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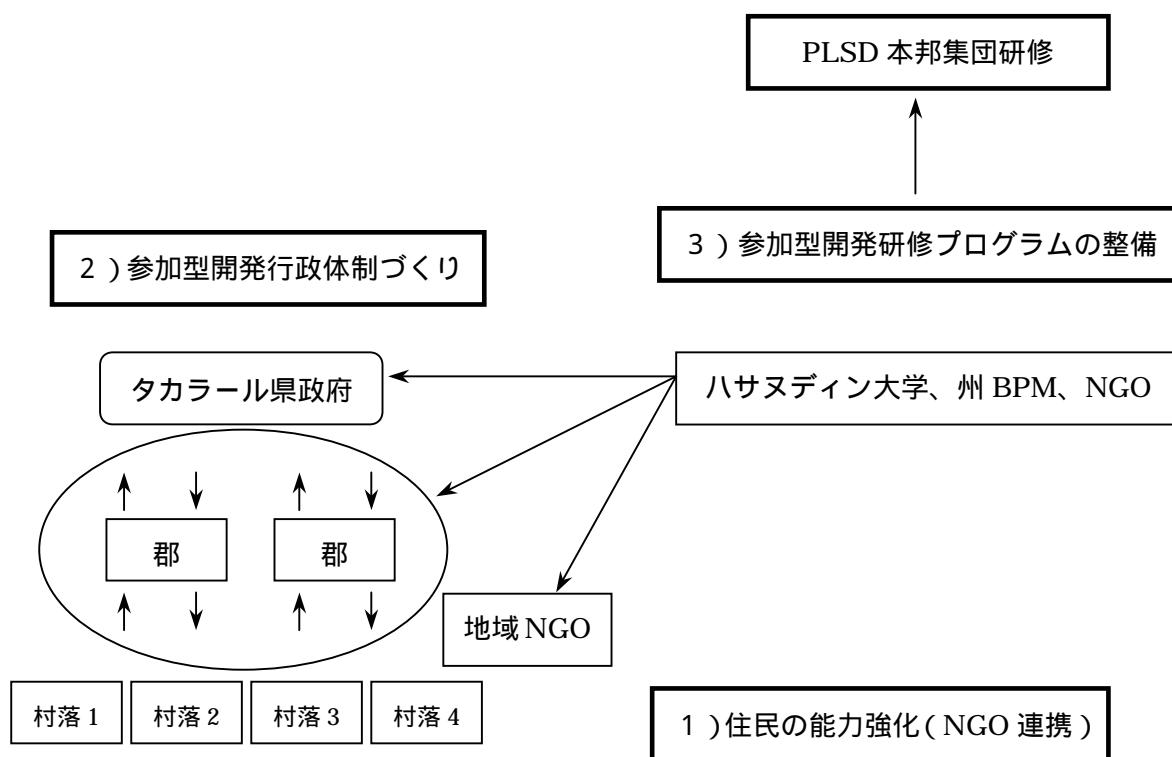
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スラウェシ貧困対策支援村落開発計画と本邦 PLSD 集団研修との関係について

スラウェシ貧困対策支援村落開発計画は、内務省村落開発庁（BPM）及び国家開発企画庁（BAPPENAS）を中央でのカウンターパート機関、南スラウェシ州村落開発庁（州 BPM）及びタカラール県村落開発事務所（県 PMD）を現場レベルでのカウンターパート機関として、以下の3つの活動を行っていた。

- 開発対象村落住民の社会的能力強化
- 参加型開発を推進する行政体制づくり
- 住民ニーズに基づいた開発行政を実現するための村落開発関係者研修カリキュラム作成

本邦 PLSD 集団研修では、プロジェクトの「研修カリキュラムの活動」を支援するため、UNHUS、州 BPM および NGO（LML）からプロジェクトカウンターパートを研修員として受け入れ、他国の研修員と共に PLSD 理論の基本的枠組みと実践手法を集中的に学習させた。



図：プロジェクト概略と PLSD 本邦研修の関係

（プロジェクト概略：スラウェシ貧困対策支援村落開発計画終了時評価報告書より抜粋）

**Toward PLSD Mafia:  
Experiences and Reflections of PSKMP-Unhas in the Development and  
Advocacy of PLSD**

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**One:  
A Glimpse of the Introduction of PLSD to PSKMP**

The introduction of PLSD to PSKMP originates from a request by JICA-PMD in 1998 to conduct research on the implementation of trainings on desa community development in various PMD offices in Indonesia (Malang, Yogyakarta, Jakarta, Lampung ad Makassar) to explore training that introduces a new framework of desa community development. From this research, JICA then decided to introduce the new concept and framework of desa community development, including the development of a module and its training implementation. Since then, that is at the end of 1998, PSKMP has been involved in the writing of the PLSD-P mother module under the guidance of JICA experts who were Prof. Y. Ohama, Prof. Y. Kawamura and Dr. V. Sharma. During 1998-1999, three intensive discussions had taken place among the module writers from PSKMP with the experts from JICA, also dispatches of several PSKMP functional staff to deepen their understanding regarding PLSD in Nagoya (CIBIC), up to the time when the module was presented in TOTs joined by a number of NGO members, officials from PMD-Sulsel, as well as to the staff members of the PSKMP itself. Out of this mother module, three more operational modules were then written for the purpose of training implementation and these are the policy maker and macro planners in the region version, the government front line official version and the NGO module version.

