



**USAID** | **INDONESIA**  
FROM THE AMERICAN PEOPLE



**SERASI**  
ENGAGING CITIZENS IN PEACE

# SERASI Program FINAL REPORT 2008-2013



January, 2013

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# FINAL REPORT 2008-2013

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## **DISCLAIMER**

The views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

## **About the SERASI Commemorative Illustration**

SERASI commissioned the commemorative illustration on the cover of the final report to pictorially represent the SERASI program and its work across Indonesia. The picture illustrates the seed that SERASI planted in Indonesia through its work and its growth into a tree that captures the community interventions SERASI supported. At the base of the illustration is a map of Indonesia. The tree, whose roots are growing from each province in which SERASI operated, represents the broad types of work that SERASI developed, funded, and implemented, namely, health (represented by a doctor and child and a baby weighing), community development (represented by a community meeting), and education (represented by a teacher and students). The people in the pictures, as well as the varied housing styles surrounding the map of Indonesia, represent the diverse ethnic and religious groups that SERASI has assisted. Lastly, capturing the overarching theme of peace and stability that is at the core of SERASI's work, a single dove emerges from the tree.



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# TABLE OF CONTENTS

<b>I. EXECUTIVE SUMMARY.....</b>	<b>I</b>
<b>II. PROGRAMATIC OVERVIEW.....</b>	<b>9</b>
<b>III. LESSONS LEARNED .....</b>	<b>33</b>
Flexibility of the USAID Contract .....	34
Sustainability versus Short Term Gains.....	34
Grassroots, Community-Driven Development.....	35
Difficulty of Monitoring and Evaluation .....	35
Short Term Nature of Implementation .....	36
Broad Geographic Coverage.....	36
Grantee Capacity.....	37
Collaborative Nature of work between SERASI and USAID .....	37
<b>IV PROGRAM HIGHLIGHTS BY AREA AND SECTOR.....</b>	<b>39</b>
Papua .....	39
Aceh.....	81
Sulawesi Tengah.....	90
Maluku dan Maluku Utara.....	95
Transregional.....	105
<b>V APPENDICES.....</b>	<b>III</b>
Appendix A: List of Aceh Grants .....	112
Appendix B: List of Sulawesi Tengah Grants.....	119
Appendix C: List of Maluku and Maluku Utrara Grants .....	122
Appendix D: List of Jakarta and Transregional Grants.....	125
Appendix E: List of Papua and Papua Barat Grants.....	127
Appendix F: SERASI Performance Monitoring Plan (2008-2013).....	133

## TABLE OF FIGURES

FIGURE 1 – SERASI BENEFICIARY DISTRIBUTION BY REGION	7
FIGURE 2 – MAP OF SERASI ACEH ACTIVITIES.....	12
FIGURE 3 – MAP OF SERASI SULAWESI TENGAH ACTIVITIES..	14
FIGURE 4 – MAP OF SERASI MALUKU AND MALUKU UTARA ACTIVITIES.....	15
FIGURE 5 – TOTAL GRAND FUNDING BY TECHNICAL AREA IN PAPUA AND PAPUA BARAT.....	19
FIGURE 6 – MAP OF SERASI PAPUA AND PAPUA BARAT ACTIVITIES.....	20
FIGURE 7 – HEALTH BENEFICIARY DISTRIBUTION ACROSS HIV, MCH, AND TB.....	22
FIGURE 8 – EDUCATION BENEFICIARY DISTRIBUTION .....	23
FIGURE 9 – GOVERNANCE BENEFICIARY DISTRIBUTION .....	25
FIGURE 10 – TABLE OF PS INDICATORS.....	27
FIGURE 11 – TOTAL NUMBER OF GRANTS AND TOTAL GRANT VALUE AWARDED BY SERASI 2008-2013...	29



## Message from Andrew B. Sisson



**Andrew B. Sisson**

Mission Director  
USAID Indonesia

As a friend of Indonesia and in the context of the US – Indonesia Comprehensive Partnership, the Government of the United States works with Indonesia to elevate bilateral relations by intensifying consultations and developing habits of cooperation on key issues. Globally as well as in Indonesia, the United States Agency for International Development (USAID) works with the US Department of State to shape and sustain a peaceful, prosperous, just, and democratic world, and foster conditions for stability and progress for the benefit of the American people and people everywhere.

USAID launched SERASI in 2008 to support the peaceful, just, equitable, and democratic development of communities affected by conflict in Indonesia. Specifically targeted were Aceh, Sulawesi Tengah, Maluku, Maluku Utara, Papua, and Papua Barat. Through SERASI, USAID provided grants and technical assistance to mitigate social conflict and support community development by working with local governments, CSOs, NGOs, universities, think tanks, and a variety of citizen groups at the grassroots level. The grants provided organizations the ability to carry out grassroots solutions to community-identified problems and this process reduced tensions and enhanced communal cohesion by improving the quality of representation and through bringing stakeholders together to find equitable solutions. USAID's SERASI project now comes to a close after five years, and this report reflects on the work done through this program. The SERASI program was shaped by the broader context of Indonesia's democratic progress, as the uncertainty of democratic transition has largely given way to challenges associated with consolidating democracy. For instance, decentralization has moved forward at a rapid pace to transfer resources and responsibilities from the central to the local government level. This has required heavier investments and improved capacity by local governments, an effort that SERASI assisted.

The last two years, as conditions have improved in other target areas, SERASI has been working only in the province of Papua. USAID's approach in Papua reflects the vision of former Papua Province Governor Barnabas Suebu who said: "My vision is one of a sustainable Papua, based on an economic model that delivers equitable growth, takes into account the ecological limits to growth, and that improves the quality of life of ordinary Papuans." To realize this vision, and as part of USAID's broader strategy to support communities in Papua, SERASI has been working with local partners to provide improved services in a cross-sectoral manner, in particular, in health and education. USAID has worked in Papua for decades, and though the SERASI chapter ends, USAID remains more committed than ever to Papua as evidenced by our other Papua programs, which work to strengthen sectors such as local governance, agriculture, health, education, water and sanitation, environmental protection, and economic growth. USAID will continue to work in Papua and other regions of Indonesia supporting existing and new programs that will use lessons learned from projects like SERASI to catalyze further success and make the lives of all Indonesians better.

Thank you to all our partners who have helped us to make SERASI a success.

If I were to choose two words to describe SERASI, they would be *evolution* and *innovation*. When I took the helm of SERASI in 2009, the program was struggling to remain relevant within the original conflict resolution and mitigation design in an Indonesia that was rapidly developing—economically, culturally, and socially. In a consultative and cooperative fashion with USAID, the likes of which I have rarely seen in my career in development, USAID and SERASI provided for the evolution of the program, within our contractual mandate, to address real human development needs in several very diverse provinces, all presenting unique challenges. As the program moved into Years 4 and 5, it evolved yet again to deliver assistance from multiple technical offices within USAID Indonesia to Papua and Papua Barat, the ‘last frontier’ in development assistance in Indonesia.

This evolution was possible because we innovated at every step of the program. Building on traditional approaches to conflict programming, we invited our partners throughout the country to design new and interesting ways to build stronger, more democratic, and equitable communities. We insisted that programs be developed at the grassroots, by the people they were meant to serve, and that they concurrently engaged government at appropriate levels to bring them in to the process, thus creating models for continued development.

The report you have in your hands only scratches the proverbial surface of the work that USAID and SERASI supported in Aceh, Sulawesi Tengah, Maluku, Maluku Utara, Papua, Papua Barat, and on a national level. We cannot highlight all of our activities and their impacts here, but hope that you will utilize the electronic library of documents accompanying this report to continue to build on the seeds of new approaches and ideas that took root with SERASI.

I am more proud of the work of SERASI than any other program that I have managed. Equally important is my pride in the people—SERASI staff, who met unique and formidable challenges; our USAID counterparts, truly members of our team in implementation, not just a donor in a far off office directing activities; our partners and beneficiaries, who constantly pushed the limits of their own capacity and rose to the challenge of delivering meaningful, new programs to their communities; our counterparts at all levels in the Government of Indonesia; other civic, religious, and community groups; and the many other unnamed actors who contributed to SERASI’s success. I am forever indebted by, and impressed with, the dedication, commitment, and passion they all brought to SERASI over the last five years.

In closing, it is my sincere hope that those gathered for the SERASI Close Out Conference and all those who review and study the reports and documents we are presenting, will continue to develop new, creative, and community-led means of providing “Membangun Untuk Papua.”



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Chief of Party



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Distinguished Colleagues, Stakeholders, and Friends of SERASI:

I would like to extend my deepest appreciation to the SERASI community in Indonesia for your support, commitment, and unwavering efforts to build and sustain peace during these past five years.

Having worked throughout Indonesia since 1999 to build peace, train teachers and youth, improve health and nutrition, and respond to natural disasters, IRD and its partners know very well the needs and challenges of working in this great country. SERASI was a very rewarding experience: it allowed us the opportunity to work with our funders and local partners to provide critical support to Indonesia's efforts to mitigate social conflict and support sustainable peace. Through SERASI USAID made a strategic investment in Indonesia's future, and I am proud that IRD earned the trust of both USAID and the government of Indonesia to support local government, civil society organizations, and citizens to make lasting improvements in their quality of life.

I would like to thank and congratulate our IRD staff in Indonesia for their dedication. Your commitment and tireless work has been admirable. Your knowledge and expertise were critical to SERASI's success. You learned what the needs were and supported our stakeholders and beneficiaries to develop innovative responses. Above all, I would like to thank our partners and beneficiaries. Without your participation, ideas, support, and energy, none of SERASI's accomplishments would have been possible. Your efforts ensured that SERASI's will be long remembered for its work to build peaceful, just, equitable, and democratic communities across Indonesia.

With gratitude and best wishes,

A handwritten signature in blue ink that reads 'Arthur B. Keys Jr.'.

Dr. Arthur B. Keys Jr.  
President and CEO



# ACRONYMS AND INITIALS

<b>ADVICE</b>	Action Against Domestic Violence in Conflict Affected Area
<b>AJI</b>	Aliansi Jurnalis Independen-Alliance of Independent Journalist
<b>AMP</b>	Audit Maternal Perinatal
<b>ASD</b>	Aceh Society Development
<b>BAPPENAS</b>	Badan Perencanaan Pembangunan Nasional - National Development Planning Agency
<b>CLC</b>	Community Learning Center
<b>CEWERS</b>	Conflict Early Warning and Early Response System
<b>CSO</b>	Civil Society Organization
<b>CSR</b>	Corporate Social Responsibility
<b>DC Uncen</b>	Democratic Center at Cendrawasih University
<b>DG</b>	Democratic Governance
<b>DHO</b>	District Health Office
<b>DM&amp;E</b>	Design, Monitoring and Evaluation
<b>DoE</b>	Department of Education
<b>DPRD</b>	Dewan Perwakilan Rakyat Daerah
<b>FGD</b>	Focus Group Discussion
<b>FFI</b>	Flora & Fauna International
<b>FPH UNCEN</b>	Faculty of Public Health at Cendrawasih University
<b>GAM</b>	Gerakan Aceh Merdeka - Free Aceh Movement
<b>GoI</b>	Government of Indonesia
<b>HDI</b>	Human Development Index
<b>HIV/AIDS</b>	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
<b>IRD</b>	International Relief and Development
<b>IMCI</b>	Integrated Management of Childhood Illness
<b>JAMKESMAS</b>	Jaminan Kesehatan Masyarakat—National

<b>JAMKESPA</b>	Health Insurance for the Poor and Near Poor Jaminan Kesehatan Masyarakat Asli Papua— Papuan Native Community Health Insurance
<b>JAMPERSAL</b>	Jaminan Persalinan—Maternity Insurance
<b>KAP</b>	Knowledge, Attitude, and Practices
<b>KIA</b>	Kesehatan Ibu dan Anak—Mother and Child Health
<b>KKTGA</b>	Kelompok Kerja Transformasi Gender Aceh— Aceh Gender Transformation Working Group
<b>KIPPRA Papua</b>	Konsultasi Independen Pemberdayaan Rakyat Papua -Independent Consultation of Papua Community Empowerment Foundation
<b>KTSP</b>	Kurikulum Tingkat Satuan Pendidikan - School- based Curriculum
<b>LMA</b>	Labor Market Assessment
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MA</b>	Madrasah Aliyah - equal Senior High School
<b>MCH</b>	Mother and Child Health
<b>MI</b>	Madrasah Ibtidaiyah – equal Elementary School
<b>MoEC</b>	Ministry of Education and Culture
<b>MoHA</b>	Ministry of Home Affairs
<b>MT</b>	Madrasah Tsanawiyah – equal Junior High School
<b>MToT</b>	Master Training of Trainers
<b>MUSRENBANG</b>	Musyawaharah Perencanaan Pembangunan – Development Planning Session
<b>NGO</b>	Non-Governmental Organization
<b>OTI</b>	Office of Transition Initiatives
<b>OTSUS</b>	Otonomi Khusus
<b>P2TP2A</b>	Pusat Pelayanan Terpadu Pemberdayaan Perempuan dan Adat – Integrated Service Center for Women and Children
<b>P3KES</b>	Pusat Pengkajian dan Pengembangan Kesehatan - Center of Health Research and Development
<b>PAKET ABC</b>	Educational Equivalency Program

<b>PAUD</b>	Pendidikan Anak Usia Dini – Early Childhood Education
<b>PBMS</b>	Performance Based Management System
<b>PD</b>	Positive Deviance
<b>PDI</b>	Peacebuilding and Development Institute
<b>PERDA</b>	Peraturan Daerah – Regional Government Regulation
<b>PERDASUS</b>	Peraturan Daerah Khusus – Special Regional Law
<b>PEUDAP</b>	Pembangunan Damai Partisipatif - Participatory Peaceful Development
<b>PHO</b>	Provincial Health Office
<b>PKBM</b>	Pusat Kegiatan Belajar Masyarakat – Community Learning Center
<b>PNG</b>	Papua New Guinea
<b>PNPM Mandiri</b>	Program Nasional Pemberdayaan Masyarakat Mandiri-National Program for Empowering Independent Community
<b>POLTEKKES</b>	Politeknik Kesehatan – Health Polytechnic
<b>POSYANDU</b>	Pos Pelayanan Terpadu—Integrated Health Post
<b>PRA</b>	Participatory Rural Appraisals
<b>PRKP</b>	Pusat Resolusi Konflik dan Perdamaian – Center for Conflict Resolution and Peace
<b>PUSKESMAS</b>	Pusat Kesehatan Masyarakat—Community Health Center
<b>REDD</b>	Reducing Emission from Deforestation and Forest Degradation
<b>RESPEK</b>	Rencana Strategi Pembangunan Kampung – Village Development Strategic Plan
<b>SD</b>	Sekolah Dasar – Elementary School
<b>SDIDTK</b>	Stimulasi Deteksi dan Intervensi Dini Tumbuh Kembang – Detection of Stimulation and Early Intervention in support of child growth
<b>SMA</b>	Sekolah Menengah Atas - Senior High School

<b>SMP</b>	Sekolah Menengah Pertama – Junior High School
<b>SOPAN</b>	Solidaritas Pembangunan Anak Negeri – Countrymen Development Solidarity
<b>STKIP</b>	Sekolah Tinggi Keguruan dan Ilmu Pendidikan – Teacher Training Institute
<b>TB</b>	Tuberculosis
<b>ToT</b>	Training of Trainers
<b>UP</b>	Universal Precaution
<b>USAID</b>	United States Agency for International Development
<b>VICS</b>	Violent Conflict in Indonesia
<b>VSAT</b>	Very Small Aperture Terminal
<b>YASUMAT</b>	Yayasan Sosial untuk Masyarakat Terpencil – Social Foundation for Remote Communities
<b>YAJA</b>	Yayasan Amalia Jaya Abadi – Amalia Jaya Abadi Foundation
<b>YBUL</b>	Yayasan Bina Usaha Lingkungan – Environment Business Development Foundation
<b>YKW</b>	Yayasan Kristen Wamena – Wamena Christian Foundation
<b>YKKS</b>	Yayasan Kota Kita Surakarta – Surakarta Our Town Foundation
<b>YPPM</b>	Yayasan Pemberdayaan dan Pembangunan Masyarakat – Empowerment and Development Foundation
<b>YWP</b>	Yayasan Walang Perempuan – Walang Perempuan Foundation



## SECTION ONE EXECUTIVE SUMMARY

This publication is the final programmatic report of the USAID SERASI Program, implemented in Indonesia by International Relief and Development (IRD) during the period March 2008 through February 2013. SERASI began operating in 2008 under a three year base contract with USAID (2008-2011, Program Years 1-3), and two separate option years were later exercised (Program Years 4-5), bringing the total program to five years. This report highlights key successes and innovations, details significant impacts, discusses challenges and solutions, and puts a very human face on the larger picture of development assistance in this very rich, diverse, and expansive country.

During the final quarter of the SERASI program, staff and implementing partners completed all grant development and implementation activities and oversaw the allocation and reconciliation of all grant funding. The final quarter of implementation was largely dedicated to quality control, monitoring and evaluation of grants and grant activities, and final programmatic and operational closeouts as required by the contract. Two major milestones were completed in the last quarter of implementation. First, the delivery of SERASI's flagship Contextual



SERASI means *harmony* in Bahasa Indonesia and many other Indonesian dialects.

The SERASI tagline "*Engaging Citizens in Peace,*" reflects the SERASI approach—community led interventions designed to create more peaceful communities.

The SERASI logo represents the linking together of diverse individuals for common good.

Papuan Educational Curriculum, SERASI's single largest grant, implemented with **Yayasan Kristen Wamena** (YKW) and both supported by and closely implemented with the Papua Provincial Department of Education. The second SERASI milestone was the passing of provincial legislation that regulates the means for allocation of Papuan special autonomy funds for education. This *perdasus pendidikan* is testament to the cross-sectoral success SERASI spearheaded in Papua, combining development objectives in education and governance. It will benefit future generations of Papuans and serves as a model for collaboration between development practitioners, local implementers, and government counterparts.

Perhaps more than most development assistance programs, SERASI evolved over the life of the contract in line with Indonesia's changing needs and priorities, and rose to meet new challenges and concerns identified by USAID and the many stakeholders engaged with SERASI. The initial project design, developed in 2007, was a follow-on to two previous contracts based on the Office of Transition Initiatives (OTI) model, meant to deliver fast and flexible assistance to communities and peoples affected by disaster, conflict, and other major disruptive events. It was predicated on an Indonesia that was perceived to be fragile, whose peripheries were swept by communal violence that killed tens of thousands of people and displaced upwards of a million more, and in the case of Aceh, a region that was still struggling to recover from the devastation of the 2004 Tsunami as well as implementing the peace accords that ended years of civil strife in the area. It was altogether fitting then, that when SERASI was launched in 2008, peacebuilding and reconciliation were its main objectives.

SERASI began its work in Nanggroe Aceh Darussalam (Aceh) and expanded in its first year to Sulawesi Tengah (Central Sulawesi). Initial projects funded by SERASI grants sought to bring together communities whose members committed violence against one another through programming meant to benefit everyone, regardless

of race or creed. In these post-conflict environments, psychosocial programming and cultural activities, often thought of as “soft approaches,” featured heavily. The premise of interventions was that before real development—livelihoods, governance, education—could occur, the people themselves needed to re-establish trust, rebuild the social fabric, and strengthen inter-group relations. SERASI employed different techniques with every beneficiary community and livelihoods programs rapidly became a cornerstone of interventions due to their popularity with beneficiaries and the clear relevance to a wide array of community members. SERASI integrated peacebuilding methodologies into livelihoods programming—livestock, farming, fisheries, vocational and technical training—by bringing together equal parts Christians and Muslims in trainings in Sulawesi Tengah, for example, and facilitating the sale of Christian-produced freshwater fish in Muslim markets, joining together ex-combatants from opposing sides in a value chain that provided benefits to multiple communities and helped strengthen the social fabric that had been ripped apart by years of fighting. In Aceh, programming that initially centered around elites—notable human rights advocates, ex-insurgent politicians, national-level government representatives—eventually found its way to the grassroots, where conflict survivors were provided the skills to earn a better income, and where so many other pressing problems in a post-conflict environment—violence between villages over disputed boundaries, epidemic levels of domestic violence, and a need to re-start consultative development planning processes—were addressed. From its main office in Jakarta, SERASI initiated national and transregional grant making initiatives that brought together national-level actors intent on addressing the dynamics of tolerance and reconciliation through innovative use of research and mass media.

