Indonesia's Experiences on Poverty Reduction through Community Empowerment

Sharing The Lessons from Our Journey to Community Empowerment

National Coordination Team on South-South and Triangular Cooperation Republic of Indonesia Supported by Japan International Cooperation Agency (JICA)



FOREWORD

In recent decades, the world has faced numerous global development challenges. Consequently, there was an urgency to strengthen the development cooperation that can contribute effectively to the achievement of global development agenda. Countries of the South



are increasingly looking for each other to reinforce their mutual prosperity by sharing relevant knowledge. Development cooperation implemented based on the belief that there is no 'one-size-fits-all' model of development cooperation. This has brought knowledge sharing through South-South and Triangular Cooperation as an important milestone for development cooperation and often considered a more appropriate model for building capacity among developing countries as well as with the developed countries.

The Government of Indonesia has been cooperating closely with developing economies. Since the 1955 and by 1980s it provided reciprocal learning opportunities through its South-South and Triangular Cooperation (SSTC) program. In 2009, the Government of Indonesia set out the Jakarta Commitment in which it pledged - among others - to enhance and facilitate cooperation among developing countries.

The Government of Indonesia followed up this commitment by launching its knowledge hubs during the high-level meeting: "Towards Country-Led Knowledge Hubs" held in Bali in July 2012. Indonesia aims to set up mechanisms that can help spread relevant experiences and capability to interested communities both in the developing world and beyond. Continuing this, the Government advocates and promotes the importance of knowledge sharing in development cooperation through Global Partnership for Effective Development Cooperation and other fora.

This booklet is a part of the Government of Indonesia's efforts to generate and exchange knowledge gained from Indonesia's own development experiences. We hope that the readers will find key lessons and know what Indonesia can offer when it comes to addressing those global challenges locally. We look forward to working closely with these partner countries for knowledge sharing and exchange in the future.

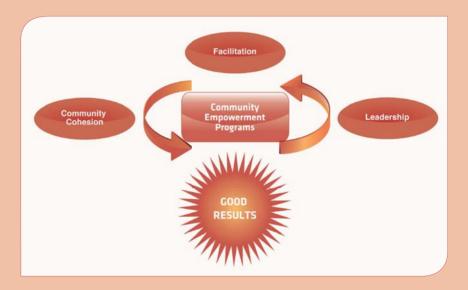
Tubagus Achmad Choesni

Director for International Development Cooperation, National Development Planning Agency (Bappenas), as Chairperson of the Technical Team, National Coordination Team on South-South and Triangular Cooperation

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Poverty reduction has been a top priority for the Government of Indonesia. After decades of policies and programs, their impacts are starting to be felt throughout Indonesia as income and public welfare improve.

The many causes of poverty must be tackled with a variety of measures. One of the critical steps in Indonesia's poverty reduction programs was a shift toward community empowerment. This approach enables community leaders and members to be involved more actively in the decision-making process at the local level. As a result, their contribution went one step further to do more for the society.



Through a powerful community empowerment program and with support from good leaders and facilitators, coherent communities can be the vehicles for change. "Because it's difficult for the government alone to fight poverty, the community must fight poverty, unemployment, and reduce urban migration. It's only the community who can do this!"

Bagya,

Community Leader and Social Entrepreneur, Gunung Kidul

"The communities are not just empty vessels, they are very capable." Sri Ratna, City Coordinator of PNPM Urban Pekalongan

"You need to try to be the one to help them overcome the barriers from changing their mindset."

Sunarwan Asuhadi, Community Facilitator of Sulawesi's Capacity Development Project, Wakatobi District

Indonesia wants to share the foundation of this principle with partner countries facing similar challenges around the globe through the country's South-South and Triangular Cooperation. Indonesia's efforts toward this goal can be summed up with the following quote:

"It's because we have had challenges that makes us more relevant. We can say: 'We get what you're going through because we've been there, too.'"

> Dr R.M. Marty M. Natalegawa, The Foreign Minister of the Republic of Indonesia



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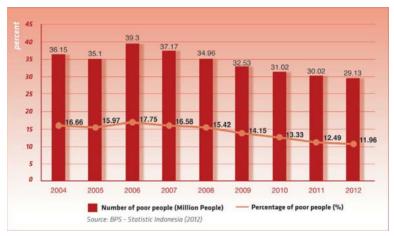
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Indonesia's Success in Poverty Reduction

1.1 Recent Trends of Poverty and Poverty Reduction Policies

The proportion of Indonesian people living below the national poverty line continues to decrease. In 2002, 18.2 percent of the population lived on just under 8000 rupiah (US\$ 1) a day¹. By 2012 that proportion has shrunk to 12 percent. Curbing the rate of poverty is not only a product of Indonesia's recent high rate of economic growth but also stems from the government initiatives to fulfill the basic needs of low-income families.