**Two:  
Issues and Problems in the Writing of the Mother Module**

The *first* issue that came up in the writing of the mother module was the *synthesis between the theoretical way of thinking and the practical way of thinking* in its discussion and writing process. The writers of the module originate from higher learning institution where people who think

theoretically dominates, whilst the writing of the module demanded for both the theoretical way of thinking in understanding the concept and its framework as well for the practical way of thinking in its application. This problem was solved with the good collaboration among PSKMP, the NGO and the PMD-Sulsel, to the extent that the practical viewpoint in relation to the policy and strategy of government and the practical viewpoint in relation to the practices of community advocacy had been able to be provided and accommodated by those collaborating partners.

*Second*, the issue that related to the *problem of coordination among members of the team of module writers*. The mother module is consisted of five modules, and each of these five modules was worked upon by a group of writers coming from various different scientific disciplines background. In practice, it turned out that the coordination among the module writer groups was rather difficult, to the extent that in the beginning there was an impression that each group worked without realizing the need for integration with other groups. The realization that every member of the module writers should understand the contents of the other modules in order to know comprehensively the contents of the mother module needed time and process. This was due to the lack of experiences from the writer team in writing together and they were more used to presenting written ideas individually.

*Third*, the issue having to do with the *integration of PLSD concept and framework with the frame of planning formulation in the region*. Module V that is concerned with this needed a restructuring of the team members several times. This shows that the concept and framework of PLSD need serious understanding before it can be connected to the aspect of planning formulation, implementation or monitoring and evaluation.

### **Three:**

#### **Issues and Problems in Conducting PLSD Training**

Nearing completion of the mother module, PSKMP compose the module version for the policy maker and the module version for the macro planners in the region. These modules constitutes a derivation of the mother module and aimed to provide understanding regarding the conceptual-framework to the regional government, members of the DPR (parliament), heads of agencies, and the party of Regional Planning Body (Bappeda). Training for these versions were conducted in two batches focusing on the officials from kabupaten (regency) Takalar. PSKMP also introduced PLSD in its regular training which were the Basic-TMPP and the Advanced-TMPP. Beside these, several of the PSKMP staff members introduces the concept

and framework of PLSD in several trainings where they were involved as resource persons, for example on the SISDUK material for PLSD in several trainings and the material on participatory approach in regional development planning for the training of the Bappeda heads and the training for the heads of agencies in the Management Training Center (Pusdiklatpim) of the Ministry of Internal Affairs. Several issues linked to this are as follows:

*First*, the issue that is related to the *training participants*. Part of the participants lacked enthusiasm in understanding the concept and framework, and they demanded more implementation operational techniques. In their view, the parties of the campus and the experts should make a ready-to-use design, so that it remains for them to fill in the forms without having to do some further conceptual thinking. This was inherited from the way of thinking of the bureaucracy during the Orde Baru era, where everything was determined from above and contained in the rigid juklak (implementation manual) and juknis (technical manual), to the extent that there was no need for the lower strata official to do some thinking and creating.

*Second*, the issue that related to the *structure of the curriculum and training syllabi*. Several critical statements from the participants and JICA experts threw light on the systematic of the training material and the substance of several parts of the training material itself. This had to do with the difficulty in integrating the concept and framework of PLSD with the concept and framework of policy formulation in connection with the knowledge and skills that the official needed to have for that. Several improvements were done in the second batch of the training.

*Third*, the issue related to *training instructors/facilitators*. Several instructors were considered to have a lack of focus in relating the PLSD concept and framework with the concept and framework of policy and planning formulation/implementation in the region. This had as background the fact that the policy/planning instructors had not sufficiently understood the concept and framework of PLSD comprehensively because they were not involved from the beginning. This was overcome by giving serious attention to the synthesis session after the first batch was completed.

*Fourth*, the issue that has to do with the *old understanding regarding the meaning of participation which was difficult to change*. Nearly all of the participants, whether during the policy and planning version of training, the TMPP-D and TMPP-L trainings, and the trainings conducted outside of PSKMP but where PSKMP people acted as resource persons such as in the Ministry of Internal Affairs, did understand the participation concept as the involvement of one party based on the activity initiative from another party. When they were introduced with the participatory approach, focusing on the

capability of the community members to become development actors for their own selves on the *principle of experience-based learning process*, such understanding became their *mind-setting*. This had as background the participation concept of the government that placed the state in so hegemonic a way as initiators and the community was simply got involved.

#### **Four: Suggestions for Improvements of the PLSD Training**

*First*, of course, the *intensity of PLSD training both at the macro policy maker and planner level, government front line official level, and for the human resources of the NGOs, should be increased even more*. PLSD will become a movement, if and only if, the number of people/parties who understand it and inspired in their activities by the PLSD virus become greater and greater. A PLSD Mafia must be constructed, woven and widened within the framework of building an *alternative movement* in the praxis of development in Indonesia that at the moment is at a crossroad.

*Second*, linked to the first, the number of *instructors/facilitators who deeply understand the PLSD concept and framework should be increased the more*. Ideally, the understanding of PLSD does not mean simply learning the concept and framework by heart but should become the choice school of theory, become an ideological movement. Therefore, the training of trainer should become the first agenda. The facilitators and instructors existing at the moment should be involved in the participatory TOT among themselves, learning from each other regarding the deepening of the concept and framework as well as training methods. Without it, the PLSD trainings conducted would become routine, stagnant, even an involution.

*Third*, linked to the organizing of PLSD training, the *structure of curriculum and syllabi for the three training versions need improvement and focusing*. There are still a lot of important PLSD materials that are not included in the training material, and on the other hand there are complementing materials that are given significant portion. Consequently, the PLSD component is not salient to the maximum, and it becomes only like an upward curve in a body, both in the planning/policy maker version, the front line official version and in the NGO version. Collaboration among PSKMP, LML, and BPM are needed for mutual improvements of the curriculum/syllabi meant.

