



Government of Central Kalimantan



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# Master Plan for the Rehabilitation and Revitalisation of the Ex-Mega Rice Project Area in Central Kalimantan



## GUIDELINE FOR A COMMUNITY-BASED APPROACH TO THE REHABILITATION AND REVITALIZATION OF THE EMRP AREA

Technical Guideline No. 3

MARCH 2009

# **Master Plan for the Rehabilitation and Rehabilitation of the Ex-Mega Rice Project Area in Central Kalimantan**

## **Technical Guideline Number 3**

### **Guideline for a Community-based Approach to the Rehabilitation and Revitalization of the EMRP Area**

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## Executive Summary

This technical guideline provides details of a proposed approach for the implementation of a community-based approach to the rehabilitation and revitalization of the EMRP area in line with the three main interventions of Presidential Instruction (Inpres) No 2/2007: (1) Conservation and Rehabilitation Program, (2) Agricultural Development Program and (3) Community Empowerment Program.

The Master Plan has proposed six main programs for the implementation of Inpres 2/2007 based on assessments and analysis conducted during the master planning process:

- 1) Fire Prevention and Management
- 2) Spatial Management and Infrastructure
- 3) Sustainable Peatland Management and Conservation
- 4) Agricultural Revitalisation
- 5) Community Empowerment and Socio-Economic Development
- 6) Institutional Development and Capacity Building

**This paper proposes an approach that brings a community-based approach into the implementation of the Master Plan's six main programs.** This will be initiated through a community-based planning process, which informs and contributes to the government-led planning process. An output of the situational analysis carried out during the community planning process is to provide an accurate "demand structure" in which the government and other actors are able to respond with an appropriate "support mechanism".

This approach has been designed to contribute to the overall goals for the rehabilitation and revitalisation of the EMRP for the following reasons:

1. A basic principle for sustainable development is to support communities to identify and prioritise their own needs, and create and implement their own village plans.
2. It utilises the government's participatory community-managed planning (permendagri 66/2007) RPJMDES process as a basis for organising community development; and provides a way to strengthen this and the government's capacity to deliver an appropriate support mechanism.
3. Developing an accurate demand structure and support structure, creates a useful overall framework and a comprehensive approach to the challenge of the rehabilitation and revitalization of the EMRP area. The community-based approach needs to be supported by top-down activities in consultation with community inputs. Top-down activities include macro-infrastructure such as roads and flood control, agricultural technical inputs etc.

**Five main components or inputs for the community-based approach** have been identified to work synergistically with existing government strategies, whilst important inputs or interventions have been recommended to ensure it can work effectively. These are as follows:

### Component 1. Village Plans

An effective planning process needs to be supported by trained facilitators to ensure the plans are of a quality that are able to address the development needs of the community. Facilitators will act as a liaison between communities and government, and work to ensure



that communities are well-informed. They will support the implementation of programs following planning.

### **Component 2. Local Land Use and Village Spatial Plans**

The key to rehabilitation and revitalisation of the EMRP area is improving current land and water management practices in order to help farmers get better outcomes and reduce the environmental impacts of unsustainable land use practices. For this reason, a participative process to map, assess and plan current and future land use, water management systems and spatial development, needs to be carried out by the village community with the support of technical experts. This process will also act as a means to assist and educate the community on optimal use of their land and water resources, and help them develop effective land care practices. Community land maps can also be used as a means of recognising and safeguarding community and villagers' rights to land.

### **Component 3. Community Grants**

There is much evidence that communities have the capacity not only to plan, but to undertake their own development. Community-driven development programs such as the National Community Empowerment Program (PNPM) have clearly shown this. Further, PNPM has also developed pilots of specific interventions to support environmental rehabilitation (e.g. PNPM Hijau in Sulawesi) and agricultural development (e.g. PNPM Agribisnis supported by the AusAid SADI project). Two types of community grants are recommended for the rehabilitation and revitalisation of the EMRP area.

- a) A General Grant to fund village infrastructure (open menu with negative list i.e. community has right to choose use of funds except for certain prohibited items)
- b) Specific Grant(s) to fund activities for greening the environment such as tree planting, on-farm water management, and for agricultural and livelihood support

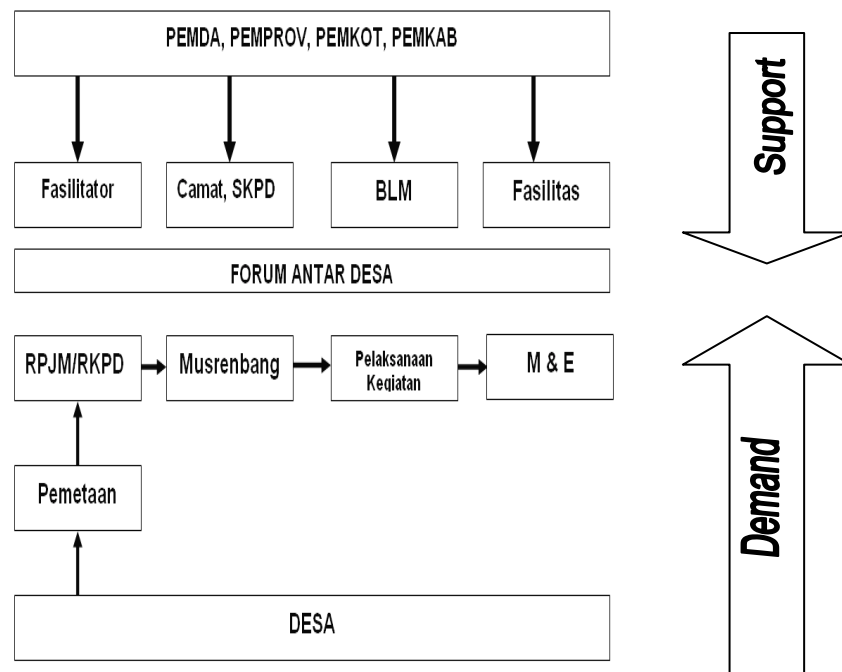
These grants could build on and be delivered by the existing PNPM mechanism. In the general PNPM program (PNPM Inti), a sub-district receives a grant in the region of Rp 1-2 billion. Villages then produce proposals based on village planning, that are reviewed at a sub-district meeting by village representatives, who decide which proposals to support, and then allocate the grant to village implementation teams.

The Master Plan describes the importance of environmental rehabilitation and agricultural development in the EMRP area. The specific grants proposed here would therefore provide resources for communities to implement key parts of their own village, land use, and spatial planning, as described in components 1 and 2. It is recommended that the current pilots of PNPM Hijau and PNPM Agribisnis are reviewed and a pilot initiated based on lessons learned from these, and in the current context of the EMRP area.

The PNPM mechanism is effective and well-understood by government and communities, and from discussions with people living in the EMRP area, it is well-supported there. There is already funding coming to the EMRP area through the PNPM Perdesaan program as part of the existing PNPM program. The proposed main interventions are: (a) add additional facilitators to strengthen village planning, and strengthen links to regular government programs and those implemented as part of Inpres 2/2007, (b) add technical expertise to help communities and farmers plan land use, and develop more effective on-farm water management, and (c) increase community grants provided to the area, including the

development of specific grants to communities for environmental rehabilitation and agricultural development.

Traditional top-down government interventions would be needed, in addition to the community grants, to further rehabilitation and revitalisation of the area; and the planning proposed in components 1 and 2 would provide a firm basis for developing these programs. Examples include redesign of the water management macro-infrastructure, the development of fire management systems, and so on. The key of this proposed community-based approach is to strengthen community-based initiatives and match the 'demand' from communities with the support coming from government and other programs (see figure).



**Component 4. Technical Support**

Technical expertise will be required to support training for the village planning and implementation process, as well as for the government planning and response/support structure. Such technical expertise could be mobilised through the Technical Facility proposed in the Master Plan (see Annex 23 of the Master Plan).

**Component 5. Communication, Knowledge Capture and Learning**

For this complex, multi-faceted and pioneering approach to the rehabilitation of the degraded peatlands it is important to (a) ensure that an effective communication system is developed between the village community, the different government departments and levels, NGOs, and Project workers; and (b) knowledge of pioneering approaches needs to be captured in a user-friendly way that can be accessed and used as an important on-going resource.

# 1 Introduction

The objective of this report is to provide details of a proposal for the implementation of a community-based approach to the rehabilitation and revitalization of the EMRP area. This guideline builds on the work completed during the development of the Master Plan

In 1995, the Central Kalimantan Peatland Development Project – commonly known as the Mega Rice Project – to convert up to one million hectares of peat and lowland swamp for rice cultivation - caused serious degradation and deforestation as a result of drainage and wildfires. Recognising the need to address the situation, the Government called for the rehabilitation and revitalisation of the area through the issuance of the Presidential Instruction (Inpres) No 2/2007. The Inpres contains three main interventions:

1. Conservation and Rehabilitation Program
2. Agricultural Development Program
3. Community Empowerment Program.

The Master Plan has proposed six main programs to support these interventions

1. Fire Prevention and Management
2. Spatial Management and Infrastructure
3. Sustainable Peatland Management and Conservation
4. Agricultural Revitalisation
5. Community Empowerment and Socio-Economic Development
6. Institutional Development and Capacity Building

This report provides an approach that brings a community-based involvement into the Master Plan's six main programs. This will be initiated through a bottom-up, community process that will create a 'demand structure' that will inform the higher levels of government planning of the situation, needs, and requirements of communities. This will enable the government to provide an appropriate 'support mechanism' that will enable communities to realise their community plans, and will contribute to the overall goals for the rehabilitation and revitalisation of the ex-PLG area.

This approach has been designed to work synergistically with existing government strategies, recommending the inputs or interventions needed to ensure these existing strategies can work effectively.

## 1.1 Background to the report

The team reviewed documents and interviewed key persons responsible for both government and NGO community-based programs in the EMRP area, including PNPM, PM2L and community programs from CKPP. This was followed by visits to a number of villages across the EMRP area to hear directly the opinions of villagers about the various programs.

These sample villages were selected according to the following criteria

1. According to the different peat zone areas – Conservation, Limited Development (adapted management) and Development zones.
2. According to the different cultural makeup of the communities, ie, Dayak, transmigrant, and mixed communities.

The team visited government representatives from the village to the Provincial level to learn about their strategies and plans for the future. Discussions were held about the specific challenges they faced in achieving their plans.

From these initial discussions, a strategic framework was drafted and workshops were conducted in Kuala Kapuas District and at the Provincial level, with participants invited from three National government working groups, the province, the district, the subdistrict, villages, existing community-based programs, and local NGOs.

This strategy is intended to reflect the participatory, multi-stakeholder approach, and draws upon existing knowledge and learning.

## 1.2 Goal and Objectives of a Community-based Approach

### 1.2.1 Goal

The goal is to create a community-based approach for the rehabilitation and revitalisation of the EMRP area that empowers the community to improve its livelihoods and manage its environment in a sustainable way.

This approach will foster communities that are self-aware, having a conscious understanding of their situation, both individually and collectively; and with an on-going capability for analysis-action-reflection that is directed towards improving their own situation.

Furthermore, it will encourage a balanced and integrated involvement between communities, government, private and NGO sectors. The community-based approach will be supported by other, top-down activities such as roads and flood control, all made in consultation with the community.