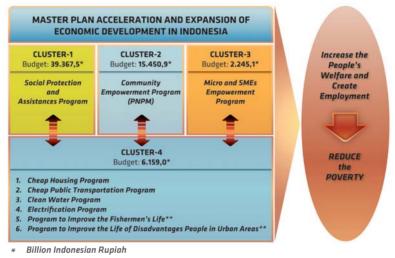


As indicated in its most recent five-year development plan (2010-2014), tackling poverty is at the center of many initiatives introduced by the Government of Indonesia. The presidential decrees entitled "Poverty Reduction Coordination" and "Accelerated Poverty Reduction" or *Perpres* as the second decree is known - are two big policy tools aimed at stitching together a safety net that can catch this country's most vulnerable. Under *Perpres*, the Government of

1 Data are based on World Bank's country poverty assessments and country Poverty Reduction Strategies.

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Indonesia groups poverty alleviation under three categories: social protection and assistances; community empowerment; and micro, and small-and-medium-sized enterprises empowerment. The aim is to facilitate the implementation of poverty reduction programs at the national, provincial and district levels.



** Target of these programs is 60 percent of the household group with lowest income. Source: Development Work Plan 2013

1.2 Community-Driven Development Approach

Indonesia's nationwide National Program for Community Empowerment, or *Program Nasional Pemberdayaan Masyarakat Mandiri* (PNPM)², is a program that translates the second category of focus into specific action by accommodating all types of community empowerment initiatives under a single policy framework.

² Started in 2007, PNPM is the single-largest community development program in the world. The PNPM is cofunded by Indonesia's central and local governments, the World Bank, the Islamic Development Bank, and other development partners.

Complementary or coordinated initiatives outside the program, such as the Sulawesi's Capacity Development Project (CD Project), aim at strengthening overall capacities of different stakeholders, including government officials and facilitators for empowering the community³. These initiatives take the approach that community development is best served when communities can act independently. Activities aimed at improving their lives are therefore community-driven in nature.

These community-driven development approaches contrast significantly with those most predominant during the earlier decades in which, development decisions were made through a centralized, top-down policy structure. In the early 1990s, however, the government gradually started to alter this approach by introducing new methods of development. In the community-driven approach, community members are empowered through participation in bottom-up development planning, implementation and monitoring activities⁴. It is through this experience that community members learn to work in partnership with the government institutions which help them access financial and material resources in response to their needs.



3 JICA assisted the provincial governments in the design and implementation of the Sulawesi's Capacity Development Project's last phase that ran for five years until 2012.

4 In the bottom-up approach, development planning starts at the smallest unit of government. Development needs are assessed at each jurisdiction and integrated in coordinated plans often through joint workshops called Musrembang, which bring together multiple government institutions as well as other social groups. This process is repeated at every level up to the national government, with each player responsible for securing development budgets.

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The community-driven development approach ensures inclusive participation in development planning to build consensus and a sense of ownership. Community members are encouraged to take part in decision-making and help out with local activities that residents themselves see as priorities, such as building roads, small-scale irrigation, and community halls.

This approach depends on raising awareness before the start of any community-driven activities. Social mapping plays a role, helping identify needs as well as spotting local resources. Community institutions like women's groups, farmers associations and the village offices reflect a village's collective leadership. They are responsible for planning, running, and maintaining most community based activities. Their initiative, involvement and success help build a community's sense of ownership over any endeavor and of its own potential.





Voices from the Field

Indonesia's long fight against poverty has, slowly but surely, delivered results, thanks to an emphasis on community cohesion, community-oriented facilitation and strong leadership. The following testimonials present clear evidence that when people feel empowered and trusted they are able to take the initiative to act for the greater good, or in this case, to reduce poverty.

Mr Muchsin

A community leader and environmental pioneer in Podosugih, Pekalongan, who convinced his community to clean up their polluted river.