## **Five: Suggestions on JICA Support for the PLSD Promotion**

*First*, on the JICA party itself, there should ideally be understanding and appreciation of PLSD as a concept and framework that is ideal for implementation in Indonesia. The impression is there that the elements or experts within the JICA organization are torn apart, have different appreciation of the PLSD, so that also in the body of JICA the PLSD has not yet become an ideology of her praxis in facilitating Indonesia to arise. If within the ranks of JICA a pattern of activity takes place that is separate one from the other, each does not know what others are doing, such a pattern has taken place in Indonesia for a long time already, and this is a great mistake with expensive stake for the development in Indonesia. We present it here in a rather abstract way but can maybe discussed in a more transparent way.

*Second*, beside transmitting the PLSD virus within the ranked of the elements/experts of JICA itself, *the JICA party should ideally pioneer the transmission of the PLSD virus within the scope of other donors implementing programs in Indonesia*. In several of our discussions, as of the moment, there are still many heads of Bappeda and heads of agencies in the region who are confused in coming to face a number of programs introduced by a number of donors. All of them utilizes the participatory concept, all stresses the gender and environment aspects, however with different meaning on those concepts, and of course also with different working methodology among them. Indeed, the Indonesian communities are enriched with those various meanings and methods in question, however let it not be that the impression comes about that Indonesia is simply made an arena for training of the implementation of the concepts and methods whose proponents themselves are not sure about their efficacy. If JICA facilitate a meeting among a number of donors in order to equalize visions regarding the participatory approach in community empowerment/capability building, the government, and the Indonesian NGOs, this would constitute significant contribution.

*Third*, because Indonesia is one of the countries that has significantly been hit by the PLSD virus, and it is still far from enough, *JICA should think of a special Indonesian class in the PLSD training in Japan*, for example at the OSIC or CIBIC. If in the case of South Africa and the Philippines, CIBIC can design a special training, why cannot a special class for PLSD training be made for Indonesia? However, we suggest so that facilitators/instructor from Indonesia be ideally made involved in apprenticeship to focus / sharpen their understanding regarding the concept

and framework of PLSD, also in apprenticeship to organize truer PLSD trainings. If this is preceded by correct recruitment of participants, we believe it that such efforts will provide great contribution in improving the quality of the Indonesian human resources involved in the praxis of development.

**Six:**  
**Building the PLSD Mafia**

Our premise is that PLSD should ideally constitute a movement. A movement rolled on by a Mafia that is becoming larger and larger so that it can influence the policy and practice of development in Indonesia. Therefore, the alumnae of PLSD training in CIBIC are demanded not only to build a network but should also have behind the network a spirit of movement and a mafia structure. This is the first.

In the short term, meetings and the sharing of ideas among the alumnae become a need. Periodically, the alumnae should ideally discuss how far the concept and framework of PLSD have been applied in – in particular – the practices of community empowerment, what constraints and opportunities that they learn from. JICA may still takes the role as facilitator in this case, as a matter of fact, if within all the ranks of JICA the concept and framework of PLSD are indeed appreciated well. This is the second.

The third, thank you. Hopefully this forum will bring optimal benefits to all of us. Arigato....



## **PLSD TRAINING AND PROJECT**

### **1. PLSD Project taking place in Kabupaten Takalar and Maros.**

The PMD – JICA cooperation project implemented in Kabupaten Taklar at four lab-site desa (village) basically utilized the concept and framework of PLSD to execute Desa Community Development activities and for the duration of the project from the year 1977 to and including the year 2002 the project had conducted main activities such as the implementation of the acceleration of the activity and the roles of community in development with basis in the activities of conscientization and organizing as well as the formation of community networking, formation of a support system to the local community development based on changes to the system or mechanism of support to community development activities toward a more participatory one between the community and the government, and beside these, trainings in the form of OJT (On the Job Trainings) joined by the relevant government officials and the NGOs staff members as community advocators with basis on the concept and basic framework of PLSD (participatory local social development) in order to support activities of the 2 (two) previous projects.

After the project is completed, its activities have been followed-up by the government of the kabupaten Takalar by issuing the Peraturan Daerah (Regional Bylaw) on the application of the Sistem Dukungan Pembangunan Masyarakat Desa Lokal (Local Desa Community Development Support System – SISDUK) to all desa in the kabupaten Takalar following the pattern or concept developed by the PMD-JICA cooperation project. In order to support the implementation of this SISDUK a policy of funding from the Dana Allokasi Umum (General Allocation of Funds – i.e funds allocated by the central government) has also been issued and the fund is directly distributed to the desa. Problems that arise later are:

- Not all of the Camat (head of kecamatan or county) and the involved agencies in the kecamatan (county) including the field advocators from the NGOs have understood the substance of the desa community development activity according to the PLSD concept. This is because those who have joined PLSD training are only the Camat and the government officials from the kecamatan where the desa lab-sites is located and the kecamatan surrounding the desa lab-sites.

- The limitation of space to move in the part of the government apparatus in the Kecamatan in facilitating community groups in the desa that come in great number, and this is caused by the fact that there has been no change in the main task of the kecamatan government officials where all this time the main task focuses on the administrative service aspect only that requires the staff of the kecamatan to spend more time sitting behind desks instead of as field officers. Also, the constraint of transportation means and infrastructure has decreased the mobility of the kecamatan staff.
- Coordination among agencies involved in the activities of the Support system in facilitating the community has not run very well, and this is caused by the inexistence of a standard mechanism on coordination implementation that is routinely done according to a schedule like the Rapat Koordinasi Pembangunan Tingkat Kabupaten (Kabupaten Level Development Coordination Meeting) in the past.
- The mechanism of financial support for community activities implemented in the SISDUK is by providing direct fund aids to community groups rather than to the head of the desa whilst the DAU money is given directly to the head of the desa and the desa has not yet had a mechanism of fund aids provision to the community groups.