A basic principle for sustainable development is to support communities to identify and prioritise their own needs, and to create and implement their own plans.

### 1.2.2 Objectives

The community-based approach presented here has the following objectives:

1. Strengthen the capacity and support in communities for successful implementation of the rehabilitation and revitalisation program, by helping to facilitate the development of village plans which create a platform for communities to actively voice their needs.
2. Improve land use practices and natural resources management in the EMRP area and villages, contributing to environmental stability.
3. Improve livelihoods and welfare of households and communities in the project area (secure and sustainable livelihoods).



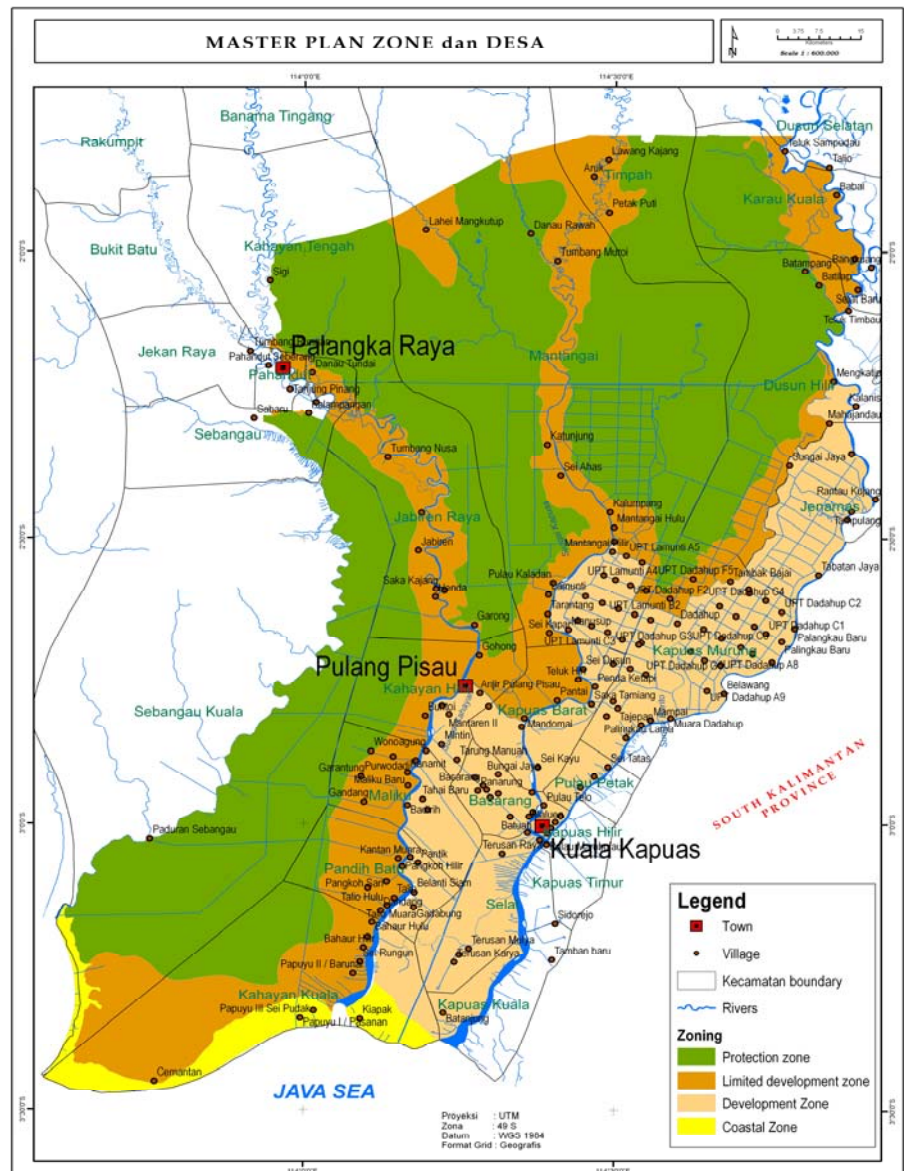
4. Contribute to the development of self-sufficient, independent, and sustainable communities.
5. Strengthen the quality of governance in each community, and in the overall area (subdistrict and district).
6. Strengthen the links and relationships between communities and local government.

### 1.3 Target Area

The EMRP area falls within the boundaries of four districts in Central Kalimantan: Kuala Kapuas, Pulang Pisau, Barito Selatan and Palangka Raya (Figure 1). The area has a total of 227 villages and 20 sub-districts, and is home to 350,000 people – a mix of Dayaks (which constitute the dominant ethnic group), and lesser numbers of Banjarese, Javanese, Madurese, Sundanese, Batak and Bugis. The local Dayaks are mainly found in the Protection Zone (deep peat protected area) and Limited Development Zone (mineral soils and peat with depths of less than 3 meters), whilst the Development Zones are mainly home to the transmigration population.

These differences in land use and ethnicity call for a community-based approach, which meets the needs of these different groups. It will be important as an entry point strategy to pilot this approach in locations in one or two sub-districts that contain a variety of socio-economic and bio-physical contexts.

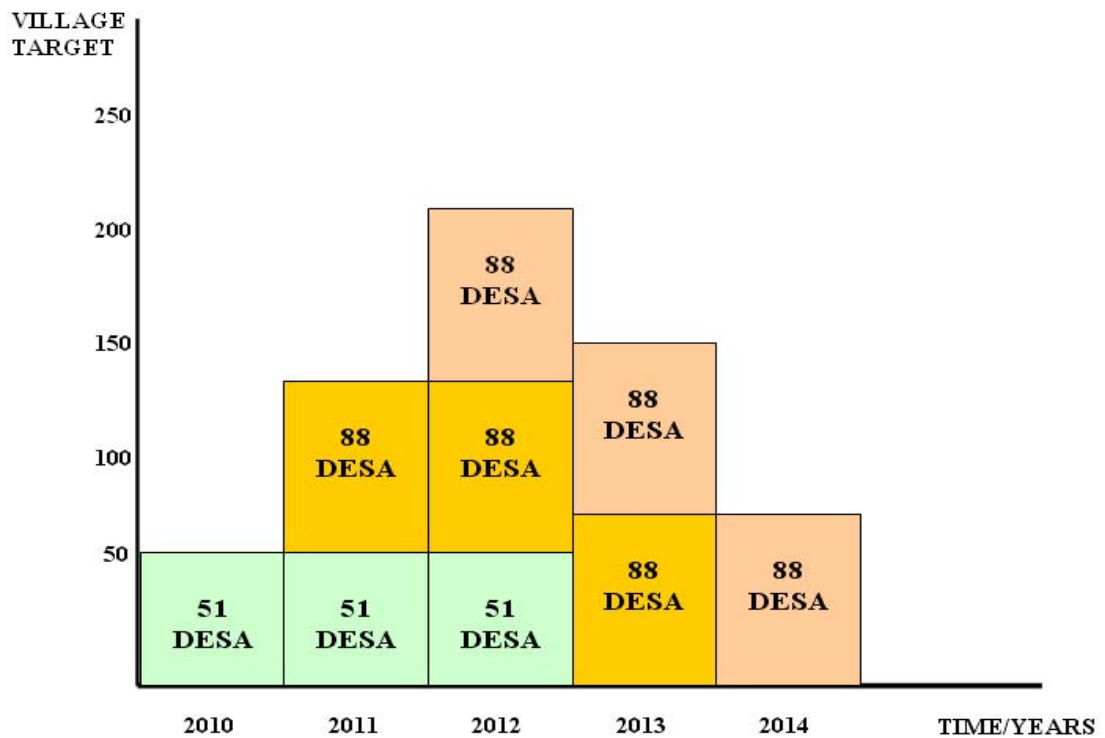
**Figure 1 - Proposed Management Zones and villages within the EMRP.** Note not all villages or settlements (e.g. dusun) are marked on this map.



The Master Plan proposes that, during the five-year program for the rehabilitation and revitalisation of the EMRP area, all 227 villages will be reached. In order to achieve this through the community-based approach, it is proposed that each village will have intensive support for a period of three years. The requirement for further support for villages should be reviewed in the third year.

A proposed sequencing for scaling up the program is as follows:

1. Pilot project to establish working modalities and technical guidelines.
2. In the first year, 51 villages in two sub-districts and one district area will be targeted. These villages will receive support from 24 district facilitators who are responsible for working with village facilitators to implement the program. This is a ratio of one trained facilitator for every two villages.
3. In the second year, a further 88 villages will be added, 20 facilitators will move from the previous villages, and a further 24 facilitators added. Four of the original facilitators will stay in each sub-district to continue support and mentoring for the village facilitators.
4. In the third year, a further 88 villages will be added and another 24 facilitators. The target of 227 villages will be achieved, and there will be a total of 72 district facilitators.
5. In the fourth year, the total number of facilitators can be halved to 36. The district facilitators will now focus on monitoring and evaluation, and transferring capacity to government departments (possibly PMD) to take over their roles.



**Figure 2:** Timeline for target villages with each cohort of villages (different colour) receiving three years of support

## 2 Strategy, Approach, Principles and Legal Basis

### 2.1 Strategy

The strategy for community-based rehabilitation and revitalization is based on the premise that local people can best plan and undertake their own development, especially with effective support. However, rehabilitation and revitalization of the Ex-Mega Rice Project area requires an approach that combines local knowledge and experience with technical and scientific knowledge. As a result, the strategy for rehabilitation and revitalization of the area focuses on building strong relationships with communities living in the area and the provision of external support to:

- Strengthen and revitalize existing government systems and programs for community-based planning, implementation and evaluation;
- Integrate community development and spatial planning through a resource-based participative approach to community planning for rehabilitation, revitalization and longer-term development;
- Provide technical expertise to work with communities to enable them to better manage their environment, building on their own local experience and knowledge;
- Make available and deliver financial resources to communities to enable priority community-based actions for the rehabilitation and revitalization of the area to be completed by the communities themselves;
- Complement community-based implementation with larger-scale government and other interventions, based on priority needs and issues identified by communities.
- Strengthen and link communities to the institutional framework of Inpres 2/2007 and the broader institutional setting governed by regional autonomy and key sectoral policy frameworks.

### 2.2 Approach

A successful community-based intervention in the area will require the following approaches:

- Make communities the starting point and primary stakeholder for the rehabilitation and revitalization of the EMRP area;
- Develop a network of community facilitators to work with communities to plan, act, evaluate and learn;
- Use the five-year village planning framework (RPJM Desa as regulated by Permendagri No 66/2007) as the basis for communities to plan and communicate their development aspirations, including rehabilitation and revitalization programs;
- Raise community awareness of their rights, and strengthen knowledge of the environment, especially regarding land, and the unique and dynamic nature of peat;

- Work to develop collaboration, cooperation and social inclusion in the implementation of the program between all stakeholders;
- Build a flexible and responsive management system for community engagement and provide technical expertise that meets the specific contextual needs of communities living within the area;
- Develop community grants that respond to general and specific needs of communities in the area;
- Establish a system to support effective information flow, monitoring, evaluation & learning.

## 2.3 Basic Principles for a Community-based Approach

The community-based approach should be based on the following principles:

**1. Participative** - Active participation by the community in their own development process.

**2. One Vision** - A shared understanding towards a common goal or purpose between all involved stakeholders.

**3. Integrated** - A commitment between all stakeholders to achieve a common outcome, through an integrated planning and implementation process.