In its second year, SERASI was asked to expand to the eastern Indonesian provinces of Maluku and Maluku Utara (North Maluku), two regions that in the preceding years were also racked by inter-faith violence with deep and complex roots. Similar priorities

emerged: livelihoods and conflict-sensitive development planning were preferred by potential grantees and beneficiaries, reflecting both a key driver of the conflicts—competition over resources, exacerbated by markers of identity that led to conflicts morphing into ethnic and religious wars—as well as the need to earn a better living. In Maluku Utara, communities were decidedly on guard against competition for scarce natural resources that had the ability to quickly morph into intense communal conflict. However, in Maluku, especially the provincial capital of Ambon, tension remained high, with communities living in self-imposed segregation that occasionally spilled into conflict in bordering areas. Notable successes were SERASI's work on Seram, Haruku, and Saparua islands, where combination livelihoods and domestic violence programming reduced tensions in populations who were less prone to manipulation, due, in part, to a much smaller death toll from 1998 until 2004. Fourteen years after the conflict started, sadly, the work of true reconciliation and thus the potential for full development, is far from over, as even a cursory review of news reports from 2012 shows—there has been an uptake in communal violence in Central Sulawesi, Ambon, Saparua, and Saram, and outbreaks of communal violence on religious issues in the greater Jakarta metropolitan area.

In 2010-2011, the third year of the SERASI base contract, the program expanded to Indonesia's easternmost and least developed region, Papua, and began awarding grants to organizations in and around the area of Jayapura. Due in part to improved conditions in Aceh, Sulawesi, and the Malukus, and reflecting a new priority of USAID as expressed in the Joint Declaration on the Comprehensive Partnership between the United States and the Republic of Indonesia, USAID exercised the contract's two option years, extending SERASI through February 2013. SERASI ceased operations in Aceh, Sulawesi Tengah, Maluku, and Maluku Utara, and at the end of 2011 shifted its work almost completely eastward, to Papua and Papua Barat (West Papua). Concurrent with the exercising of the option years, the contract, housed in and funded from the USAID Office of

Democratic Governance (DG), received additional funding from the USAID Offices of Health and Education. With an emerging focus on Papua within USAID and a flexible contract in SERASI, other offices of USAID were able to engage in multi-sectoral programming in Papua to complement sector-specific programs. With health sector financing, SERASI developed concentrations in Maternal and Child Health (MCH), HIV/AIDS, and Tuberculosis (TB); with education sector financing, SERASI began to focus on basic education for remote and under-served areas and specifically literacy. With its roots in the Office of Democratic Governance, SERASI spearheaded activities that promoted civic participation and government transparency, with a focus on Special Autonomy (OTSUS) implementation and the cultivation of new leaders.

This shift in 2010-2011 marked the start of an experiment in USAID programming in Papua and SERASI became its standard bearer. All grant activities were mandated to be cross-sectoral, with each grant incorporating as many elements from the concentrations of DG, Health, and Education, as possible. Development assistance was no longer stove-piped in one sectoral concentration. Rather, community problems and needs were being addressed on multiple fronts in one intervention. This perhaps more than any other element of SERASI's approach over the five year course of the contract, is its greatest success and legacy.

In rolling out cross-sectoral programming in Papua and Papua Barat, an additional need emerged—building the capacity of implementing partners, the local Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs) who received grant funds and who were on the front lines of developing and delivering USAID-funded assistance. Few organizations had experience with the rigorous financial reporting, budgeting, human resource management, and other administrative matters required of large donors. SERASI staff responded by training their organizational counterparts and developing an intensive mentoring plan for these local groups. SERASI

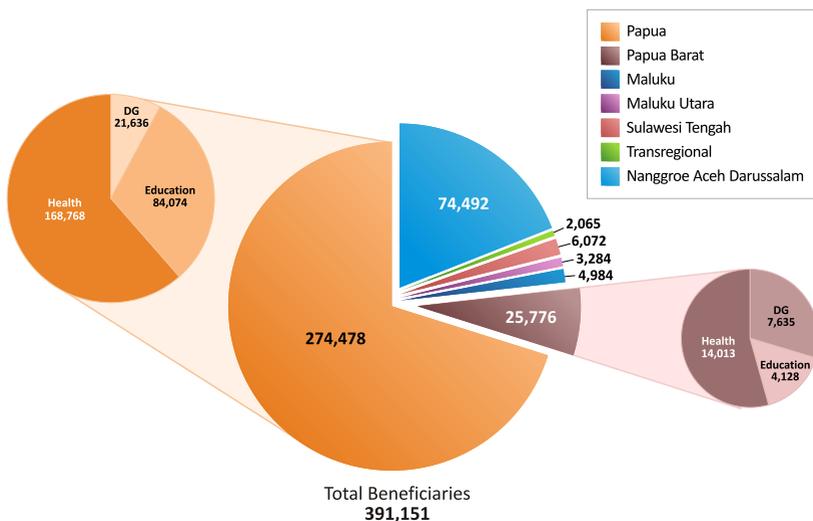
built the capacity of more than 50 local NGOs in Papua who are now in a much stronger position to partner with USAID, other donors, and the Government of Papua to meet the development challenges of the region.

While SERASI was operating in Papua in the final year of the base contract, grant activities were largely managed from offices in Sulawesi Tengah and Jakarta. But in the first option year, SERASI expanded from a single person representative office in Jayapura to six fulltime technical staff based in Jayapura, overseeing grantees across Papua and Papua Barat. Several staff were technical specialists in the areas of education and health, bringing much needed expertise to the team, in conjunction with the guidance of counterparts in USAID. Working in Papua challenged SERASI on many fronts, from recruiting resident staff or those willing to relocate, to logistical issues related to delivering assistance in extremely remote areas, and needing to have staff in the field upwards of fifty percent of the time.

From an organizational and management perspective, SERASI rose to the challenge, developing new processes and procedures for implementation, monitoring, reporting, and developing staff to be as “cross-sectoral” in their job functions as the program required its grantees to be in their implementation. In Papua and Papua Barat over the course of 2010-2013, SERASI evaluated a total of **107** potential grantees, and issued **56** grants to **50** local CSOs, NGOs, universities, and research bodies in Jayapura, Wamena, Sorong, and Jakarta (this included two grants to national-level organizations working on tolerance and radicalism). SERASI’s **56 grants** and one sub-contract in these provinces delivered **USD 8,098,419** of technical assistance focused on cross-cutting education, health, and governance issues.

Over the **five** year life of the contract, SERASI awarded **284** grants to **229** grantees, providing **USD 25,424,368** in direct funding and assistance to Indonesian communities. 391,151 beneficiaries were

directly involved in SERASI project activities, according to the following breakdowns:



**FIGURE I - SERASI BENEFICIARY DISTRIBUTION BY REGION**

While this report cannot describe every SERASI supported activity from the last five years, it highlights key successes and innovations, details significant impacts, discusses challenges and solutions, and puts a very human face on the larger picture of development assistance in this very rich, diverse, and expansive country. This report is accompanied by a DVD that includes a selection of videos of SERASI’s work in Papua and interviews with beneficiaries, as well as USAID and SERASI staff. For future reference, it includes a digital library of all SERASI programmatic reports, including all Quarterly and Annual Reports, Success Stories, and Activity Updates, and select publications that were developed with SERASI grant funding.



## **SECTION TWO PROGRAMMATIC OVERVIEW**

The USAID SERASI project supported the peaceful, just, equitable, and democratic development of communities across Indonesia. SERASI served as a strategic grants and technical assistance program to mitigate social conflict and support harmonious community development nationwide, implementing programs in Aceh, Sulawesi Tengah, Maluku, Maluku Utara, Papua, Papua Barat, and at the national and transregional levels. SERASI provided a tangible demonstration of USAID's investment in Indonesia's future as outlined in the November 9, 2010 Joint Declaration on the Comprehensive Partnership between the United States and the Republic of Indonesia. SERASI's focus on Eastern Indonesia in the latter half of its implementation supported the priorities expressed by Indonesian President Susilo Bambang Yudhoyono.

SERASI worked with local governments, CSOs, NGOs, universities and think tanks, and a variety of citizen groups at the grassroots level in order to improve the quality of people's lives. The overarching theme in all SERASI grants was the solicitation of grassroots solutions to community problems and ensuring the maximum involvement of all stakeholders in decision-making processes. SERASI also worked with government and local partners on longer-term "drivers" of community conflict, including lack of representation, poverty, discrimination, inequitable access to resources, and lack of access to basic services.

In the base year contract implementation period (2008-2011), SERASI focused on Aceh and Sulawesi Tengah, with additional programming in Maluku, Maluku Utara, and Papua. In these areas, the project awarded grants to numerous entities to build local capacity to mitigate existing and potential conflict at the grassroots and to effect policy changes. This focus was viewed as a critical step in achieving

sustained peace and social cohesion in its regions of focus. SERASI interventions were initially intended to contribute to the following key objectives, delineated by the USAID contract:

- A legitimate and robust peace in Aceh;
- Increased capacity to manage destabilizing factors and influences;
- Respect for human rights and intergroup relations;
- Integration of marginalized groups; and
- A democratic and transparent security sector.<sup>1</sup>

Considering Indonesia's rich diversity and the unique local dynamics that require tailoring strategies for each geographic area where SERASI operated, USAID expected the project to operate in a flexible manner, contributing to the above mentioned objectives and able to pivot as circumstances evolved. SERASI put in place the infrastructure to accomplish this during the course of the contract. SERASI initially maintained three offices: a central administrative and management office in Jakarta, from which SERASI also developed and managed national level and transregional grant activities; a field office in Banda Aceh, from which SERASI developed and managed all grant and program activities in Aceh; and a field office in Palu, Sulawesi Tengah, from which SERASI developed and managed all programs for Eastern Indonesia (Sulawesi Tengah, Maluku, Maluku Utara, and Papua). SERASI maintained one fulltime staff member in Jayapura, Papua, in year three to monitor and liaise with grantees with regard to programmatic and operational concerns, transforming that office into a full operational and programmatic hub in year four. Following is a summary of key programmatic approaches in each of the provinces in which SERASI operated.

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<sup>1</sup> In consultation with USAID, it was determined to reduce focus on grants targeting the security sector, in favor of the former four.

## Aceh

While the formal conflict in Aceh ended in 2005 with the signing of the Memorandum of Understanding between the Government of Indonesia and the Free Aceh Movement (GAM), mitigating the legacy of 30 years of violence proved to be longer-term effort. SERASI's objective was to help consolidate peace in Aceh through initiatives such as:

- **Economic Empowerment.** SERASI supported a wide range of activities from developing sustainable livelihoods, in-kind assistance, and technical assistance and training to bolster the economic capacity of post-conflict communities.
- **Peace Education.** SERASI supported local communities in building local capacity to resolve communal disturbances and supported multi-stakeholder programs that focused on engaging conflict-affected parties in the peace dialogue.
- **Social Reconstruction.** SERASI worked to develop local mechanisms and processes that allowed for social healing and reconciliation brought about by years of conflict and the profound effects of that conflict on communities, with a particular emphasis on women and youth and dealing with psychosocial healing.
- **Participatory Development Planning.** SERASI worked with a large number of local communities, bringing together government, civil society, and citizen representatives to collectively plan village development and growth for the benefit of all.

The flagship Participatory Village Development Program (Pembangunan Damai Partisipatif or *PEUDAP*) is one of the programs that reached the greatest number of conflict-affected communities, planted seeds for lasting change and peace in those communities, and is one of SERASI's major legacies in Aceh. *PEUDAP* consolidated peace through the creation of social capital, the improvement of

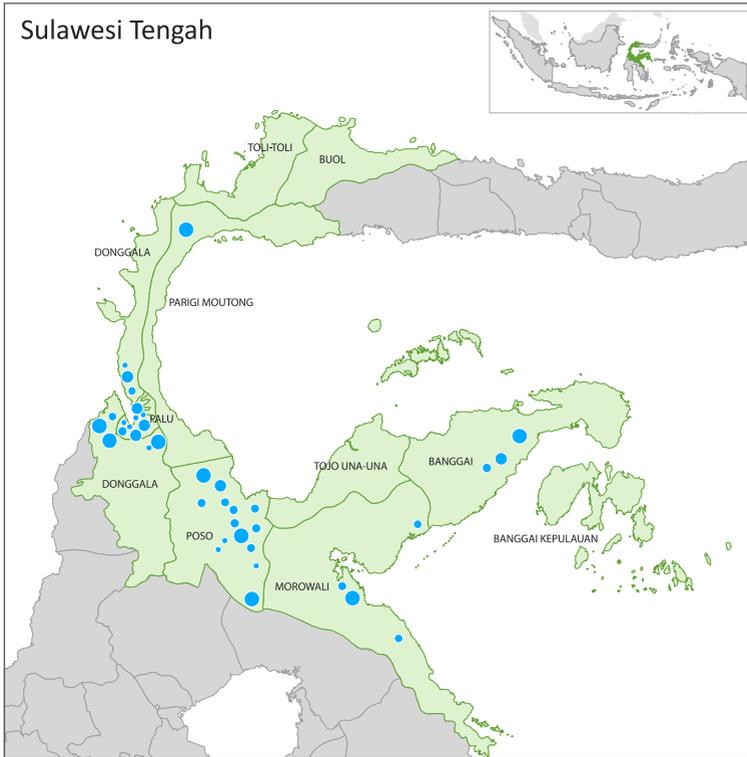


## Sulawesi Tengah

Conflict in Sulawesi Tengah, at the time of SERASI's launch in the province, had changed since the initial political and inter-religious violence of 1998-2002. By 2008, conflict was largely focused at the local level, stirred by issues such as breakdowns in intergroup relations, lack of livelihoods opportunities, and weak or absent social structures to support integrated communities. SERASI's overarching approach in Sulawesi Tengah was on activities that helped to rebuild sustainable channels of communication and re-establish foundations for strong and stable communities. SERASI focused its support in the following key areas:

- **Inter-Religious, Inter-Ethnic, and other Inter-group Relations.** SERASI initiatives aimed to increase communication and understanding and decrease the “recycling of mistrust” that often drives cycles of violence among religious and ethnic communities.
- **Livelihoods and Associated Socio-economic Inequalities.** Recognizing the potential instability caused by competition between and among communities for scarce resources as well as the natural resources in which Sulawesi Tengah is so rich, SERASI supported socio-economic activities that increased livelihoods for individuals and communities as a whole.
- **Reconstruction of Social Capital.** Years of violence left an indelible mark on the people of Sulawesi Tengah. SERASI supported local organizations in developing interventions and mechanisms to provide communities, especially youth, with a channel for healing and means to reintegrate into productive society.
- **Future Conflict Prevention.** SERASI promoted long-term peaceful communities by assisting the people of Sulawesi Tengah to develop improved formal and non-formal means of

building cohesive communities and developing skills to mitigate issues that have the potential to lead to future conflict.

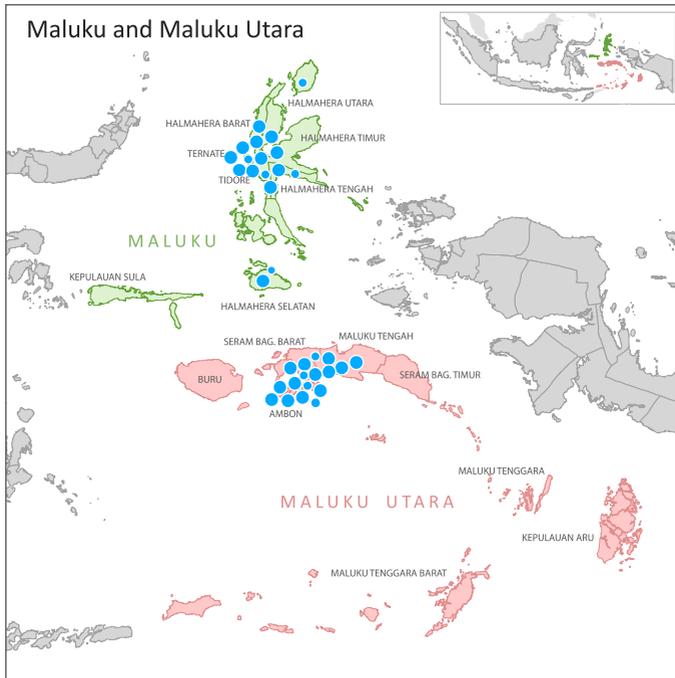


**FIGURE 3 - MAP OF SERASI SULAWESI TENGAH ACTIVITIES**

In Sulawesi Tengah, **SERASI provided 38 grants to 33 grantees, totaling USD 2,190,327.** A complete list of Sulawesi Tengah grantees is found in Appendix B, and select grantees are profiled in the Sulawesi Tengah section on page 90.

## Maluku and Maluku Utara

These two provinces presented unique opportunities and challenges for SERASI, the least of which was managing programs in remote areas of these eastern provinces from the program office in Sulawesi Tengah. SERASI awarded a total of 34 grants during its approximately one year of operations in the Malukus. SERASI's strategy in the Malukus largely mirrored its approach in Sulawesi Tengah, and its support was directed toward the same four key areas. SERASI focused on communities recovering from inter-religious/inter-ethnic conflict of the past and those at most risk for seeing conflict erupt again.



**FIGURE 4 - MAP OF SERASI MALUKU AND MALUKU UTARA ACTIVITIES**

In Maluku and Maluku Utara, **SERASI provided 34 grants to 27 grantees, totaling USD 2,847,772.** A complete list of Maluku and Maluku Utara grantees is found in Appendix C, and select grantees are profiled in the Maluku and Maluku Utara section on page 95.

## **Transregional and National**

SERASI funded programs that addressed issues of national importance as well as those that transcended regional or provincial boundaries. The program responded to requests for assistance and engaged partners to develop means of linking together communities who were dealing with potentially destabilizing forces. SERASI-funded activities included national level research on drivers of conflict, training on conflict mapping, development of community based Conflict Early Warning and Response Systems (CEWERS), research on radical groups, and a variety of trainings and symposia that brought together experts from across Indonesia and a wide spectrum of disciplines to address common concerns and issues.

At the national and transregional level, **SERASI provided 27 grants to 22 grantees, totaling USD 2,158,068.** A complete list of national and transregional grantees is found in Appendix D, and select grantees are profiled in the Transregional section on page 105.

## **Papua (Year 3)**

In year three of the base contract (2010-2011), SERASI expanded into Papua—a large, underdeveloped, and sparsely-populated province, characterized by varied and overlapping issues that make delivery of development assistance both difficult and urgently necessary. Papua's issues include extremely challenging terrain, remote and rural populations speaking over 250 languages, lack of transportation infrastructure, lack of access to health, education,

markets, and other services, low human resource capacity in government and other sectors, limited community-based organizations, low human development measurements, and suspicion of the motives of outside groups undertaking projects in the area. The region suffers from conflicts between various clans and tribes, tension between migrants (*pendatang*) and indigenous Papuans (*Papua asli*), widespread corruption, and multiple and overlapping horizontal and vertical conflicts. The division or re-districting of existing administrative units also hinders development initiatives, with the number of districts increasing from 11 in 1999 to 38 in 2009. With little planning guiding the process, the result was a severe decrease in the quantity and quality of the already poor services available.

In year three of the base contract, grants were awarded to organizations that supported peacebuilding activities and conflict mitigation efforts, with a geographic focus on Jayapura city, Jayapura District, and Keerom District (on the border with Papua New Guinea (PNG)). SERASI initially focused on two key governance and civil society issues. First, SERASI funded work aimed at improving transparency and accountability in special autonomy implementation, utilizing advocacy and research to promote dialogue between and amongst key actors in the province. Second, assistance was directed toward efforts that promoted sustainable peace through continuing dialogue at the grassroots level. Particular attention was paid to local government and the local legislature. Issues of violence at the household and community level were also addressed, especially with regard to violence against women and children—a significant issue in the province. SERASI also supported activities focused on youth and the creative arts, with particular regard to promoting tolerance and understanding in schools.

In Papua, during the base contract, **SERASI awarded 19 grants to 18 grantees, totaling USD 1,557,021.** A complete list of Papua and Papua Barat grantees is found in Appendix E, and select grantees are profiled in the Papua section on page 39.

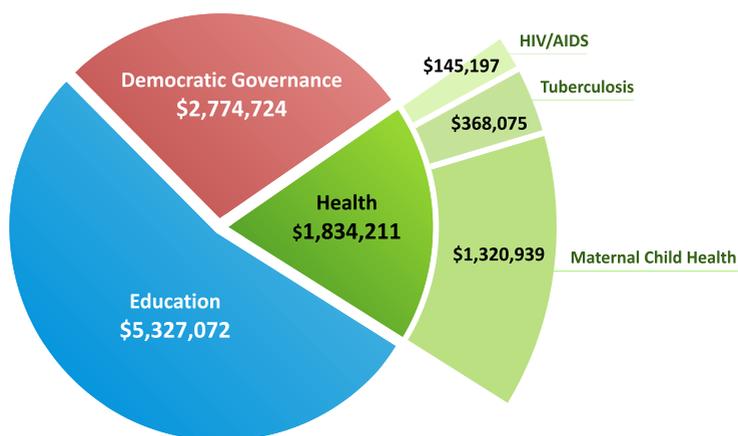
## Papua and Papua Barat (Years 4 & 5)

In consultation with USAID, SERASI closed its offices in Aceh and Sulawesi Tengah at the end of the base contract (February 2011), and discontinued activities in Aceh, Sulawesi Tengah, Maluku, and Maluku Utara. The advent of the option years of the SERASI contract, implemented from March 2011 through February 2013 witnessed a pivot of SERASI's resources and programming to Papua and subsequently, Papua Barat, with auxiliary grants awarded at the national level. SERASI continued its initial focus on Jayapura (Jayapura city and district) and Keerom, and quickly expanded to the Papuan highlands, including the district capital of Wamena and the districts of Jayawijaya, Yahukimo, Lanny Jaya, and Tolikara, followed by work in the Papua Barat districts of Sorong, inclusive of Kota Sorong, Sorong District, Sorong Selatan District, and other areas of the *Kepala Burung* ("Bird's Head region") and Boven Digoel. These areas were selected based on logistical considerations, the presence of potential beneficiary organizations, and the degree to which development needs and SERASI sectoral priorities matched. SERASI evaluated and awarded grants to every organization capable of performing at a minimum standard of implementation in these areas.