At present the BPM is in the course of implementing Project that utilizes PLSD concept in kabupaten Maros with desired target to be achieved in the first year consisted of the formation of the Community Profile format that can be used to know and to understand the characteristics of certain desa community prior to the implementation of a development and it is expected that later this CP format will be used in the other desa.

## **2. PLSD Training**

The BPM of Sulawesi Selatan Province has conducted the Front Line Official version of the PLSD Training as many as 4 (four) batches whether financed by the JICA-PMD project or by the sharing of funds from the budget of the Sulawesi Selatan Province. As a result of the evaluation on the training implementation starting from the first batch to the fourth batch, it

was realized by the facilitators and the participants that there had slowly been advances made in the understanding of the PLSD concept within the ranks of the facilitators however it was also realized that there were still shortcomings that were not yet been able to be fully overcome such as:

- The limitation in the number of study cases or examples of specific local cases in certain material such the focusing of the understanding regarding the 9 household elements, the importance of R-O-N analysis in Government Projects. For this studies are still needed for the writing of case studies of case examples that are more specific in nature both in the form of textual description or pictures and figures.
- The limitation to improvise in the part of facilitators in presenting the material so that the method used lead to the impression of its being monotonous and a little boring to the participants. For this, Training of Trainers (TOT) on teaching methodology for the facilitators are still needed in particular regarding the techniques of participatory instruction/facilitation because all this time the focus of the PLSD facilitators is to the understanding of the PLSD concept and not yet to the teaching/facilitation methods.

From the result of the PLSD socialization to various kabupaten (regencies) in Sulawesi Selatan, many regions are now interested to apply the PLSD concept including to the PLSD-PGD trainings (front line official version) in their regions, however the party of the Sulawesi Selatan Province BPM is unable to fulfill all of the requests satisfactorily due to the constraints of human resources and financing. For this, in the future the following needs to be thought over:

- Forms of PLSD training that can be conducted with a relatively greater number of participants (about 30 – 40 participants) and relatively shorter time without decreases in the level of effectiveness to the understanding of the PLSD itself.
- Preparing facilitator cadres in each kabupaten / town by conducting activities of TOT for PLSD that function as facilitators of local advocators in assisting the core facilitators and bridging the plan and activities of PLSD trainings in their region and those with the province (the three institutions of BPM/PSKMP/LML).

### **3. Forms of Effective JICA Supports.**

After the completion of the PMD-JICA project, we face difficulties in coordinating with the JICA side in particular regarding support to PLSD activities that can be put into cooperation, and there beside the policy of JICA on PLSD is limited to trainings only whilst in order to apply the PLSD concept comprehensively and widely other activities than trainings are needed. Therefore we wish to suggest to the JICA side the following things:

- The availability of special expert to handle the PLSD activity comprehensively and not only limited to training in order to facilitate coordination.
- The financial support provided should be given not only to PLSD training activity but also to the implementation of PLSD concept such as the establishment of common Lab-site.
- The existence of a special and separate project for the PLSD development managed together by the BPM, PSKMP and LML within one organization.
- The allocation as participants to the PLSD training in Nagoya from Indonesia in particular to those from the BPM, PSKMP, LML should be maintained or to other training in Japan or in other countries relevant to the PLSD concept.
- The establishment of a representative training center for the activities of trainings that can be utilized by the BPM and the NGOs.

### **4. Formation of PLSD Network**

In order to develop the PLSD concept as one of the more participatory alternative models of community development in all of the regions of Indonesia, a network that is sufficiently wide is needed with center in Sulawesi Selatan and Nagoya. In this case the first steps that need thinking over are:

- Unity of understanding and PLSD development concept for the ex participants of the PLSD trainings both in Nagoya and in the regions of Sulawesi Selatan by organizing seminars and workshops.
- Establishing a Communication forum managed together by BPM, PSKMP and LML with members from all over Indonesia by utilizing the government network through the BPM, NGO network through the LML, and university network through PSKMP-UNHAS.

## **Experiences of PLSD Utilization in Community Development Projects<sup>1</sup>** **By : LML Team<sup>2</sup>**

Since PLSD was introduced by **Prof. Yutaka Ohama** a few years ago in the **PMD-JICA project**, there have been several activities taking place, among others meetings, workshops, seminars, TOT, joining PLSD Training in Nagoya, developing modules and curriculum, trying-out the modules in various trainings etc.

Through the above mentioned process, in general the understanding on PLSD has started to be developed and disseminated although still in a scale that is not too extensive. Within the scope of NGOs, in several trainings and workshops which have been organized, PLSD has been introduced to several other NGOs.

In accordance with the purpose of this Seminar, the following important points will be presented in sequence, as follows:

### **1. Utilization of PLSD for projects currently going on, specific issues/problems and their causing factors.**

In nearly all of the projects executed by LML within these last 2 years, it can be said that the frame of thought of the PLSD has influenced the activities of the projects in particular in connection with planning, implementation as well as monitoring and evaluation. Those projects are, among others: Community Empowerment Program (CEP) of JICA-LML in several desa (village) in Sul-Sel, Irrigation Construction in Kulepang and development of P3A (Water Using Farmers Group) in Pajukukang of BantaEng Regency, Irrigation Construction in Kulepang and development of P3A Gamasi (Gamasi Water Using Farmers Group) in Gantarang of Gowa Regency and Community Forest Development Project in Tinggimoncong of Gowa Regency with supports from DFID and as part of the activity of the NGO Consortium for Forest (KONSTAN), and the Association of Southern Regencies (AKSES) which have activities dealing with the same issue.