**4. Sense of Ownership** - A sense of ownership in the community, and an understanding of the overall purpose, increases motivation towards achieving the goals.

**5. Responsibility / Accountability** - Generate a sense of responsibility and accountability for achieving a results-based performance.

**6. Transparency** - An openness in communication: accountability and transparent procedures, including open meetings, financial disclosure statements, legislation for freedom of access to information, budgetary review, audits, etc.

**7. Responsive** - A proactive response to solving problems.

**8. Empowerment** - Increasing the capacity of the community and individuals to make choices, and to transform those choices into desired actions and outcomes

*"Every time a program comes into a village there is a lack of field level support; it is often not in place; and we want the support to be provided continuously."*

A villager from Garong in Pulang Pisau

## 2.4 Legal Basis

The following laws and regulations provide the legal framework to implement the community-based approach to rehabilitate and revitalise the EMRP area:

- Law 25/2004 on National Development Planning System;
- Law 32/2004 on Local Government
- Law 26/2007 on Spatial Planning
- Presidential Instruction Number 2/2007 on the Acceleration of Rehabilitation and Revitalisation of the Ex-Mega Rice Project Area in Central Kalimantan
- Government Regulation 72/2005 on Villages
- Regional Regulation of Central Kalimantan 11/2005 on the Procedure of Planning and Implementing Regional Musrenbang of Central Kalimantan.
- Government Regulation 19/2007 on the District
- Regulation of the Minister of Home Affairs 51/2007 on Rural Area Development-Based Society
- Regulation of the Minister of Home Affairs 37/2007 on Village Financial Management Guidelines
- Regulation of the Minister of Home Affairs 66/2007 on Village Development Guidelines



## 3 Community-based Rehabilitation and Revitalisation

This section addresses how the rehabilitation and revitalisation of the EMRP area can be achieved through a community-based approach.

### 3.1 Components

There are five main components for implementing the proposed community-based approach, and these will form the basis for supporting the six main programs proposed in the Master Plan.

#### **The Five Components for Community-based Rehabilitation and Revitalisation**

**1. Village Planning**

The process needs to be supported by trained facilitators to ensure that village plans are of a quality that can address the development needs of the community.

**2. Land Mapping, Suitability**

A participative process, facilitated by a technical expert with the village community, as a means to assess land use and educate the community on optimal use of their land and best land care practices.

**3. Community Grants**

Two types of grants are recommended to support implementation of the village plans:

- a) Public grants to fund village infrastructure
- b) Specific grants, to fund activities for greening the environment, such as tree planting, canal blocking, and for agricultural and livelihood support.

**4. Capacity Building and Technical Support**

A technical unit will provide expertise and training to support the village planning and implementation process, as well as the government planning and response/support structure.

**5. Communication, Knowledge Capture and Learning**

For this complex, multifaceted and pioneering approach to rehabilitating damaged peatlands, it is important to:

- a. Ensure that an effective communication system is developed between the community, the different government departments and levels, NGOs, and Project workers.
- b. Capture knowledge of pioneering approaches into a user-friendly database that can be easily accessed and used as an important on-going resource.

## Component 1. Village Planning Process

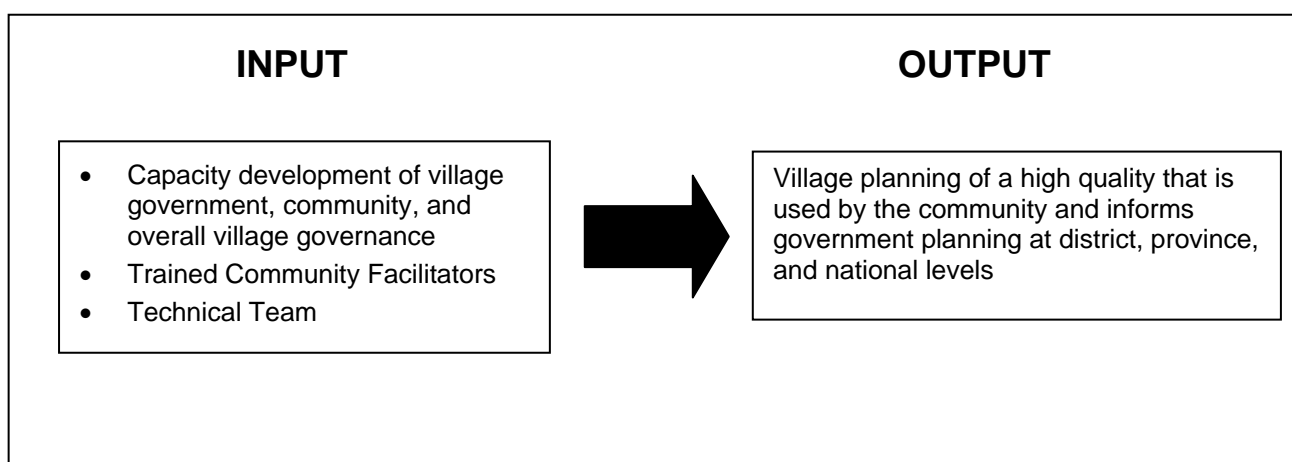
The village planning process (permendagri 66/2007) is utilised as the basis for-

1. Community organising
2. Community learning
3. Community planning and implementation of activities (RPJM Desa)
4. Monitoring and evaluating results.

The village planning process utilises PRA situational analysis tools to ensure that the village plans fully address the real situation in the community, and are of a standard that will inform planning at the district, province and national level.

To support the community in the village planning process, it is necessary to have well-trained facilitators. The role of these facilitators is to:

1. Work with the villagers during the village planning process to ensure a village plan is produced to agreed qualitative standards.
2. Educate and raise awareness of communities and government counterparts about the environmental role of peat.
3. Transfer participative planning and consulting skills to village facilitators and cadres, working with technical teams who have specialised skills in land use mapping, community mapping, social forestry, agriculture, infrastructure etc



## Component 2. Land Mapping, Land Suitability and Village Spatial Planning

Rehabilitation and revitalisation of the EMRP area requires a significant effort in supporting farmers and communities to utilize their land and other natural resources in a sustainable and optimal way. Community planning needs to consider spatial aspects of community development. This can be captured through participatory approaches leading to the development of a community spatial development plan.

It is important to respect and consider existing land claims and local land ownership, including traditional community ownership (ayungkuh).

Dayak communities consider that land roughly 5km around the village is community land (see the Main Master Plan report for more details).

As part of the community-based approach to rehabilitation and revitalization of the EMRP area, participatory land mapping, land suitability analysis, and village spatial planning will be conducted as a key part of the community-driven approach.

The products of the land mapping, land suitability, and spatial planning work will be owned by the community (the village is an autonomous unit), with any digital products being printed and framed, and kept in an easily accessible place in the village. The main products will be:

1. Basic village map – showing houses, community facilities and land, land use and land conditions, previously burnt areas, areas at risk of flooding, land ownership, canals and other water courses, roads and access, topography (not accurate), boundaries
2. Integrated land suitability map – showing potential land use and most appropriate uses, based on a variety of bio-physical and socio-economic factors. This map will also highlight key rehabilitation and revitalization needs of the village area.
3. Village spatial plan – showing the overall community development vision, including community facilities, new housing, services, markets, transport and overall future land use, ownership and boundaries.

Villagers, landowners and managers (farmers etc.) will undertake this task supported by:

- **Village Facilitators** – whose main task will be to help with organizing the processes and tasks with the community, the village head, and other relevant groups and individuals.
- **Participatory Land Mapping Team** – who will assist the community with the technical aspects of surveying and measurements, including production of basic village maps, initially as sketches, and then in GIS format.
- **Technical Land Suitability and Water Management Assessment Team** – agricultural and water management experts who will assist the community with technical aspects related to defining the suitability of land in the village for various crops and land uses, the improvement of soil management, and on-farm water management and conservation measures, including priority rehabilitation and revitalization support.
- **Technical Community Spatial Planning Team** – who can help the community develop a spatial plan for future community development.

Each of these processes will be offered to the community, and they will be provided when there is demand and agreement from the community to complete these tasks (to be agreed in a community meeting that defines the support required for the village).

The technical teams and tasks will also be determined according to the specific context in the village – social, economic, environmental.

Technical details of these processes will be further developed as part of a series of technical guidelines for the implementation of this community-based approach to

rehabilitation and revitalization. This will include ways to ensure key criteria, such as gender and social inclusion are met.

Village maps and spatial plans will be produced in a way that they can be combined into sub-district and district maps, where possible.

### **Component 3. Community Grants**

To implement the Village Plans, it is proposed that a block grant or Village Development Budget is introduced to fund the village activities.

Two types of grant systems are required:

1. A general (umum) grant to finance infrastructure
2. Specific (khusus) grants to fund socio-economic activities for agriculture and the development of agri-businesses, and targeted grants to encourage environmental rehabilitation. These grants could fund activities such as fire prevention and management teams, reforestation, social forestry and canal blocking. Examples of existing environmental grants are: *Rehabilitasi Lingkungan*, *Bio Right* (CKPP), *Buy living tree* (Cimtrop), *Carbon Credit* (AusAid), *PNPM Hijau* (piloted in Sulawesi)

Three sources of existing funds are currently available for communities:

1. Alokasi Dana Desa (ADD)
2. Program Nasional Pemberdayaan Masyarakat (PNPM) currently delivers a community-based infrastructure program.
3. Donors – bilateral and multi-lateral.

It is recommended to strengthen the current ADD delivery mechanism, so that money will be available to the village through this mechanism.

PNPM, which is designed as a national program, has been identified as a potential delivery mechanism. However, for the needs of rehabilitation and revitalisation of the EMRP area, extra or top-up funds will be necessary to fund the extra activities required for rehabilitating and revitalising the area.

It is recommended to link all funding directly to the community development plan.

### **Component 4. Technical Facility and Capacity Building**

A technical and capacity building component is core to the successful implementation of the program.

1. A training facility is required for training the facilitators, to provide them with the necessary facilitation skills to enable communities to produce comprehensive village plans, and for them to understand the wider context of the need to rehabilitate the EMRP area.
2. A technical facility at Provincial level will offer support for the technical aspects of village planning and implementation. Specialist technical teams will work with government extension workers to provide support that has been identified in annual village plans.

3. Support to the villagers needs to include skills training and follow up trainings tailored to villagers' needs in areas such as agriculture, social forestry, irrigation, canal blocking etc.
4. Community training will be in the field, to fit in with the project implementation cycle.
5. These will include skills and capacity to self-manage the Village Development Budget in the community – ie, budgeting, accounting, record-keeping, reporting, financial management, proposal writing.
6. Improved capacity for village representatives to communicate the needs of all members of the community to government and other parties, and to access resources that support sustainable and equitable development in the community that meets these needs
7. Provide capacity-building support to strengthen the ability of village government to bring together all members of the community and involve them in a planning and development process that supports the project and results in an enhanced quality of life for all members of the community within a sustainable development framework – by addressing key community social, environmental, economic, and governance issues

#### **Component 5: Communication, Knowledge Capture and Learning**

In this multi-faceted program, it is essential to capture knowledge and exchange information to establish an accurate record of the project, its activities, achievements, and to share lessons learned.