SERASI's work in Papua and Papua Barat during the two option years of the contract was predicated on several key objectives:

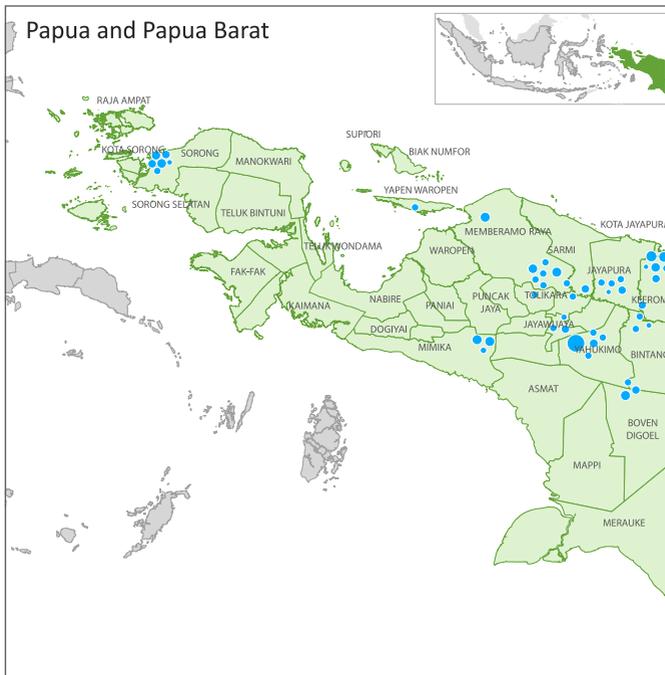
- **Improve health, education, and governance through small grants** provided to local organizations to directly impact people's lives, while improving the ability of these organizations to deliver services.
- **Increase knowledge and understanding** of a wide spectrum of stakeholders—from government to citizens and donors—of the unique challenges of promoting development in Papua.
- **Increase understanding and identification** of potential activities for USAID's future work in the region;

- **Deliver substantial impact** on technical focus areas, utilizing a cross-sectoral approach.
- **Support the achievement** of key objectives in three USAID priority sectors—Health, Education, and Democratic Governance—with indirect achievement in Economic Growth and Environment.



**FIGURE 5 - TOTAL GRANT FUNDING BY TECHNICAL AREA IN PAPUA AND PAPUA BARAT**

Local knowledge and expertise proved critical in understanding needs and developing innovative responses in Papua. As such, the majority of grants and in-kind support were delivered to, and through, Papua-based organizations. Implicit in these priorities was the capacity building of local NGOs in Papua to both deliver project results and adequately account for project funds. One of the key successes of the project was the capacity building of organizations and individuals, who are now better equipped to work with USAID and the Government of Indonesia in the provinces in coming years.



**FIGURE 6 - MAP OF SERASI PAPUA AND PAPUA BARAT ACTIVITIES**

Concurrent with the start of the option years, SERASI received additional funding from the USAID Offices of Health and Education. With an emerging focus on Papua within USAID and a flexible contract in SERASI, other offices of USAID were able to engage in multi-sectoral programming in Papua to complement sector specific programs. SERASI's work therefore, while firmly rooted in Democratic Governance and promoting peaceful communities, developed assistance in the areas of Health and Education as well. This multi-sectoral approach offered dual benefits, ensuring that work in health and education also offered assistance in good governance, thus improving the likelihood that the program will help reduce conflict drivers in the communities in which it operated. Each

of the three funding sources of the contract carried with it specific development objectives, detailed below.

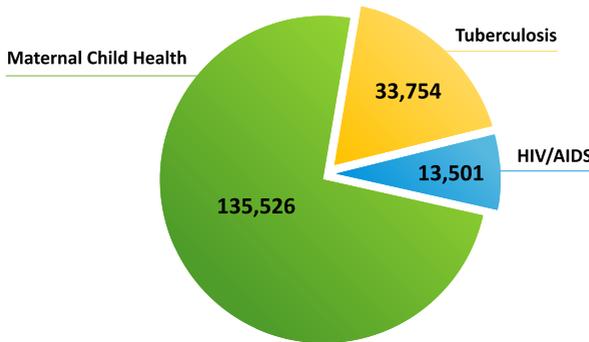
## Health

Grants supported activities that improved quality of, and access to, basic health services. Activities promoted healthy behaviors and increased access to health information and services in underserved communities in Papua. Particular sectors of attention included, but were not limited to:

- **Provision of Parallel Health Services** in remote areas.
- **Maternal and Child Health (MCH)**, including the Positive Deviance approach, studying the under-utilization of government provided MCH publications/information and modifying them to the Papuan context, information provision on locally available foods, training on the importance of exclusive breastfeeding and safe/healthy supplemental feeding, the revitalization of *Posyandu* (community health post) services in areas where the practice had ended, the training of local health cadres, and the joining of cadres and traditional medical practitioners (*Dukun Bayi*).
- **Health, Hygiene, and Schools**, including the outfitting of appropriate WATSAN (toilets and handwashing) facilities in schools and dorms, insect screen installation, health and hygiene training, and the creation of 'little doctor' (*Dokter Kecil*) monitoring programs.
- **Tuberculosis control**, including community identification of suspect TB cases, the institution of referral and monitoring systems, support to medical centers in order to expand their TB services, and the establishment of surveillance for released prisoners with TB to ensure that they continue their medications.
- **HIV/AIDs**, with particular attention to livelihoods and vocational/technical training for HIV+ persons or individuals supporting HIV+ persons, and information provision to persons at high risk of exposure to HIV.

- **Malaria**, with particular attention to information provision/training on malaria in places where the disease is new, especially to pregnant mothers, and material provision, such as mosquito nets.

**A total of 182,781 persons directly benefitted from SERASI health activities in Papua and Papua Barat, according to the following breakdowns:**



**FIGURE 7 - HEALTH BENEFICIARY DISTRIBUTION ACROSS HIV, MCH, AND TB**

### Education

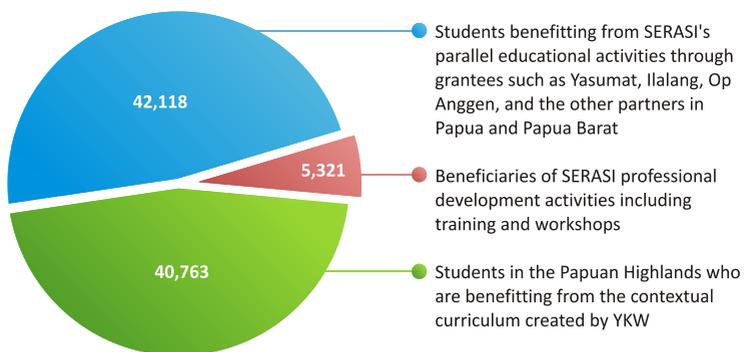
Grants supported activities and organizations to expand access to quality basic education services in rural, indigenous populations, through community-based and primarily non-formal means. SERASI developed promising and innovative activities that expanded access to quality education in underserved communities and that have the potential to be replicated and/or scaled up. Particular sectors of attention included, but were not limited to:

- **Contextual Curriculum Development** in primary school grades 1 and 2 Mathematics and Bahasa Indonesia for students across the highlands, utilizing simplified Bahasa Indonesia, adapted to the local context, and meeting national standards,

with associated training of master trainers and teachers, and distribution across the highlands (plus a smaller curriculum development in Papua Barat).

- **The development of provincial educational legislation** to provide parameters and responsibilities for Papua's Special Autonomy law with regard to educational service delivery and funding allocations.
- **Provision of parallel educational services** in remote areas.
- **Remedial youth and adult education** (Paket ABC) provision and skills trainings for teachers.
- **Remote teaching** to isolated areas through VSAT technology.
- **Early childhood and preschool programs** (PAUD) in Community Learning Centers (PKBMs).
- **Health and hygiene programming** mainstreamed into all education grantee activities.

**A total of 88,202 persons directly benefitted from SERASI education activities in Papua and Papua Barat, according to the following breakdowns:**



**FIGURE 8 - EDUCATION BENEFICIARY DISTRIBUTION**

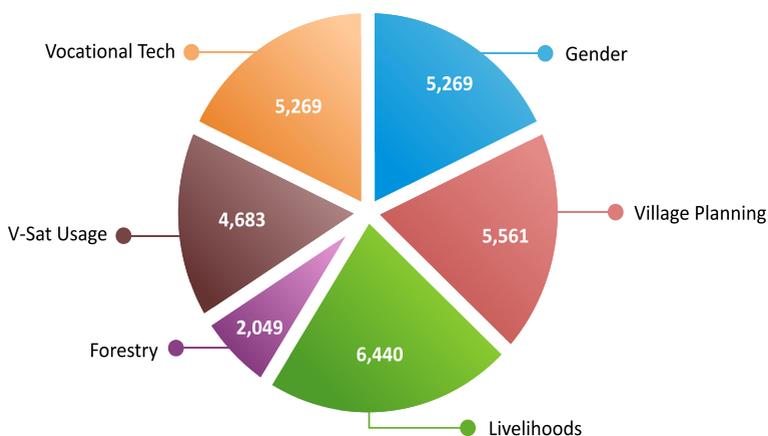
## Democratic Governance

Grants supported programs to build the capacity of local leadership, improve transparency and accountability (especially with regard to Special Autonomy-related issues), improve governance standards and community participation (including around conservation issues), protect people's rights, and provide vocational, technical, and livelihoods opportunities for marginalized citizens. Particular sectors of attention included, but were not limited to:

- **Research into Special Autonomy (OTSUS)**, *Pemekaran* (redistricting), and funding for health and education services.
- **Community-driven development projects** involving village development planning and small grants, modeled on the Government of Indonesia's provincial RESPEK program, in order to pilot successes according to RESPEK's stated methodologies as opposed to how RESPEK is frequently used on little-needed infrastructure.
- **Women's empowerment** through livelihoods support, training, socialization, and constant community outreach in select project areas of the highlands.
- **Community-based natural resource management** for highlanders to sustainably manage their own natural resources for profit.
- **District forestry legislation** development to guide such natural resource management in Jayawijaya.
- **Leadership development** through trainings and mentoring in Tolikara.
- **Community Learning Center (PKBM) capacity-building** to offer community services, especially with regard to human resource management, finances, other administrative concerns, and the creation of profit centers through the establishment of small businesses that offer students on-the-job training while generating profits for PKBMs to cover operating costs and reduce dependency on district government, with associated use of labor market and other surveys.

- **Vocational and Technical Trainings** through PKBMs.
- **Internships and referrals** to small businesses for PKBM graduates.
- **VSAT installation and maintenance** training in remote highland areas, providing the first links these communities have with the wider world outside of restricted usage of short-wave radios.

**A total of 29,271 persons directly benefitted from SERASI governance activities in Papua and Papua Barat, according to the following breakdowns:**



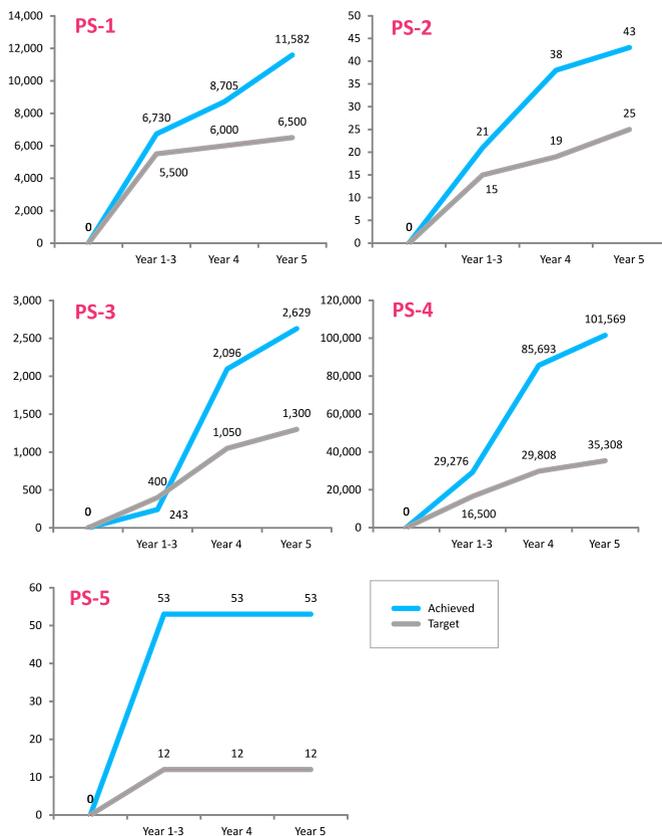
**FIGURE 9 - GOVERNANCE BENEFICIARY DISTRIBUTION**

*Integration* was a key element of all SERASI funded activities. Nearly all grants addressed a minimum of, and drew funding from, at least two of the technical sectors, and engaged government actors in grantee activities in tangible ways. If a grant was awarded that only addressed one sector, then it was designed to compliment other grants. An illustrative example of this from the highlands is YASUMAT, who worked to integrate literacy and health education for isolated communities in the district of Yahukimo. In the process,

YASUMAT's work was supported by SERASI grantee YKW, which produced learning plans and tools for Indonesian language and mathematics instruction that YASUMAT and other SERASI grantees, including the Op Anggen School and the Narwastu School, implemented in their classrooms. Joint trainings occurred across grantee organizations, health curriculums that also served to teach Bahasa Indonesia were created for numerous grantees, and a network was strengthened to share work and avoid replication.

### **Monitoring and Evaluation (M&E)**

Providing meaningful Monitoring and Evaluation measurements for the SERASI contract, by its very nature, was a challenge throughout implementation. The SERASI contract required reporting on five Peace and Security (PS) Indicators, known as PS-1 – PS-5. Targets for each of these were set in each annual workplan, monitored regularly, and reported on quarterly and annually. A summary of the Peace and Security Indicators targets and actual results is presented in Figure 10 below.



**FIGURE 10 - TABLE of PS INDICATORS**

**Peace and Security Indicators Key**

PS-1. Number of people trained in conflict mitigation/resolution skills with USG assistance.

PS-2. Number of non-governmental constituencies (focusing on conflict mitigation) built or strengthened with USD assistance.

PS-3. Number of USD-assisted facilitated events geared toward strengthening understanding and mitigating conflict between groups.

PS-4. Number of people attending USG-assisted facilitated events geared toward strengthening understanding and mitigating conflict between groups.

PS-5. Number of peacebuilding structures established or strengthened with USG assistance that engaged affected citizens in peace and/or reconciliation activities.

Because SERASI worked in multiple provinces, and in some for only one year, it became clear as the program evolved that additional means of measuring outputs and impact were needed. It also became clear that while the program could report on the PS Indicators, they did not, alone, provide a complete picture of the impact SERASI was having. In consultation with USAID, SERASI developed a Program Monitoring Plan (PMP) that reflected new types of interventions based on the reporting requirements of the multiple USAID offices funding the contract. At its height, SERASI was tracking more than 200 different indicators in the PMP. Some indicators were very specific, for example, the number of HIV cases treated. Given the amount of USAID funding for HIV compared to, for example, education, the reporting on that indicator may not seem impressive on the surface for a five year program. It is important to note that some indicators were tracked over the course of several years, where others were only measured for a year. The full PMP for the program can be found in Appendix F.

### **Working with Government**

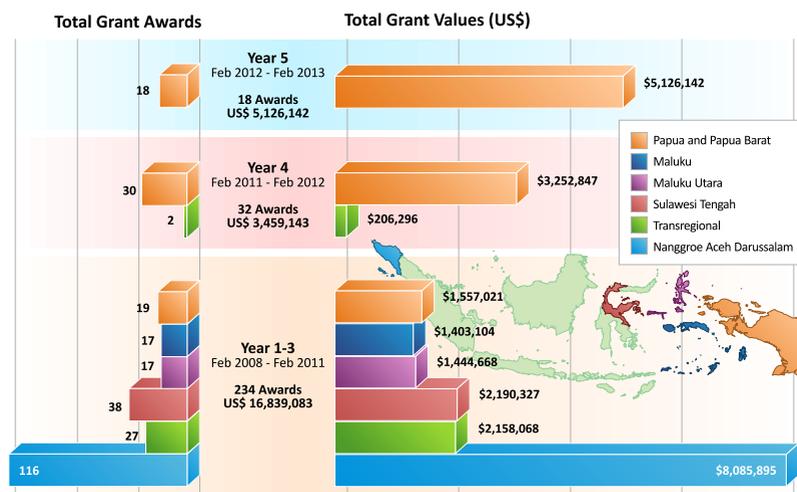
As a Government-to-Government donor, USAID led in coordination to the maximum extent possible with the Government of Indonesia (GoI). However, the exact methodology for working and informing the GoI, and at what level, was addressed in each grant proposal, and approved by USAID. The level of interaction or coordination with GoI in each individual grant was noted in the grant application procedure (in the Performance Based Management System or PBMS). There were times where closer work with the GoI (at the district *dinas* level or other) was more merited than others.

### **Conclusion**

In the final two years of implementation, with its new focus on Papua and Papua Barat, SERASI evaluated a total of **107** potential grantees, and issued **56** grants to **50** local civil society organizations, universities, and research bodies in Jayapura, Wamena, Sorong, and

Jakarta (this included two grants to national-level organizations working on tolerance and radicalism). SERASI's **56** grants and one sub-contract during this period were valued at **USD 8,018,419**.

***In total, between 2008 and 2013, SERASI awarded 284 grants to 229 grantee organizations, delivering USD 25,424,368 in development assistance.***



**FIGURE 11-TOTAL NUMBER OF GRANTS AND TOTAL GRANT VALUE AWARDED BY SERASI, 2008-2013**

The remainder of this report and the accompanying DVD highlight select activities from every province in which SERASI worked with a significant focus on the last two years of multi-sectoral programming in Papua. The numbers cited in previous pages and above and represented in Figure 11 are impressive, and the success and impacts of SERASI are many. However, numbers alone do not tell the whole story. SERASI staff can attest to how their work with one individual in a remote highlands community in Papua has had an immediate

impact on the entire village, or how an ex-combatant who now earns an honest living working with his former rivals has inspired others in his community to follow his example. These anecdotal stories—many of which are captured in video and reports on the final report DVD—provide a real, human face to the work that SERASI supported. In village after village, SERASI staff, grantees and partners, and stakeholders have witnessed first hand perhaps the most meaningful impact of SERASI’s work—that peace and prosperity are interdependent, and contagious.

Fields of study are rightly devoted to conflict mitigation and reconciliation, and while never divorcing itself from that mission, SERASI innovated in its programming and took the challenge of building peaceful, prosperous communities to the people. Ideas that are borne of the people most affected have the greatest chance of succeeding, or, more simply, people know what they need. A family that has a safe home, food on their table, education for their children, access to health services, and the chance for advancement in their lives are less prone to turning to violence when circumstances are less than ideal. From Sumatra to Papua, SERASI demonstrated that communities are willing to try new approaches, re-invent ways of doing things, and adapt proven methods to situations where others have failed or have not dared to venture. Research supported by SERASI has lent credibility to what program staff have seen daily throughout Indonesia—regardless of race, creed, gender, or socioeconomic background, people want to live in harmony with their neighbors and work together to build peaceful and prosperous communities. SERASI’s work has also demonstrated that people do not expect the government to provide everything they need, rather, there is an expectation that government will be responsive to people’s needs, engaged with citizens, and collaborate with them when citizens step out front and lead the way.

The evolution of SERASI from its initial focus and design into a program that has worked so broadly—both geographically and

technically—is one of its greatest achievements. The many seeds that have been planted by the diverse activities of SERASI grantees have grown into meaningful ways of delivering much needed development assistance. While SERASI support has ended, the methods, lessons, and impacts captured here offer a multitude of models for replication throughout Indonesia so that peaceful, stable, and more democratic communities will continue to grow and flourish.



## SECTION THREE LESSONS LEARNED

Two words may best epitomize the SERASI Program: *Evolution* and *Innovation*. Early in its implementation, SERASI struggled to remain relevant within the original conflict resolution and mitigation design in an Indonesia that was rapidly developing—economically, culturally, and socially. In a consultative and cooperative fashion, USAID and SERASI management provided for the evolution of the program, within the contractual mandate, to address real human development needs in several very diverse provinces, all presenting unique challenges. As the program moved into Years 4 and 5, it evolved yet again to deliver assistance with funding from multiple technical offices within USAID Indonesia to Papua and Papua Barat, the “last frontier” in development assistance in Indonesia.

