meeting
    - ➤   Decide everybody's role
3. *Third Step*
    - ➤   Confirm stakeholders participations
    - ➤   Invite media people
4.   *Fourth Step*
    - ➤   Set up the meeting place prior to a meeting

I. First Step

➤   **Set objectives, data, and venue**
Make a clear objectives is always important for a successful PSM. The objectives of a meeting depend on the purpose of the meeting. A meeting can be applied anytime when it's necessary, and the organizers will decide the objectives. The data and venue are also should be discussed among organizers considering every factors might influence the attendant rate of stakeholders.

➤   **Make a meeting program**
The proper programming is also important to accomplish the objectives and get some meaningful results out of the meeting. A program, however, should be flexible as well and needs to be changed according to the situation accordingly and spontaneously.

There is an example of program

Program (example)

- **Opening remarks**
- **Introduction of Participants**

It is very important for participatory planning to know who are the stakeholders and what their interests are. Therefore, it's always beneficits to have good introduction of each stakeholders. An example of mechanism to introduce participants is shown in **Annex 1.**

- **Presentation of the meeting purpose**

Presenters should use simple words and good visual materials to help participants to understand the contents of the presentation. It is better to keep presentation less than 30 minutes to keep the concentration of the audience.

- **Analysis (stakeholder, problem) or discussions by participants**

According to the purpose of the meeting, some analysis or discussions can be carried out by participants. Facilitators(one or more) facilitate the meeting.
One representative such as Extension Officer can facilitate the meeting with support from government officials. The discussion can be divided into groups, after preliminary discussion.

- **Lunch and Breaks**

Lunch and Breaks are opportunities for interaction and informal discussions. *Writing up time you want people to come back from Lunch and Breaks are very* important for the purpose of keeping time.

- **Presentation of discussions**

After the group discussion, each group gives presentation of their discussion results. The visual materials for presentation need to be prepared by the group. If time allows, the discussion can be followed after the presentations.

- **Closing remark**

➤ **Make invitations**

An invitation and agenda should be made at this stage which contains date, venue, purpose, and program of the meeting.

➤ **Prepare mechanism to implement PSM**

Preparation of mechanism for a PSM is also very important in order to get maximum results out of the meetings in a very limited time. The mechanism, in other words, the way of how to structure the meeting is the key factor for the successful meetings. What will be the best way to present your idea? How can we get consensus among stakeholders? How can we facilitate the discussions on some conflicts among and between stakeholders? How should we facilitate group discussions and plenary discussions effectively? In order to answer those questions, we have to have some structure or mechanism to do a meeting. One day meeting particularly, has very limited time to deal with, and we have to have some structure to facilitate discussions.

Those mechanisms depend on the program and purpose of the meetings. The mechanism will be discussed among the organizers of the meetings in order to achieve the meeting objectives. There is an example of a meeting mechanism for a stakeholder meeting, which aimed to present a draft plan and have discussions with stakeholders on the draft plan.

Example: Stakeholders Meeting Mechanism

The example is to make a community management plan for coastal resources by community people. The facilitator can be a person from outside, however, it would be more effective if the facilitator is a community member such as Extension Officer.

Time	Contents	Aid, materials
60	1. Identification of Issues/Problems -Ask the villagers write on cards all their concerns/issues/problems in relation to coastal environment of the village.	● Writing on cards and stick on a white paper,
30	2. Sorting the similar Issues/Problems in a group -See all the cards closely -Make grouping of similar cards.	● Writing on cards and stick on a white paper,
60	3. Identify Reasons/Causes for the Issues/Problems in groups -The issues/Problems also may cause different problems, which are the impacts of the Issues/Problems	● Writing on cards and stick on a white paper,
60	4. Solutions to the Issues/Problems in group -Look at the reasons which causes the Issues/Problems in the group	● Writing on cards and stick on a white paper,

➤ The explanation of each steps are shown in Part 2:
Steps for Community Planning

II. Second Step

➤ **Invite stakeholders**
Formal Invitations and agenda are prepared for each stakeholder in the step 1. Those invitations need to hand delivered to all participants on the list by the organizing staff at least on week before the PSM.

The direct delivery is important for making sure all participants get invited and also for making participants to get clear understanding of the purpose and objectives of the meeting. During the trip of inviting stakeholders, we might have more chance to explore new stakeholders who should be invited. Those names should be included in the stakeholder's list.

Just before the meetings, key stakeholders invited again by the organizer. It is recognized by the Study Team the importance of participations from key stakeholders in order to have substantial discussions and sustainability of the meetings.

The most difficult part in the inviting of the stakeholders is not much of motivations of the participants but to make participants available to the meeting by arranging right date and time. It is sometimes very difficult for some participants to go to the meeting during daytime, then the meeting needs to be held at night time if it is necessary. Also transportation needs to be considered because some stakeholders live very inaccessible places. Some stakeholders need to organize among themselves a transportation to go to the meeting place.