The program aims to establish a culture of transparent information and knowledge sharing, so that villagers and the different government levels that support them have ready access to the information and knowledge they need.

A communication network will be established that interconnects individuals and institutions using traditional means, as well as computer-based and mobile technologies. Simple media - from village notice boards to establishing community information centres, and the use of instant texting – will be used to exchange simple information and to keep people informed about upcoming events and activities.

The knowledge base established during the Master Plan, and the continuing capture of information during the village planning and evaluation processes are an important resource for government planning and implementation of this program.

The production of good information and user-friendly materials, such as implementation manuals and financial management guidelines, will provide facilitators, extension workers and the village development groups with valuable tools in helping to execute the program, and for keeping people informed about the program.

This program will be pioneering new ways of working between communities and government, and the documentation of this process and the lessons learned will be invaluable to share at all levels. This learning-by-doing approach, with effective monitoring and review mechanisms, will encourage valuable cross-learning, and will lead to the development of a learning organisation approach.



The following elements need to be established:

- i. An information and communication unit with adequate staffing and resources
- ii. An effective information and communication network
- iii. Mechanisms to provide on-going information and news
- iv. Mechanisms to document project processes, activities, and achievements

### 3.2 Relationship to the Master Plan Programs

The community-based rehabilitation and revitalisation approach will specifically be able to address some of the key activities identified in the Master Plan, as part of the six proposed programs. These are summarised in Table x

NO	PROGRAM	ACTIVITIES	INPUTS
1.	Fire Prevention and Management	<ol style="list-style-type: none"> <li>1. Village fire management groups</li> <li>2. Early warning system</li> <li>3. Opening up land without burning</li> <li>4. Appropriate Land Use.</li> </ol>	<ol style="list-style-type: none"> <li>1. Community grants</li> <li>2. Technical support</li> </ol>
2.	Spatial Management & Macroinfrastructure	<ol style="list-style-type: none"> <li>1. Village spatial plans (RTR) Desa</li> <li>2. Macro-infrastructure development (bridges, roads, river transportation, jetties, water and flood mitigation.)</li> </ol>	Macro-infrastructure developed by the government with technical support
3.	Peatland Management, Rehabilitation and Conservation	<ol style="list-style-type: none"> <li>1. Canal Blocking</li> <li>2. Regreening</li> <li>3. Conservation</li> <li>4. Community Forestry</li> <li>5. Establishment of protection and conservation boundaries</li> <li>6. AMDAL process, Environmental Impact Assessment</li> </ol>	<ol style="list-style-type: none"> <li>1. Clarity on legal conservation boundaries,</li> <li>2. Community grant</li> <li>3. Technical support</li> </ol>
4.	Agricultural Revitalisation	<ol style="list-style-type: none"> <li>1. Land care/use planning</li> <li>2. Provision and upgrading of agricultural infrastructure</li> <li>3. Flood control</li> <li>4. Strengthening of government extension services</li> <li>5. Access to credit and markets</li> <li>6. On-farm research</li> </ol>	<ol style="list-style-type: none"> <li>1. Community grants</li> <li>2. Technical support</li> </ol>
5.	Community and Socio-Economic Development	<ol style="list-style-type: none"> <li>1. Village governance</li> <li>2. Village groups who manage the planning and implementation of village plans. (RPJMDes),</li> <li>3. Community grants</li> <li>4. Livelihood development</li> <li>5. Health</li> <li>6. Education</li> <li>7. Agribusiness</li> </ol>	<ol style="list-style-type: none"> <li>1. Community Grants</li> <li>2. Facilitator</li> <li>3. Technical support</li> </ol>
6.	Institutional and capacity development	<ol style="list-style-type: none"> <li>1. Village and Sub-district Forums</li> <li>2. Improved Musrenbang (village planning)</li> <li>3. Evaluation of community activities</li> <li>4. Training</li> <li>5. Long Term Institutional Arrangements</li> </ol>	<ol style="list-style-type: none"> <li>1. Training</li> <li>2. Facilitator,</li> <li>3. Commitment</li> </ol>

### 3.3 Coordination and Integration

The sub-district office (Kecamatan) functions to coordinate and synergise the village plans with the district planning process. Participatory planning in villages identifies the needs (demand) and this informs the district strategy and budgeting plans (supply).

Priorities are then addressed in the district work plan document (Renja), which refers to the various policies from the Medium Term Development Area Plan (RPJM Region) and the Regional Development Plan (RKP Region). The district uses the Musrenbang documents to process at the Provincial level of planning.

Prior to the Musrenbang planning at the district (Kabupaten) level, the sub-districts will allocate results from the village plans to the appropriate SKPD or government departments, such as health, agriculture, education etc.

During the sub-district Musrenbang, village representatives are selected to represent villages at the district Musrenbang, and to actively participate in the SKPD forum where village needs will be prioritised and strategies to address these needs will be made. It is important that women representatives are selected to attend the district musrenbang.

Proposed inputs to improve the current bottom up planning process are:

1. Attendance by the government department's technical teams (SKPD) would help to integrate the planning process.
2. Invite legislative members to help ensure priorities identified at this level are given weight further up the planning process.

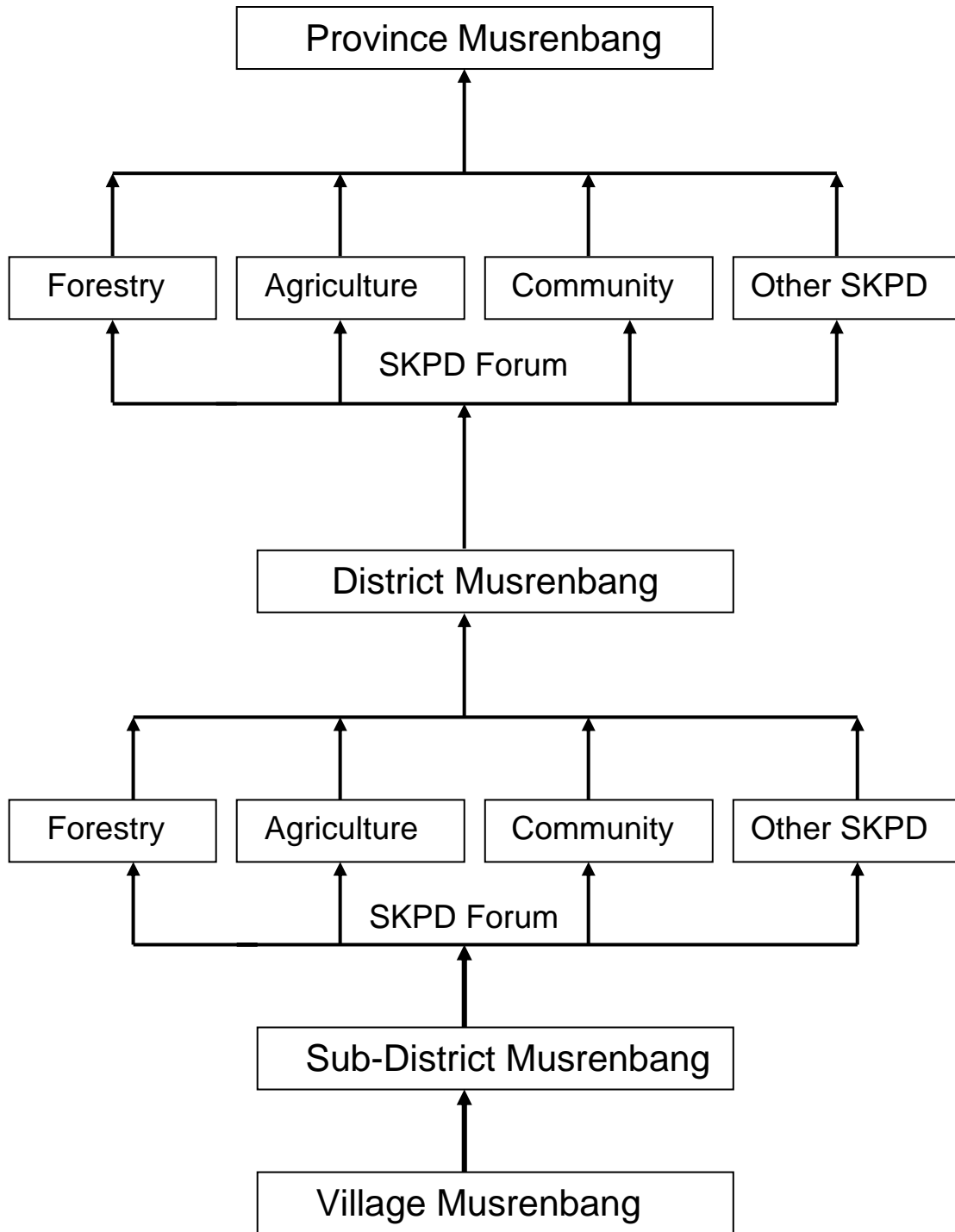
#### 3.3.1 District Planning

The planning process between the village and sub-district needs extra support at the district level, particularly during the SKPD Forum (Local Government Agency Forum). During the SKPD Forum, the priorities identified during village planning should be synchronized into the SKPD Work Plan (Renja) or government department workplans. However, in reality the District workplans often do not reflect the inputs from the village planning process. Government representatives have commented that the village plans are of a poor quality or that they have budgetary restraints.

It is proposed to improve the current situation through the following:

1. Specialist from the proposed technical facility will support the planning process.
2. Representation of the community from the sub-district level are recognised as active partners in determining priorities for district / town development associated with each SKPD.
3. There is clear communication back to the community about the agreed workplan (RENJA).
4. Community grants are made available to the villages.

**Figure 3.** Bottom-Up Planning Process Showing Forum SKPD and Musrenbang.



### 3.3.2 District/Town Musrenbang

To ensure that priorities identified during the village planning process are addressed during the District Musrenbang forum, the following conditions are proposed:

1. Time is given to the community delegation to present the priorities identified in order that the results from the participatory village planning can be integrated into the district / town RKP
2. It is suggested that during the process of allocating budgets for workplans that DPRD members be engaged to join the Musrenbang forums in order to gain an understanding of the situation in the communities they represent.