This evolution was possible because SERASI innovated at every step of the program. Building on traditional approaches to conflict programming, SERASI invited its partners throughout the country to design new and interesting ways to build stronger, more democratic and equitable communities, while providing opportunities for increased livelihoods, psycho and social healing, and planning for the future. SERASI insisted that programs be developed at the grassroots, by the people they were meant to serve, and that they concurrently engaged government at appropriate levels to bring them into the process, thus creating sustainable models for continued development. The program never lost sight of its original conflict mitigation and resolution mandate: every activity sought to help rebuild trust and communication in communities that had been ravaged by years of communal violence. However, SERASI did not exclusively rely on textbook approaches alone to conflict prevention. The program built the conflict element into interventions that included participatory communal development planning, rebuilding social capital, peace education and psychosocial healing, livelihoods and socio-economic

inequalities, lack of access to basic education and health services, and the inclusion of women and marginalized groups in community development. Every SERASI grant addressed the inequalities of varying natures that in the past have served as triggers of conflict, while providing tangible benefits to communities and individuals.

This report only scratches the proverbial surface of SERASI activities, their immediate impacts, and the degree to which seeds planted by SERASI are still growing and delivering on the goals of the program and individual grant activities. Time and distance will allow a better assessment of current activities, but several key elements can be highlighted that contributed to the success of the program, that informed program direction as it evolved, and that should serve as models and foundations for future development assistance.

**Flexibility of the USAID contract.** The SERASI contract was modeled on the Office of Transition Initiatives (OTI) programs, designed for flexible implementation and to provide fast, technical and financial support where it is most needed. In 2008, SERASI was only active in Aceh (which received the contractually required 50% of total grant funds stipulated in the contract) and Sulawesi Tengah. By the end of the program, that had expanded to four more provinces and included national and transregional work. The ability to direct support where it was most needed meant SERASI reached a far wider audience than originally anticipated. It was not without its shortcomings as well. Aceh and Sulawesi Tengah received SERASI support for three years, and while some programs in those regions continue on their own, the cessation of SERASI there was perhaps premature, as news reports of communal violence and increasing intolerance show. Further, and as noted below, shifting geographic focus makes measurement of long-term impact a significant challenge.

**Sustainability versus short-term gains.** OTI-type programs, by their nature, are not meant to be “sustainable.” OTI is a mechanism for delivering rapid assistance when needed, usually to alleviate

impacts of natural disasters and war. The small grant mechanism, where funding is limited at any given time to USD100,000, places automatic time and financial limits on what can be done, and achieved. Almost without exception, nearly every SERASI funded activity could—and should—be continuing today and well into the future. The next section of this report details many that are continuing, where grantees generated income from activities to support further work, where government stepped in and provided support to an initiative SERASI started, or simply where the investment (and dividends) by the community were too strong for them to collectively let it stop. Sustainability is an issue development practitioners constantly struggle with and common sense states that eventually, any assistance activity must continue on its own—but in many of these fragile, poor, and remote communities where SERASI worked, they simply are not ready or able to continue without financial and technical assistance of the nature a donor program can provide.

**Grassroots, community-driven development.** Without exception, every SERASI grant was developed at the community level—in consultation and cooperation with SERASI staff, who guided grantees in creating programs that met program and USAID requirements while simultaneously addressing the real needs identified by community members and leaders themselves. This bottom-up approach ensured that the planned activities had the support and engagement of the beneficiaries and was not imposed on them from outside forces. Notably, as highlighted in some of the examples in this report, SERASI activities frequently caught the attention of local and provincial governments, many of whom have stepped in to support, scale, and replicate SERASI interventions.

**Difficulty of Monitoring & Evaluation.** The SERASI contract mandated monitoring and evaluation of five key Peace and Security indicators. However, as the program evolved, it became clear that those indicators—based on the original design in 2007—were not

completely relevant to all areas of SERASI implementation. The program thus had to develop new sets of indicators and measurements for every region in which it worked. M&E is a development practice in its own right, and requires significant resources—both time and money—to do well. It also required the ability to collect solid baseline data, control groups, and implementation long enough to be able to measure real, lasting impacts. Because SERASI focused in some provinces for only little more than a year, it was difficult to collect and analyze sufficient data to demonstrate the impact of the program’s support.

**Short-term nature of implementation.** SERASI worked in Aceh for three years, Papua for just over two, and the Malukus for just over one. The short-term nature of the implementation in some communities meant that just as real traction was being made and real impact being felt, the program was pulling up roots. Again the flexible nature of the contract allowed expansion to so many areas in the first place, but longer implementation periods surely would have helped to deliver more and greater results and impact.

**Broad geographic coverage.** SERASI was implemented from Indonesia’s westernmost tip to its easternmost border. Managing such a large program with a main office in Jakarta and smaller field offices presented significant logistical challenges. Staff were developing, implementing, monitoring, and reporting on programs far from their bases and were constantly traveling, often for weeks at a time. While stretching human capacity, such wide disbursement of the program also stretched financial capacity, as the program diverted more operational costs to travel and logistics. In Papua in particular, travel is extensive and costly, especially to remote highlands and Bird’s Head communities. In addition to staff, as much of SERASI’s assistance was provided in-kind (where SERASI purchased equipment and materials as part of the grant), the program faced huge transportation costs to deliver the materials grantees needed to be successful. In Papua, this is simply a matter of fact, as goods and

materials are largely available only in Jayapura and other provincial capitals.

**Grantee capacity.** The capacity of Indonesian Civil Society Organizations, NGOs, and other groups that received SERASI grants varied widely. Capacity includes the ability to develop and present ideas for funding, implement and monitor the program, deliver required programmatic reports, and critically, provide sound financial management of the investment made by USAID. Some grantees had experience with USAID in the past and were able to take on programming with little trouble. Others, particularly in Papua, had minimal skills and required significant amounts of mentoring, training, and regular assistance from SERASI staff in all aspects of grant implementation. Given the strain this was putting on the program in 2010 as Papua programming grew, SERASI awarded a subcontract to a Jakarta based NGO to develop a series of manuals and training based on USAID and SERASI implementation rules and regulations. Every grantee received training, followed by one-to-one mentoring, and the capacity of these organizations and people has grown significantly. However, organizations in Papua and other parts of Indonesia often rise and fall based on existing funding from donors. Many groups in Papua developed or were founded in response to funding opportunities in the past, and then were re-energized because of the availability of SERASI funding. This naturally meant there is a constant churn in personnel and thus human capacity. Without continued support, sadly, many SERASI grantees may likely cease their work altogether.

**Collaborative nature of work between SERASI and USAID.** The relationship between SERASI and USAID stands out as a key element of the program's success. The Contract Officer's Representative in the Office of Democratic Governance, the individual responsible for the overall implementation of SERASI, and later representatives from the Health and Education offices, as those departments funded the contract, were actively engaged as *de facto*

members of the SERASI team. USAID staff was very closely involved in the *development of grant ideas*, together with SERASI staff and management and the grantee organizations themselves. They continued to be intimately engaged in monitoring grantee progress and actively taking part in field visits and strategy sessions with SERASI staff. Every change in program—roll out to new provinces or establishing strategic plans for each province—was done in concert with USAID counterparts. SERASI benefitted greatly from an active and engaged USAID.

## SECTION FOUR

### PROGRAM HIGHLIGHTS BY AREA AND SECTOR

All quarterly and annual reports for the life of the SERASI project are found on the DVD that accompanies this final report. Space constraints limit the number of grant programs that can be detailed here, however in the following section, select grantees and sectoral interventions that are emblematic of SERASI's durability and impact in communities across Indonesia are highlighted. SERASI takes particular pride in the SERASI funded activities that are still active, years after SERASI support ended. An anecdotal review indicates that there are many such continuing activities.

#### PAPUA

##### **Cross-cutting Interventions in Areas With No Service Delivery** YASUMAT's Integrated Service Delivery in Highlands Communities

In Yahukimo, as in other areas of the highlands, problems in health, education, and governance are inter-related: so are the solutions. SERASI, through a grant to ***Yayasan Sosial Untuk Masyarakat Terpencil*** (YASUMAT) worked to improve governance and ameliorate service delivery issues in 21 sub-districts in Yahukimo through:

- provision of basic health and education services and capacity-building of parallel teachers and healthcare workers;
- community-driven livelihoods and village planning;
- ensuring the transparent management of village funds;
- development of local leadership capacity; and

- provision of communications technology to connect remote areas.

YASUMAT's impact cannot be understated. They are frequently the sole provider of health and education services in their working areas. YASUMAT staff offers daily services in parallel schools, health clinics, livelihoods groups, the Wamena TB center and shelter, and the Wamena student dormitories (among other locations and interventions), as well as community-based natural resource management initiatives. They do so because paid teachers and healthcare workers are overwhelmingly absent from their posts. Yahukimo's local government recently acknowledged YASUMAT's contribution after more than two years of SERASI-funded implementations, formalizing their role in service provision by putting YASUMAT's volunteer teachers and healthcare workers on the district payroll.

Over the course of YASUMAT's relationship with SERASI, the grants provided scaled YASUMAT's existing work and provided much needed physical and financial resources to allow them to better address needs in the communities they were already



*Students studying mathematics at a Yasumat parallel school.*

servicing. This included the provision of equipment to re-establish the vaccination cold chain that broke down in Yahukimo in 2002. No children have been vaccinated through government services since, with the exception of children in the district capital, Dekai. Yahukimo

exist, children receive immunizations. It further included the provision of mobile equipment to test suspect TB cases, the printing of health and education materials in local languages, the establishment of health and hygiene activities and learning in YASUMAT parallel schools, and the provision of VSAT technology and satellite phones in four YASUMAT operations centers. Most important, however, was the constant staff training that SERASI supported.

Health workers and teachers have been exposed to refresher trainings and current best practices that were previously unknown in the highlands. YASUMAT is also using SERASI grantee YKW's Contextual Papuan Curriculum to teach primary school Mathematics



and *Bahasa Indonesia* in their schools. The group is utilizing VSATs installed with grant funding to train remote teachers in a simulation of the teaching methodologies suggested by the YKW books in the use of the lesson plans and student worksheets for *Bahasa Indonesia* and Mathematics.

YASUMAT staff has been trained in human resources management, budgeting, financial accounting, and other practices that have prepared them to continue their important work in a more efficient manner.

“We are thankful to SERASI. With their help and support, we are able to reach out more to the people in the highlands and give them better service in health, provide a good education to the children, and support villages through livelihood programs. SERASI often goes to the field with us to see the activities firsthand, therefore we are able to get to the bottom of problems in the field and work directly on the obstacles, and this includes reporting and also monitoring from the field. SERASI has shown to us that good reporting and monitoring plays a big role in the accomplishment of a program and it motivates us to improve our work for the people.”

Ester Mago Nagha  
YASUMAT Director



YASUMAT is heavily invested in sustainable natural resource management initiatives for communities in Yahukimo and Jayawijaya and is creating a draft district forestry regulation. They are simultaneously strengthening the capacity of the Forestry Department of Jayawijaya, the Jayawijaya Dewan Perwakilan Rakyat Daerah (DPRD/local legislative body), NGOs, the Lorentz National Park Office, and the Badan Pertanahan Nasional (BPN/National Land

Agency) in finalizing the forestry regulation, which if passed into law in early 2013 as expected, will increase the forestry department's authority and promote the inclusion of customary (*adat*) community ownership and usage in the local timber market, including implementation of tree plantation models to increase timber availability to sustainably supply the rising demand of locally-sourced wood in Jayawijaya. This has the potential to be a sustainable forestry regulation model for districts across Papua.

One of the most important works YASUMAT has undertaken is the creation of community-driven development projects in nine *kecamatan*s (sub-districts) in Yahukimo, with special regard to the participatory village planning process and the selection of projects at the grassroots, rather than simply among clan elites. The projects operate similarly to the provincial government's village grant program, RESPEK, and YASUMAT's work is modeled on the PNPM Mandiri participatory methodologies and monitoring that have often been discarded by RESPEK facilitators in the same areas. The initial results of these inter-related interventions, which began in April 2011, are extremely promising and should serve as a model for how a new RESPEK project could be implemented. Fifty-two villages in the target areas are hosting the projects, which allowed for communities to identify their needs and select appropriate interventions to meet those needs, albeit in a fashion constrained by the size of the block grant available (50 million Rupiah in each of four areas, constituting nine sub-districts). Communities overwhelmingly chose livelihoods support and no infrastructure projects were selected. SERASI and YASUMAT believe this community-driven process was one of the most important elements of the intervention. It occurred as follows.

**Socialization:** Community meetings marked YASUMAT's initial entry in Lolat and Nalca. Public, visible, community participation from the earliest stages was required. This core component of the project is very important in an area where control of information is reserved for powerful and connected upper-caste males and where benefits

and knowledge are rarely shared beyond this limited group. Most projects are only socialized to male elites in district capitals, so Yasumat's interventions in Nalca and Lolat immediately distinguished themselves from other programs. Initial socialization was followed by a participatory planning workshop in each sub-district. The first workshops occurred over two days in an easily accessible and public location for many villages. Three representatives from every village and church were required to attend, with at least one woman from each village/church.



*A YASUMAT-led community meeting where groups were formed and then carried out activities selected based on the mapping exercises.*

The representatives then returned to their villages and undertook mapping and profiling exercises with their communities. During this process, YASUMAT staff visited each of the villages, conducting additional mapping and visioning activities with smaller groups in order to ensure greater participation and to support the village and church leaders conducting the main activities.

The planning process was followed by a second workshop to train villages in how to communally select activities, develop an implementation plan, and create a budget. Livelihood groups were universally established, with rabbits, chickens, and pigs being popular; in some areas, fishponds were created. This is extremely beneficial, as livestock functions as capital and savings in what are effectively non-cash economies. Communities pointedly did not choose infrastructure. However, beneficiaries later constructed small works



*These members of one self-help group selected chicken farming as the livelihoods support that best suits them.*

in support of livelihoods, such as irrigation works for fishponds, as part of the community contribution.

In past community development projects, a group of beneficiaries was publicly chosen by each village to participate. In this case, each *honai* (or household) in each beneficiary village nominated one of its own

members as a project beneficiary, through inclusion in self-help group structures of four to seven persons per group, based upon the type of livelihood activity selected. Additional training was not provided, as the communities are generally expert in the raising of livestock. YASUMAT sought to include immunization in an earlier project but the lack of veterinary services prevented this (there is only one veteran in the highlands, located in Wamena town). In a previous project YASUMAT delivered piglets that were vaccinated in Wamena, but 50% died before arrival in project locations.

YASUMAT developed a series of rules for each beneficiary self-help group that were publicly agreed on. These rules ensured that the benefits would not only stay in a group, but would be passed on to others over time through the inclusion of more beneficiaries in the self-help groups as profits accrued and animals reproduced. For example, each time a pig has piglets, one piglet will remain with the *honai* of origin while other piglets will be distributed among other *honai*.

The YASUMAT area manager then physically transported funds and paid each self-help group in front of the entire village, where funds

were openly counted. YASUMAT staff accompanied each self-help group to select and purchase livestock, which were, as a rule, procured locally (within an area measured as a maximum of two to three valleys from the group's location). The public witnessed the cash handover and signing of receipts and each group publicly confirmed receipt of their livestock.

Eighteen months later, the groups are functioning as envisioned. Existing self-help groups are increasing membership as the livestock breeds and new groups are being created. Because YASUMAT staff remains based in the areas of intervention while they undertake health and education projects, they are able to continually monitor the groups and provide guidance. In Lolat sub-district alone, one of nine implementation areas, 804 persons from 67 extended families or about 1 in 5 (from a sub-district population of just over 5,000 persons) are benefitting from this project.

Throughout this process, YASUMAT never lost sight of its focus of ensuring women's participation in decision-making. Local women are generally ignored in the development planning process just as they are generally marginalized in rural Papua. Foremost in the governance activity is ensuring that women participate in all meetings and decision making regarding use of funds.

When YASUMAT begins work in a new community they are emphatic and clear about the need for this



*A YASUMAT banner extolling the importance of women's participation in decision making.*

inclusion. They make specific invitations to women leaders from church and other groups to participate. If there is poor women's participation, the workshop is then repeated. One reason YASUMAT conducts so many follow-on meetings in the villages is to increase and directly monitor women's participation. YASUMAT stipulates that 50% of the governance fund is specifically for women's groups. In areas such as Nalca, mixed-membership male and female groups were formed to accommodate this demand. The people of Nalca preferred to work in integrated groups, whereas in Soba, the women demanded and received their own groups, declaring that they would accrue no benefit in groups that men would naturally dominate.

It is critical to note that this was never imposed: this was negotiated with village and church leaders to ensure they understood why YASUMAT were stipulating this. In addition, YASUMAT maintains three staff in each church area—one full time YASUMAT area manager/facilitator and two local staff selected by the communities. Of the two, one must be a woman, thus ensuring knowledge exchange by women to women. YASUMAT and SERASI are monitoring funds accruing to women in integrated groups to determine if integrated groups can truly distribute benefits evenly.

All of this was further supported by workshops on gender issues involving both women and men, to publicly discuss women's roles and ways to improve their lives. These workshops were an initial step in building greater awareness of gender issues and addressing gender-based violence, which has reached epidemic proportions in rural areas where women are generally regarded as property. In addition, YASUMAT female staff have formed and are leading and training women's church groups in basic maternal and child health issues.

## Contextual Curriculums of National Standard

### *Yayasan Kristen Wamena's* Development of Papua-Specific Curriculum Mathematics and *Bahasa Indonesia* in the Highlands, and Expansion to Papua Barat through STKIP Sorong and Belantara

**Yayasan Kristen Wamena** (YKW) implemented a SERASI grant that developed and tested a Papua-specific primary school Mathematics and *Bahasa Indonesia* curriculum to increase the ability of Papuan children to learn globally necessary skills in a local context, while meeting the standards set by the Ministry of Education and Culture (MOEC). In its

assessments of the existing curriculum, YKW found that MOEC books for primary school students surpassed the ability of many students in the highlands to comprehend given their inability to speak *Bahasa Indonesia* when entering school. Most children in the area speak *Dani* or another local tongue as their primary language. YKW established a group of curriculum writers and editors to develop lesson plans and student worksheets for *Bahasa Indonesia* and Mathematics for primary school grades 1 and 2. The YKW curriculum writing team made an assessment of local learning behaviors—what children naturally learn in early ages. The team identified and recorded 1,000 Indonesian words known by children in Wamena and Pikhe, and used these as the basis for a *Bahasa Indonesia* curriculum with which the children already feel familiar. They also identified symbols familiar to children in their daily lives to teach



*US Ambassador to Indonesia Scot Marciel presents YKW-developed books, teacher manuals, and training materials to Head of Papua Education Office James Modouw.*

numerical concepts. Rather than using fingers for counting, for example, they use rocks or leaves.

Recognizing YKW's success and the potential impact it could have across the highlands, a second grant was awarded to fund the dissemination of the contextual curriculum materials to six additional districts in the highlands. 249,640 books and supplementary materials were printed and



distributed benefitting more than 30,530 students and 710 teachers in 355 primary schools in Jayawijaya, Lanny Jaya, Yahukimo, Memberamo Tengah, Yalimo, and Tolikara. YKW conducted training of trainers (ToT) in using the curriculum with participants from 30 schools from all six districts. The first ToT focused on basic facilitation skills and use of the mathematics manual. Additional ToTs covered administration of trainings, such as providing attendance lists and managing training kits and how to use the *Bahasa Indonesia* curriculum.

The master trainers recommended 88% of the participants to become district trainers. In addition to training activities, the Memberamo Tengah District Department of Education released 2012 funds to support training for every teacher in their district, utilizing The Narwastu School (another SERASI grantee) trainees as the district trainers. In addition, this work has the blessings of the provincial and national-level education ministries. This is a fantastic example of government leveraging a USAID project as well as the inherent sustainability of this intervention due to the buy-in achieved by grantees with government. Further, the new curriculum was

adopted by SERASI grantee STKIP Sorong, in Kota Sorong, Papua Barat.

An additional learning tool for Papua children is found in Kota Sorong's **Belantara**, another SERASI grantee. Belantara implemented a SERASI grant to document and integrate existing oral stories and games into literacy exercises that encourage healthy behaviors. The output of these exercises were adopted at Belantara's four pre-existing learning centers and were disseminated to primary schools surrounding the learning centers to improve knowledge and practice of key healthy behaviors among children in targeted villages. Due to Belantara's expertise in early childhood education and literacy, the program concentrated on the development of simple remedial literacy programming. Belantara discovered out-of-use reading and counting books that were produced in the early 1960s by missionaries from the Netherlands. These books are simple, easy to use, and are already very appropriate for Papuan audiences. In the books, the reading structures start with a short story to initiate

context, followed by word introduction, and ends in syllable learning. Belantara redeveloped, updated, and synchronized these books with the national curriculum and KTSP (*Kurikulum Tingkat Satuan Pendidikan*) followed by mass production and training. These books have been incorporated into the curriculums of four literacy centers and nine schools in Sorong.