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<sup>1</sup> Azhar, Syafiuddin, Burhanuddin, Bahrianto, Mardi

<sup>2</sup> Presented at the seminar of Ex PLSD Training Participants in Nagoya Japan, 10 – 13 September 2002 in Makassar.

There are several points from the concept and framework of PLSD considered to be salient in each of those activities facilitated by LML, among others as follows:

**First**, within the last one year of the CEP- JICA project, LML has made it a condition to give priority to those having joined PLSD training to be recruited as FO (Field Officer) for conducting advocacy in the field. When starting the utilization of several different resources in each Community Self-Reliant Groups (KSM) the **RON Interaction Approach** is introduced as unit of analysis. This process is deemed to be running very well because several mechanisms of consultation and the obedience of community members to the rules that have become the norm among them in managing and utilizing the resources have started to take form. Consequently, after the termination of the project until the present year of 2002, those KSMs are still running according to the same pattern. In the future, by several KSMs, LML will spend efforts to promote the capability of the community members in accessing additional resource supports from various parties (Gos, NGOs, IAs, and PBOs), while trying to make deeper identification of the pattern of indigenous and original participation among them and it is also considered necessary to provide additional organizing capability through management trainings and technical trainings in order to promote institutional strengthening and more permanent network formation. This is while other projects are designed with the same pattern and conditions.

**Second**, the implementation of Irrigation project and P3A strengthening both in BantaEng and Gowa was begun with intensive studies supported by the government of Gowa regency (GO) using the PRA. **Functional Analysis** on a limited scale was also implemented. The understanding regarding the characteristics of the communities of the facilitated units was constantly considered in determining appropriate activities of each project. In the BantaEng project, the collective actions of *Samaturu* and *Kalba* as forms of community members participation were utilized to strengthen the project in driving its activities forward. Likewise the *Akio* in the Irrigation and P3A Gamasi Strengthening project in Gantarang of Gowa.

By the BantaEng project involvement among the NGHOS (LML), the GO (Pajukukang government), the PBO (Nippon Coy), and local community members continues although without any norm on agreement regarding the vision and harmonious pattern of actions. Even so, forms of

more functional **collaborative** works in the future will continue to be the focus of attention.

Within the framework of conscientization as part of the **social preparation** by the BantaEng project, with support from **The Asia Foundation (TAF)**, trainings on social analysis, gender analysis and paralegal training have been facilitated. These trainings are meant so that community members have understanding regarding their existence and their communities in particular those involving important issues having to do with their environment, have understanding regarding their roles in development without distinguishing between man and woman and have understanding regarding their rights and responsibilities in supporting works of advocating before the Kulepang irrigation functions.

**Third**, a project currently being implemented is the Community Forest Development in Tinggimoncong of Gowa. It is in this project that the utilization of PLSD according to its tenets is maximized. In the initial phase, for the design preparation taking the form of a collective plan for this project, workshops have been organized by various parties whether by the **community members, GO (Forestry Agency), NGO (LML), PBOs and DFID (IA)**, for the purpose of formulating the vision, mission and collective actions as a form of mutual agreement that will be commonly obeyed in the future.

The above several points can become the base to state it that the PLSD has started to become a toehold for our institution (the LML) in facilitating development projects at the community level. However there still are several **specific problems** that need to be revealed here as follows:

- a. The total utilization of PLSD in each project has not been able to be done well due to various limitations and the understanding of all parties involved regarding the PLSD has not been evened and made sufficient.
- b. Resistance from the funding agency toward the acceptance of PLSD is still strong.
- c. Socialization of the PLSD concept is still insufficient.



- d. Understanding regarding PLSD in each development actor is still insufficient.
- e. There are still difficulties in measuring the level of conscientization in each member of the community during the phase of social preparation.
- f. Several funding agencies desire outputs that can be measured directly while on the other hand social preparation (PA) needs a long time and is qualitative in nature.

Meanwhile, at the field activity level, such problems as the following are encountered:

- a. Resource supports are still limited to specific issues.
- b. In the real condition the external system (Gos and Pos) have not provided full support.
- c. Within the rank of the GOs, the meaning of participation is still nominal in nature.

A study on the above things shows that in general they are caused by the way of thinking of a part of the development actors who still base their thinking in the old paradigm which sees development as *a development implemented in the region of a certain local community* instead of *the development of the local community itself*.

## **2. Concrete Ideas regarding Improvements in PLSD Training**

During the module development program in the PMD JICA project, up to the present time, several PLSD Trainings have been conducted among others Try Out 1 time, Training 2 times, Socialization to NGO leaders 1 time and PLSD Training implemented by other NGO (Yayasan Tumbuh Mandiri – YTM) 1 time. In those trainings about 16 NGOs in Sulawesi Selatan are involved.

Based on those trainings mentioned above, the following several things are suggested:

- 1. There should be a set-up that can conduct training continuously (Training Center)

2. A Lab site is needed in order to encourage integrated and continuous training activity.
3. Training manuals and a more varied socialization are needed.
4. For the development of the facilitators' capability, comparative study to the region of sample PLSD case needs to be done.