Faced with massive industrial pollution, no waste management system, and the accumulation of years of rubbish, most community members accepted the slow and inexorable destruction of their once beautiful environment. But not Mr Muchsin, who is from the small but rapidly changing village in Pekalongan.



Mr Muchsin Community Leader of PNPM Urban Pekalongan

The Binatur River, one of the five rivers running through the city of Pekalongan, used to be an important source of clean water for the surrounding villages. But by the 1980's, the river was filthy; dirtied by human waste and polluted by dyes and other chemicals used in the production of batik (Indonesian textile), jeans and screen-printing. By 2004, the river was no longer safe. Mr Muchsin started to talk with villagers about cleaning up their environment and they began with Friday clean-up campaigns. As Friday is the day when most people take a break from working in their fields or elsewhere to attend the mosque, community members agreed to contribute to Friday clean ups of their neighborhoods. Harnessing his community's spirit during the fasting month of Ramadhan was the next step in reversing people's apathy toward pollution. He persuaded community members not just to endure a month of abstaining from eating, drinking or smoking during daylight hours but also to abstain from throwing rubbish or dumping human waste in the river. His argument, backed up by the local religious leaders, was if the Muslim community fasted to purify their soul, why not also purify their environment? "Fasting and cleanliness are really one," he says.

Impressed by the community's motivation, a local government program allocated funds to repair the town's road. But even this was not achieved without some communal sacrifice; community members donated their land, so a good road could be built alongside the river.

Was it difficult to get people to give up their land? "No, actually, because people here believe the saying that every good act will be rewarded by God many times over," says Mr Muchsin. The villagers' sacrifice was indeed rewarded. Once the river was restored and the village had a good road, land prices surged. People in the neighboring areas noticed the rising land prices, as well the other benefits which came with having a proper road into the village. It became easier, for instance, for nearby factories to look for workers in the village, or for tourists and other people to visit.

There are no fines for littering the river either. Anyone who does will face public sanctions from other villagers or, most importantly, from the local religious leader. Having the support of such leaders was key to encouraging villagers to stop destroying their river. "People here do not need to have fines, because they will just be too embarrassed if they do litter," says Mr Muchsin.

(Interviewed on 12 November 2012)

Mr Bagya

Mr Bagya cleaned up abandoned caves and developed them into a thriving tourism spots in Gunung Kidul, thereby creating jobs and increasing incomes for this poor farming community.

Where most people in Bejiharjo Village, saw a once sacred cave filled with rubbish, Mr Bagya saw opportunities. The Pindul caves and the natural pool in front of them were considered to be the haunt of local spirits. Nevertheless it had long been a dumping ground for rubbish, and industrial waste.



Mr Bagya Community Leader and Social Entrepreneur, Bejiharjo Village, Gunung Kidul

In 2010, Mr Bagya and three other villagers cleaned up the caves and a rock pool. Once rehabilitated, the geological formations revealed their natural beauty: magnificent caves filled with stalagmites and dramatic rock formations, all threaded together by the Oyo River, which flowed through them. Villagers invited local government leaders to visit. The visit eventually helped secure some financial assistance to develop the caves for tourism.

The Pindul Caves and the Oyo River have become one of the main caving destinations in Gunung Kidul. Tour guide companies operating out of Yogyakarta now offer adventure outings to the destination. The PNPM program supported the Pindul Caves Association to buy life jackets equipment and insurance. Gunung Kidul's image has changed from one of a poor, dry rice farming area, into a beautiful place for adventure tourism, which now contributes significantly to the community's annual incomes.

The Pindul Caves Association also worked with the village women's group to come up with unique menus, featuring twists on local dishes, to give the destination a more authentic feel. They also invited the tourism department to assist them in developing small guesthouses, provided training on how to manage them and to cater to guests' needs. Convincing community members that a tourism project would actually make money or be successful, was not easy, as no one in Gunung Kidul had tried anything like it. At first, only three people joined the effort to clean up years of rubbish that had been dumped in the caves. More people joined the group after several months their numbers eventually swelling to 40. He thinks people joined the project because they were providing a public service for their community, and this made people proud to be part of the work.



He said that the key to convincing skeptical members of the community was to have lots of community meetings, and ensure each decision was made openly and transparently. The experience has taught Mr Bagya and Gunung Kidul the real meaning of community empowerment.