Those efforts of each stakeholder to come to the meeting place is the most important factor to have good stakeholder meetings and it can be only achieved by the belief among stakeholders that this is the only way to make a plan to be workable and to be beneficial for local communities and local development which is harmonized with environmental conservation.

➢ **Organize logistics (transportation, accommodations, sound system, lunch and refreshments, etc)**
While or before some staff is inviting stakeholders, logistics such as transportation and accommodations for organizers, sound system, other appliances for meetings should be organized. Also, it is important to organize lunch and morning/afternoon refreshments in advance. The cost for those logistics has to be calculated and to be budgeted.

➢ **Prepare visual aides, materials for the meeting**
Those who present their plans or ideas to the stakeholders in the meeting, visual aides materials and written materials should be prepared in order to help participants to understand the contents of the presentations.
Those materials are such as; transparencies, maps, drawings on a big paper, handouts, pictures, or slides. However, we should not too much rely on the electric appliances due to the unstable supply of electricity in local areas. It would be always useful to prepare printed handouts materials.

➢ **Decide everybody's role**
Before, in, and after a meeting, everybody have to cooperate each other and share the tasks in order to have successful meetings. Not only organizers, but also interpreters and drivers must understand the program and their tasks in advance and needs to discuss how they can share the tasks.

III. Third Step

➢ **Confirm stakeholders participations**
It is one of the most important steps in the whole process to have a successful PSM to confirm stakeholders participations. The invitations are going to be delivered at least a week before the meeting, however, it is so much important to contact them again just before the meeting, not only for reminding them the date and time but also for letting them understand how important them to participate in the meeting for the area development.

➢ **Invite media people**
There are still missing participants who are not invited or not discovered by the organizer, or who are invited but do not show up. It is also very important to use media such as radios or news papers and disseminate information about the meeting

One of the key factors to make PSM to be successful is how to inform what we are trying to do to the stakeholders including general public. Without those positive efforts to disseminate the information from us to periphery people, it is very difficult to have wide

and fair mix of stakeholder's participations because some participants will not get the information of the meetings due to not equally distributed information system.

IV. Fourth Step

> **Set up the meeting place prior to a meeting**

The venue needs to be checked at last a day before the meeting day. The checking points are shown in Practical Check List . The room should be arranged prior to the meeting, preferably a night before the meeting. The arrangements depend on the purpose of the meetings. There are some examples of arrangement.

4-2   Conduct PSM

I. How to conduct PSM

Time keeping looks easy task but it is actually not. You do not want to discourage a good discussion, yet you cannot go on one section to an extend to disturb other program items. Give a queue and remind presenters the time to finish. Facilitators need to facilitate discussions and at the same time control the time. Breaks and Lunch are important to keep a meeting to be effective and minimize the fatigue of participants.

It is always beneficial to explain the program of a meeting and their contents to the participants before the program starts. It can help participants to understand what they should expect to happen and to focus on what they are supposed to do in each program.

Try your best to have good sound system and lights, having such proper sound system and lights are as much important as to do good presentation. It is also important to make discussions as visual as possible. Some ways to do is to write down key points on papers along the discussions and put them on a board or a wall, lights up the visual materials, and use papers or big maps for drawings. Writing down key points on piece of papers would be a good record of discussions after all.

When someone dominates discussions, it would be effective to call the other participants by their names and ask their opinions. If participants are very quiet, it would be a good strategy to let them write down their opinions on piece of papers and ask them to present.

II. Follow ups

Immediately after the meetings, the results should be summarized by the organizers. All the questions and answers, discussions with stakeholders need to be recorded in the report with the procedures of the meetings.

The report of the meetings have to be delivered to the participants and the participants should feel free to give comments on the reports of the meetings. It is one of the most important process in such participatory efforts to give this feedback to the stakeholders in order to keep their interest and give them a feeling of continuity of the process.

After the 1st sub-steering committee meeting in InteCoReef, the team summarized the meetings and made a report. The reports were distributed to each stakeholder who attended the meetings. Thisefforts definitely encouraged the stakeholders to participate coming stakeholder meetings when they were invited.

III. Practical Checklist for PSM

a) Meeting Room
- ➢ The size and shape of the meeting room
- ➢ Windows and walls
- ➢ Number of chairs
- ➢ Number of tables
- ➢ Electric points
- ➢ Lights and ventilation

b) Logistics
- ➢ Venue
- ➢ Accommodations
- ➢ Transportation
- ➢ Lunch and refreshment
- ➢ Audio- visual equipment
- ➢ Media

c) Facilitating Materials
- ➢ Panels
- ➢ Big papers
- ➢ Pens
- ➢ Name cards
- ➢ Maps
- ➢ Hands-out

Annex 1
Tool for Introduction of Participants

Tool for Introduction of Participants

Name	Organization	Title	Strength of the area	Weakness of the area
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

