


# **Pelajaran dari Pengalaman Proyek Pesisir 1997-2001**

**LESSONS FROM PROYEK PESISIR EXPERIENCE 1997-2001**



**PROSIDING LOKAKARYA  
HASIL PENDOKUMENTASIAN KEGIATAN PROYEK PESISIR**

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**PELAJARAN DARI PENGALAMAN PROYEK PESISIR 1997-2001**

**LESSONS FROM PROYEK PESISIR EXPERIENCE 1997-2001**

**EXECUTIVE SUMMARY**

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## EXECUTIVE SUMMARY

This workshop reviews some activities related to development of coastal resources management plans in each project sites. In planning cycle context, development of management plan should be carried out after identifying issues that are relevant to coastal management. A similar workshop was carried out in March 2000; it reviewed some activities related to development of coastal resources profiles. The profiles reflect the latest condition of coastal resources and their management problems or issues. Some lessons from management plan development and application of co-management approach in three project sites (village, district and provincial levels) are summarized below. Project experiences indicate that stakeholder participation and role of facilitators are two important factors affecting the success of integrated coastal management. Stakeholder participation should not be only measured from their presence in activities, but also in decision making process and degree of their representation. Facilitators are needed to help local community, authorities or government agencies and stakeholders in the process of practicing integrated coastal resources management.

### A. LESSONS FROM MANAGEMENT PLAN DEVELOPMENT

In general, lessons learned from of management plan development in the three project sites can be distinguished into four categories. These are: preparation before initiating development of management plan, strategies to invite and promote stakeholder participations, strategies to develop effective and efficient communication and consultations among stakeholders, strategies to maintain stakeholder supports in the process of implementation.

#### PREPARATION BEFORE INITIATING MANAGEMENT PLAN DEVELOPMENT

Some relevant tasks that are needed to be carried out before developing management plan are to identify:

- ♦ Enabling condition,
- ♦ Resources needed for development of management plan,
- ♦ Stakeholders of coastal resources, and to design strategies for:
- ♦ Developing management plan efficiently and effectively,
- ♦ Developing efficient and effective consultation and communication among stakeholders

- \* Promoting a fair gender composition in activities for developing a coastal resources management plan.

These are some of the tasks of coastal management facilitators.

#### STRATEGIES TO INVITE STAKEHOLDER PARTICIPATION IN MANAGEMENT PLAN DEVELOPMENT

Since stakeholder participation is very important, facilitators should be able to attract stakeholders and their active participation in development process of coastal management plan. Therefore, they must carry out some activities such as designing strategies:

- ♦ to promote stakeholder participation and gaining their support for the development process of coastal management plan,
- ♦ to accommodate stakeholders aspiration in the management plan, and identification of incentives and perceived benefit to the stakeholders.

#### STRATEGIES TO PROMOTE EFFECTIVE AND EFFICIENT STAKEHOLDER CONSULTATION

Consultations among stakeholders are needed in the process of management plan development. A strategy is needed to create effec-

tive and efficient consultations. Therefore, facilitators need to develop some strategies:

- ♦ to build stakeholder understanding and well organized stakeholder consultations,
- ♦ to obtain optimum stakeholder contribution during consultation,
- ♦ to maintain stakeholder support during the development of management plan,
- ♦ to obtain actual, complete, objective and useful information for developing management plan,
- ♦ to process variety of information obtained from stakeholder consultation,
- ♦ To prioritize coastal management issue, and identification of:
  - ♦ the benefit obtained by community, stakeholders and government from stakeholder consultation,
  - ♦ the impact of stakeholder participation during the management plan development,

### **STRATEGIES TO MAINTAIN STAKEHOLDER SUPPORTS IN THE IMPLEMENTATION OF MANAGEMENT PLAN**

While preparing the process of plan development, facilitators need also to maintain the supports of stakeholders for plan implementation. Therefore, facilitators need to develop some strategies:

- ♦ to obtain public support for implementation of management plan,
- ♦ to institutionalize ad-hoc committees, such as Kabupaten Task Force, Friends of Balikpapan Bay, in the community,
- ♦ to identify potential implementing units or agencies of management plan.

### **B. LESSONS FROM APPLICATION OF CO-MANAGEMENT APPROACH IN COASTAL MANAGEMENT**

Coastal resources are basically common property that can be accessible to various stakeholders. Consequently, they also have to be

responsible in maintaining the availability of the resources. Responsibility of various stakeholder can be accommodated through co-management. The significant purpose of this co-management in coastal resources management is in promoting common responsibility and distributing it among stakeholders.

Establishment of co-management for coastal resources issues should be based on stakeholder understanding on the importance of integrated management. Therefore, they must have a common vision. Steps to prepare this type of management includes identification of coastal resources stakeholders, promotion of communication and consultation among stakeholders, promotion of stakeholder participation in development and implementation of management plan, establishment of stakeholder commitments to adopt co-management. In implementing co-management, the participation of stakeholders should be based on agreed and well defined role, responsibility and authority that are made by them. They should be acknowledged for their role and task, even for a small contribution.