*Children join an after school literacy lesson at the village's learning center.*

“The door of the provincial government of Papua is always open for donors and organizations like SERASI. Donors and International Organizations need to share their knowledge and experience with us. SERASI has done this, and now the Government and SERASI are building a foundation for literacy and basic education in Papua through many programs to accelerate the improvement of quality in basic education. A synergy occurs here, and I believe it will be a success. It is also an example that all programs in Papua should be in line with government development goals, in order to get the best result.

Education is related with poverty, sociopolitical problems, and welfare. Those problems will be solved with better education. Unfortunately, educational development in Papua faces many challenges: 45% of children in Papua do not go to school. Education is now the main priority for the government under Special Autonomy, to prepare the people of Papua to be a part of a global society, and we no longer want to be left behind other provinces. SERASI has helped the government in remote districts, and I hope this project continues.”

James Modouw

Papua Provincial Head of the Department of Education



## A World-Class Education in Memberamo Tengah and Tolikara The Op Anggen and Narwastu Schools

High-quality education was once a distant dream in Bokondini, an isolated area in Papua's highlands. Schools in the area barely function, there is no mobile phone coverage, and until recently connections to the outside world meant walking for days. With SERASI support, this has begun to change. The **Op Anggen School** began with a vision that good education in Papua should not solely be the remit of private boarding schools in Sentani or further afield and that separating children from families to educate them is harmful over the long term. SERASI funds allowed Op Anggen to improve the quality of their educational activities, provide supplementary health lessons, and expand to satellite schools. This support involved the provision of

computers, promethean activeboards, and technical support to train Op Anggen staff in new educational methodologies and health knowledge, in order to incorporate it into teaching materials. SERASI Grantee YKW also provided the contextual curricula for Op Anggen's use in their primary school activities. Of particular pride is the

support SERASI has given to Op Anggen's vocational and technical training programs for young men in the area, teaching them carpentry through a trial and error process that has them assisting master



*Utilizing the internet, now available through VSAT technology installed with funding from their SERASI grant, Op Anggen children use resources and technology as simple as Google Maps to learn geography.*

carpenters from month one, slowly assuming responsibility for their work as building progresses.

Op Anggen is preparing Papuan youth to meet Indonesia's national education standards and to thrive in a globalized world, without separating them from their cultural roots and while strengthening the role that their families play in shaping their futures. Bokondini's children now have access to quality education, they are learning vocational skills, and the adults are receiving health and hygiene training. Op Anggen teaches in *Bahasa Indonesia* with supplemental instruction in English. Using VSAT and computer terminals, children study mathematics, spelling, geography, and the natural sciences, while art classes focus on local cultures. Op Anggen's teachers conduct outreach to families to solve attendance problems. The group has the distinction of starting the first Parent-Teacher Association in Papua. In addition to children, Op Anggen engages



*Op Anggen's carpentry class has enabled young men in the area to acquire new, marketable skills.*

youth and young adults, creating a skilled labor force of carpenters and mechanics. Local men and women have been cultivated as teachers and community leaders with many assuming leadership positions in the school. Two are now leading Op Anggen's satellite schools in remote areas of Tolikara.

Op Anggen's children are surpassing the national standards for children their age. Provincial head of education, Pak James Modouw, commended Op Anggen on their approach: "We don't even have other institutions to compare this to," he said during a visit. District leaders of Tolikara and Memberamo Tengah are working with Op

Anggen to replicate and scale the Op Anggen approach to education and family engagement in their children’s education, across their districts.

SERASI supported integrated education and health delivery to remote communities of Binime sub-district through **Yayasan Penginjalan Oikoumene Narwastu** (The Narwastu School). The Narwastu School is operated by a dedicated cadre of long-term volunteers, who teach all school levels and adult literacy in the evenings. SERASI funding improved Narwastu’s internal capacity to deliver more qualified and accessible education and



*The Narwastu School is one of many schools assisted by SERASI to integrate messages about personal hygiene into daily lessons and other school activities.*

health services and to model community-based integrated education and health services in simple form at minimal cost.

### **Maternal and Child Health, Nutrition, and Service Provision in Remote Areas**

**Poltekes Gizi** (the Nutrition Department of Jayapura Health Polytechnic) sought to address the issue of infant and child malnutrition in Jayapura district through Positive Deviance—an approach based on the understanding that some solutions for community problems already exist within the community and simply need to be discovered. Using Positive Deviance (PD), they implemented a program to address malnutrition, increase understanding of malnutrition at the community level, and present tangible solutions to enable families and local healthcare workers to

creatively engage in community-based nutrition programs. In mid-2011 Poltekkes Gizi surveyed five communities in Jayapura to identify examples of PD, namely, babies displaying better health and weight than others in the community, and then seeking to understand the behaviors of these babies.



*Training for health cadres to increase their understanding on Positive Deviance and how it addresses malnutrition.*

The five communities—Yoka, Waena Kampung, Abe Pantai, Enggros, and Koya Koso—were chosen because of high prevalence of malnutrition and presence of mixed populations of migrants, highland *asli*, and coastal *asli*. Bringing these frequently contentious groups together and establishing bonds between them in health activities was one of SERASI’s secondary goals. The PD behaviors found during field practice focused on exclusive breastfeeding until six months of age, complementary feeding from six months onward, continued breastfeeding up to two years, not using formula milk, always using sandals in the home, hand washing with soap before eating, feeding children homegrown vegetables, avoiding junk food, and the active participation of fathers in childcare. The results showed that healthy babies were *not* from wealthier families: babies in many poor families were actually healthier than those in rich families because of their reliance on exclusive breastfeeding. Wealthier households, because they could afford supplementary foods that are actually unhealthy for babies, were inadvertently harming their children.

The socialization of these cases among health workers and communities was the next crucial step. A two-day workshop was conducted to disseminate analytical results of the initial survey and the PD approach. PD practitioners from Nusa Tenggara Timur

(another region of eastern Indonesia) also presented their experiences. Religious leaders were actively engaged in the workshop to highlight their importance in the dissemination of health messages.

These activities were followed by community outreach in which health cadres disseminated knowledge and practice to the mothers and/or caregivers of malnourished children or children at risk of malnutrition, by teaching a series of cooking, feeding, and childcare classes, focusing on practices that are not common in the community but that have been proven to prevent and/or rehabilitate malnourished children. Mothers, children, and other family members were involved in the rehabilitation and learning process in order to ensure they would be likely to maintain good nutritional levels for their children after the project.

*Poltekkes Gizi* beneficiaries also participated in Training of Trainers to increase their capacity to instruct health cadres on Positive Deviance and how it addresses malnutrition found in communities in immediate and tangible ways. These trainers then instructed and assisted community volunteers. Participants learned criteria to determine poverty, and learned and practiced the determination of nutritional status through plotting on growth and

“I used to bring my son to the *Posyandu* but he never gained weight. Then we participated in the *SERASI Pos Gizi*, where I learned how to prepare and feed him healthier food. At the *Posyandu*, he met and played with other children, learned to sing, pray, and how to wash his hands. Now he’s a lot fatter.”

Susi  
Mother of a toddler in  
*Posyandu Kutilang I Waena*  
Kampung

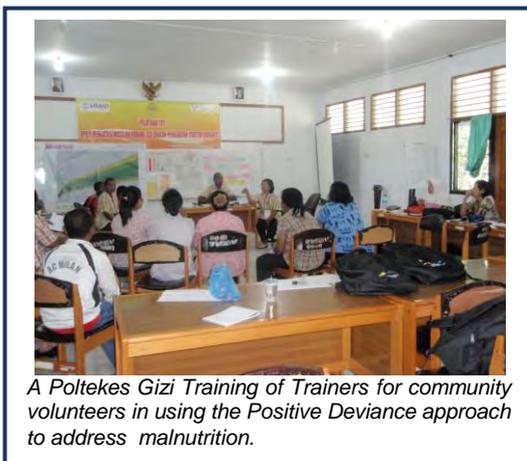
health charts. Behavior measurements regarding consumption, water, sanitation, and hygiene were taught and demonstrated through home visits, discussions, and interviews.

Two months later, *Poltekes Gizi* conducted the first round of nutrition workshops and infant/child measurements in the villages. These nutrition posts measured the weight change of 49 children whose parents learned about child nutrition through the group's earlier activities, and almost all the children recorded weight gains of between 100 and 900 grams. Results of the second measurement showed further weight gains in the children who remained active in the study.

Unfortunately only 57% of the children from the pilot project remain enrolled through the project's completion. The inactive children,

however, were measured in the final evaluation, thus providing a control group. The 60% of the children who registered weight gains correlated with the identities of the 57% of children who gained weight. This was an impressive result after only three months, but

unfortunately, longer-term measurements are needed. *Poltekes Gizi's* project demonstrates that Positive Deviance works when parents are committed to it.



*A Poltekes Gizi Training of Trainers for community volunteers in using the Positive Deviance approach to address malnutrition.*

**Yayasan Amalia Jaya Abadi** (YAJA) received a SERASI grant to introduce Detection of Stimulation and Early Intervention in Support of Child Growth (*Stimulasi Deteksi dan Intervensi Dini Tumbuh Kembang – SDIDTK*) approaches in local Posyandu services. SDIDTK is a nationally-mandated MCH approach—however, it was not practiced in Papua prior to SERASI’s funding of YAJA. SDIDTK acknowledges that nutrition is not the sole standard of measurement for child health and that measurements of cognitive development must also be made. Stimulation of young



*Head measuring, offered once a month at Posyandus, is an essential measure to monitor a child's growth.*

minds must occur through engagement—challenges, physical movement, interaction with peers, increasingly-complex language usage between parent and child, and active play. These are more effective if mothers or caregivers have the practical knowledge of their importance and SDIDTK aims to provide guidance on this and nutrition through counseling and follow-up. YAJA implemented this in six villages in Sentani—Asei Pulau, Nendali, Ifar Besar, Vuria, Yahim, and Kehiran. In four of these areas, Posyandu services were available. In the two where Posyandus has ceased to operate, YAJA and the District Health Office (DHO) re-started the service in close coordination with the DHO Jayapura, to demonstrate the success and then adopt the SDIDTK pilot. The DHO has already replicated YAJA’s SDIDTK approach in other areas of Sentani and trained other Posyandu and Puskesmas staff in the methodology.

When starting their intervention, YAJA collected baseline data on children under two years of age in area Posyandus, including weight, height, psycho-motor and mental development, home environment, and other family data. Most importantly, YAJA undertook a Knowledge, Attitudes, and Practices (KAP) survey of mothers regarding nutrition and the mental and physical stimulation of children



*At this Posyandu, a health cadre demonstrates to a mother exercises designed to stimulate her child's growth and records a variety of health data to track the child's development.*

in the home environment. The baseline data was compared to the post-training results, which showed weight gains over the life of the project from 51.6% to 68.9% of target weights: there was also a visible reduction in malnutrition among children participating. The project also had ever-increasing attendance rates, especially in the classes and anecdotal evidence indicates increased motor skill development among the children.

**The Faculty of Public Health at Cenderawasih University (FPH UNCEN)** analyzed and re-modeled the national *Buku Kesehatan Ibu dan Anak* (Mother and Child Health Manual, or KIA), the standard mother and child health management tool utilized across Indonesia, but chronically under-used in Papua. In Papua, KIA manuals were first introduced in 2003, with a revised edition (including the introduction of a new growth chart) distributed in 2009. However, the manual has not been utilized well by its target audience of mothers, families, health workers, and cadres. FPH UNCEN assessed its utilization and identified reasons for lack of use in order to develop a locally appropriate KIA manual that could be easily used and understood. FPH UNCEN initially surveyed KIA usage in Jayapura City, Jayapura District, Keerom, Jayawijaya, and Yahukimo. The assessment

monitored the utilization of old and new KIA manuals by health providers, including village midwives, doctors, nurses, and nutritionists. It found that a simplified language was needed for Papua's rural and remote areas, as the standard *Bahasa Indonesia* used was frequently too difficult to understand. FPH UNCEN also found that pictures and diagrams had greater impact in semi-literate populations. In addition, many of the supplementary foods recommended in the book are not readily available in Papua.



The most important reason cited for under-use of the book, however, was simple: health workers never received training. The manuals were simply delivered, with little explanation. FPH UNCEN developed a draft version of the new books and tested them in focus group discussions (FGDs) and individual interviews. It was a large qualitative success over the previous manuals, with semiliterate populations and non-native Indonesia speakers grasping the knowledge and its use quickly.

In addition to creating new test versions of the KIA that meet the national standards, FPH UNCEN undertook a large ToT exercise to create a cadre of Provincial Health Office (PHO) trainers that can guide local Puskesmas and Posyandu staff in the proper usage of the manual. The PHO has committed funds from their 2013 budget for the printing and province-wide dissemination of the booklet and critically, requisite training activities.



*A P3KES staff member interviews a woman as part of their survey to assess the quality of MCH services in Jayapura city.*

### **Pusat Pengkajian dan Pengembangan Kesehatan**

(Center of Health Research and Development-P3KES) received a SERASI grant to assess the quality of MCH services in two public hospitals and nine Puskesmas in Jayapura city. The survey used sampling methods to include pregnant and non-pregnant women utilizing these health service

providers, as well as health staff. Topics assessed included multiple aspects of MCH services such as affordability, effectiveness, efficiency, accuracy, and appropriateness of services available, and the knowledge of communities and health workers related to government provided health insurance coverage (Jampersal, Jamkesmas, and Jamkespa)<sup>2</sup>. The survey results showed a distinct lack of knowledge among staff and clients. Many of the surveyed staff knew little of, and had not received training in, Integrated Management of Childhood Illnesses (IMCI, *Manajemen Terpadu Balita Sakit*); Audit Maternal-Perinatal (AMP); Universal Precautions (UP); and Detection of Stimulation and Early Intervention in Support of Child Growth (*Stimulasi Deteksi dan Intervensi Dini Tumbuh Kembang* or SDIDTK—the approach SERASI grantee YAJA piloted in Sentani). Clients—mothers and pregnant women—were unaware of these standards and of other health services because of a lack of clear information on services.

<sup>2</sup>Jampersal : Jaminan Persalinan/Maternity Insurance

Jamkesmas : Jaminan Kesehatan Masyarakat/National Health Insurance for the Poor and Near Poor

Jamkespa : Jaminan Kesehatan Masyarakat Asli Papua/ Papuan Native Community Health Insurance

Knowledge of government-provided health insurance was low among clients and providers alike. P3KES, under the auspices of the Jayapura DHO, will conduct health training for healthcare providers to increase their skill in MCH services. IMCI training receives priority, as does the production of materials related to available health insurance schemes for the public. P3KES has identified the scope of the problem of knowledge of health practices, services, and insurance, but the onus is upon the DHO and PHO to act. Policy changes and government leadership determine such services, not a single *Yayasan*.

With SERASI support, **Talenta Asia** has revitalized health services to mothers and children in Boven Digoel. A land of swamps, rivers, and roads that consist of barely passable churned red mud, the Boven Digoel district of Papua is one of the most isolated in Indonesia. A place once known only for the Indonesian political prisoners who were exiled there in the Dutch colonial era, the area is sparsely populated and accessible by intermittent flights, a seven-day boat ride, or a twelve-hour drive that is not possible in the rainy season.

Health and education services barely exist outside of the district capital, Tanah Merah. Malaria is a year-round epidemic and knowledge of maternal child health matters is low. Sub-districts lack health centers and villages lack health services, especially Posyandus for maternal and child health. As many villages lack nurses or midwives, unqualified personnel assist births and preventable deaths are an all too common occurrence. Although no quantitative data



*Local volunteers, trained by Talenta Asia with SERASI support, now provide Posyandu services in Tetop village in Boven Digoel.*

exists, anecdotal evidence indicates that maternal and child mortality is much higher than the Papuan average, which is already the highest in Indonesia. Talenta Asia provided badly needed services in these remote communities, delivering MCH services to 12 villages in two sub-districts. While well short of reaching Boven Digoel's 112 villages and 20 sub-districts, SERASI was able to address a critical need where no one else has dared to venture.

In the 12 focus villages, two Posyandus had ceased operations altogether. In others, the only service was baby weighing, which happened only sporadically and with no clear idea on what the weighing was supposed to reflect. Talenta supported each village with health knowledge trainings, especially regarding breastfeeding—both early initiation of, and the importance of exclusive breastfeeding over the first six months. Talenta shared information on supplemental feeding for children and demonstrated the use of locally available food products. Every month, Talenta guided the delivery of Posyandu services in each village using local volunteers who were trained and supervised by the organization. Every mother in each of the villages took advantage of their services, and existing midwives, who struggled to provide services without government support, were grateful for the material and training assistance.

The impacts were meaningful. Of the 12 villages benefitting from this intervention, only five had pre-Talenta Posyandu activities, and these were limited to baby weighing: even that was not conducted with a clear purpose or comparison of weight gains or losses over time. After the Talenta intervention, ten villages maintained



*A woman receives healthcare during a visit to a revitalized Posyandu.*

services: not only baby weighing but other activities such as health promotion for mothers, services for pregnant women, and practical instruction on the preparation of new healthy food for children. Two villages unfortunately could not maintain Posyandu due to a very low commitment from the community and even less support from local government. This was unfortunate, as the health cadres responded well to the trainings and showed passion and commitment. In addition, Talenta successfully introduced mother and child booklets, and after thorough socialization to cadres and women, all are using the books. Regular attendance of children under five years old and pregnant women to Posyandu showed significant increases. In Iniyandit sub-district, Posyandu data from five villages showed attendance increases, from 63% to 96% for children under five years old, and from 0% to 76% for pregnant women. In Arimop sub-district, Posyandu data from five villages showed attendance increases from 50% to 71% for children under five years old and from 0 to 80% for pregnant women. Most relevant was the weight gains: in Iniyandit weights increased from 58% to 78% of target weight.

## **Research on Papua's Special Autonomy Law Related to Health and Education Services and Community Development**

SERASI's work with the *Democracy Center at Cenderawasih University (DC UNCEN)*, the *Konsultasi Independen Pemberdayaan Rakyat Papua (KIPRa)*, and the Jayapura branch of the *Aliansi Jurnalis Independen (AJI)*

With support from SERASI, **The Democracy Centre at the Universitas Cendrawasih (DC UNCEN)** thoroughly analyzed the implementation of Papua's Special Autonomy (OTSUS) Law through research and a conference on the implementation of OTSUS and the state of access to health and education services in Papua. UNCEN previously developed criteria to assess success or failure of proposed new districts under decentralization, in an attempt to bring some

reason and order to a chaotic process based on elite interests. The findings were not popular. This grant, however, was better received. The extensive findings are available in PDF form in *Bahasa Indonesia* on the DVD that accompanies this report. Key findings are highlighted below.

*Health:* The largest impediment to the provision of health services through Special Autonomy funding is the absence of legal regulations (PERDASI/PERDASUS) to serve as a reference point for stakeholders with regard to improving Papua's healthcare services. Access to services remains a problem for all districts in Papua. Although the physical health infrastructure would indicate the potentiality of a functioning system with adequate coverage, health conditions in the province are in fact deteriorating. The provincial infant mortality rate is now 41 per 1,000 live births while nationally the rate is 31 per 1,000; the maternal mortality rate is 362 per 100,000 live births compared to the national rate of 228 per 100,000. The main causes are bleeding, infection, and eclampsia. Malaria, HIV/AIDS, and TB rates are unknown, but the latter two have reached epidemic proportions. Infrastructure is in place to host a functioning system: the number of provincial hospitals is 25, supported by 83 in-patient Puskesmas, 213 non-inpatient Puskesmas, 731 Puskesmas Pembantu, and 5,213 Posyandu. Official figures indicate that 57.4% of these services are active, or about 2,996 units and 20,976 workers. Unofficially, the numbers are worse. Meanwhile, functioning healthcare is concentrated in urban areas to the detriment of the countryside.

*Education:* Unlike health, the Papua provincial government created PERDASI 5/2006 to govern Special Autonomy's role in the provision of education services, but the decree is so vague as to be ineffective, and has not led to the improvement of the system through increased transparency, accountability, and human resources. Further, the provincial education budget has not been allocated effectively, with much of it being absorbed by administrative costs. Over the last 11

years of Special Autonomy, government support to education has increased, especially in physical infrastructure. For example, the number of SD buildings has grown dramatically from 1,895 in 2005-2006 to 2,179 in 2009-2010; SMA/SMK buildings increased from 133 SMA and 26 SMK in 2005 to 185 SMA and 87 SMK in 2011. Teacher composition is also increasing: there are now 15,713 SD/MI teachers (58%), 6,188 SMP/MTs teachers (23%), 3,410 SMA/MA teachers (12%) and 1,914 SMK teachers (7%).<sup>3</sup> These outwardly positive numbers, however, conceal a failed system, much like the healthcare system. Chronic teacher absenteeism means these new buildings are generally empty. Qualitative evidence reveals that most students will attend class where teachers are regularly present, while those schools with high teacher absenteeism will remain empty. As a consequence, classes with actual teachers are overcrowded, with more than 50 students per class. Teachers are also concentrated in cities, requiring children from rural areas to travel long distances to learn. In Mimika, for example, between 2008-2010, enhanced provision of basic education occurred, but only in Mimika Baru, an urban area. Rural disparities are not being corrected. Many grade 6 students in remote areas of Mimika interviewed by UNCEN could not read or write. OTSUS funding for education has therefore had little positive impact. Provision of school buildings and teachers added to payrolls without proper education supervision and in-service training is not the answer to Papua's dearth of education problems.