Part 2
The Manual of Participatory Planning
## for Coastal Management

January 2001

Prepared by
The Study on the Integrated Coral Reef Management Plan
in North Sulawesi
[InteCoReef]
The Republic of Indonesia

JICA Study Team

1. Participatory Planning

Participatory Planning is conducted in the following steps: Stakeholders Analysis, Identification of Issues/Problems, and Solutions to the Issues/Problems, Listing up all needed activities

```
┌─────────────────────────────┐
│ 1. Stakeholders Analysis    │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│ 2. Identification of Issues/│
│    Problems                 │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│ 3. Solutions to the Issues/ │
│    Problems                 │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│ 4. Listing up all needed    │
│    activities               │
└─────────────────────────────┘
```
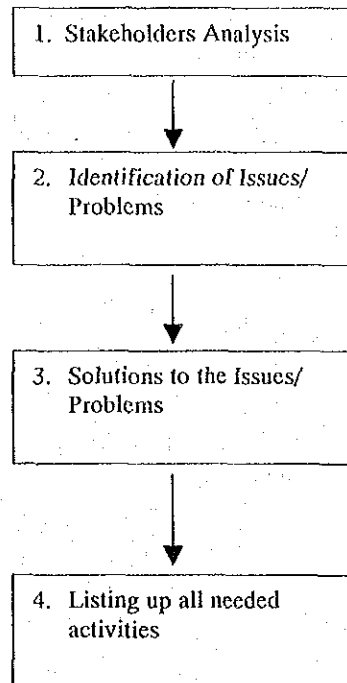
The work begins with the Stakeholders Analysis to get to know about each stakeholder's characteristics, interests, problems, and the relationships among stakeholders. In the early stage of the analyses, existing conditions are analyzed, and such questions as "what is actually happening here?" are asked. As the work proceeds, the argument shifts to seek objectives that are "desirable future conditions". Finally, the means to improve the existing conditions are analyzed.

2. Stakeholders Analysis

1) Write down all the persons, groups, organizations, and institutions related to or affected by the issues/problems in your area
2) Categorize the groups
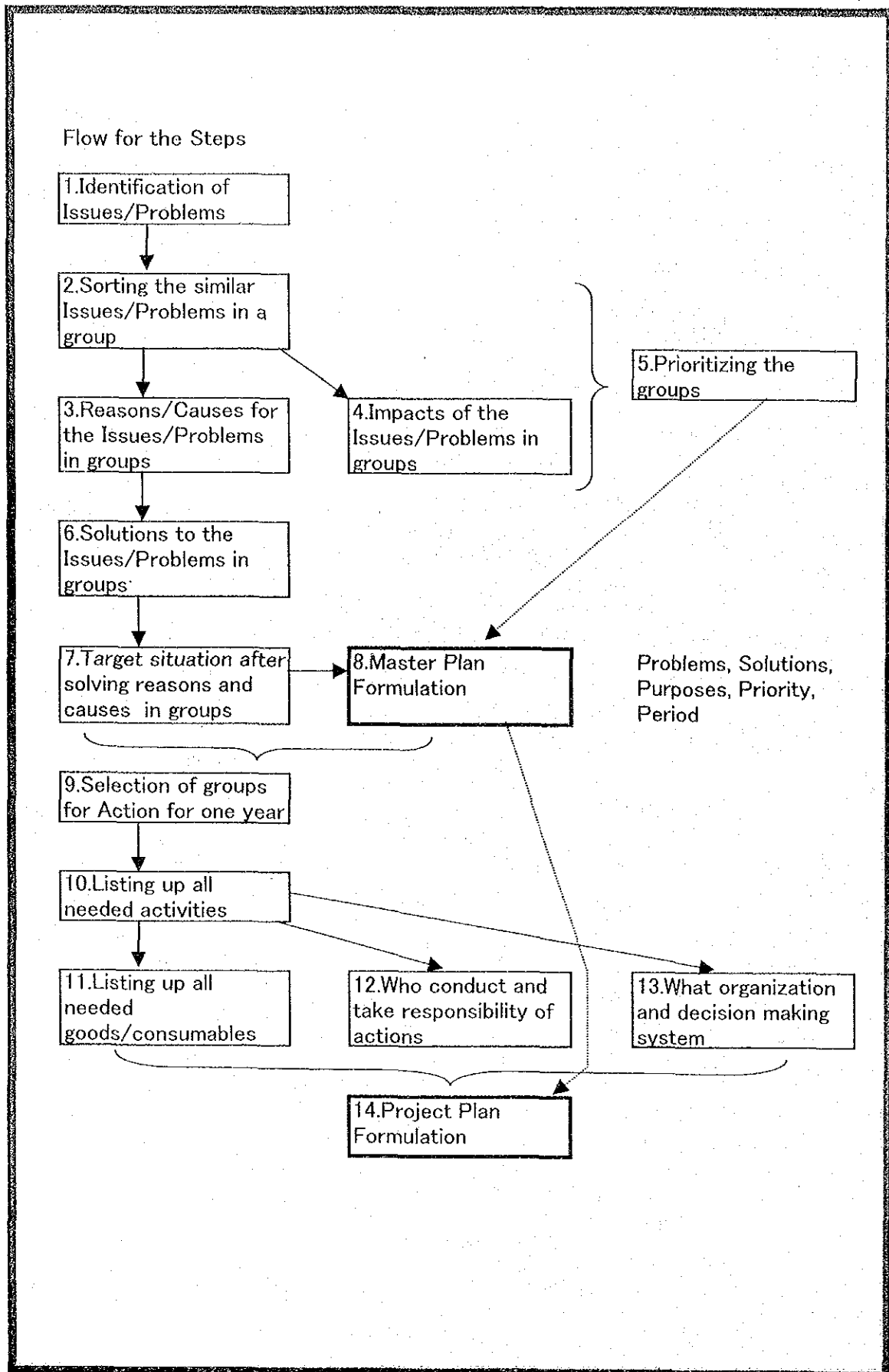3) Analyze the characteristics of each groups