### **3. Concrete Ideas and suggestions to Support JICA program in the Promotion of PLSD.**

In conducting socialization and promoting PLSD, following suggestions are presented:

1. Supports from JICA are expected in connection with the organizing of Seminars, Workshops, Trainings and case studies.
2. Supports are expected in conducting PLSD socialization and likewise supports in developing a lab site.
3. In the scheme of aids from JICA having to do with the Local Social Development or Community Development, it is suggested so that a condition requiring facilitation by institution or personnel who have joined PLSD training.

### **4. Ideas on Network of Ex-Participants**

The efforts to form a forum of ex participants have been pioneered in particular within the ranks of the PLSD module team in the 3 institutions of LML, BPM and PSKMP. However, formation of a strong network has not come to reality and therefore the following are suggested:

1. The already existing forum should be developed as a form of independent network that needs not continuously answer to the original institution of each participant.
2. It would be better if in the forum there exists a team of management that can specially develop projects or activities having to do with promotion, application and development of PLSD concepts.

DOCUMENTATION  
FIRST DAY

**SUMMARY MATRIX OF UTILIZATION OF PLSD**

(Problem / Issues / Analysis of Background Factors / Recommendation)

AGENCY NAME/ PRESENT PROJECTS/ PLSD UTILIZATION/ STRATEGIES USED	PROBLEM/ ISSUES	RECOMMENDATIONS ANALYSIS OF BACKGROUND FACTORS
1. LGU-Bicol/ Banquerohan Relocation Project <ul style="list-style-type: none"> <li>• Training of Core Group</li> <li>• Organization of other social systems/ sub-groups in the community-based on their potentials/ interest</li> <li>• Networking with other agencies/ entities by the local residents</li> </ul>	<ul style="list-style-type: none"> <li>• PLSD is expected to have a long line span before functional collaboration from various actors can be achieved.</li> <li>• Phasal Process (social preparation)</li> <li>• Presence of indigenous/ Traditional Mechanism/ values</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic collaboration of NGO's</li> <li>• Coordination/ coordination among GO/ national agencies</li> <li>• Approach should be holistic</li> </ul>
2. DOH/ Health Project <ul style="list-style-type: none"> <li>• Utilized the PLSD approaches/ methods</li> <li>• Identification of problems/ needs done by the people themselves</li> <li>• People did the counseling activities to those high risk families</li> <li>• Strong collaboration of local government and people organization</li> </ul>	<ul style="list-style-type: none"> <li>• Values of people differ each other</li> <li>• Limited budget</li> <li>• Social preparation takes time</li> <li>• Different awareness level strong</li> <li>• Involvement and support of local governments/ barangay residents</li> </ul>	

AGENCY NAME/ PRESENT PROJECTS/PLSD UTILIZATION/ STRATEGIES USED	PROBLEM/ ISSUES	RECOMMENDATIONS ANALYSIS OF BACKGROUND FACTORS
3. PRRM (NGO) – Capability monitoring of sectoral association, cooperative <ul style="list-style-type: none"> <li>• Integrated development approach</li> <li>• Sustainable rural district program</li> <li>• Ecosystem approach</li> <li>• Advocacy</li> <li>• Provision of training</li> </ul>		<ul style="list-style-type: none"> <li>• With available tools in assessing the capability of peoples organization and this will be basis of providing the necessary interventions.</li> </ul>
4. DAR Provincial Office – Sta. Isabela Cluster ARC <ul style="list-style-type: none"> <li>• Utilized PLSD in the formation of womens organization to other organization in the Agrarian Reform Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Election officials not Supportive to such Undertaking.</li> <li>• Traditional value still practiced</li> <li>• Each of commitment</li> <li>• Lack/insufficient of training For rural development.</li> <li>• Lack for financial Assistance for interfiled Project.</li> </ul>	

AGENCY NAME/ PRESENT PROJECTS/ PLSD UTILIZATION/ STRATEGIES USED	PROBLEM/ISSUES	RECOMMENDATIONS ANALYSIS OF BACKGROUND FACTORS
5. CEBU Seed Project <ul style="list-style-type: none"> <li>• Enhance development capability</li> <li>• Development administration</li> <li>• Rural development</li> <li>• Enhance coordination and Prevents overlapping of activities</li> <li>• Emphasize commitments to both Target beneficiaries and Participating agencies that lead to Portray sustainability.</li> <li>• Capability building</li> <li>• Enhance self esteem and Reshape values</li> </ul>	<ul style="list-style-type: none"> <li>• Political issue</li> <li>• Executive decision (local leader)</li> <li>• Hidden agenda</li> <li>• Time consuming long time</li> <li>• Needs assessment</li> <li>• Wait and see attitude</li> <li>• Project criteria sometimes deprived the very poor</li> <li>• People as poor, target beneficiaries.</li> <li>• Each technical assistance funds</li> <li>• No appreciation of social Development training</li> </ul>	<ul style="list-style-type: none"> <li>• Poor knowledge of PLSD concepts</li> <li>• Not all stockholders are pleased</li> <li>• Conflict of interest</li> <li>• Some of the powerful stockholders are powerful than others.</li> <li>• Poor knowledge of primary stockholder in project identification</li> </ul>
6. Eastern Samar Project – Water and Sanitation Project “ADB-Funded”	<ul style="list-style-type: none"> <li>• Inactive Barangay water And Sanitation (BASNASA) Association.</li> <li>• Non payment of monthly dues</li> <li>• Lack of support from the Barangay council.</li> </ul>	