### 3.4 Communication and Information

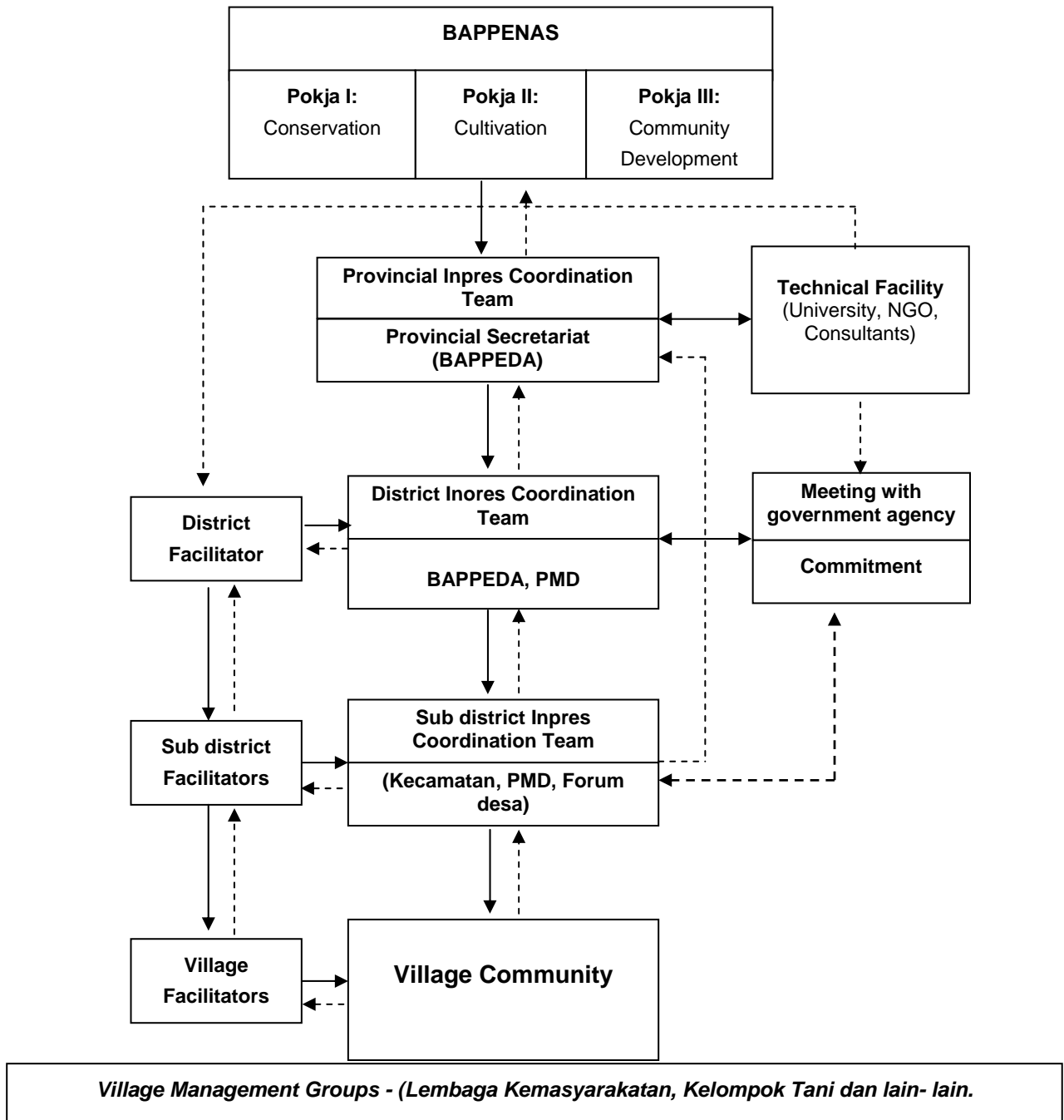
This program requires a strong communication strategy that is able to create a culture of working in an integrated way both vertically and horizontally between the different government levels, communities and NGOs (see Figure 4). The role of the proposed Kecamatan and Kabupaten Facilitators are key to ensuring this happens.

The aim of the program is to build capacity for sharing and exchanging information in every level. The sub-district level will play a key role as the connector between the community and the district. It is proposed that sub districts will be responsible for running quarterly problem solving forums, which aim to inform the district government to find solutions for problems in the village. These forums will also have the important role of collecting, storing and sending information to other stakeholders on behalf of the village.

To build a strategic communication and information flow, the following are needed:

1. **Two way communication** - Building the culture of two-way communication between the different levels from village to National level; this will be assisted by facilitators whose role is to support the villages and to work with the government to ensure that more effective linkages are developed.
2. **Clear plans and working procedures** - Information from the upper level, such as that related to inpres 2/2007, local RPJM, Technical SKPD working plan, is made available at the village level.
3. **Transparent information for the community** - Communities have access to open communication and transparent procedures, which includes open meetings, financial disclosure statements, the freedom of access to information legislation, budgetary review, audits, etc.
4. **Appropriate media for transfer of information** - The media chosen to provide access to information, needs to be made available to the entire community - such as television or radio; and for the places without these services - posters, newsletters and notice boards can be used.
5. **Village, sub-district and district community forum** - The place for information and learning exchange.

**Figure 4.** Communication and Information Flow





## 4 Program Methodology

### 4.1 Preparation

An agreement and commitment between the National, Provincial and District levels needs to be reached to implement the community-based rehabilitation and revitalization program.

#### 4.1.1 Preparation at the National Level

The rehabilitation and revitalization program of Ex-PLG requires a coordinated approach between BAPPENAS at the National level and the Province. A National Team made up of three working groups (pokja) - Conservation and Rehabilitation, Agriculture Development, and Community Empowerment - was created to support Inpres 2/2007, and is staffed by the related ministries.

Preparation at the National level is to finalize:

1. Policy and budget contribution - at the Central, Provincial and District levels
2. Strategy development
3. Financial mechanisms and coordination between centre, province and district
4. Public policy, technical instructions and operating instructions
5. Communication strategy development and information systems
6. Monitoring and evaluation systems.

#### 4.1.2 Preparation in the Province

The Provincial Coordinating Team is responsible for preparation at the Province level, and is responsible directly to the Governor and Bappeda. The team is made of government technical agencies, NGOs, and consultants. Preparations include:

1. Strengthen the Secretariat for the Coordination Team (see appendix Master Plan),
2. Set up a Program Management and Technical Facility
3. Public policy, technical instructions, operating instructions
4. Communication strategy development and information systems
5. Monitoring and evaluation systems
6. Determine entry point locations for the program

The selection process, and training of facilitators is done by program management.

### 4.1.3 Preparation in the district

The District Coordination Team is responsible directly to the regent and secretariat in the District Bappeda for preparation of the program. The team consists of staff from technical agencies, NGOs, consultants, and sub-district and district facilitators. Preparation includes:

1. Establishing the Secretariat
2. Program Management Team – which includes program managers, district facilitators and administrative staff

Organizing the selection process, training, and placement of recruitment consultants and sub-district facilitators is carried out by the management team, with input from the agencies / institutions.

## 4.2 Socialisation of the Program

Intensive socialisation is required at the beginning of the program. Time is needed for the facilitators to work with the government departments to build a common understanding of the aims of the program, and the different roles in achieving this. Socialisation will take place at all government levels - National, provincial and district

### 4.2.1 Socialisation at the National Level

Socialisation at the National level is needed to develop a clear understanding, direction and commitment from the involved ministries.

### 4.2.2 Socialisation at the Provincial Level

Socialisation at the provincial level is implemented in a participative way to reach agreement for the coordination and implementation of the program, and to define roles and allocate responsibilities within the provincial and district governments.

The Management Team, the SKPD (the technical departments), the University, and the NGOs involved need a clear understanding of the overall aims, their roles and responsibilities, and how they will work together.

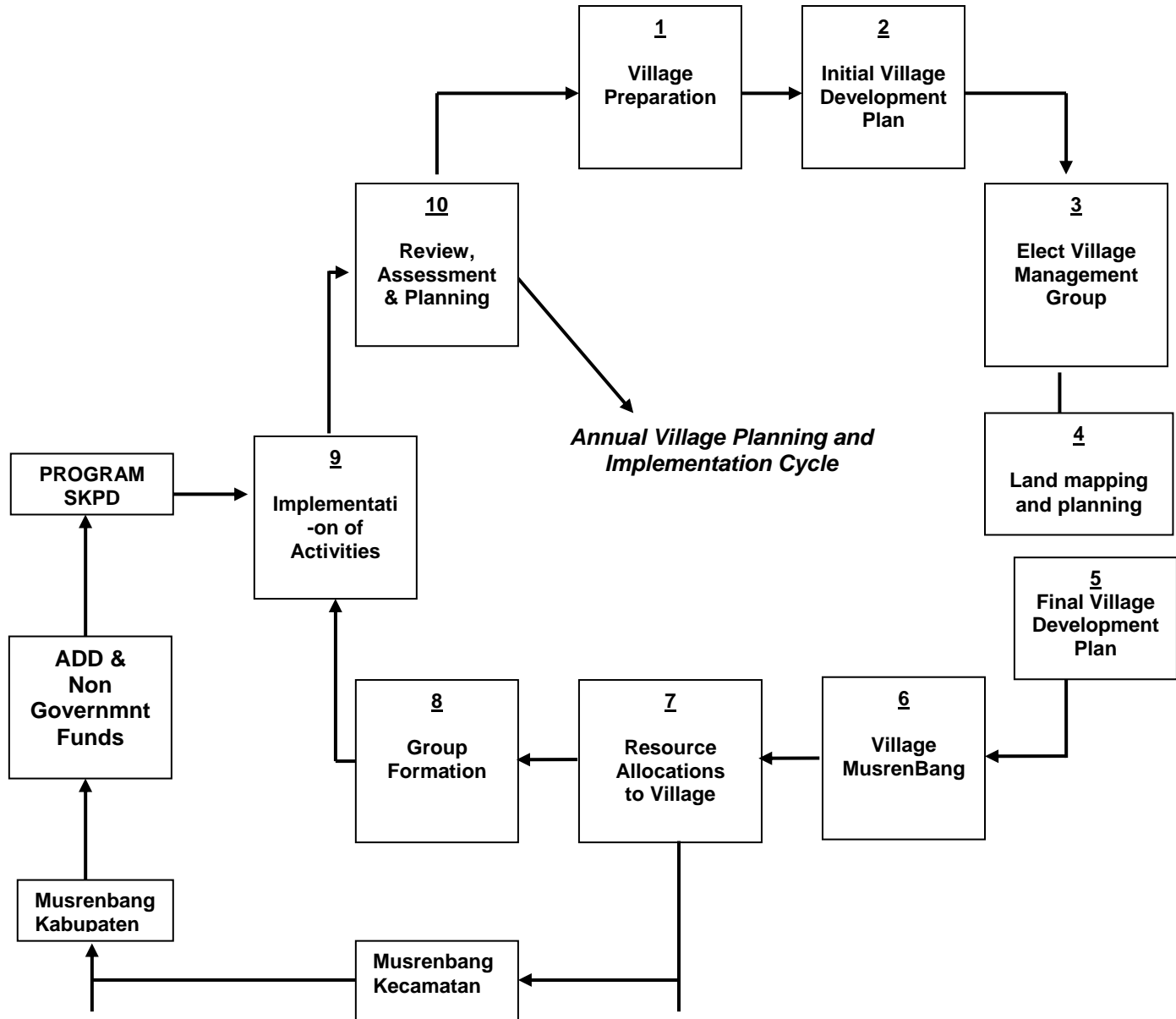
### 4.2.3 Socialisation at the District Level

To understand the aims of the program, and to reach an agreement on their roles and contribution to the implementation of the program, participants in the socialisation process at the district level are the district SKPD, sub-district and village leaders

## 4.3 Implementation of Activities

The annual village planning and implementation cycle contains 10 basic steps, as illustrated in Figure 5. After the first annual cycle, the first three steps are not needed in subsequent years; and step four may be optional, if no changes are required in household plans.

**Figure 5: Annual Village Planning and Implementation Cycle**



#### 4.3.1 Village Preparation

Each village selected for involvement in the Project is carefully informed about the Program’s aim for a community-based approach to rehabilitating and revitalising the EMRP area, and the scope of Program involvement in the village.