Examples of the Stakeholders Analysis

First Categorization
- Beneficiaries
- Affected groups
- Decision makers
- Community leaders
- Potential opponents
- Funding agencies
- Implementation agencies
- Technical assistance

Detailed Stakeholders Analysis
- Characteristics of the group(s)
    - Social, religious and cultural background
    - Structures/organizations or conditions etc.
- Interests, Motives, Attitudes of the group(s)
    - Needs, expectations, hopes, fear, interests, attitude towards other groups, etc.
    - Strengths & Weaknesses, Potentials, Constraints of the group(s)
    - Potentials of assisting the project implementation
    - Positions or roles of the group(s) within the project
    - Project's direct benefits and impacts towards the group(s)
    - Group's potential factors which could possibly impede project implementation

Flow for the Steps

1.Identification of Issues/Problems

2.Sorting the similar Issues/Problems in a group

3.Reasons/Causes for the Issues/Problems in groups

4.Impacts of the Issues/Problems in groups

5.Prioritizing the groups

6.Solutions to the Issues/Problems in groups

7.Target situation after solving reasons and causes in groups

8.Master Plan Formulation

Problems, Solutions, Purposes, Priority, Period

9.Selection of groups for Action for one year

10.Listing up all needed activities

11.Listing up all needed goods/consumables

12.Who conduct and take responsibility of actions

13.What organization and decision making system

14.Project Plan Formulation

3. Identification of Issues / Problems

3.1 Identification of Issues/Problems

1) Ask the villagers write on cards all their concerns/issues/problems in relation to coastal environment of the village.
2) Put them on the board/wall so that every attendant can see and understand.
3) Please remind the villagers that one issue/problem should be expressed in one sentence on one card (It makes the next step, Sorting, easier).
4) Wait until all ideas are given on cards and then on the board.
5) Read the cards on the board one by one.
6) If the content in the card is not clear, ask the help from the attendant for clarification.
7) If necessary, change the card.
8) Ask the villagers to add more cards.

3.2 Sorting the similar Issues/Problems in a group

1) See all the cards closely.
2) Make grouping of similar cards.
   For examples, when some Issues/Problems are related to the damage of coral, put them in one group.
3) When some groups are identified, put a name of each group to show the content of the group, e.g. group name: coral damage.

tables and diagrams for Steps for Planning

Issues/Problems
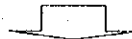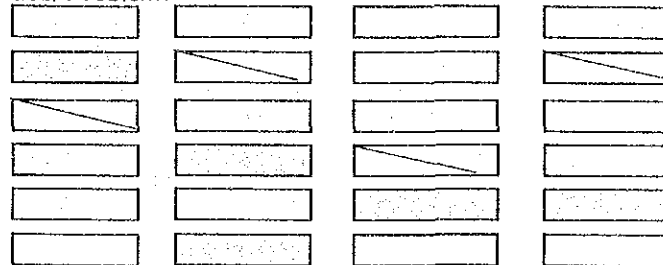
example of names of groups

coral	Inland	Wild Animal	Fishing
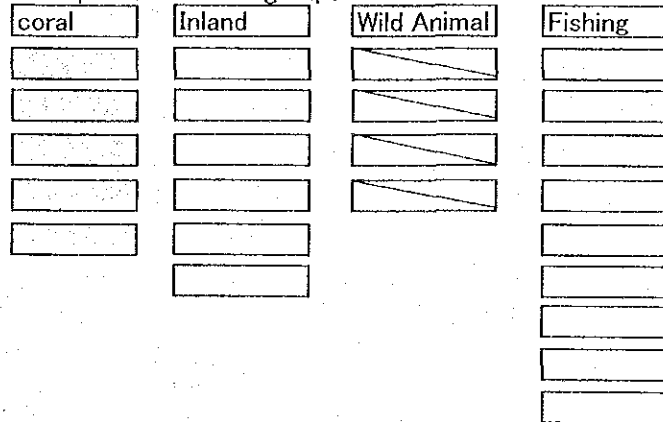
3.3   Reasons/Causes for the Issues/Problems in groups

1) Now see the Issues/Problems as groups.
2) Find the reasons and causes which lead the issues /problems in the group.
3) Write many reasons and causes on cards, again following the rule; one reason is on one card.
4) Read the cards one by one.
5) Clarify the contents and improve the content, if necessary.
6) Ask the villagers to add more cards.