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3

SD: Sekolah Dasar/Primary School

SMA: Sekolah Menengah Atas/Senior High School

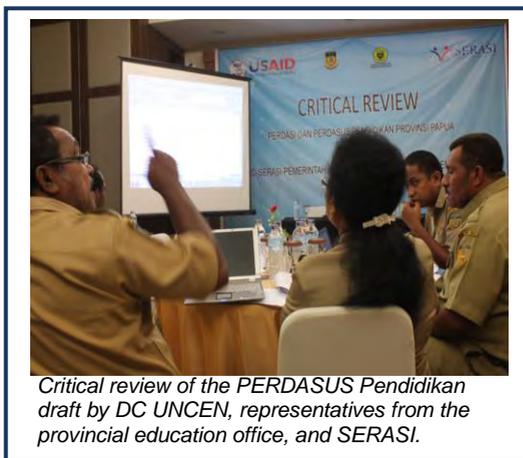
SMK: Sekolah Menengah Kejuruan/Vocational School

SMP: Sekolah Menengah Pertama/Junior High School

MI : Madrasah Ibtidaiyah/Primary School

MT : Madrasah Tsanawiyah/Junior High School

MA : Madrasah Aliyah/Senior High School



*Critical review of the PERDASUS Pendidikan draft by DC UNCEN, representatives from the provincial education office, and SERASI.*

From a legal standpoint, the absence of clear guidance on provincial and district government responsibilities in delivering education services contribute to these problems. OTSUS is understood as an opportunity to access greater national subsidies rather than a tool to protect indigenous Papuan

rights, including the right to a quality education. In addition, provincial education regulation PERDASUS 6/2005 has only established very general rules with little explanation of responsibilities. Affirmative action for indigenous Papuans has not been accommodated under the regulation. Further, the province has 32,642 civil servants, of whom more than half are not needed. Only 27.5% of them have post-secondary degrees.

This report was the first of its kind to provide concrete recommendations for the improvement of OTSUS funding allocations, of which the most important are legislation. SERASI funding has facilitated the creation of such legislation through a secondary grant to DC UNCEN to develop special regulations to govern education in Papua (*Peraturan Daerah Khusus tentang Pendidikan di Papua*, hereafter PERDASUS Pendidikan). DC UNCEN researchers, Department of Education (DoE) staff, representatives of the Papua Education Working Group, and SERASI identified four main education priorities in Papua that must be explicitly addressed in the PERDASUS Pendidikan, namely:

- a) absenteeism and the lack of teacher capacity, especially in remote areas;

- b) availability of schools and access to schools due to insufficient transportation and other infrastructure in remote areas;
- c) the need for scholarships for students from poor families; and
- d) lack of vocational and technical training opportunities and alternative educational resources for youth who have dropped out of, or otherwise cannot access, formal educational opportunities.

Other issues, such as the possible use of local languages in primary schools and the use and availability of contextual curriculums also emerged during the identification process. It is worth noting that these are two issues that SERASI-funded grantees have begun to address (see information on YKW and Belantara).

Following the identification process, 53 participants from 11 districts in Papua were engaged in the development of the first draft of the PERDASUS Pendidikan, consisting of proposed solutions to the identified challenge. The solutions included incentives and support to

teachers working in remote areas (additional salaries based on remoteness, housing, and credit points), scholarships for Papuan students, and compulsory educational programs for Papuan children. To elicit feedback, a public hearing was conducted in Merauke, attended by government representatives from 10 districts, NGO representatives, and members of the public. During the hearing, the



*The PERDASUS Pendidikan draft being presented and discussed in a public consultation.*

audience agreed that the four issues addressed in the draft should remain priorities.

The initial draft of the PERDASUS was presented to stakeholders and national-level government representatives in Jakarta. The presentation sought to ensure that the PERDASUS is in line with, and does not replicate, existing education policies such as *Undang-Undang* (National-level regulations), *Peraturan atau Keputusan Menteri* (Ministerial regulations), and other education regulations. DC UNCEN, the Papua Ministry of Education and Culture (MoEC), and SERASI presented the draft to the (National) Ministry of Education and Culture (MoEC) and the (National) Ministry of Home Affairs (MoHA), among others, in September 2012. Following this series of discussions and presentations to national-level government representatives, DC UNCEN worked intensively with the Papua MoE and the legislative

“I am so sad when I see that a teacher does not come to school. When I was a teacher I never thought about salary and support money. My priorities were how to help the children study better. Now, teachers receive big salaries and support, but they are still not coming to school to teach. On the other hand, teachers from Sunday school, who only have junior high school education, always come to teach and never think about salaries. I want a strong regulation to help Papua achieve high quality educational standards, starting with the teachers and the system itself. I fully support this PERDASUS Pendidikan. I will keep working to make school teachers perform like Sunday school teachers. This PERDASUS will guarantee student and teacher welfare through better incentives, and if necessary, continued education.”

Yoram Wambrau  
Majelis Rakyat Papua (Papuan  
People’s Council) Member

council to complete the PERDASUS draft and supplementary works. These will be approved and legalized in January 2013. SERASI awarded a grant to **Konsultasi Independen Pemberdayaan Rakyat Papua** (KIPRa) in to research the *Rencana Strategi Pembangunan Kampung* (RESPEK) program, a recurring community development block grant allocation for every village in Papua, funded by OTSUS disbursements. Each RESPEK block grant is valued at 100 million Rupiah per year. In 2008, RESPEK began collaboration with the World Bank's flagship *Program Nasional Pemberdaya'an Masyarakat Mandiri* (PNPM-the largest rural development project in the world), in order for RESPEK to theoretically utilize PNPM's community-driven development methodologies, which would, if implemented properly, allow for communities to decide and act upon their development priorities in a participatory manner. Fifteen percent of each block grant is intended for projects that directly impact women. Further, by having provincial funds transferred directly to villages, RESPEK is intended to eliminate the district "layer" through which fund disbursement would normally occur, therefore removing a significant opportunity for the siphoning of funds.

As with health and education, RESPEK implementation is not guided by any regional regulation (PERDA) that would govern methodologies or allow for the imposition of penalties for malfeasance. It is widely known that abuse and misappropriation has occurred.



Three trillion rupiah in OTSUS funding has been expended via RESPEK. In 2010, the provincial government allocated another one

trillion rupiah to the program. The majority of programs funded are infrastructure, including the construction of roads, bridges, schools, water facilities, and health centers. Despite this, community access to education and health services, as well as economic opportunities, has not improved. This has led to community dissatisfaction with both OTSUS and RESPEK. Part of this dissatisfaction is the result of people's voices not being heard in regard to needs, desires, aspirations, and priorities.

SERASI funded KIPRa to research RESPEK outcomes in Papua's provincial capital, Jayapura—the economic and educational hub of Papua province, with excellent communication and transportation infrastructure. Jayapura has a high literacy rate, low unemployment, and it fares well in Human Development Index (HDI) measurements in comparison to most other areas of Papua. In short, this is the one area of Papua where RESPEK should be most understood. Despite this, KIPRa found a general lack of public understanding of RESPEK objectives, mechanisms, and procedures. Despite public opinion indicating that people rank livelihoods as the most important area of needed assistance, RESPEK rarely funded these community priorities. KIPRa also found that communities did not participate in RESPEK decision-making processes, facilitators did not abide by stated RESPEK methodologies, and communities were unaware of the required allocation of 15% of RESPEK funds for women. In short, the program is not understood and its methodology is not followed. RESPEK outcomes in Jayapura, then, are a relative success when compared to outcomes in more remote areas. These findings have been presented to the World Bank, USAID, AusAID, and others, but drafting of legislation to regulate RESPEK has not begun.

With support from SERASI, the Papua branch of the ***Alliance of Independent Journalists*** (AJI) conducted research on best and worst practices in the utilization of Papua's Special Autonomy funding, with particular attention to impacts in health, education, and community development. This in-depth field research, undertaken by

17 AJI journalists, focused on eight districts/towns in profiling successes and failures in service delivery at the grassroots level. AJI found that the allocation of Special Autonomy funds for education and health are almost entirely spent on infrastructure of questionable necessity, to the detriment of the real need in Papua: capacity-building and improved human resources to improve the quality of these services. AJI also focused on how untrained community members, church leaders, village officials, and even security actors are stepping in to address the chronic lack of teachers and health professionals and are striving to provide education and health services to their own communities.

An example is Epnulus Yawali, a teacher at the YPPK Fransiscus Xaverius Yang-gandur Primary School (SD) in Merauke district. Epnulus is only a Paket C equivalency



*AJI members are provided technical guidelines and manuals to assist them in their investigative journalism project.*

graduate. However, he has been teaching first-grade students how to read, write, and count since 2010. “I was a farmer, but then I volunteered to teach here, because the school has no teacher, and this is my village,” said Mr. Yawali. Frida Mabui, the volunteer head of a Puskesmas in Melawi, Kepulauan Yapen district, has a similar story. “Although there is a Puskesmas here, pregnant women go to traditional birth assistants for help, because there are few health officers on duty. We work together with the traditional midwives (*dukun bayi*) to provide help and assistance for expectant mothers. Though most of the midwives are untrained, they are an enormous help to us in addressing the lack of health professionals.”

Based on this research, a series of special reports was generated for release to provincial and national media outlets, as well as international audiences. These reports painted a vivid picture of the problems underlying Special Autonomy implementation and profile what works and what does not at the community level. The hard realities and conditions of Papua's health and education systems were exposed through these case studies, lending immediacy to the work of UNCEN and KIPRa.

“There are many problems in Special Autonomy implementation, especially when we analyze the value of money and its outputs. The Alliance of Independent Journalists found many problems during the SERASI research, especially regarding weak public services in health and education. Regarding the huge amount of funds available for education and health, those sectors are the worst sectors supposedly benefitting from special autonomy implementation. There are many health and education facilities not managed well and people are trying to fulfill their needs without any support from government. Throwing money at services does not guarantee those services.”

Victor Mambor  
Director of the Alliance of Independent  
Journalists, Jayapura Branch



## Integrated Assistance to Jayapura's Community Learning Centers

SERASI assisted Jayapura's Community Learning Centers (*Pusat Kegiatan Belajar Masyarakat* or PKBM) to provide communities with opportunities to learn new skills relevant to livelihood security and individual advancement. Across Indonesia, PKBMs function as vocational and technical training centers, remedial



*A Pancaran Kasih active learning class in Jayapura.*

youth and adult education providers, and community centers, among other services. Some offer combined community childcare (PAUD) as well. PKBMs are popular because they enable attendees to hold regular jobs and attend programs after work and they issue recognized school equivalency degrees.

In Jayapura, SERASI supported **PKBM Pancaran Kasih** to scale up their services to accommodate more enrollees, strengthen their business units to generate profit, provide on-the-job training for students, and most importantly, to build the capacity of the PKBM in effective financial and human resource management, and programmatically, through enhanced training for lecturers and trainers. SERASI support has provided training for 36 PKBM tutors from Pancaran Kasih and other PKBMs and five Pancaran Kasih staff, in the effective use of various teaching media and resources so students better understand lessons. PKBM staff were trained in the 14 administrative requirements that the Department of Education uses to assess PKBM accreditation levels and plans were formulated with PKBM managers to expand and strengthen their services to

become more qualified institutions, thus able to access greater levels of government funding. Training included such topics as the creation of simple filing systems, effective organizational planning, and developing and following daily and monthly plans. In addition to the training, SERASI ensured that Pancaran Kasih received comprehensive mentoring support to apply their new knowledge in their daily work environment. This approach—training and coaching—has now been adopted by the Kota Jayapura Department of Education to expand to other PKBMs.

SERASI also supported Pancaran Kasih in assessing their students and their own institutional management to promote healthy behaviors. A participatory health knowledge and practice assessment was done, following the steps SERASI modeled for The Op Anggen School. After the assessment, SERASI helped Pancaran Kasih develop a contextual training module relevant to the findings. Among issues identified were water and sanitation, beliefs about the origins of illnesses, the need for a referral system for ill people from the PKBM to hospitals,

availability of teaching syllabi on key health messages such as personal hygiene and nutrition for preschool classes, and personal hygiene, nutrition, and HIV/AIDS. These health components were integrated into PKBM services because health status impacts learning performance and the ability of persons to function in markets. This also reflects the integrated SERASI approach: all of these issues cannot be disentangled from one another, and attention to one to the detriment of others actually handicaps the development process.



*District health officers disseminating various health messages to PKBM students.*

"After SERASI, the positive changes for our PKBM were so significant. Not just on capacity building for staff, but also for management and our services to the students and the community, especially for vocational training, equivalency classes, and early childhood education. SERASI also supported us with improving our business units, and now we can fund our learning center with support from our business unit and not have to depend on government support anymore. The government has difficulties to support our operational funds from their budget, I don't know why. But one thing that I know is we have to go on with our work. Now we have business units such as fishponds, a cafeteria, a photocopy service, and others, and we have increased our tutor salary from 700,000 rupiah to 1,000,000 rupiah. We also pay our staff in the business units 600,000 to 800,000 rupiahs per month. SERASI supported us and assisted us to stand on our own two feet, and we can now better help the people of Papua to reach a higher quality of education, develop better skills, and earn greater incomes."

Lineke Janis  
Director PKBM Pancaran Kasih



As Pancaran Kasih is the most effective PKBM found in Papua, SERASI has used it as the core of an initiative to improve the operations and programming of PKBMs throughout the Jayapura area. SERASI is assisting the provincial government and Pancaran Kaish to train and provide mentoring to 14 PKBMs.



Pancaran Kasih's fishpond business is now covering the organization's operational costs and management of this business serves as a model to other aspiring PKBMs. With SERASI assistance, the PKBM also established additional business units based on the results of Labor Market Assessments (LMA), which the PKBM conducted with SERASI guidance. From the LMA, Pancaran Kasih identified the most promising and most in-demand small business ideas in Jayapura: photocopy kiosk, noodle/snack stall, and motorcycle service

workshops. Pancaran Kasih organized 15 dropout youth of both *asli* and migrant origin in groups to participate in apprenticeship programs in existing local businesses engaged in the in-demand services for an average of three weeks: the length of apprenticeship was based on the course provided by the owners of the local businesses. The entire internship system was actually created by the PKBM for this purpose, and the small businesses were happy to participate. Upon completion of the program, each group of 15 youth received supporting equipment (valued at 10–40 million rupiah) to establish their own businesses. Under Pancaran Kasih's supervision, these business groups have begun running their own businesses, namely, a photocopy center kiosk and an organic noodle stall, with noodles manufactured from vegetables.

The noodle stall set up by the Pancaran Kasih business group, of whom most of the members are women, has received a warm welcome from both the government and public in recent provincial exhibitions. The noodles are slightly more expensive than the regular noodles sold by Jayapura vendors, but the novelty and the flavor (the noodles are green, their taste and color derived from vegetables used in their making) has ensured a steady supply of customers. The women in this business are a mix of migrants and indigenous Papuans, all of whom are working together daily. Through this business, Pancaran Kasih has successfully promoted the business skills of women and of Papuans. This grantee has proven false the simple belief that Papuans (and especially, Papuan women) cannot run businesses and that successful businesses can only be run by migrants. The fact that this business is run by both migrants and Papuans is an absolute rarity, not just in Jayapura, but also across the province.

To help address teacher absenteeism in equivalency classes (Paket ABC), Pancaran Kasih, with the facilitation of SERASI, partnered with the Universitas Cenderawasih education faculty to train interested university students as volunteer teachers. Roughly 20 students participated in training and are now filling the gap by teaching Paket ABC classes. This voluntary program was first socialized through the @papuamengajar Twitter account. This account is now independently managed and focuses on supporting education in remote areas, with particular attention to PKBMs.



*Pancaran Kasih trained university students to be volunteer teachers, addressing the shortage of teachers for Paket ABC at the PKBMs.*

SERASI also provided grants to Jayapura's **Gilgal** and **Harapan** PKBMs. Both community learning centers provide educational equivalency programs and vocational trainings. Both organizations implemented SERASI grants to expand the accessibility of low-income youth to quality alternative education (Paket ABC) and vocational/technical training opportunities.

SERASI worked to strengthen each PKBM's ability to deliver quality alternative education through for-profit livelihoods support to existing business units and to improve the health of PKBM students through health messages and activities. Benefiting from the previous PKBM



*Students attending Paket ABC class at a PKBM.*

management training, Harapan expanded its collaboration with Bank Papua. PKBM trainers successfully bridged Harapan to Bank Papua's Corporate Social Responsibility (CSR) unit, for modeling organization development, networking, and fundraising. This is an important first step for the PKBM, in order for it to not be overly dependent on government funding and to expand its business units. The new CSR program partnership between Harapan and Bank Papua focuses on a waste paper recycling program in which dropout students produce a wide variety of recycled products from local materials, for public sale. The mayor of Jayapura officially launched this partnership in September 2012. Products include elegant stationery of a surprisingly high quality, and the Bank Papua response to the products has been very positive.

In line with SERASI grants to the above mentioned PKBMs, **Yayasan Kumala** implemented a SERASI grant to improve the management and quality of service of these PKBMs, with particular attention to



*At PKBM Harapan, community members learn new skills, such as producing paper from recycled waste, seen here.*

increasing PKBM independence in providing sustainable alternative education through for-profit livelihoods activities in existing business units. Yayasan Kumala targeted three PKBMs in Jayapura district and three PKBMs in Keerom district, focusing on community engagement and entrepreneurship, to get local people to 'buy in' to the services offered at these entities.

Kumala conducted regular meetings with 60 stakeholders including members of the public, religious leaders, village leaders, and others. These meetings are held regularly in each of the six PKBMs to increase community ownership. Kumala also conducted entrepreneurship workshops with 30 PKBM staff and two education department civil servants to assist the PKBMs in expanding their business units. During the workshop, participants shared and developed business unit plans for each PKBM, as part of the PKBM integrated improvement program agreed upon previously.

Based on the results of Participatory Rural Appraisals (PRA), each PKBM was encouraged to determine their business capacity through mobilization of local resources. While each PKBM has their own superior products, it was noted by Kumala that they lack the capacity to market effectively.

The workshop addressed this issue by assigning the participants to market their own products directly on the streets of Jayapura city, as a type of 'live fire' exercise, which was then critiqued by Kumala. The workshop significantly increased participant knowledge and enthusiasm to market their products. The mostly *asli* participants

admitted that they were hesitant to market their products directly, but once they tried it, they were surprised at both the positive reception and positive results.

As a follow up, Kumala assisted targeted PKBMs in formulating project proposals to expand their potential business units, including handicrafts, paper recycling, digital printing, pig farming, fish food production (pellets for sale to fishpond farmers), and fisheries/fishponds. Following the success of Pancaran Kasih's



*A workshop participant markets her product directly on the street, as part of the workshop exercise.*

Kasih's apprenticeship program, Kumala replicated this program in all six targeted PKBMs to improve their business units. Profits will support the operations of the equivalency programs attended by approximately 600 dropout students, while providing incomes, work experience, and new skills to apprentices.

## ACEH

### PEUDAP and Community-Driven Development Planning

SERASI's Participatory Village Development Program (***Pembangunan Damai Partisipatif*** or PEUDAP) consolidated peace in select areas of Aceh *Utara* (North Aceh) through the creation of social capital, the improvement of livelihoods, and support to good governance processes through the comprehensive engagement of entire communities in determining and prioritizing village needs and aspirations. PEUDAP was based on the linking of bottom-up and top-

down processes: facilitating the community-driven creation of village development plans (*Musyawarah Perencanaan Pembangunan* or *Musrenbang*) and using those plans to ensure that community priorities inform the development plans of sub-district and district level government, especially relating to public services and budget appropriations.

SERASI began PEUDAP in 2008, working with six local civil society partners in 50 conflict-affected rural villages in Aceh Utara. In every village, PEUDAP brought communities together to talk about village problems and



*Community members gather at the village hall to take part in Musrenbang. Village problems are discussed and inputs from all community members are recorded and used to create village development plans.*

development prioritizations to improve village life, especially regarding infrastructure and livelihoods. Diverse economic, religious, political, and ethnic groups came together to create plans based on the input of all members of the community. The plans served as social contracts based on principles of respect, interdependency, and shared long-term goals. SERASI facilitated the submission of each plan to district-level government, for inclusion in development plans, which were ultimately acted upon by district government. Communities also received immediate benefits from this bottom-up approach, as SERASI funded community-selected projects in each village: micro-hydropower, rehabilitation of roads, paths, irrigation, and others. ‘Softer’ results included developing the expectation in communities that they knew what was best for their communities and that government needed to heed their voices. Community

members trusted the process and expected that their voices would inform it. PEUDAP also laid the foundation for more intra- and inter-communal interactions in villages where trust was lacking.