This will start with discussions with village officials, and then an open meeting with everyone in the village. At the end of the village meeting, after a careful explanation of the obligations required from the village, the village may decide if it is willing to join in the Program, and if they do, an agreement is signed between the Program and the village outlining the obligations and requirements between both parties.

During this meeting a schedule is discussed and agreed upon for the first step in the participatory planning process.

Two days of training are held for a group of six villagers and the village government - a balanced mix of men and women - who will act as community guides, mobilisers, and help mates during the process of village mapping.

#### 4.3.2 Initial Village Development Plan

This step involves four days of intensive analysis of local conditions in the village by the villagers themselves, supported by a facilitator, in which villagers map local resources, identify opportunities and constraints to village development, and establish needs, targets, and priorities for development in the village plan. The analysis covers social, economic, environmental, and governance issues, which will provide a basis for the macro plan, as well as baseline data for measuring and evaluating the impact of the Program in the future.

#### 4.3.3 Elect Village Management Group and groups to implement land use planning

The community selects via a secret ballot three individuals, at least one of whom must be a woman, who will be responsible for working with the planning process and managing the groups implementing Program-related activities in the coming year.

One person will be head of the group, another will act as treasurer, and the third will be the secretary. All three will receive training on their duties and responsibilities shortly after their selection, including participatory consultation and facilitation skills. The treasurer will require specialized training on basic accounting and bookkeeping. The Management Group will work very closely with the existing village government and leadership.

#### 4.3.4 Land Use Mapping, Assessment and Spatial Planning

Land suitability analysis and village spatial planning will be conducted as a key part of the community-driven approach for the rehabilitation and revitalization of the EMRP area. The products of the land mapping, land suitability, and spatial planning work will be:

1. **Basic Village Map** – Showing houses, community land and facilities, land use and land conditions, previously burnt areas, areas at risk of flooding, land ownership, canals and other water courses, roads and access, topography (not accurate), boundaries.
2. **Integrated Land Suitability Map** – Showing potential and most appropriate land use based on a variety of bio-physical and socio-economic factors. Key technical inputs here will be agriculture, forestry and land and water management expertise. This map will also highlight key rehabilitation and revitalization needs of the village area.
3. **Village Spatial Plan** – Showing the overall community development vision including community facilities, new housing, services, markets, transport and overall future land use, ownership, and boundaries.

Issues and questions related to the rehabilitation and revitalization of the environment would be included in this step, such as reforestation, fire management, and water management.

#### 4.3.5 Final Village Development Plan

The data gathered from the village RTs, and the land use and spatial planning are consolidated by the Village Management Group and presented in an open community meeting for corroboration and final selection of priority actions, and defining the village's vision for development. This plan will be the basis for any technical, financial and material support to the village from government, companies, or NGOs. Two products will result from this step:

1. **Village Annual Plan (RKP Desa)** - External support requirements are identified, and the final result is the Village Development Plan for the coming year.
2. **Village Medium-Term Plan (RPJM Desa)** – Village 5 year plan will cover-
  - Land use
  - Agricultural and forest production
  - Environmental management and conservation
  - Fire and flood management
  - Health and sanitation
  - Infrastructure
  - Education
  - Safety

This plan will form the basis for technical, financial, and other support for the village from the government, private sector, or NGOs.

#### 4.3.6 Village Musrenbang

The village Musrenbang, which takes place during January of each year, will largely follow the needs and priorities identified in the Village Development Plan, but will focus on those areas where government support is possible. Local government will provide information on its own budget priorities prior to the village Musrenbang, so that village priorities can be synchronized with those of government.

Inputs for the village Musrenbang will flow from the annual village planning process, and because the content is so well-grounded in the needs and aspirations of the community, these inputs will provide a very meaningful set of information for government planners and decision-makers. It therefore is essential that these valuable inputs from the village Musrenbang are properly accommodated in the Musrenbang process at Kecamatan and Kabupaten.

In order to ensure monitoring of the process, the Project should therefore support involvement from villagers in Kecamatan and Kabupaten Musrenbang public events.

#### 4.3.7 Resource Allocation to the Village

Following the planning process, the Project and other parties who have an interest in supporting the village plan, will decide on what parts of the Village Development Plan they wish to support. Depending on where the village is located in the Project area, those responsible for providing other Project components will decide on the resources they wish to allocate to the community – ie, for reforestation, agriculture development, fire management, and water management. The resources allocated will include:

- Technical support and training
- Direct financial support through community grants
- Material inputs, such as seeds or seedlings for reforestation.

The coordination, management, distribution, and accounting for these inputs within the village will be the responsibility of the Village Management Group, and an appropriate vehicle for holding any funds must be determined in advance of any transfers.

#### 4.3.8 Group Formation

Once the activities and resource allocations have been determined in the village, the Management Group will facilitate, where necessary, the formation of new working groups or provide support to existing groups to implement the village plan. Groups such as:

- Fire management
- Conservation and rehabilitation (likely to be formed from existing farmer groups)
- Livelihood development groups (existing farmer groups)
- Water management group

Each group will make a plan and a budget, with the help of a technical support person, and when these plans are approved, the resources required will be released to the Management Group for distribution to the group, as and when they are needed. Some training on group management will be required for each working group. When making their plans, the groups should also choose a few simple criteria and indicators that could be used to measure results.

#### 4.3.9 Implement Activities

The implementation process will begin after group formation, and plans are set and approved. In most cases implementation will require technical assistance in a hands-on, action-learning mode, so that most learning will be through practical application of advice and guidance. The details of activities and support required will be articulated in the working group plan, so implementation will follow the processes and steps outlined in each plan.

The Management Group will be required to coordinate and oversee group activities and the flow of support. Some form of remuneration should be determined, based on the time required to do the work.

#### 4.3.10 Review, Assessment and Planning

**1. Annual Review and Assessment:** At the end of each year, in advance of the annual Musrenbang process which starts in January, each Village Management Group should conduct a review and assessment of Project activities in the village. The Management Group should facilitate each working group to review and assess the results of the year's activities. The results of this review should be presented and discussed in an open village meeting, in advance of making a new annual development plan, so that the experiences and lessons learned on what worked and what didn't can be incorporated into the planning process.

Prior to making the annual plan, the Village Management Group will also review the individual household plans to see if there are any significant changes that need to be accommodated.

**2. Annual Planning:** The annual Village Development Plan can be decided during the same review and assessment meeting with villagers, or could take place a few days later, if more work is required to prepare for the planning process.

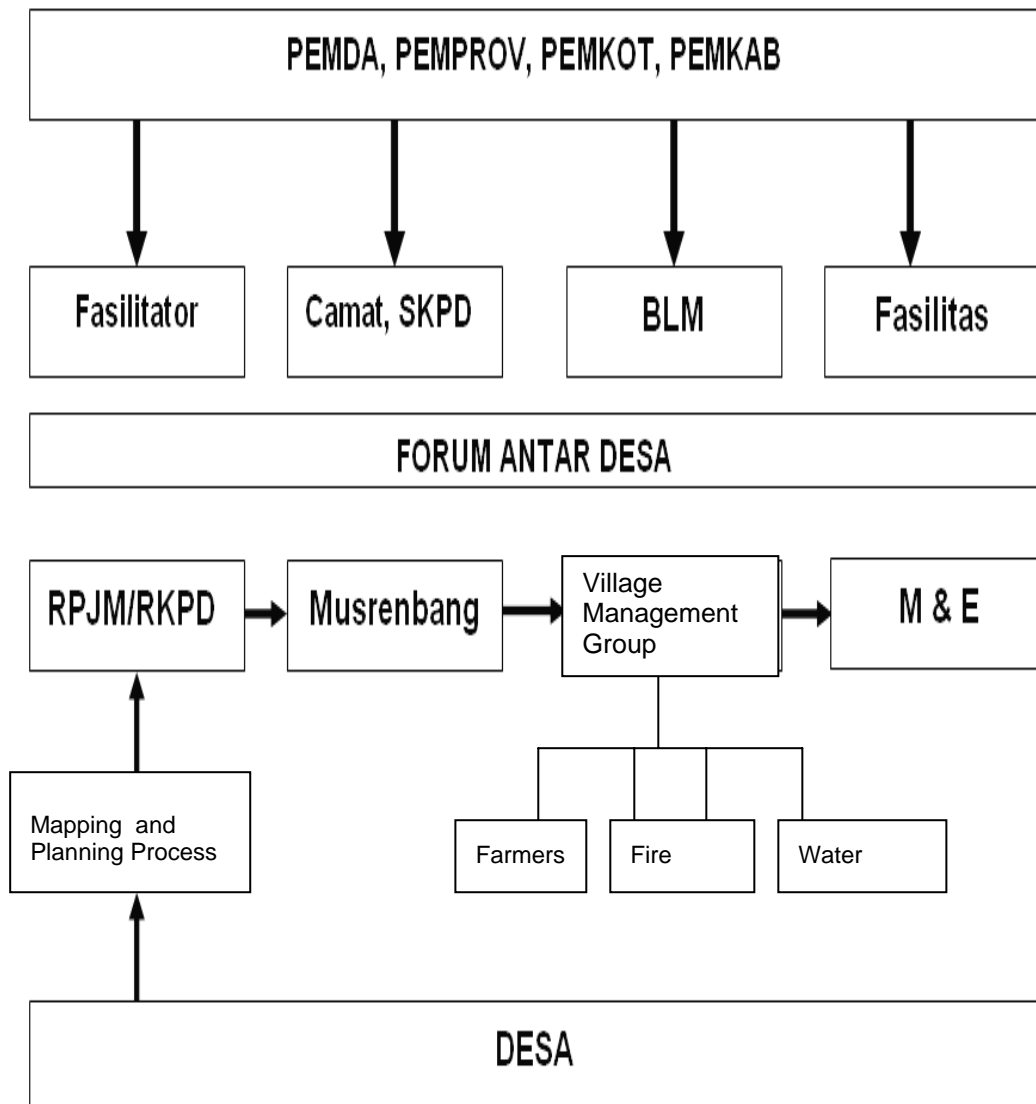
Timing for the village Musrenbang will be determined in coordination with Kecamatan authorities, but will take place some time in January. Inputs for this can be extracted from the Village Development Plan.

The annual review, assessment, and planning activities in the village will have to be closely coordinated with the Project’s annual review and planning process and procedures. Details of this should be carefully worked out in order to maintain a smooth flow and continuation of Project support and activities.

#### 4.3.11 Summary

This framework (see Figure 6 Musrenbang process) for planning and implementation provides a basic structure for implementing the Project component on community development. As such, the framework allows for flexibility in adapting to the wide range of conditions within the Project area, and in addressing the unexpected, whenever it arises.