AGENCY NAME/PRESENT PROJECTS/PLSD UTILIZATION/ STRATEGIES USED	PROBLEM/ISSUES	RECOMMENDATIONS ANALYSIS OF BACKGROUND FACTORS
<p>7. DAP – Action Plan 2002-2003</p> <ul style="list-style-type: none"> <li>• Enhance LGU capacity in Revenue generation and fund Resource mobilization</li> <li>• Inclusion of the concept of Development elements and Approaches and local societal System and development administration</li> <li>• Integration of the Project Management cycle and the Monitoring and evaluation Scheme in formulating the Project.</li> </ul>	<ul style="list-style-type: none"> <li>• Many intervening activities that is why most the plans as presented during the training were not done.</li> </ul>	<ul style="list-style-type: none"> <li>• Request JICA to fund PLSD training Program that they are intending to Provide in all DAP, clientele.</li> </ul>
<p>8. DILG - Central Office</p> <ul style="list-style-type: none"> <li>• Concepts and framework were Introduced in workshops, Planning activities, project development</li> </ul>	<ul style="list-style-type: none"> <li>• Each of knowledge and appreciation of PLSD</li> <li>• Need for a guide book for PLSD approach adopted on Philippine setting</li> <li>• Need for a thorough advocacy work on PLSD concepts and framework is vital for it to be acceptable to all stockholders (policy makers, program planners, implementaters, community levels.</li> <li>• Tri-media materials and support is needed for advocacy work to be effective.</li> <li>• Lack of document recent success stories on PLSD.</li> </ul>	

AGENCY NAME/ PRESENT PROJECTS/ PLSD UTILIZATION/ STRATEGIES USED	PROBLEM/ ISSUES	RECOMMENDATIONS ANALYSIS OF BACKGROUND FACTORS
<p>9. NEDA – Region 7</p> <ul style="list-style-type: none"> <li>• PLSD used in project planning highly utilized in the implementation of local projects that are program based and have clean implementation arrangements/institutional mechanism and definite funding support.</li> </ul>	<ul style="list-style-type: none"> <li>• Finer line of coordination among various key holders still to be consistently implemented.</li> <li>• Sustainability may not be a major concern when applying the PLSD of the program, project level.</li> <li>• Within the community certain factors that are likely to help sustain the project: <ul style="list-style-type: none"> <li>(a) willingness and ability of local people to cooperate and work together</li> <li>(b) willingness of local leaders to work voluntarily for the common good.</li> <li>(c) attitude of honesty, reliability, trust in the goodwill of others.</li> <li>(d) presence of local institutions or of other successful program within the project area</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability of the Project.</li> <li>• Planning influenced by Politicians.</li> </ul>

AGENCY NAME/PRESENT PROJECTS/PLSD UTILIZATION/ STRATEGIES USED	PROBLEM/ ISSUES	RECOMMENDATIONS ANALYSIS OF BACKGROUND FACTORS
<p>10. DAR – JICA Assisted Project (DARCMA)</p> <ul style="list-style-type: none"> <li>• PLSD concepts have been Utilized in all regular land foreign Assisted Projects especially Under Institutional Development Component:</li> <li>Under this component we have               <ul style="list-style-type: none"> <li>(a) Community organizing</li> <li>(b) Strengthening of organization</li> <li>(c) Capability cooperatives building.</li> <li>(d) Federate the coops to enable to access to marketing or any business endeavor.</li> <li>(e) Entrepreneurial Development</li> <li>(f) linkaging with other federal coops/networking.</li> </ul> </li> </ul> <p>Institutional Development incorporating PLSD have been implemented by DAR in coordination with national/local NGOs.</p> <p>For this project CARE is the NGO working hand in hand with our Development Facilitators (DF).</p>	<ul style="list-style-type: none"> <li>• Limited GOP budget</li> </ul>	<ul style="list-style-type: none"> <li>• JICA to provide assistance on the soft component of (institutional) the project not only on the hard component ensures Sustainability of whatever Projects JICA has been provided.</li> </ul>



AGENCY NAME/ PRESENT PROJECTS/ PLSD UTILIZATION/ STRATEGIES USED	PROBLEM/ ISSUES	RECOMMENDATIONS ANALYSIS OF BACKGROUND FACTORS
<p>11. CIDSS -</p> <ul style="list-style-type: none"> <li>• Utilized in their on-going CIDSS Projects and the KALAHI Project</li> <li>• A community based-project that Engaged barangays into a Process of community problem Solving with the end in view of Enabling communities to meet Their Minimum Basic Needs. (MBN).</li> <li>• Involves process of social Preparation, community organization and capability building.</li> </ul>	<ul style="list-style-type: none"> <li>• Fund accessing for the Community projects.</li> <li>• Partisan politics among local leader</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the dynamics at the local Level particularly between the Barangay and the municipality is Effectively facilitated.</li> <li>• Community facilitators are rigorously Grounded in the philosophical and theoretical basis of PLSD.</li> </ul>

AGENCY NAME/ PRESENT PROJECTS/PLSD UTILIZATION/ STRATEGIES USED	PROBLEM/ ISSUES	RECOMMENDATIONS ANALYSIS OF BACKGROUND FACTORS
<p>12. Sustaining B'laans Development Program through CIDSS: A PLSD Strategy.</p> <ul style="list-style-type: none"> <li>• CIDSS framework and PLSD as the primary approach in Sustaining the development Initiatives introduced by Western Mining Corp.</li> </ul> <p>The following were done:</p> <ul style="list-style-type: none"> <li>• Provided the necessary social Preparations</li> <li>• Build and sustained permanent And sustainable organizational Structures for resource Management.</li> <li>• Provided wide chance for local participation in decision and action.</li> <li>• Strengthen the capacity of the community to access internal and external funds to support viable an socio-economic process.</li> <li>• Enable community to link and Form alliances for advocacy and Resources/technology sharing.</li> </ul>	<ul style="list-style-type: none"> <li>• Still lacks the competence to sustain organizational development among their ranks.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Organizer to have: <ul style="list-style-type: none"> <li>(a) full and clean group and undertaking of the different theories of development</li> <li>(b) familiar with concept and process of CIDSS and PLSD</li> <li>(c) knowledge of the community cultures / traditions.</li> <li>(d) liability to work with other team / partners.</li> </ul> </li> <li>• Involvement of local Chief Executives.</li> <li>• Resource mechanism for Community entrepreneurship and Sustainability.</li> </ul>