In 2009 SERASI launched PEUDAP in 138 villages in two conflict-affected sub-districts of Aceh Utara. PEUDAP provided comprehensive, multi-sector assistance, linking communities and government to increase trust and create longer-term development opportunities. In addition to the *Musrenbang*, SERASI provided technical assistance to support capacity building of village leaders, spatial planning initiatives, the settling of contested borders within and between villages, and the implementation of community-driven livelihoods, alternate education, and other social projects.

“Nowadays, communities always hold routine discussions at the village community center. Problems are detected and discussions are conducted to look for solutions. Participation, transparency, and accountability are the traditions that were revived by PEUDAP in Sawang, and these traditions are now being implemented as part of my work in Nisam right now.”

Drs. Sofyan  
Camat Sawang (now Camat Nisam)

## Tailoring a New Life in Peace

### SERASI's work with Aceh Society Development and Female Conflict Survivors in Bireuen, Aceh

Conflict in Aceh is a thing of the past, but many families are still facing an uncertain future. In addition to losing loved ones, many households also lost their sole income earners. This is true of Dahlia, a 30-year old widow and mother of an eight year-old boy. "I lost my husband, a farmer, as he was shot trying to help his wounded brother, a rebel fighter," Dahlia said. "I was devastated. Not only was my husband gone, he was also the only one earning an income for my family."

Dahlia, a native of Aluiet village, Aceh Utara, was enrolled with 20 other women in a tailoring training class conducted by SERASI grantee **Aceh Society Development (ASD)**. The women learned advanced sewing, embroidery, and garment finishing techniques.

The ASD program selected beneficiaries in two stages. Following a consultation process with local government institutions including village leaders, participatory village meetings and focus group discussions were used to select candidates for the training. "This process was aimed at selecting the most vulnerable women, with input from communities and local government, ensuring

"Our work emphasizes the economic recovery and social integration of conflict-affected people, because when people have an income and earn money, they can inevitably move on, begin to heal the wounds of the past, and start a new life."

T. Isa Rahmad  
Aceh Society  
Development

awareness and support for our program and helping to ensure we reach the most vulnerable women in the community,” said Rahmadi.

Former participants previously trained under a similar ASD program were utilized to train their peers in the new class. Dahlia reflected on her training: “I enjoy my trainings because not only am I making new friends and gaining new experience, but I’m also learning a new skill that will be useful to sustain an income. I want my son to have a better life than we had before, so, I am very eager to learn about all the new skills they teach us here, including lessons about how to saved money.” The women worked as a cooperative in a space provided by ASD.

ASD supported the Aceh peace process through the socio-economic reintegration of former combatants, former political prisoners, and conflict-affected persons. With assistance from SERASI, ASD improved program participants’ livelihoods by providing them with marketable skills as well as creating employment opportunities for them in the garment industry. Around 80% of training participants were widows that were profoundly affected by the conflict.



*Several of the women from conflict-affected areas, working in a tailoring training class to acquire new skills.*

At the end of the SERASI grant to ASD in 2010, this women’s cooperative received contracts to sew school uniforms for several local schools, and was actively pursuing other contracts—testimony to the success of this project, ASD’s work, and most of all, the dedication and perseverance of the cooperative members.

## **Flora & Fauna International and the Aceh Community Ranger Program**

**Flora & Fauna International** (FFI), in coordination with Aceh’s provincial and district governments, engaged both former combatants and former illegal loggers to generate employment opportunities that supported the conservation of the Ulee Masen Forest through the Aceh Community Ranger Program. FFI built on these men’s unique knowledge of and experience in the forest to develop a locally driven Community Ranger Program that delivered in-demand environmental and forest management services. Over the course of the project, hundreds of men were trained and re-cast as forest rangers. The new rangers regularly trek through the woods, armed with compasses and climbing rope, on the lookout for illegal loggers and poachers. The rangers were selected by local communities and act as partners to the small forest police force—their former adversaries.

“Their graduation ceremony looks like an episode of ‘Survivor,’” the *New York Times*<sup>4</sup> wrote. “Exhausted and dirty, they stand in a river surrounded by flaming torches to receive their diplomas, which come in the form of hugs. As in a baptism, they are dunked one by one in the river by their “master trainer” and given a clean uniform to begin their new lives.”

“A lot of them cry,” said Matthew Linkie, program manager for Fauna and Flora International’s Aceh branch. “It is amazing to see that among these hardened men. These guys are going from outcasts and criminals to heroes. They are becoming our eyes and ears. They let us know what is going on in very remote parts of the jungle, places that are normally very difficult to monitor.”

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<sup>4</sup> Peter Gelling, “Former Rebels Turned Forest Rangers in Aceh,” [The New York Times](#), 4 March 2010.

The success of the program was featured in domestic and international news reports (e.g., *Time Magazine* and the *International Herald Tribune*) and garnered significant support from provincial and district level government. FFI successfully incorporated the program into regional development budget appropriations, thus ensuring the long-term sustainability of the Rangers, and by extension, the Ulee Masen Forest.

In February 2008, the Ulee Masen Forest became the first forest to be internationally recognized as protected under the United Nations Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (REDD) program. The REDD system, which allows rich countries to offset their carbon output by paying poor countries to preserve their forests, could eventually net Aceh an estimated USD 26 million in carbon credits if it can successfully protect the entire 1.9 million acre Ulee Masen jungle. The FFI rangers are an important aspect of that possibility. The project is still running and has been replicated by FFI in Nagan Raya.

### **Action Against Domestic Violence in Conflict-Affected East Aceh**

Between 2008 and 2010, SERASI worked with **Yayasan Pulih** and the **Aceh Gender Transformation Working Group (KKTGA)** to implement the Action Against Domestic Violence in Conflict-Affected Areas (ADVICE) program in Aceh Timur (East Aceh). ADVICE activities strengthened the local government Integrated Service Center for Women and Children (*Pusat Pelayanan Terpadu Pemberdayaan Perempuan dan Anak* or P2TP2A), built the capacity of paralegals and psychologists, and supported staff activities on the prevention of domestic violence and direct assistance to affected communities. The grantees promoted the protection of women and children through awareness raising and outreach by community cadres and leaders, community discussions and forums involving men and women, and related issues. These programs served to categorize

domestic violence in a place where it was previously considered to be normal and reaching epidemic proportions in a post-conflict area, the GAM “heartland,” where hundreds of insurgents found themselves disarmed and unemployed. Support to P2TP2A strengthened government services including government workers leading preventive campaigns as well as interventions at the community and household level. Pulih and KKTGA also strengthened women's groups comprised of domestic violence survivors.

At the conclusion of the SERASI grant, Pulih continued their work through AusAID's LOGICA program, expanding into policy and legislation including the development of draft *Qanun* (local, Islamic law) on domestic violence. However, for the P2TP2A, the local government declined to formalize the roles of paralegals and



*A community festival included opportunities for residents to express themselves through art, as a way of helping victims heal from the traumatic experiences of past conflict.*

psychologists in the program, which demonstrated the district government's lack of prioritization of domestic violence. There were, however, positive outcomes. P2TP2A reported a dramatic increase in the reporting of acts of domestic violence after outreach activities, showing a real impact in communities and a better understanding that domestic violence is a crime. Two years after SERASI assistance ended, the referral system to hospitals and police created by SERASI continues to function and 50% of the survivor's groups continue to meet and provide support to new victims of domestic violence, while referring cases in their own villages to P2TP2A and police.

## Conflict Mitigation Between Villages Over Disputed Boundaries and Communal Lands

Across Aceh, land disputes between villages are a huge source of conflict. Borders between villages are usually marked by natural resources, leading to village disagreements about these territorial markers, as well as usage of resources and communal lands, and these disputes can and do spiral into open violence if not resolved properly. Bireuen is host to frequent land disputes. To mitigate potential conflicts in the area, SERASI provided a grant to **Solidaritas Pembangunan Anak Negeri** (SoPAN) to facilitate dialogue between villages involved in such disputes to create agreement on disputed boundaries through facilitated mapping exercises. These exercises brought together government, military, and citizenry to solve such conflicts, and when maps were agreed upon, they were provided to the local cadastral agency, effectively giving the maps legal status. Of the 11 villages that hosted this SERASI project, five villages established new boundaries that were recognized by the cadastral agency: Lerhob, Grugok, Alu Mangki, Cot Jabrik, and Cerbue. Three villages enrolled in the project could not, however, reach agreement. Unfortunately, as the populations of these villages expand, the likelihood of future violence only increases. Based on their work with SERASI, several villages have requested SOPAN's facilitation in solving border disputes.

### Small Cooperatives in Aceh's Highlands

SERASI provided a grant to **Yayasan Bina Usaha Lingkungan** (YBUL) to establish ten community cooperatives. Each group received training and small grants to work on collective economic activities including goat-breeding, freshwater fish breeding and sale, and horticulture. Each of the ten groups received extensive trainings on the latest technologies and best practices for each of the three categories, with YBUL establishing demonstration plots and a PKBM on government-donated land. These demonstration plots served as

classrooms for the cooperative activities and generated much interest from the community at large. One of the greatest indicators of success for this project was how quickly the larger community adopted these technologies—in water circulation and Ph balance of fishponds, in the manufacture of organic pesticides and fertilizers, and numerous other examples. After significant training periods in the PKBM and the demonstration plots, each of the ten groups received a capital grant and follow-on training. One of the more readily adopted features of the PKBM was the promotion of integrated systems that utilize one sector to support low costs in the others, including the recycling of animal and plant waste into fertilizer and feed.



*Conflict affected communities received extensive training and grants to work on collective economic activities to improve their livelihood, such as this processing unit on a coffee plantation, and one of its proud workers.*

## **SULAWESI TENGAH**

### **Rehabilitation of the Lombogia Water Supply as a Means of Reconciliation and Return**

Lombogia, in Poso district, Sulawesi Tengah, may have been the most affected of the 15 communities ravaged by years of conflict. Early in the second round of conflict, the village was destroyed and its inhabitants were forced to flee after most homes, public facilities, and government offices were burned. After the Malino Accords, which

brought peace to the region, one of the most pressing problems preventing the return of the area's displaced residents was the broken public water supply system.

SERASI supported the **Pusat Resolusi Konflik dan Perdamaian** (Centre for Conflict Resolution and Peace or PRKP) to rehabilitate Lombogia's water supply, and critically, to use it as a medium for reconciliation among Lombogia residents. PRKP designed its program to provide



*A restored water facility is used as a medium of reconciliation to bring the community back together.*

temporary employment opportunities in mixed work crews for Lombogia residents—including those displaced and living in nearby Tentena and Morowali—to strengthen communications between those who returned and those who never left. Over six months, the water supply facilities were restored through the construction of concrete catchments and piping to communal water taps throughout the area. This was recognized as a peace dividend for all of Lombogia's residents and it encouraged many other displaced to return, knowing there was now a water supply.

The rest of the community, who also shared in the dividend, in turn accepted them back. The district allocated the water supply's yearly operational costs in its budget, with the first funds disbursed immediately after SERASI support ended in 2010. The community maintenance committee that was established for maintaining and operating the facility then became government employees.

After the project, the government supported the Lombogia community to upgrade the water facilities with a new intake tanks, two distribution and control tanks, and three receiver tanks, along with two new washing facilities. This was funded from the 2011 district government budget. The upgrade facilities reached more than 75 households in Lombogia and its surrounding area. In addition, 32 families returned due to the availability of water after the project, with their homes also rehabilitated out of the district budget.

## Empowering Ex-combatants Through Livelihood Support

In the late 1990s, the Christian and Muslim men living around the rural fish pens on the shores of Lake Poso were trying to kill each other. But in 2010, 30 ex-combatants from opposing Christian and Muslim militias in the small town of Tentena, Sulawesi Tengah, were working together to raise fish for resale in markets as far afield as the city of Poso, three hours north.

The project was the brainchild of Damanik, the leader of SERASI grantee **Perhimpunan Masyarakat Sipil Mesale** (Mesale), and it brought together former Christian and Muslim combatants in Tentena and surrounding villages in a fish farming and fodder production enterprise. Mesale recruited 30 ex-combatants who were selected based on low skill levels, low incomes, and family size.



*Ex-combatants worked hand in hand to install fish pens on the land allocated by local government.*

Mesale organized the men into a registered cooperative, provided them with trainings and materials, and installed fish pens on lakefront land allocated by local government. After a period of training, 5,000 fish fry were provided per ex-combatant (150,000 total) and Mesale set about facilitating the development of the business from production to marketing and sales.

All 30 ex-combatants were actively engaged in the cooperative management and daily care of their fish. Each had an allocated “pen” built over the water. Most of these men struggled to make ends meet as manual laborers and motorcycle taxi drivers before this SERASI activity was able to supplement their incomes. After the initial three to four month growth cycle for the fry, an 85% fish survival rate was reached with an average fish weight of 250 grams. By the end of the project, the men were selling an average of 150 kilograms of fish per month, realizing a profit of roughly USD 1.50 per kilogram—an estimated additional income of USD 170 each. Of this, 30% was paid back to the cooperative. The take-home pay of each ex-combatant effectively doubled their pre-cooperative incomes, allowing the men to diversify income, increasing their livelihood security and allowing them to make home improvements, pay school fees, and save.

“After the conflict stopped, that’s when the real work began. I couldn’t save (money) as an Ojek driver with two children. Now I’m making more money with new skills. Now I can start thinking more clearly about what the future will bring.”

Anto  
ex-combatant and  
Mesale Beneficiary

The fish raised was initially sold to fish restaurants in Tentena, as well as the private electricity company PT Poso Energy, which arranged to purchase 40 kilograms of fish per day to serve in company cafeterias. Muslim traders who, in 2010 returned to the Tentena Market (most

Muslims fled after the 2005 bombing of the market) bought the remaining catch for resale in Poso town. The ex-combatants soon diversified, and are now raising tilapia (*mujahir*), carp (*ikan mas*), and catfish (*lele*). The cooperative also experimented with high-protein feed for the tilapia fish, and has plans to purchase a cold storage truck with an 18-coldbox capacity (each cold box can hold 50 kilograms of fish) for delivery further afield.

The cooperative has diversified its business by supplying other fish farmers: it produced and sold more than 30 tons of fish fodder in 2011 and 37 tons in 2012. The group continues to produce fish for local restaurants and PT Poso Energy, which has invested in the expansion of the group.

### **Integrating Christian and Muslim Traders in Sulawesi Tengah Markets**

In 2009-2010, the **Wasantara** organization, a group active in original peace-building initiatives to bring together Sulawesi Tengah's fragmented communities around common pursuits, received a SERASI grant to integrate Christian and Muslim traders in new marketplaces. They focused on the ethno-religious border areas that marked each side's physical self-segregation following the waves of communal violence that wracked the area, as well as encouraging communities on both sides of the divide to use these markets. Muslim traders had fled from Christian markets, and *vice versa*. Wasantara believed the only way areas would approach pre-violence normalcy would be when such markets could be re-integrated, and they set about testing the idea through community discussions and Christian and Muslim trader dialogues. These discussions and dialogues identified prominent market figures from both communities and facilitated the expansion of their positions into ones related to conflict resolution in the markets themselves. Ultimately, Wasantara opened Poso's Muslim-dominated markets to Christian traders from Tentena for the first time since 1998, as well as opening Tentena's

Christian-dominated markets for Muslims from the north—an impressive achievement especially in light of the Tentena market bombing of 2005, one of the worst atrocities of the conflict. The rebuilding of economic connections between communities proved to be an activity much more attractive, tangible, and sustainable than textbook peace-building interventions that do not impact people’s daily lives. Perhaps the greatest testament to Wasantara’s impact is the fate of the “reconciliation” market established in Pandiri Village, which essentially straddled the fault line between Christian and Muslim communities. In 2009, only twelve traders used the market, seven Christians and five Muslims. Communities from both sides of the divide used the market with ever more frequency until finally, in 2011, Christians started simply heading to the markets in Poso, and Muslims simply headed to Tentena, after which the market closed. This market provided a crucial step in trust building until it was no longer needed.

## **MALUKU**

### **Empowering Actual and Potential Victims of Domestic Violence through Knowledge**

By 2010, Saparua Island had largely recovered from the communal violence that plagued it during the previous decade. On the surface, Saparua’s ethnicities and religions coexist, supported by the continuing efforts of neighbors, families, community leaders, local civil society, and local government to live in peace. However, structural inequalities remained, especially relating to gender and the scourge of violence against women and children, a problem that SERASI grantee ***Yayasan Walang Perempuan*** (YWP) actively challenged, through a women’s empowerment and support program in four villages on the island.

The need for such programs in post-conflict contexts is great. Apart from ruined infrastructure and reduced access to basic services (both of which are a lingering legacy of the conflict and tend to affect women in disproportionate numbers, as they are the main caregivers to families), gender-based violence at the household level increases greatly in the post-conflict period. In Maluku, this violence was compounded by the codification of the traditional law (*saniri*) systems that returned village authority across Maluku to *Negeri Adat* leaders—an inherited position that traditionally excludes women. The return of these laws, which were once representative of the Suharto regime’s disregard for indigenous peoples and their rights, now serves to return those rights, at the expense of indigenous women’s rights, which ironically were guaranteed under the New Order’s 1979 laws.

YWP facilitated the establishment of women’s groups in the four *negeri*, which were chosen because the men occupying traditional positions in the four were more open to the inclusion and empowerment of women in their communities. Six women’s groups were created, comprised of



*Women are encouraged to get more actively involved in the fight against domestic abuse.*

72 women from Tuhaha, Ihamahu, Ulath, Sirisori Islam, Saparuanegeri, and Noloth villages. During the first two months of the program, these groups held several *batori* (women’s discussions) where the groups identified and prioritized pressing concerns and problems related to the return of traditional structures. In the first *batori*, the group at Nolloth village ranked domestic violence, youth

fighters compounded by alcohol abuse, and inter-community conflicts as the most pressing problems. YWP used these outcomes to comprehensively map conflict in communities and against women, and the issues were then presented to local government bodies and

“The women's groups have proven to be a successful tool to open dialogue between communities in conflict, due in no small part to the increasing influence women have over traditional community structures. As identified by the groups, joint economic activities and collaboration through inter-community functions will bring prosperity and peace to this island.”

Daniela Loupatty  
Yayasan Walang  
Perempuan

the traditional rulers, as well as the local *Musrembang*, or village coordination and development meetings. These were the first times that domestic violence was openly discussed in communities and YWP also had Christian and Muslim leaders denounce household violence in their communities.

YWP facilitated meetings between the network's women's groups and the local government of Saparua, with special inclusion of the local government's women's empowerment office, to address local regulations that effectively exclude women's participation in community

decision making. A second step in empowerment was the creation by YWP of small livelihood cooperatives with mixed religious memberships. The groups received training and grants for the production and marketing of clothing in local markets, for example. Women participants reported that the greatest benefit they received from the project is a sense of both individual empowerment and collective responsibility to guard that power.

YWP received a second grant from SERASI to empower both actual and potential victims of domestic violence through knowledge of the Government of Indonesia's 2004 domestic violence statutes. Amazingly, local law enforcement was not even aware of the statutes, and generally were not sure whether or not domestic violence was actually illegal. Further, cases of domestic violence were often adjudicated by traditional *rajas*, which offered no protection to victims and simply fined perpetrators for disturbing the peace. This grant, which created awareness among law enforcement, local government, and communities, produced a protection module and printed materials on the 2004 laws that outlawed domestic violence, for delivery to those bodies and to women in all target communities.

Through a series of workshops and trainings, YWP improved the knowledge and understanding of community members regarding rights and laws particular to domestic violence and recourse to protection and law, allowing potential perpetrators to know consequences, and allowing victims to understand and act upon their rights. YWP used their women's livelihoods and support groups to



*Cadres and volunteers took part in women's groups discussions to familiarize themselves with the law on domestic violence and discuss ways in which they can provide support for victims.*

socialize the law and deliver the modules. Through focus groups in target villages in Ambon, Haruku, and Saparua, in order to increase the understanding of participants, YWP also distributed brochures, posters, and bulletins that detailed the 2004 statutes. YWP also facilitated the formation of community-based service provision focal points in five of the fifteen villages as a pilot to organize and strengthen volunteer groups of advocates and victims. This community-

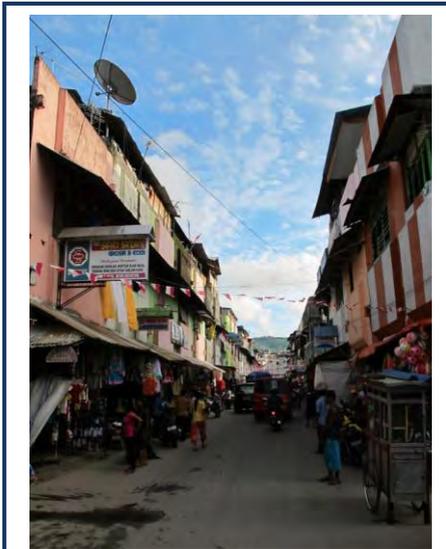
based service provision entailed identification, capacity building, and support to small groups of two to four women in each of the five test villages. These women became a part of the YWP women's support network, and provided information, support, and referral as needed for women and other victims of domestic abuse in their communities. After the grant, these women continued to support their own communities with knowledge and referral to services outside of their immediate ability. At the end of 2012, two years after the grant closed, six village information/reporting centers for victims of violence against women and children remain open, and YWP continues to work with local police departments to support those village centers. YWP is also supporting a provincial regulation (PERDA) on the protections available to victims of domestic violence, and is piloting the regulations in Saparua and Ambon.