Figure 6. Musrenbang Process

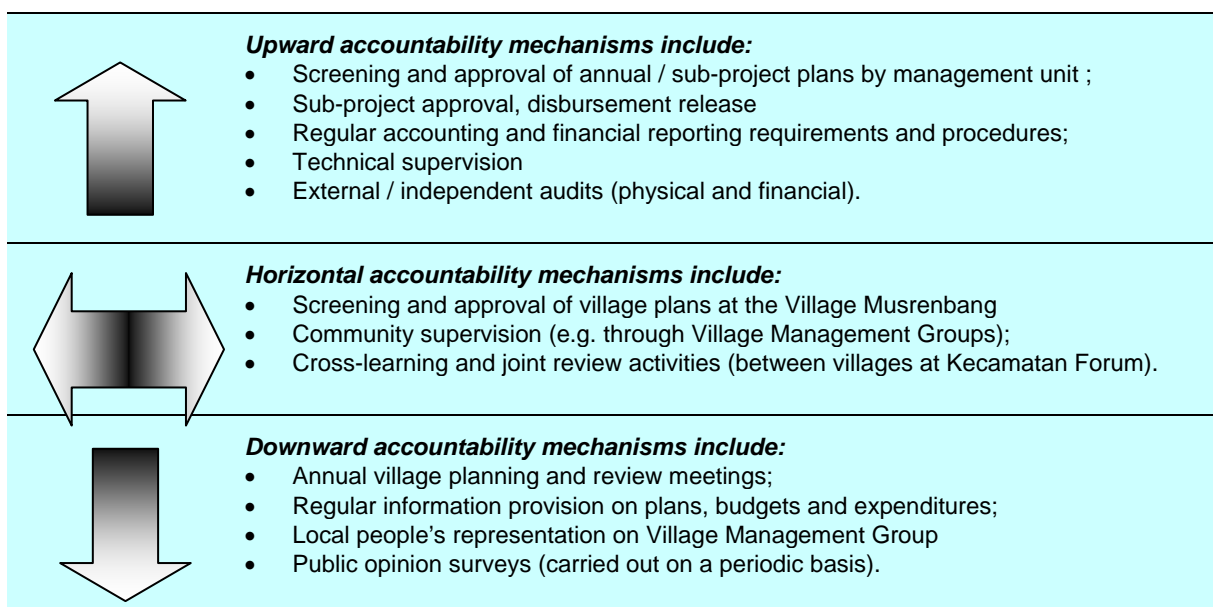




## 4.4 Monitoring and Evaluation

Monitoring and Evaluation (M&E) poses a big challenge for all programs implementing Community Development Grants. This challenge is associated with the large number and diversity of small-scale sub-projects and activities that are moving through the administrative system at any point in time. This makes it difficult to 'keep track' of all these sub-projects in Management Information Systems (MIS). And because villages are implementing them over a scattered geographical area, there are inevitable logistical difficulties in collecting data from many locations, and in aggregating data on a program scale.

An important issue is how to build in effective mechanisms to ensure transparency, fiduciary control and accountability into Community Development Grants. In particular, there needs to be an appropriate and realistic balance between 'upward', 'horizontal' and 'downward' reporting and accountability mechanisms.



### Recommended Monitoring Approach

1. Given the large scale over which Village Planning Grants operate, with many geographical locations and sub-projects, simple monitoring systems are required which keep track of a few carefully selected Monitoring Indicators to measure physical progress and outputs.
2. These Monitoring Indicators should be selected so they provide directly useful information for managers at all levels (village, sub district, district and province), in order for them to be able to propose adjustments in sub-project selection and implementation processes to achieve the overall objectives of the VPG (Village Planning Grants).
3. The following main Monitoring Indicators are proposed for this:

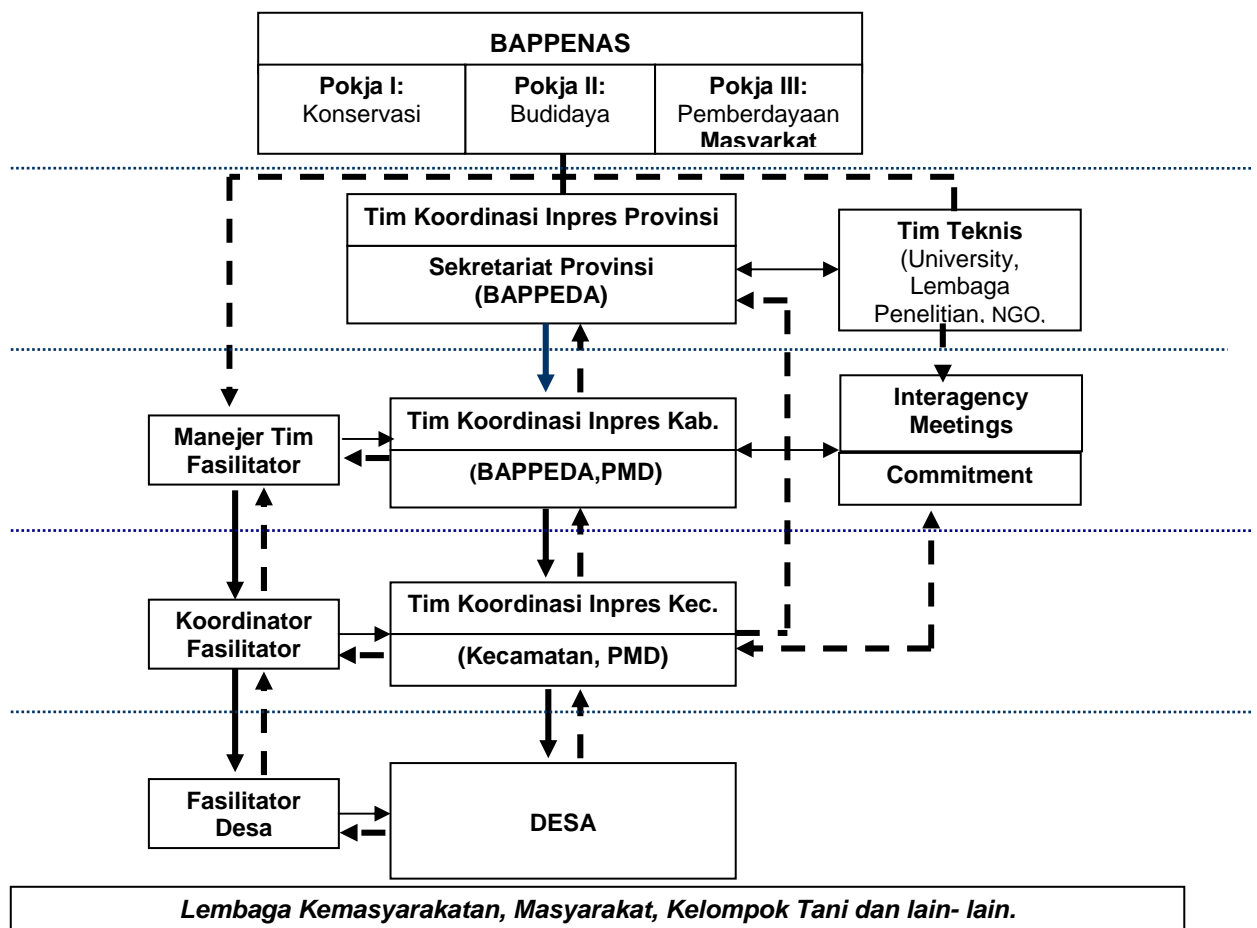
- Indicator 1: Overall rate of progress of VPG sub-projects through the implementation cycle and financial disbursement rates;
  - Indicator 2: Proportion of VPG sub-projects and investment amount allocated to different types of sub-projects and activities;
  - Indicator 3: Geographical distribution of sub-projects and investment amount between villages and communes;
  - Indicator 4: Processing time for VPG documentation at key 'checkpoints' in the sub-project planning and implementation cycle.
4. In VPG programs, special emphasis should be put on community supervision processes by the district facilitators in order to enhance horizontal and downward accountability.
5. Enhanced community supervision should be combined with focused evaluation studies, conducted in a sample of subdistrict villages, to assess performance and impacts of VPG implementation. These should use participatory evaluation methods that directly involve the local communities and beneficiaries, subdistrict and villages cadres in the assessment.
6. Four main methods of participatory evaluation are proposed for this:
- Method 1: Annual village and village planning and review exercises;
  - Method 2: Assessment of participation of women and poorest households in village meetings and decision-making on VPG sub-projects;
  - Method 3: Public opinion surveys
  - Method 4: Horizontal learning and review mechanisms.

# 5 Institutional Organisation

## 5.1 Institutional Structure

The Institutional Structure for a community-based approach for the rehabilitation and revitalization of the Ex-Mega Rice Project requires a multi-stakeholder approach. Stakeholders include Central and local government, technical teams, NGOs and the community, as shown in Figure 7.

**Figure 7: Institutional Structure**



To control and coordinate the implementation of Inpres 2 /2007 based on the presidential decision a national team for the Rehabilitation and Revitalization of the ex PLG area in Central Kalimantan was formed in Jakarta, with a coordination team working with a secretariat in BAPPEDA at the provincial level responsible for the implementation of the program

### 5.1.1 The National Team

The National Team is made up of three working groups - Conservation and Rehabilitation, Agriculture, and Community Development - to oversee the rehabilitation and revitalisation process in the Ex-Mega Rice area, and report on results of the program to the President.

The bottom-up planning approach from village planning to sub-district, district, province to National planning, informs planning inputs for the next level. Such as:

1. Reaching an agreement between National and Provincial for identifying priority programs (Check)
2. Funding priorities from APBN.

### 5.1.2 The Provincial Implementation Team and Secretariat

In order to coordinate implementation of the program, a Coordination Team needs to be formed which is responsible to the Governor and to the secretariat placed within Bappeda. It is proposed that this Coordination Team is supported by a Technical and Management Facility, and will have the responsibility to implement the following:

1. Assist the Governor of Central Kalimantan and Bappenas to formulate policies to accelerate the implementation of the program for Rehabilitation and Revitalization of Ex-PLG area in Central Kalimantan, in order to obtain optimal and timely results.
2. The three National working groups (pokja): Conservation, Agriculture, and Community Development/Empowerment, need to have clearly defined roles and responsibilities which relate to the government agencies in each region. BAPPEDA will coordinate the planning, implementation, monitoring and evaluation.

The division of the roles are as follows:

- I. Conservation: Forestry, Agriculture and BPLHD, PU
- II. Cultivation: Agriculture, Fisheries, Animal Husbandry, PU
- III. Community Empowerment: BPMD and Transmigration Department, PU

### 5.1.3 Technical and Management Facility

It is proposed that a management and technical facility is established that works with BAPPEDA and is located in the same office. This technical facility, made up of experts, provides specialist inputs to support overall management for the government and NGOs in the challenge of rehabilitating and revitalising the EMRP area. The role of this Technical Facility is to:

- i. Manage the overall program, working with government and NGOs to coordinate agreed activities - includes recruiting, training and managing the subdistrict and district facilitators.
- ii. Provide technical support to help with planning and effective interventions.
- iii. Create an effective database to capture the knowledge created during the Master plan, which is readily available to the Government, NGO's and University as an ongoing resource.
- iv. Monitor and Evaluate

#### 5.1.4 Sub-District Forum

It is proposed that a sub-district forum is formed to coordinate village plans with the district planning and support services, those responsible for carrying this out are BPMD (the government community development agency) the Camat (sub-district leader), and the sub-district facilitators. The responsibilities are as follows:

1. To synergise the village plans with District planning and services, and NGOs.
2. Form a database or information centre for every village and sub-district (village profiles, RKPdes, village map, information from outside both government and non-government)
3. Support village problems that have arisen from the implementation of village plans, by informing the district services and NGOs/technical facility.
4. Coordinating budget compilation and administration of village activities
5. Optimizing the role of the sub-district as a coordinator, with the secretariat lead by the Camat.
6. Sub- district facilitator office.
7. Implementation of Musrenbang Plus (Improved Musrenbang).