"Now the community wants to be self-supporting and independent, because it's difficult for the government alone to fight poverty, the community must fight poverty, unemployment, and reduce urban migration. It's only the community who can do this!" (Interviewed on 12 November 2012)

Ms Ngatini Haris

A 70-year old monitor who has been working as a community volunteer to improve the health of women and babies since 1974 in Gunung Kidul.

If there is one message Ms Haris has for other community empowerment programs, it is that women have to stand up and be counted. If they do not get involved then the village is unlikely to develop innovative solutions for their problems. As a member of the monitoring team for the PNPM, Ms Haris's role includes ensuring that there is a minimum quota of women attending all the meetings. She noticed when it became a former PNPM program



Ms Ngatini Haris Member of PNPM Rural Monitoring Team, Bejiharjo Village, Gunung Kidul

requirement for a minimum quota of women to attend the meetings in 2005, women started to believe they had an important role to play in their community's development.

Ms Haris says that community empowerment programs such as the PNPM set off a cycle of skills improvement. When people saw the fruits of homegrown initiative, more people got involved.

Building community trust takes time and commitment, PNPM monitors and other PNPM team members should serve the communities without expecting any rewards or profits. Securing transparency and providing clear explanations about all the funds provided through this program, and what activities or materials the funds are needed for, is also crucial to obtaining a community's trust. *"I'm always transparent, so that I don't just talk about being transparent but give a good example too."*

(Interviewed on 12 November 2012)

Ms Sri Ratna

A city coordinator of PNPM Urban Pekalongan pulls out all the stops to ensure her staff are well trained and motivated.

Ms Ratna trains and motivates more than 30 facilitators in the art of community empowerment for the city of Pekalongan. Effective facilitators must have good presentation skills, be empathetic with the community, be open-minded, resourceful and flexible. Above all, the key to strong facilitation is knowing when to step back and allow the community to come up with ideas that will address their problems.



Ms Sri Ratna City Coordinator of PNPM Urban Pekalongan

"A facilitator is not a teacher or some kind of knowledgeable expert. A facilitator's role is to give some direction, and information so that the communities can choose their own remedies," says Ms Ratna.

They connect the community with people and resource that may help address their challenges. It is also to draw out the skills of community members who are able to help. Facilitators should not view their communities as uneducated or unskilled, but as resourceful and capable of solving their problems, if given some support and direction. "The communities are not just empty vessels, they are very capable."

Pulling out all the stops to improve the skills of her team is crucial. Ms Ratna frequently calls on government departments to provide additional training for her staff, which is regarded as a rather unusual practice for the program. For instance if her staff require a better understanding of the socio-economic conditions of the community, she will call on experts from the Regional Planning and Development Office to provide training. Or if facilitators want to conduct interviews with community members, she will tap some journalists to provide tips on good interview techniques. Academics and local non-government organizations (NGOs) are also valuable resources to discuss problems or provide a fresh perspective on an issue. Above all, she motivates her team to keep learning and improve their skills. And as the facilitators have a huge impact on the success of the program, motivating the facilitators to aim high is important. Thus listening to her team and fueling morale is key. She finds that one of the best ways to motivate people is to ensure they have chances to meet informally and regularly. When they do, they do not talk about work. "The aim is to build trust and team spirit."

(Interviewed on 12 November 2012)

Mr Sunarwan Asuhadi

A facilitator devoted to community development and environmental protection in Wakatobi District, says the key to success is showing the power of change comes from within the community.

Getting communities actively involved in development projects is not always easy, especially if they are used to being told by the central government or other agencies, how a development project will be organized and run.

Mr Sunarwan Asuhadi Community Facilitator of Sulawesi's CD Project, Wakatobi District, Southeast Sulawesi

Community facilitation is the art of getting ordinary people actively involved in making their community a better place to live. But it can be hard to overcome apathy and convince ordinary villagers to become involved. If a village has been receiving centrally planned projects, they will often be passive. Rather than impose a project or an idea about how a project should run, the first step is to build trust with the community and then to ask what that community really needs, or what problems they face.

Mr Sunarwan says before organizing any meetings in the village, he attends Friday prayers at the local mosque, and would chat to community members afterward or meet with some of the youth. He then goes from house to house asking residents to attend his first meeting to build trust and overcome skepticism. When he was touring around the village and countryside looking at possible challenges the village might face, he saw that nearby forests had been heavily logged. The effects of the deforestation were dramatic: the ground water had disappeared; days were hotter; and several species of birds had disappeared. By talking to numerous villagers, Mr Sunarwan conducted a mini survey, which helped identify people who already demonstrated some environmental awareness. He got these more environmentally aware villagers to become involved in reforesting their land. From these early adopters, other people in the village saw the benefits of re-greening the countryside. *"You need to try to be the one to help them overcome any barriers in changing their mindset,"* says Mr Sunarwan.