Diagram for Step 3
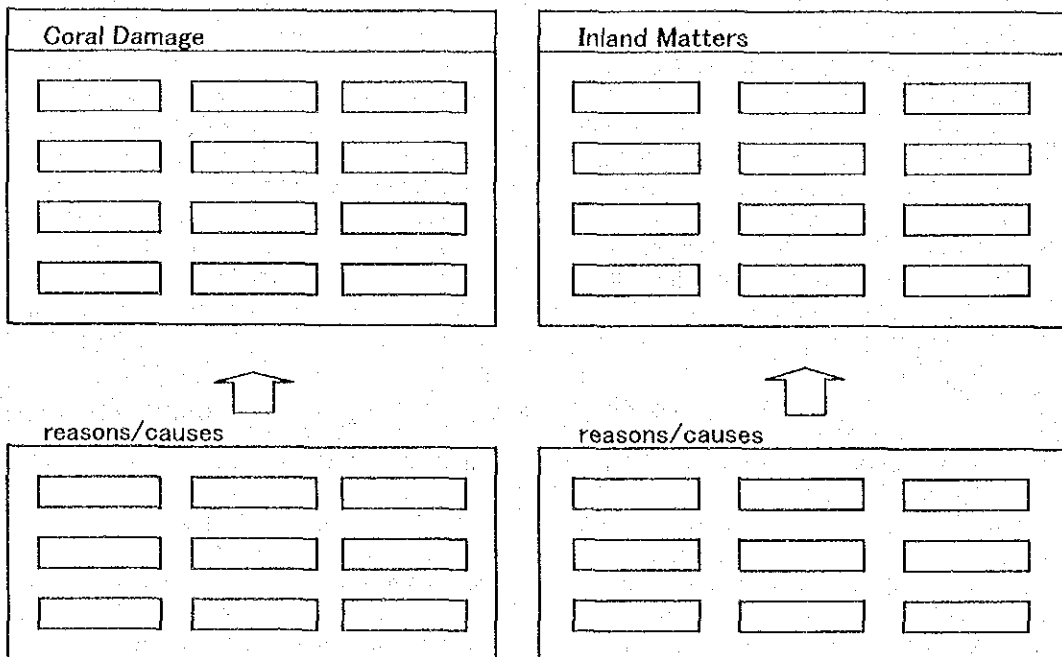
3.4   Impacts of the Issues/Problems in groups

1) The Issues/Problems also may cause different problems, which are the impacts of the Issues/Problems.
2) Write on cards what kinds of problems the issues/problems in group cause?
3) Read all the cards given from the villagers.
4) Clarify the contents and ask whether the villagers agree to the cards.
5) Improve the contents of the cards, if necessary.
6) Add more impacts.