#### 5.1.5 Village Forum

To support activities conducted in the village it is proposed to establish village forums which are supported by the sub-district government, BPD, LK and sub-district facilitators to:

1. Synergize the village planning with the Department Technical Agencies (SKPD) and NGOs.
2. Ensure village information (RPJMdes, village profiles, village maps, activities conducted in the village, PERDES) is stored and made available as a useful resource for the village.
3. Monitor and assist with village problems that have arisen in implementing village planning activities, and take proactive action.
4. Provide an integrated platform to improve the role of village institutions in coordinating village activities with LK (Lembaga Kemasyarakatan and Village Facilitators)

#### 5.1.6 District Facilitator

To support the management of activities in rehabilitating the Ex-PLG area, it is proposed to recruit a District Facilitator who will work with BAPPEDA, the technical facility, and the management unit at the provincial level. The District Facilitator plays an important role in creating linkages both vertically and horizontally with the sub-district facilitators, the district, and the technical and management facility at the provincial level. The person for this role needs to have good communication, advocacy and change management skills. Specifically the District Facilitator is responsible for:

1. Supporting and monitoring the Sub-District Facilitators
2. Supporting the Musrenbang process from sub-district level (encouraging SKPD to attend) to district and province levels.

3. Working with BAPPEDA to encourage a more integrated way of working between the SKPD (Government technical agencies). This will encourage them to have closer links vertically with the villages, and horizontally to create better links across departments.
4. Coordinating the compilation of budgets between various sectors of technical assistance at the district level
5. Implementing the coordination and synchronization between the government programs and non-government programs in the district
6. Working on problem-solving for issues that arise during implementing village planning activities.
7. Evaluating the Musrenbang process.
8. Reporting development activities, audit, and evaluation to the Regent.

#### 5.1.7 Sub-District (Kecamatan) Facilitator

For implementation at village level of the village planning process, Sub-district Facilitators will be responsible for working with two villages to:

1. Assist and train the Village Management Group to support facilitation of the Village Planning.
2. To support development of critical awareness and self-reliance within the village
3. Facilitate problem solving in the village
4. Synergize and socialize planning activities at the village, district, and provincial level
5. Be the coordinating link between the technical team and the village

#### 5.1.8 Village Facilitator

For implementation at the village level to build self-reliance, it is necessary to recruit a local facilitator from within the village who is familiar with the community and its situation. The village facilitator will be part of the Village Management Group, their responsibilities include:

1. Socializing and coordinating planning activities in the village
2. Preparing village documents (village RPJM profile, village map, village spatial plan, Perdes) with the village community and village institutions.
3. Facilitating problem-solving within the village
4. Organizing the utilization of resources
5. Improving the role of institutions in the village
6. Working with the technical team in village planning and implementation activities

# 6 Funding and Financial Management

## 6.1 Source of Funds

Potential financiers for the rehabilitation and revitalisation program of EMRP consists of:

### 1. Central Government Financing

The central government finances non-revenue generating projects or activities under its responsibility (such as national roads, primary drainage systems or universities) from APBN.

### 2. Sub-national Government Financing

Regional governments finance non-revenue generating projects or activities under their responsibility (such as tertiary drainage or local roads) from APBD. The province of Central Kalimantan does not intend to allocate funds for rehabilitation based on the legally correct argument that rehabilitating the EMRP area is a central government responsibility.

### 3. Bilateral and Multilateral Development Agencies

ADB, World Bank and IFAD may be willing to co-finance macro-infrastructure and basic infrastructure. (See Master Plan for more details)

### 4. Private Sector and CSR

\* Investment in agriculture and carbon

\* Corporate Social Responsibility from natural resource companies and other companies active in the area

### 5. Community Self-help

An important and often overlooked source of funds is communities themselves. Communities have their own resources, albeit often limited, and can take important actions for themselves.

## 6.2 Allocation of Funds

The potential financiers come from a number of different sources as shown above. There is an important need to manage these in an integrated and coordinated way. The proposed community-based/village planning, as an integrated part of the government's Musrenbang ensures a single planning process takes place.

Fund allocation needs to support:

1. The Planning Process
2. The Community Grants
3. Top-down Delivery and Macro-infrastructure.



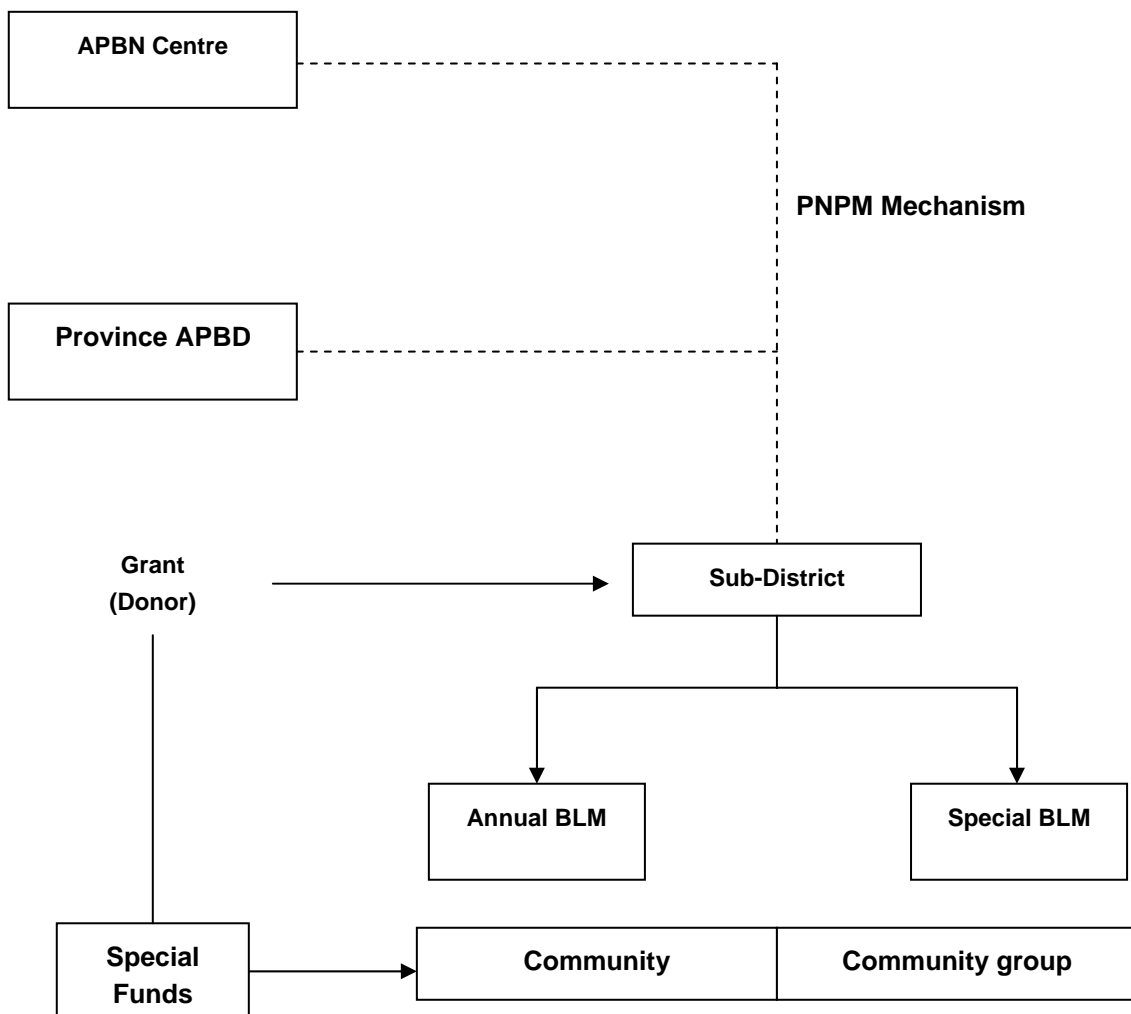
This proposal focuses on the planning process and the community grants. The estimated costs for delivering this program to all the 227 villages in the EMRP area is US\$ 10 million for the planning over a 5 year period and US\$ 30 million in community grants, a total of \$40 million. This figure is approximately 6% of the total amount (US\$ 700 million) calculated by the Master Plan team to rehabilitate and revitalise the EMRP area.

Funding for the proposed planning and community grants is likely to come from the government’s National and sub-national funds, with support from donors.

### 6.3 Financial Management

It is proposed that a management and technical facility be established that will be responsible for the overall program management. Funding for the planning process will be managed by this facility, whilst it is proposed that funds for the community grants be distributed through the PNPM mechanism. See Figure 13 Community Grant Mechanism Scheme.

**Figure 8: Community Grant Mechanism Scheme**



## 6.4 Management of Community Grants

The Village Management Group, that will be monitored and evaluated by the Sub-district Facilitators, will carry out management of Community Grants. The Sub-district Facilitators are required to report to the District Facilitators, and up to the Provincial Management Team, that is responsible for ensuring Community Grants are spent in the right way.

## 7 Conclusion

This report outlines a practical approach for a community-based involvement for rehabilitating the EMRP area. The approach has been designed to work synergistically with existing government strategies, whilst recommending important inputs or interventions to ensure it can work effectively.

The Master Plan team recommends as a next step to pilot this approach in at least one district and in sub-district areas that fulfil the criteria of the different peat zones and different cultural communities. The Dutch government is keen to continue their support of revitalising and rehabilitating the EMRP area, and this approach provides a framework to implement the work done on the Master Plan. Such a framework provides an integrated approach for bringing the government into a closer working relationship with NGOs, in order to create more sustainable results.

If there is consensus towards piloting this approach, it would be necessary to agree on an entry point between the stakeholders, comprising of at least one district and a sub-district that covers the three major management zones (Protection Zone, Limited Development Zone and Development Zone).

The KFCP is working in the Kuala Kapuas District in the Protection and Limited Development Zone in the sub-district area of Mantangai, but not in the transmigration villages. CARE is working in a number of villages in the Lamunti area in the transition between the Limited Development Zone and Development Zone. It is recommended to create a coordinated approach with KFCP and CARE, and to work also in the transmigrant villages.

The proposed next step would be to draw up terms of reference that would introduce a six-month pilot, which will form the basis for a scaling-up program to cover all 227 villages in the EMRP area. The Terms of Reference could take the following form:

1. Socialise the Master Plan through working with the Government to understand the Master Plan's technical reports by working with BAPPEDA and the technical departments to help them plan effective interventions in response to the results of this recent cycle of the Musrenbang planning process.
2. Create a management and technical facility that is based in BAPPEDA, whose role is to manage the overall program, work with government and NGOs to coordinate agreed activities, and to provide the technical support to help with planning and effective interventions. CKPP NGOs and local NGO's involved in the EMRP area can be organised in a targeted area to focus upon the six main programs as identified in the Master Plan according to their particular area of expertise. A Technical Facility made up of experts provides specialist input to support and manage the government and NGOs in the challenge of rehabilitating and revitalising the EMRP area.
3. Within the Management Unit, create an effective database to capture the knowledge created during the Master Planning process, which is readily available to the Government, NGOs, and University as an ongoing resource.



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