But building confidence and getting governments to work better with local communities is also about changing the dynamic where villagers are perceived by government and themselves as just poor, incapable recipients of aid, to that of people capable of improving and developing their village. "In order to build the community's confidence and trust in this kind of project, we have to tell them that whatever the community does together, however small, is, in fact, development."

(Interviewed on 21 November 2012)

Prof Darmawan Salman

Prof Darmawan is a former master trainer of Capacity Development Project and a board member of COMMIT, an NGO that was established after termination of the CD Project. COMMIT provides various trainings and monitoring support, thus contributing to the sustainability of the project.

Prof Darmawan Salman understands too well that having a good idea is only half the battle at best when it comes to assisting villages reduce poverty and



Prof Darmawan Salman Former Master Trainer of CD Project, Sulawesi

improve their standard of living. Without specific skills, goals such as project planning, community facilitation, and improving links between villages may have minimal impact in their communities.

Facilitators must possess sound ethics, have a volunteer spirit, and they must be able to break down a problem into separate issues for the community, he says. But finding facilitators with the right attitudes is one of the biggest challenges. "If we could print or reproduce facilitators with a strong volunteer spirit, it would be ideal!"

The facilitator's challenge is to identify villagers who have a better understanding of the situation on the ground and day-to-day events. It is also to work with government and to have analytical, scientific understanding of issues. *"Two kinds of expertise have to work together: scientific analysis and practical know-how."*

Prof Darmawan says some of the best examples of communityled projects have been where government, private companies and villagers have all cooperated. He says cooperation among the three is important for future projects.

But to have three or more different groups collaborating on a project requires good coordination, and continuing pressure on the different groups to deliver their part of the project. Delays and blockages are not unusual, says Prof Darmawan, if the facilitators ignore the realities on the ground. This often happens when facilitators want to see results quickly, but are not patient enough to develop the community's planning and decision-making abilities.

(Interviewed on 20 November 2012)

Dr H.M. Basyir Ahmad

The Mayor of Pekalongan believes in putting development funds and decisions in the hands of village-level organizations for the betterment of the community.

For the Mayor of Pekalongan, democracy starts with his own mayoral chair. Unlike most mayors' offices, there is no ornate carved timber throne and desk separating himself from the people. Instead, his office features an ordinary lounge, where he entertains visitors. "We are all at the



Dr H.M. Basyir Ahmad Mayor of Pekalongan

same level here; there is no difference between myself and the adjutant, or myself and the people. Everyone is at the same level in this lounge."

Dr Basyir is open to criticism and questions from ordinary people. He hosts bi-weekly question-and-answer sessions. He even gives out his private cell phone number. Criticisms, suggestions, and messages of appreciation arrive via his cell 24 hours a day. This input from ordinary people, religious organizations, and business people helps inform policy for the city of Pekalongan.

Being transparent is also key to building good relationships with his community. One way of proving that he leads a simple and honest life, is to open the doors of his house; a poor farmer is received in the same way as a local business person. Another is to conduct weekly meetings by bicycle. Every Friday, he and his adjutants tour Pekalongan by bicycle discussing issues with members of the community.

Pekalongan city allocates 30-40 % of district development funds to the smallest unit of government; the village level organizations, and with these funds, the village level organizations have much more control and power to implement community-led projects. *"If the government offers tenders to 'friendly' companies, then 100 million rupiah really only buys 50 million rupiah of infrastructure,* due to mark-ups. But if you give 100 million rupiah to the community, this money increases. For instance, if the village needs 100 meters of paving, but they only get funds for 70 meters, the people will add their own money. And if they install the paving, the quality will be better because they're the ones to use it."

But coordination between different village level organizations, and between the different levels of government, say from village level to district level, is also important to ensuring planning and implementing projects, says Dr Basyir. He says if the village level committee - or *Musrembang* - which were set up for development planning, fails to decide on an issue, then he will take it to the next level, to the sub-district government, and ultimately to the district government.

(Interviewed on 13 November 2012)

Mr Hugua

A partner in the Capacity Development Project, who says becoming a head of Wakatobi District was not about power. It was about serving people.