Diagram for step 4

Impacts

Issues/Problems
Coral Damage

reasons/causes

Impacts

Inland Matters
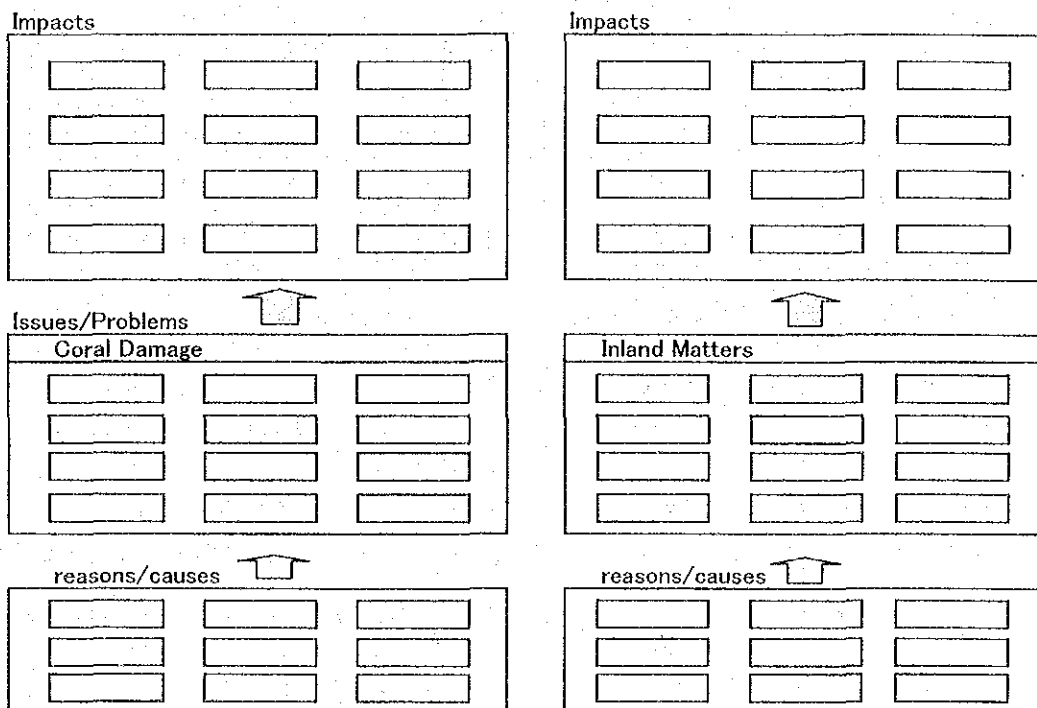
reasons/causes

3.5   Prioritizing the groups

1) Compare the groups.
2) See the reasons/causes and the impacts with the Issues/Problems in the groups.
3) Put them in order of seriousness, importance and other criteria.
4) Ask the villagers the reason of their orders.

Diagram for step 5

Priority 1 ──────────▶ Priority 2 ──────────▶ Priority 3 ──────────▶ Priority 4 ──────────▶

group 1		

group 2		

group 4		

group 5		
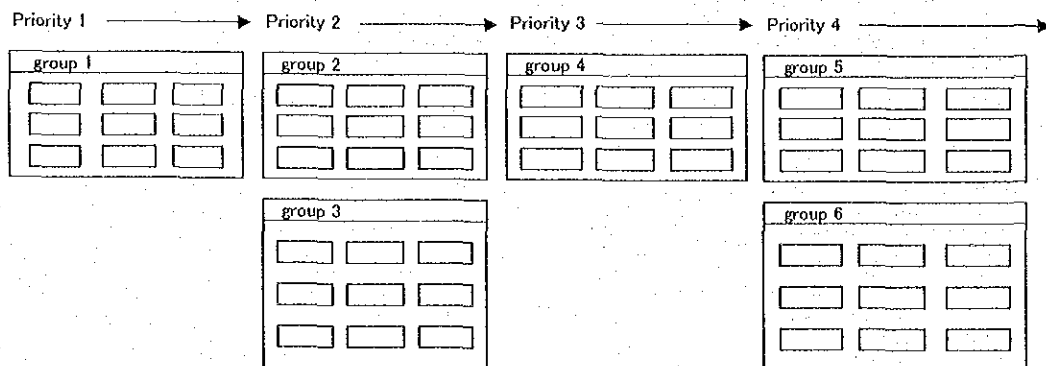
group 3		

group 6		

3.6 Solutions to the Issues/Problems in groups

1) Look at the reasons which causes the Issues/Problems in the group.
2) Find clear and concrete means and ways to solve the Issues/Problems.
    The means and ways should minimize the reasons/causes.
    The means and ways should directly solve the reasons/causes so that the
    Issues/Problems eventually solve.
3) Write solutions on the cards and put them on the board.
4) Read the cards for clarification and discussion.
5) Check the solution, seeing whether it is realistic, reasonable, easy to do and desirable.