DOCUMENTATION  
THIRD DAY

SUMMARY MATRIX OF ACTION PLAN  
(OBJECTIVE / ACTIVITY / EXPECTED OUTPUT / TIME FRAME)

OBJECTIVE	ACTIVITY	EXPECTED OUTPUT	TIME FRAME
1. Establishment Network among Ex-participants	<ul style="list-style-type: none"> <li>• Election of Officers</li> <li>• Organize National Secretariat</li> <li>• Maintain a Directory of Participants</li> <li>• Create a PLSD Web-Page</li> <li>• Conduct Annual Meeting on PLSD</li> </ul>	<ul style="list-style-type: none"> <li>• Philippines PLSD Network Inc. Established (Registered of SEL) (Organized by Law)</li> </ul>	<ul style="list-style-type: none"> <li>• Sept 19, 2002</li> <li>• End of 2002</li> <li>• Sept of Each Year</li> </ul>
2. Sustain PLSD Implementation	<ul style="list-style-type: none"> <li>• Refreshes Course for ex-participants (Develop Training Syllabus)</li> <li>• Conduct TOT on PLSD for Ex-participants</li> <li>• Conduct of Short Course on PLSD for LG's Planners (Policy Makers)</li> </ul>	<ul style="list-style-type: none"> <li>• Training Module Developed</li> <li>• TOT on PLSD Conducted</li> <li>• Pool of Speakers Created</li> <li>• Short Courses on PLSD conducted 25 participants / Course for LG's</li> <li>• MOA lecturers DAP &amp; PLSD Participants</li> </ul>	<ul style="list-style-type: none"> <li>• First Quarter of 2003</li> <li>• Second Quarter of 2003</li> <li>• July to December, 2003</li> </ul>

OBJECTIVE	ACTIVITY	EXPECTED OUTPUT	TIME FRAME
3. Update Ex-participants & Recent Development (To share PLSD experiences: Best Practices / Issues & Concerns)	<ul style="list-style-type: none"> <li>• Bi-Annual International Convention for Ex-participants</li> <li>• Organize "Sister City Assn." Between Iida &amp; Phil- area</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-Annual International Convention Conducted</li> <li>• Sister Assn. Organized</li> </ul>	<ul style="list-style-type: none"> <li>• CY 2004</li> <li>• CY 2004</li> </ul>

DOCUMENTATION  
THIRD DAY

SUMMARY MATRIX OF ACTION PLAN  
(ISSUES / STRATEGIES / PHIL.PATR / JICA IN GENERAL / JICA - CBIC)

ISSUES	STRATEGIES	PHIL. PART	JICA IN GENERAL	JICA-CBIC
1. Networking	<ul style="list-style-type: none"> <li>• Organization of PLSD ex-participants</li> <li>• Publish newsletter / Launch Web Page</li> <li>• Establish Inter/National Secretariat for PLSD</li> <li>• Utilize PLSD graduates as Resource Persons for Local Trainings</li> <li>• Inter / National Convention for ex-PLSD participants for updating / upgrading</li> <li>• Internet Orientation of PLSD Participants</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resource</li> <li>• Materials / Supplies</li> <li>• Request JICA hyperlink PLSD in existing JICA Web Site</li> </ul>	<ul style="list-style-type: none"> <li>• Fund Support for training / equipment</li> </ul>	<ul style="list-style-type: none"> <li>• International Secretariat</li> <li>• Dispatch Web Page Designed</li> </ul>

ISSUES	STRATEGIES	PHIL. PART	JICA IN GENERAL	JICA-CBIC
2. Utilization and application of PLSD Practice	<ul style="list-style-type: none"> <li>• Integration of PLSD in Project Framework / Design</li> <li>• Monitoring &amp; System evaluation on PLSD application</li> <li>• Utilization of PLSD</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct of Short Course on PLSD for Local Chief Executives / Policy Makers / Planners</li> <li>• Develop and reproduce a module design / training syllabus / kit for trainees</li> <li>• Establishment of "Sisterhood Association" between Iida City and Phil</li> <li>• In-country training on PLSD to add no. of advocates (PLSD) in the Phil</li> </ul>	<ul style="list-style-type: none"> <li>• Act as resource persons / provide input</li> <li>• Conduct TOT on PLSD</li> <li>• Funding for training</li> </ul>	<ul style="list-style-type: none"> <li>• Dispatch Expert</li> <li>• Continuous accession of Phil Participants</li> </ul>
3. Politics in the Selection of PLSD Participants	<ul style="list-style-type: none"> <li>• Set a Criteria for PLSD trainees</li> </ul>	<ul style="list-style-type: none"> <li>• President of Phil sits with NEDA (Screening Candidates for PLSD training in Japan)</li> </ul>	<ul style="list-style-type: none"> <li>• JICA intervention on the involvement of ex-participants in the screening of future PLSD participants</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>