Having just been declared a UNESCO biosphere, Wakatobi is naturally proud of how its community is both preserving their stunningly diverse underwater environment, while developing the community's social and economic infrastructure.



Mr Hugua Head of Wakatobi District, Southeast Sulawesi

The Head of Wakatobi District believes that in order to promote a viable tourism sector based around spectacular coral gardens and diving, the community also needs to ensure it retains some of the benefits from the natural environment. With both coastal and deep sea fishing being a major source of food and income, communities need to understand how sustainable fishing can go hand in hand with protecting the environment.

Mr Hugua draws on the lessons he learned as a former member of an NGO. "Becoming a leader was not about power, but a leader should know how to serve people." The key is building a strong partnership.

"In a truly equal partnership, people below the leader will take initiative, and once they take the initiative, then that will create a feeling of empowerment and positively affect the people around them. Once people are empowered then you can push them to Gotong royong (work together) to create something," he says.

Imparting these values to civil servants in Wakatobi and beyond, takes skill, and what Mr Hugua calls the natural selection process; village and district heads who demonstrate that they are willing to change their thinking and work in partnership with local communities receive more training, and are more likely to receive more budgetary support. Thus, the best civil servants will rise to the top, and those who are not willing to change will be left behind.

(Interviewed on 22 November 2012)

Reasons Behind the Success

3.1 Key Knowledge on Community Cohesion

When it comes to building community cohesion and trust, views may vary on what it takes for leaders or facilitators to show they have their constituents' best interests at heart. Still, regular access to leaders, taking the time to consult and educate the public, reaching out to groups that are often marginalized, all help build the mutual trust, transparency, and motivation that can drive a united community toward a common goal.

Building Village Unity

Religious belief can be a source of hope helping people carry on with their daily lives. People seek strength from their faith. Community residents may find unity through shared religious teachings or traditional values that can also motivate them to make positive contributions and, in general, do good deeds. Mr Muchsin's case illustrates this. Rather than opting for tougher laws against illegal dumping, this community leader resorted to a peaceful solution by appealing to Muslim notions of purity. Moved by his words and actions, his neighbors joined his effort to clean the heavily contaminated waterway. Firm beliefs held by people can be a catalyst for forging unity and building mutual trust.



Communicating Transparently

As community members grow conscious that the power to change their lives rests in their hands, they become more engaged in collective activities aimed at improving their living conditions. But the best efforts can be undone if the motives and methods are not transparent. People may turn their back on their community activities and never come back. An experienced, 70-year-old activity monitor, Ms Ngatini Haris pays attention to the smallest details of programs, activities, and expenses to ensure participants feel respected for their efforts and sacrifices. That sort of involvement helps bolster community trust and motivation.

Enabling Participation of Marginalized Groups

Reaching out to groups that are often marginalized is also key. After minimum quotas for the involvement of women in former PNPM programs were introduced in 2005, women took on volunteer work that would improve the welfare of their communities and sought opportunities to learn new skills. It was an example of how including vulnerable and marginalized groups cannot only keep communities whole but may pay dividends by tapping into overlooked talent.

Mutual trust, social inclusion and transparency can pull communities together toward a common goal. How to achieve this potent mix is the work of skilled community facilitators, who are dedicated to boosting local skills and collaboration, and who are the subject of our next segment.



3.2 Key Knowledge on Facilitation

Community facilitation is the craft of encouraging ordinary people to get involved in improving their own welfare. Facilitators that succeed are those who seek new skills and build diverse social networks that can draw on local and regional officials to back initiatives. A facilitator that excels is one who blends in, living side by side with community members, and making it easier to identify challenges and the local talents who can lead the charge to fix them.

Changing Villagers' Mindset

No one can expect change unless they are willing to begin with themselves. A good facilitator first challenges his own perception of the people he must work with. Mr Sunarwan, an accomplished facilitator in Wakatobi, tries to understand villagers by blending in with the community during Friday prayers and other social gatherings. Mr Sunarwan then proceeds with the task of persuading community members to think and act on their own development needs. A village's cohesion ultimately depends on the degree to which problems can be solved by the village itself. His continuous encouragement and efforts in motivating people to improve their own communities reflect the power of grassroots development.