Diagram for step 6

Impacts

Issues/Problems
Coral Damage

reasons/causes

Solutions
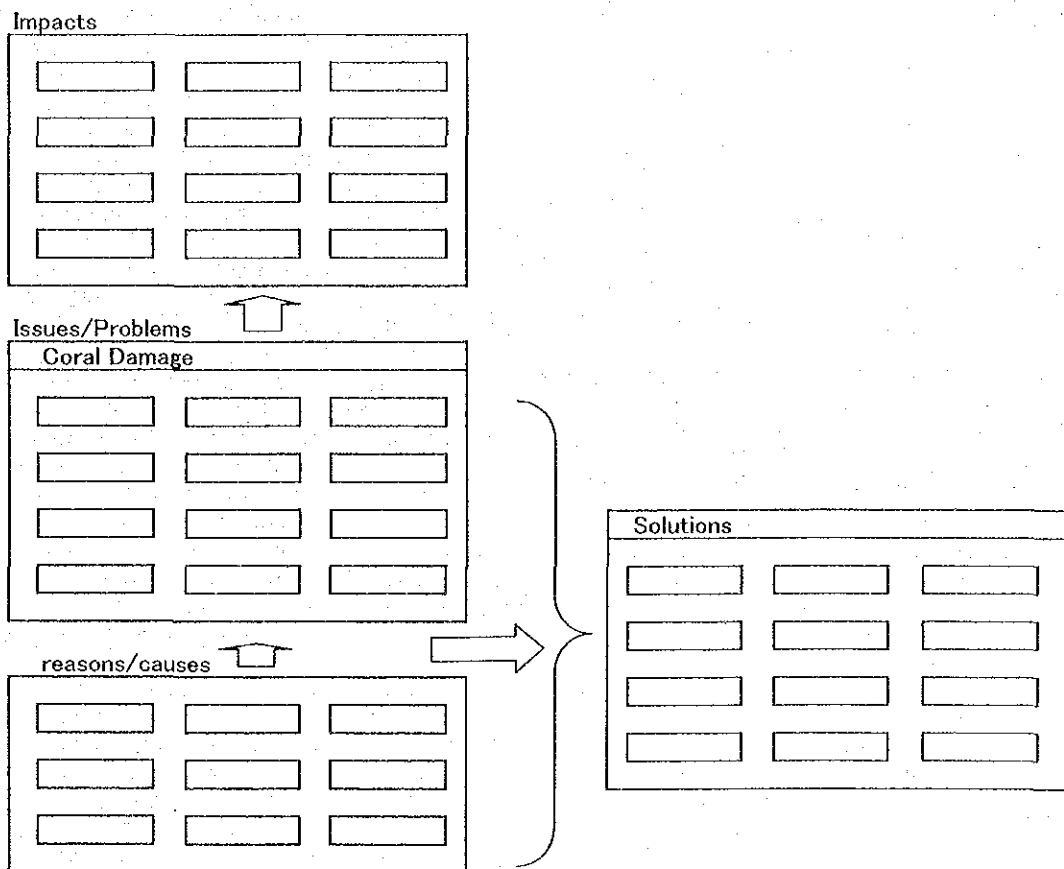
3.7   Target situation of solving reasons and causes in groups

1) Think about the future situation of the group when all the Issues/Problems are solved.
2) What kind of better condition can you expect to be achieved?
3) Write on cards an desirable and expected concrete condition which is achieved by
   solving the Issues/Problems for each group.
4) Discuss the cards given by the villagers and improve them if necessary.

Diagram for Step 7

Desirable condition which we can achieve by solving problems

```
┌──────────────────────────────────────────────┐
│  [_____]     [_____]      [_____]     │
└──────────────────────────────────────────────┘
                     ⇧
┌──────────────────────────────────────────────┐
│ Solutions                                      │
│                                                │
│  [_____]   [_____]   [_____]          │
│                                                │
│  [_____]   [_____]   [_____]          │
│                                                │
│  [_____]   [_____]   [_____]          │
│                                                │
│  [_____]   [_____]   [_____]          │
└──────────────────────────────────────────────┘

Issues/Problems     ⇧
┌──────────────────────────────────────────────┐
│ Coral Damage                                   │
│                                                │
│  [_____]   [_____]   [_____]          │
│                                                │
│  [_____]   [_____]   [_____]          │
│                                                │
│  [_____]   [_____]   [_____]          │
│                                                │
│  [_____]   [_____]   [_____]          │
└──────────────────────────────────────────────┘
```

3.8   Master Plan Formulation

1) Master plan should contain the following points;
   ① Basic concept of Master plan (policy of village, etc. if any)
   ② Background of the village situation in coastal environment with the Issues/Problems in group
   ③ Proposed solutions in group with priority and its reason
   ④ Period of master plan and period of each solution in the group to be achieved
   ⑤ Expected Budget source for the plan

2) Master plan shows a direction and basic concept of the village approach to the coastal management. So, usually it does not include the details of action.
3) Discuss the above items in the meeting.
4) Most of the points are already raised in the previous steps.
5) Write the master plan clearly.

3.9   Selection of groups for action for one year

1) In considering the following points and the master plan, discuss what kinds of solutions are taken for an action plan for one year.
   ① Desirable situation after solving the issues/problems is really wanted?
   ② The issues/problems are serious?
   ③ The impacts of the issues/problems are big ? (It means if it is solved, good impact is big.)
   ④ Are there any things the villagers have to think before selection?

2) Choose one or two groups of solution for action plan.
3) Make a clear sentence of the purpose(s) of action plan, which will be achieved when the action plan is implemented and terminated.

3.10 Listing up all needed activities

1) List up all activities to achieve the purpose of action plan, which include proposed solutions to the Issues/Problems.
2) Activities are action which should be clear and concrete, easy to conduct.
   Example, To make a public board for warning.
     To organize a youth club.
     To have an inter-village meeting once in two month, etc.

Diagram for step 10

Purpose of Action Plan:

Activities for the Plan

	Activites	Resposibility	goods/equipment needed	source of goods/equipmet	cash required
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
:					

3.11   Listing up all needed goods/consumables for the activities

1) What kinds of goods, equipment, facilities and consumables are necessary, if the activities are conducted?
2) List up all the things need in each activity.
3) Which ones are already in the village?
        Which ones are newly bought and prepared ?
   Or which ones are rent by the group and organization outside of the village?
4) Calculate all cash needed based on the 3).
5) What are the available fund source including village budget ?
6) How the village prepare the budget?