### **C. STAKEHOLDERS PARTICIPATION**

One of important principles of integrated coastal management is participation of public and other stakeholders. There are, however, some issues concerning the definition of participation. For example, indicator of participation in an activity mostly rely on attendance statistics of stakeholder, *i.e.* number of people attend a meeting. This indicator is very basic and practically easy to be recorded. In fact, there are two other fundamental principles that should be identified in assessing their participation, *i.e.* their role during decision making process and stakeholder representatives in the process. The entire groups of stakeholder should be well represented. This representation will ensure that concerns of all stakeholders are accounted and all stakeholders are involved in decision making process. Therefore, evaluation of participation using number of people involved in activity is not sufficient.

Participation of stakeholder can be assessed not only from attendance in meetings or other activities but also from their contribution during the process of management plan development, plan implementation, monitoring, evaluation and updating the plan. Their contribution can be in the form of generation of idea, data collection, verification, donation, preparation of documents, consultation and introduction of the plan to public and other stakeholders, and approval. Sufficient quality of participation will promote understanding and trust among stakeholders, ownership of management plan, and reducing conflicts among stakeholder.

Forms and quality of stakeholder participation may vary according to the scope of management; indicators for village may be different from indicators for district and province context. For example, stakeholder participation at village level can be carried out intensively in the form of face-to-face meetings with almost every community member. The community are given opportunity to express their concerns in village meetings through informal meetings and visits to their houses. Project experience shows that beyond certain level, their participation should be accommodated by a small working group which consists of dedicated community members that represent public interest, not personal interest. In many cases, public meetings are appropriate and expected during the early stage (the introduction of the project) and at the final stage, especially when a decision affecting wide community should be made.

For larger administrative scale, such as districts and provinces, community participation in the form of face-to-face meeting is technically difficult. Community concerns can be accommodate through consultative meetings of stakeholder representatives and indirect communication through mass media. These consultative meetings must be carried out seriously with clearly defined meeting agenda. Project experience indicates that these types of meetings must be carried out many times with appropriate follow-up. Notes from each meeting must be made to monitor the progress.

The use mass media promotes efficiency of the process of management plan development that requires public and stakeholder participations. All types of mass media can bring public and stakeholder not only from locality but also from external, *e.g.* national and international audiences. This is a good strategy, especially in targeting extra resources from outside to handle local problems.

Decision making process for selecting prioritized issues and strategies to handle them should involve democratic consultations. At village level, decisions were made after these consultations where villagers were given great opportunity to understand the purpose of integrated management plan, to make consensus and commitment to develop and implement the plan. According to Law no. 22/1999, these consensus and commitment should be reviewed, discussed and formalized by Village Representative Council (Badan Perwakilan Desa).

The approach in establishing understanding on the purpose of integrated management plan, its development and implementation of the plan for district and provincial levels is similar to what is applied to village level. Formal adoption of the plan is expressed in the form of decision made by district and provincial executives bodies, such as district and provincial decrees or regulations, after consultation and approval made by district and provincial representative councils (Dewan Perwakilan Rakyat Daerah).

#### **D. FACILITATORS**

To many public members, some government officials and other stakeholders, of integrated coastal management is new concept. Therefore, effort to apply such management in project or demonstration sites requires assistance from other party to facilitate the process, *i.e.* facilitators. These facilitators are persons, groups or institutions who are indirectly involved in the decision making process but have important implication on the progress towards the adoption of integrated coastal management. Facilitators are needed to introduce the importance of integrated management, community empowerment in decisionmaking process,

and as mediators among stakeholders, community and government.

The tasks of facilitators are:

- ♦ Building community and institution capacity in program management.
- ♦ Stimulating and promoting participation of working group members and other stakeholders.
- ♦ Ensuring implementation and programs according to public agenda; facilitators role is more in controlling.
- ♦ Identifying stakeholders and suggesting their roles according their capacity.
- ♦ As a mediator in conflict resolution and a bridge between community and external supports.
- ♦ To build community capacity in coastal management.
- ♦ To identify government policy and regulations as bases for implementation of coastal management.
- ♦ To identify values and norms among community and promoting local ordinance to be formally approved by government.

Project experiences indicate that the forms and intensity of assistance from facilitators depends on the scope of management initiatives. At village scale, the presence of facilitators among community is very important. At district and provincial scale, assistance on the facilitation should be carried out by institutions or working group consisting of individuals with certain capability and skills. The similarity between individual facilitators and facilitating institutions is that both rely on individual capacity. A critical mass of coastal facilitators should be established to promote the practice of integrated coastal management.

## E. RECOMMENDATIONS

- ♦ The presence of facilitators is one of key factors in the process of application of integrated coastal management. Facilitators sometime should act as advisor but they should not be involved in directly in decision making process.
- ♦ To maintain objectivity, facilitators can be recruited from external. However, the process towards the practice of integrated coastal management will be more efficient if they are recruited from local.
- ♦ Assistance from facilitator is not only for community but also for institutions or government agencies.
- ♦ While national guidelines on integrated coastal management does not officially exist yet, local ordinances can be used and institutionalized as long as they do not contradict general and national policies.
- ♦ To avoid misunderstanding in the implementation of law enforcement, government officials needs to have the same perception on the interpretation of the laws.
- ♦ Special workshops concerning the practice of co-management in Indonesia are needed.
- ♦ The results of this workshop should be disseminated to public with suitable format of publication.