Developing New Skills and Capacities

Any facilitator may face setbacks before realizing the challenges at hand. Being a good communicator is just one basic qualification. A facilitator has to update her knowledge on the latest policies, regulations and know-how of community development. Ms Sri Ratna, an experienced coordinator and a trainer of facilitators, has her mission clearly set: to instill within her trainees an appetite to learn whatever skills that will help others. As such, the art of facilitation requires continuous learning. However, perhaps the biggest challenge for a facilitator is that she must learn to draw a fine line: her focus is helping people find answers to their own problems, not solving the problems for them.



As well as honing diplomatic skills, facilitators must draw on a broad range of resources from within the community and outside of it by knitting together a network of contacts from academia, NGOs, private institutions and government. In fact, government civil servants can also benefit when they participate in community facilitation training. The Head of Wakatobi District, Mr Hugua, encourages his staff to join these training sessions. The goal is to see for themselves how community members can take the initiative and work together. He hopes community facilitation training may rub off on officials, especially those at the sub-district level who may be less proactive. The key is seeking out like-minded civil servants who could work with village and district leaders.

Good facilitation is a key to successful poverty reduction. But without mayors and other leaders who commit to eradicating poverty, securing funds and motivating their people, any initiative, no matter how skilled the facilitator, will stumble. What makes for a good leader is notoriously hard to define. Our next segment will offer some characteristics that may act as a guide.



3.3 Key Knowledge on Leadership

Institutional and legislative supports make it easier to implement and monitor community-driven initiatives. The determination and initiative of leaders at various levels influence the sustainability and financing of community empowerment activities. **Most of all, leaders strive for the betterment of their communities by partnering with people, organizations and agencies that can help execute a plan and deliver resources.**

Taking the Initiative and Keeping Sight of Your Goals

Mr Bagya's leadership example demonstrates the influence one person with a strong will may have. After discovering the richness of local natural resources, Mr Bagya and a handful of other members took action to remove trash that had blighted the community for several months. Mr Bagya's initiative and effort were quickly recognized at local meetings. Community members who were initially skeptical joined in. This community now attracts many domestic and international tourists, while the local government provides financial support to sustain their community-empowerment activities. Tackling poverty and creating locally available jobs to combat poverty are possible, not necessarily with major investments, but through persistence and a clear vision.

Down-to-Earth Approachability

The Pekalongan Mayor, Dr Basyir, believes in creating an egalitarian atmosphere, while promoting transparency in local government. His open attitude comes from his conviction that everyone has a role to play in making the community a better place. In the interests of keeping open lines of communication with residents and ensuring he is hearing a range of views on issues, anyone can ask for his cell phone number. And if not, they can catch up with the mayor during one of his weekly bicycle tours of the town.

Political Initiative for Securing and Spreading the Money

At the core of effective leadership is an emphasis on seeking partnerships with groups and citizens in an effort to better serve them. Those who provide others with regular access to resources, help secure funds and listen to complaints are more likely to use their political and financial capital wisely. By building partnerships and delegating authority to those who may be better positioned to make key budgetary or other important decisions, a successful leader stands a fair chance of creating an environment in which communities also feel empowered to take on initiatives. "In a truly equal partnership, people below the leader will take initiative," explains Mr Hugua, the Head of Wakatobi District. "And once they take initiative then that will create a feeling of empowerment."

Each pillar of success in addressing poverty at the community level relies on the other. Facilitators need elements of good leadership. By comparison, leadership may be tough in a community at odds with itself. Or it may call on elements of facilitation, for example, stepping back and delegating budgeting and policy to lower levels of government. But no matter the skills of the facilitator or the leader, a community's members must want to work together in the spirit of civic responsibility. Community members must see the need to make a commitment to each other because their actions are what make a difference, ultimately.



Indonesia's South-South and Triangular Cooperation

Indonesia's South-South and Triangular Cooperation in the area of poverty reduction and community-driven development has a history spanning more than a decade. This international cooperation mainly aims at increasing capacity of government officials, NGO practitioners and facilitators who deal with poverty reduction programs in their home countries.

4.1 Training and Field Visits

The Government of Indonesia has been offering international training programs on poverty issues. These training programs are comprised of classroom lectures and field visits to help facilitate a deep understanding of Indonesia's poverty reduction strategies. Their topics include donor coordination mechanisms, budget planning, and policy making as well as field level learning, focusing on community institutions and local governance structures. Participants receive first-hand experience interacting with the government officials and the community.