3.12   Who conduct the action? (whose responsibility of the actions)

   1) One activity needs at least one person/one group to conduct.
   2) Consider who/which group should take each action.
   3) Once all action are assigned to individuals/groups in and out of the village, who or which group is responsible for whole management of action plan?

3.13   What sort of institution and decision making system should be set up?

   1) Once the plan is implemented, it will need some change in plan or need additional actions and others.
   2) What kind of organization is needed for the smooth implementation?
       Which organization is the final decision maker?
       Which organization/who is responsible for day to day matters?
       Who are the members of each organizations? Do they include outsiders?
       How these organizations are related to the Village parliament?
   3) Draw an organization chart with the village parliament.

Diagram for step 13
Example of Organization Charts
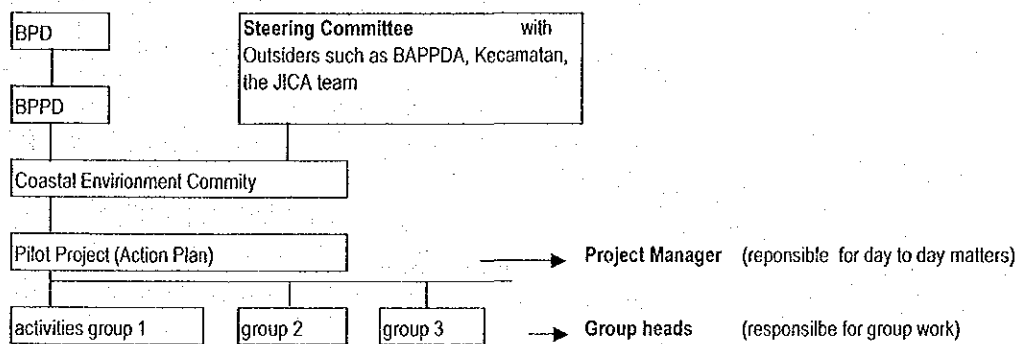
3.14   Project Plan Formulation
   1) Write a project plan with the following contents;
     ① Back group of the village situation in the field of coastal environment
     ② Reason for the plan to be implemented
     ③ Purpose of the plan
     ④ Period of the plan
     ⑤ Cost of the implementation and its details
     ⑥ Expected source of the budget
     ⑦ Organization of the implementation
     ⑧ Staff and people in charge of the implementation
     ⑨ Special attentions for implementation
   2) Most of all these contents are already discussed in the process of planning, check and confirm what have been discussed.

4. EO Guide - Hints for the EOs in Planning with the Community People

I. Basic concepts

1. Please let the villagers decide.
    It means EO should ask the villagers' agreement or consensus whenever he/she wants to go next step in planning.
2. EO's role is a facilitator, who should be neutral and should not instruct the villager what to do.
3. EO shows how to discuss and, if necessary, suggest the villagers important points they should discuss or they simply forget.
4. Visual techniques are better, especially when the meeting is large. What was shown in the stakeholders meeting was a good example. In the meeting, all comments and ideas were written on cards and the cards were pasted on wall and board. It is because the all attendants can understand what is going on in the meeting and then they can participate.
5. Please do not wary when different ideas, comments, and sometimes objections, are given. All are correct and important. EO simply puts all these ideas on the board and let the villager talk over them. It is natural that people have different ideas and comment on some certain issues. Let them appear on the board and share the difference among them.

II. General Implementation for a Meeting

1. Clear the purpose of a meeting.
2. Introduce all the people in the meeting. (When the time limited, it is acceptable that only names are called by facilitator.)
3. Explain how to organize the meeting.
4. When it is finished, sum up what the meeting has decided/done and what to be done by next meeting.
5. Meeting record is very important. Every after the meeting, minutes are taken and are properly open to the attendants.

III. Visual Techniques

a) Cards writing
   1. One meaning is on One card.
   2. Who has an idea should write it on a card by himself. One should not direct other attendant to write his own idea.
   3. Do not ask who wrote a particular card, which may make the writer embarrassed.
   4. Let the villagers stick to the facts in and around the village.

b) Facilitators
   1. When the consensus is not taken and the people do not agree on some issue, the followings are ways to solve.
      ① To stop the discussion and have some interval for cooling down.
      ② To clear the issues of discussion with different ideas. Leave some for homework.
      ③ To ask some more people or experts who can provide facts and information.

   2. Use the flips, cards and black boards, etc. for having the villagers understand easily.

   3. Setting up
      The setting of the meeting place is very important to have a meeting with viaual technique. For seeing the Flips and reading cards, the place has to have enough light. For displaying the boards and cards, it also needs space.

   4. Consumables
      Cards, pens, boards, tapes are needed.