Participant's Voices

"I liked all the topics discussed in the training. Among them, community facilitation was particularly interesting and it was very new to me. The things we learned were very practical and based on the evidence and field experiences. The practical work we did during the field visit, which included a situation and problem analysis was also very useful. When I go back, I can apply that to my home county."

(Interviewed on 12 July 2012)

"I liked the fact that we applied the knowledge we acquired during the classroom session to the field visit. We learned facilitation techniques in the classroom. We then went to the field and saw a real process of facilitation there, including observation and interviews with the community members. The condition of rural infrastructure here is quite similar to that in Afghanistan and we exchanged and shared our ideas with the community members and trainers."

(Interviewed on 12 July 2012)



Dr Latifa Hamidi Senior Program Officer, National Solidarity Program (NSP), Ministry of Rural Rehabilitation and Development (MRRD), Afghanistan



Dr Ehsanulloh Himmat Head of Capacity Building Department, National Solidarity Program (NSP), Ministry of Rural Rehabilitation and Development (MRRD), Afghanistan



4.2 The Future South-South and Triangular Cooperation

In addition to trainings and field visits which are conducted regularly, the Government of Indonesia is willing to design novel knowledge exchange programs in response to requests from partner countries.

One such possibility is designing "working together" training courses in which participants, such as facilitators and policy planners, both from partner countries and from Indonesia work together on improving facilitation skills and designing policy tools. Interaction among the participants for completing specific assignments will prompt new ideas and create new insights in the course of their work.

4.3 Our Trainers and Facilitators

Trainers and facilitators with ample knowledge, skills, and field experiences are important assets for implementing community empowerment programs. As previously mentioned, Indonesia has many such trainers and facilitators who have been struggling alongside community members to alleviate poverty and are aware of cultural and socio-economic differences between Indonesia and its partner countries. Trainers and facilitators in Indonesia are eager to exchange opinions and willingly share their knowledge with participants from partner countries.



Trainers' and Facilitators' Voices

"This training is not about capacity 'transfer'. The participants of the training learn how to facilitate the process of community-driven development. It is not about providing solutions to the community. Rather, it tries to help the community members identify the problem and find the solution themselves. Since I started working as a trainer, I have learned a lot from participants from partner countries. Through my experience as a trainer, I have been improving my knowledge and skills as a facilitator too."

> Mr Yohanes Ghewa, Trainer of JICA's Third Country Training Programme Community Development for Afghanistan

"Facilitators must possess sound ethics, have a spirit of volunteerism, and they must be able to break down a problem into separate issues for the community."

Professor Darmawan Salman, Former Master Trainer of the Capacity Development Project in Sulawesi

"A facilitator is not a teacher or some kind of knowledgeable expert. A facilitator's role is to give some direction, to give information so that the community can make a choice on the best way to deal with their problems."

Ms Sri Ratna, City Coordinator of PNPM Urban Pekalongan

"In order to build the community's confidence and trust, we have to tell them that whatever the community does together, however small, is, in fact, development."

> Mr Sunarwan Asuhadi, Community Facilitator of Sulawesi's Capacity Development Project in Wakatobi District

4.4 Request for South-South and Triangular Cooperation

The Government of Indonesia distributes information on bilateral cooperation programs through its embassies and consulates abroad. Corresponding application forms are also available there.

For prospective programs, the National Coordination Team serves as a contact point. To apply for or support a bilateral cooperation programs that have not been officially announced by the Government of Indonesia, an official letter of request or inquiry for topics and subjects must be sent first to the National Coordination Team. Upon its receipt, the National Coordination Team will examine the possibilities of organizing programs on requested topics and subjects. A response will be sent once the study has been completed.

The contact details are as follows: National Coordination Team on South-South and Triangular Cooperation

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About This Booklet

This booklet is a product of JICA's technical cooperation project with the Government of Indonesia (GOI), entitled "Knowledge Management for South-South Cooperation (2012-2013)". Using a knowledge management theory developed by Prof Ikujiro Nonaka, the GOI's National Coordination Team on South-South and Triangular Cooperation (NCT-SSTC) the inter-ministerial body charged with promoting partnerships between developing countries - identified ingenious practices and deep-rooted values which facilitated community empowerment activities and assisted to eradicate poverty. This book opens up a small window for its readers on lessons and insights related to poverty alleviation so that some of the key lessons can be widely shared. The National Coordination Team also produced a DVD featuring this living knowledge on the same topic.

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