## **Conflict Prevention In Ambon's Markets**

The *Yayasan Pemberdayaan dan Pembangunan Masyarakat* (Community Empowerment and Development Foundation-YPPM) received a SERASI grant in 2010 to support sustainable peace through conflict mitigation and increased economic opportunity in Ambon's three largest market neighborhoods. The program increased the capacity and participation of established and younger traders to manage conflicts among themselves before they become ethnic-based conflicts—something that often happens in ethnically segregated market areas with a history of communal violence. YPPM conducted several activities with traders in the Batumerah, Pasartua, and Mahardika markets, with participants from each discussing problems and solutions to local conflicts, while learning and practicing conflict resolution tools. YPPM also provided young and beginning market traders with trainings in budgeting, accounting, and other market skills, and information on access to loans and capital.

SERASI provided an additional grant to YPPM for a second project, “Conflict Prevention in the Markets through the Empowerment of Informal Leaders.” Many underprivileged persons in Ambon’s three largest markets earn subsistence-level incomes as irregular traders, porters, or thugs, demanding “protection” fees from more successful traders. With the absence of an overall regulatory and dispute resolution body, issues among legal and illegal traders and market thugs may rapidly become ethnic issues, especially related to the physical, ethnic segregation of each of the markets. These combined factors make for a volatile potential trigger for future conflicts. YPPM worked to reduce the potential for conflict by opening communication channels between ethnic groups and their leaders as a stopgap mechanism to preserve peace and increase commerce in the market areas. YPPM organized support meetings and dialogues between dominant market traders/ethnic leaders, bringing them together in a neutral space, and ultimately, forming these powerful traders into a conflict resolution body to control younger traders and solve problems as they arise without resorting to violence.

YPPM also organized porters, parking attendants, middlemen, informal security, and other informal group members in each of the three markets in a regular meeting to open communication among them and the market traders, helping to defuse rumors and reduce tensions. YPPM also



*Mahardika Market, one of Ambon’s largest markets, is a thriving—and peaceful—source of economic growth, thanks in large part to the work of YPPM.*

supported meetings that brought these men together with market leaders and government officials, with 120 participants on average attending the regular meetings. To provide lower level traders and thugs with additional opportunities, YPPM established economic enterprise initiatives for traders, middle-men, porters, and informal market players to increase their incomes through licit business opportunities—namely, business development services and small-scale loans and training.

YPPM also facilitated discussions between traders, the local community, and local government, in order to convince the government of Ambon city to not close the Batumerah market as was previously planned. Semi-violent protests were occurring in the lead-up to the planned closure. YPPM, acting as mediator, facilitated discussions between the community and the DPRD (city council), the mayor of Ambon, and the *Polisi Pamong Praja* (Pol PP) Ambon, which led to a rescinding of these plans. This is an outstanding example of bottom-up community priorities meeting the pedantic, top-down structures of government, and informing them accordingly. The government ultimately decided to expand the market, and communication channels are now more open than before between the government and suspicious traders.

Two years after the close of this grant, YPPM continues its activities, and has established savings and loan cooperatives of small traders, allowing them to access capital from their own structures. These structures have 142 members—56 in Mahardika, 42 in Pasarlama, and 44 in Batumerah. The membership consists of traders, porters, parking attendants, and truck drivers, and the total asset for the cooperatives is approximately 60 million rupiahs. In 2012, YPPM facilitated the traders associations of each of the three markets to renew the cooperative agreement between the associations and the government of Ambon city, and to gradually develop the three markets as modern business centers, based on the Ambon development plan. The traders associations are helping to arrange

the layout of the markets, complete with parking areas, public transportation terminals, business offices, shops, and other infrastructure: a very business-minded take on the *Musrebang* system that SERASI has piloted through PEUDAP and other initiatives.

## MALUKU UTARA

### The Economic Empowerment of Coastal Communities in Maluku Utara

Much of SERASI's support to communities in Maluku Utara was focused on economic empowerment. Activities were built however, on the ability to address the issues of inequality and lack of opportunity that plagued the area prior to the communal violence that erupted there in the late 1990's. While such conflicts were about elite political structures competing with one another, ultimately it was markers of identity—first ethnic, and later, religious—that were used to mobilize communities against one another. The poorest were the foot soldiers. Giving them the opportunities that SERASI support enabled made them less susceptible to such mobilization.

In Halmahera, SERASI worked with **Lembaga Pesisir dan Lautan Kieraha** (Kieraha



*Traditional floating net platforms crewed by the community members from mixed religions and ethnic groups in the coastal area of Maluku Utara.*

Coastal and Ocean Institution-eLSiL Kie Raha) in their mission to economically empower the marginalized members of ethnically mixed coastal villages in Northern and Western Halmahera. eLSiL Kie Raha facilitated the in-kind donation and community construction of traditional multi-crew floating net fishing platforms for beneficiary communities, as well as training for the community members to man them. Communities themselves drove selection of beneficiaries, with the proviso made that the crews had to be of mixed religions and ethnicities. This is another powerful example of bonds and friendships built between the vulnerable members of communities who went to war with one another a decade earlier. These communities are now bound together in common livelihood activities, with the communities using the crew system and maintaining the equipment properly. eLSiL Kie Raha undertook this SERASI-funded work in Toniku, Tabadamai, Tewe, Dodinga, Akelaha, Tuguraci, Bobaneigo, Paser Putih, Sidangolidehe, and Biyamahe, all with a total population of 5,328 people. The platforms have 250 community-identified vulnerable members total acting as crew.

Based on the success of that project, SERASI awarded an additional grant to eLSiL Kie Raha for similar activities in remote and underserved areas in Halmahera Selatan: Doro, Koititi, Oha, Papaceda, Lemo-lemo and Tabamasa in Gane Barat sub-district; Tabapoma, Tutupa, Tomara, and Wayatim in Bacan Timur sub-district; Tokaka and Moloku in Gane Barat Laut sub-district; and Tawa and Pasipalele in Gane Barat Daya sub-district. These villages were comprised of five indigenous ethnic groups and four migrant ethnic groups, with a total of 4,895 persons benefitting. The project created the same platforms, with mixed crews comprised of the most vulnerable persons in each of the communities. This grantee also improved the knowledge of coastal communities with regard to sustainable and profitable management of their own natural resources, opening spaces for communication between ethnic and religious groups and building opportunities for persons to communally improve their livelihoods while building trust and

friendships. At the end of 2012, thirty of these fishing groups are still working together and have diversified beyond the platforms—they are working small boats with an expanded membership and are also manufacturing fishing equipment for resale. In addition, savings and a loan cooperative founded by the grantee now manages capital of roughly 25 million rupiah for the benefit of microloans to members.

### **Cultivating Peace—and Seaweed—in Maluku Utara**

SERASI worked with **Yayasan SEMANK** to provide aquaculture opportunities to six poor coastal communities on the eastern coast of Halmahera Tengah (Central Halmahera). SEMANK worked with these communities to cultivate seaweed for export through livelihoods groups comprised of community-identified disadvantaged persons. SEMANK also provided thorough trainings on seaweed processing and the marketing of their product. SEMANK successfully facilitated the in-kind donation and community-based cultivation of seaweed in open-water pens (200 square meters of seaweed under cultivation per pen, seven pens total served by the disadvantaged members of seven communities).

More than 150 of the poorest households in these areas directly benefitted from the training and livelihood activities. In the two years since the SERASI grant ended, SEMANK

expanded the project to cover five additional villages targeting 600 total households in 2012. SEMANK also increased the cultivation



*A disadvantaged community member showing his skills in seaweed in Patani Village, Central Halmahera District.*

fields from an average of 200 square meters per village to more than 350 square meters per village, with a total of approximately 4,200 square meters under cultivation. Two buyers from Ternate and three from Surabaya and Makassar purchase the seaweed for export. A total of 30 tons was exported in 2011, and 21 tons was exported as of October 2012. Due to SEMANK's success, the government of Halmahera Tengah district allocated 4 billion rupiahs to develop and support business plans based upon the SEMANK model.

## TRANSREGIONAL

One of the key success factors for SERASI was the flexibility allowed the program by the nature of the contract and the close collaboration with USAID, which allowed SERASI to award grants as political and social circumstances arose or changed. Many of SERASI's transregional grants were of this nature, particularly with regard to rising intolerance.

### Exploring Drivers of Conflict: Radicalism and Intolerance

*The SETARA Institute* received three SERASI grants, respectively titled "Religious Radicalism in Urban Society and Its Implication for The Guarantee of Freedom of Religion/Belief," "Mapping and Analysis of Radical Religious Groups in Jawa Tengah (Central Java) and Yogyakarta," and "Survey on Indonesian Public Perceptions of the Ahmadiyah Community."

In 2011 SERASI awarded the SETARA Institute a grant to implement a mapping and analysis of radical religious groups in Jawa Tengah and Yogyakarta, with supplementary research on radicalism, radical groups, and host institutions, and a public survey of people's opinions of such groups within their communities. SETARA also identified anti-

radicalization projects that could be implemented in the communities that are revealed, through the research, to be subject to or prone to, radicalization, including an analysis of communities who have rejected radical views. SETARA analyzed select trial dossiers of extremists arrested to date in Indonesia, and created a database of mosques, schools, and other institutions that have repeatedly hosted lectures, meetings, and study groups involving individuals subsequently arrested for terrorism—a map of the incubator institutions of extremist ideas. Finally, SETARA recruited 117 interviewers in Pekalongan, Wonosobo, Klaten, Semarang, Yogyakarta, and Solo to assist in implementation of the research through public opinion surveys.

In SETARA's final analysis, they developed a hypothesis that intolerance is the starting point of terrorism and that terrorism is the culmination of intolerance. By exploring public perceptions via 1,200 surveys and qualitative methods, SETARA concluded that within the context of Indonesia, in addition to radical and terrorist organizations that show a quite close relation, many groups/cells have experienced the transformation from radical to terrorist. The research findings are intended to strengthen the argument on the importance of management of radical organizations, which are a threat to notions of pluralism, tolerance, and civil society as a whole. De-radicalization programs that are currently only targeting ex-terrorists must be also directed at pre-terrorist radical groups.

SETARA also wrote about the history and roots of radicalism, and documented specific local radical groups. This research was published in a book entitled "From Radicalism Towards Terrorism," which was presented to the public at the Sari Pan Pacific Hotel, Jakarta, in January 2012. The book and SETARA's research has been used by the Government of Indonesia in pursuit of its own model of prison de-radicalization programming and SETARA has found itself in partnership with the state's counter-terrorism bodies as a consequence.

Given their highly sensitive nature, SERASI received a USAID branding waiver for these and other activities dealing with extremism. SERASI also funded SETARA to conduct a public survey of attitudes towards the persecuted Ahmadiyah sect in select communities where the group is present and reside among non-Ahmadiyah Muslims. SETARA also measured public attitudes toward the government's treatment of Ahmadiyah in order to inform government policy toward the Ahmadiyah and explore possible persecution countermeasures and additional projects to promote tolerance. The results of this project showed that, while the majority of Muslim respondents do not accept Ahmadiyah as fellow Muslims (Ahmadiyah believe that there was another prophet after Muhammad, essentially rendering them non-Muslim according to the seven pillars of Islam), they *do* accept them as Indonesian citizens, with all of the rights and protections afforded to citizens under the law. This contradicted the claims of numerous radical leaders who claimed that they had public support for the violence they preached against Ahmadiyah. A few radical groups threatened the organization with lawsuits, but these never came to fruition. Other work by SETARA has shown a rising intolerance in some communities, however, especially about the non-acceptance of inter-religious marriage and the presence of non-Islamic houses of worship in Muslim communities.

## The National Conflict Monitoring System

SERASI funded the ***Violent Conflict in Indonesia*** (ViCS) project to provide key Indonesian stakeholders a better understanding of the nuances of violent conflict, and to ultimately lead to more effective conflict prevention and management across the country. *Jasa Risetindo* (JRI), with direction from the World Bank's study of local newspapers in order to chart and categorize violence, undertook an extensive analysis of conflict from the fall of the New Order in 1998 through the present, analyzing the archives of more than 40 newspapers across the country in order to track incidences, forms, and impacts of localized violent conflict in the six post-conflict

provinces in which SERASI worked: Maluku, Maluku Utara, Papua, Papua Barat, Sulawesi Tengah, and Aceh. Further comparative studies were undertaken in 10 additional provinces. The result was the first comprehensive dataset on conflict in the country since 2003—a goldmine of information for both past analysis and future policy planning. Preliminary analysis of the data showed that the nature of conflict in Indonesia has changed—conflict deaths have decreased dramatically from a 1999 peak, but conflict incidents and injuries continue to rise. Conflicts today tend to be individual rather than communal in form, and are more related to ‘popular justice’ issues than the ethnic and religious issues of the past. These findings may have impact on future government and/or donor activities and approaches to communal violence.

“This study is more extensive and provides a greater chance of understanding some of the structural causes of violence in Indonesia that other studies have not addressed.”

Sidney Jones  
International Crisis Group



JRI’s final report, “ViCS: Early Comparative Findings from Six Post-Conflict Provinces,” illustrated the changing nature of conflict trends over the last 11 years as well as the painstaking process of ViCS data aggregation. The quantitative conflict database produced by the study played an important role in conflict mitigation programming by key Indonesian government agencies. ViCS enabled local governments to devise effective conflict prevention and management measures and served as Indonesia’s contribution to the academic analysis of violent conflict in general.

## Conflict-Sensitive Design, Monitoring, and Evaluation

The **Peacebuilding and Development Institute** (PDI) was awarded a grant from SERASI to conduct a Master Training of Trainers (MToT) course in Conflict-Sensitive Design, Monitoring and Evaluation. This project was a continuation of the initial DM&E training conducted for SERASI grantees and government partners in



*Master Training of Trainers conducted to assist trainers to have the ability to train others for a conflict sensitive monitoring and evaluation.*

Aceh and Papua, to assist them in the construction of conflict-sensitive design, monitoring and evaluation into development plans. Through the MToT, SERASI developed a core of Acehnese and Papuan M&E specialists able to train and support others in conflict sensitive monitoring and evaluation. Prior to the master training, past participants were required to complete a needs assessment for their organization, identifying specific monitoring and evaluation needs and weaknesses, as well as their expectations from the training process. The participants, who were already trained and mentored by PDI in M&E design, now have the ability to train others in:

- analyzing and understanding the role that M&E plays in designing and measuring the impact of development and humanitarian projects in conflict-affected areas;
- developing professional skills in project monitoring and evaluation with an emphasis on practical field based approaches;
- developing skills to be able to undertake conflict analysis, participatory rural appraisal, and remote monitoring systems;

- developing participatory approaches to M&E; and
- measuring change in conflict dynamics and identifying measures of impact.

### **Kota Kita: Knowing Our City, Developing Surakarta**

SERASI provided a grant to ***Yayasan Kota Kita Surakarta*** (YKKS), a non-governmental, non-partisan organization whose mission is to develop democratic planning processes to create healthier, more equitable, and productive cities. The organization works in numerous Indonesian cities through urban planning projects that address climate change vulnerability (Semarang and Bandar Lampung), disaster recovery (Padang), historic preservation (Medan), and public health (Jakarta). Under the SERASI grant, YKKS completed 33 Solo neighborhood mini-atlases that mapped Solo's environs for the first time, allowing these neighborhoods to more fully participate in Solo's participatory planning process (*Musrenbang*), and have their needs and concerns addressed. Neighborhood data collection systems were created to ensure the sustainability of future mapping updates as needed, and the grant also built capacity in the city's planning unit (*Bappeda*) to respond to local planning needs. This project was championed by then Solo Mayor Joko Widodo (the current Governor of Jakarta), as a model for participatory mapping processes that allow community voices to be heard.

# APPENDICES

## Appendix A. List of Aceh Grantees

ID	Grant Award #	Grantee	Entitle	Budget (USD)	Budget (IDR)	Start Date	End Date
345	00233/2010/A11 8/SOI	ARF	Conference to Improve Aceh's Business Environment	\$ 60,432	Rp 567,720,000	10/25/2010	12/31/2010
340	00231/2010/A11 7/SOI	ACSIF	Promoting Public Priorities and Concerns in Aceh Legislative Qanun Development	\$ 51,686	Rp 453,030,000	9/20/2010	12/31/2010
328	00217/2010/A11 4/SOI	KKTGA	Action Against Domestic Violence in Conflict-Affected East Aceh II ( ADVICE II KKTGA)	\$ 46,083	Rp 400,465,000	9/2/2010	12/31/2010
325	00220/2010/A11 6/SOI	CARA	Capacity building for women farmers	\$ 70,543	Rp 616,550,000	9/2/2010	12/31/2010
324	00218/2010/A11 5/SOI	Pulih	Action Against Domestic Violence in Conflict-Affected East Aceh II (ADVICE II PULIH)	\$ 47,431	Rp 412,175,000	9/2/2010	12/31/2010
317	00215/2010/A11 3/SOI	AGC	Poverty Reduction and Promoting Conservation in Aceh	\$ 63,890	Rp 555,208,000	8/9/2010	12/31/2010
313	00196/2010/A11 1/SOI	The Globe Journal	PEUDAP: Transparent and Timely Information and Communication	\$ 50,081	Rp 439,460,000	6/24/2010	12/31/2010
312	00210/2010/A11 2/SOI	ARF	Aceh Peace Advisory Committee (APAC-III)	\$ 67,673	Rp 593,495,000	8/2/2010	12/31/2010
306	00194/2010/A10 9/SOI	POLTEK Lhokseuma we	PEUDAP: Mapping for Good Governance - POLTEK Lsm	\$ 83,686	Rp 681,010,000	7/24/2010	12/31/2010
305	00195/2010/A11 0/SOI	Arsitektur Unsyiah	PEUDAP: Mapping for Good Governance - Architecture Unsyiah	\$ 86,669	Rp 712,785,000	6/24/2010	12/31/2010
297	00192/2010/A10 8/SOI	PSIKODINA MIKA	PEUDAP: Program Paket ABC	\$ 82,496	Rp 732,150,000	6/1/2010	12/31/2010
295	00188/2010/A10 7/SOI	LBH Anak	PEUDAP: Children Helping Children through Creative Expression and Support Groups in North Aceh	\$ 92,013	Rp 830,420,000	5/10/2010	12/31/2010
292	00187/2010/A10 6/SOI	LPKM Unsyiah	Supporting Implementation of the Special Autonomy Fund in Aceh	\$ 96,510	Rp 846,877,500	5/10/2010	8/31/2010
291	00169/2010/A09 4/SOI	MASKOT	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - MASKOT	\$ 77,038	Rp 675,274,760	4/19/2010	12/31/2010
290	00163/2010/A08 8/SOI	LPL-Ha	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - LPLHa	\$ 74,044	Rp 649,064,626	4/19/2010	12/31/2010

288	00186/2010/A10 5/SO1	INFO ACEH	Toward Communications Improvement of Aceh Governance (TCIAG)	\$ 95,273	Rp 834,598,808	5/7/2010	12/31/2010
287	00172/2010/A09 7/SO1	Keumala	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - KEUMALA	\$ 71,872	Rp 576,840,000	4/19/2010	12/31/2010
280	00171/2010/A09 6/SO1	BYTRA	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - BYTRA	\$ 62,967	Rp 502,940,000	4/19/2010	12/31/2010
279	00168/2010/A09 3/SO1	BIMA	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - BIMA	\$ 75,968	Rp 608,402,500	4/19/2010	12/31/2010
278	00166/2010/A09 1/SO1	CHSE	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - CHSE	\$ 77,133	Rp 622,650,000	4/19/2010	12/31/2010
277	00162/2010/A08 7/SO1	CARA	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - CARA	\$ 77,747	Rp 681,516,232	4/19/2010	12/31/2010
276	00164/2010/A08 9/SO1	JARI Aceh	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - JARI	\$ 75,923	Rp 665,535,008	4/19/2010	12/31/2010
275	00176/2010/A10 1/SO1	SAHARA	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - SAHARA	\$ 76,709	Rp 612,240,000	4/19/2010	12/31/2010
274	00170/2010/A09 5/SO1	MATAHARI	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - MATAHARI	\$ 76,443	Rp 610,052,500	4/19/2010	12/31/2010
273	00167/2010/A09 2/SO1	Hati Nurani	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - Hati Nurani	\$ 76,543	Rp 611,190,000	4/19/2010	12/31/2010
272	00173/2010/A09 8/SO1	L-eRem	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - L-eRem	\$ 76,351	Rp 669,286,530	4/19/2010	12/31/2010
271	00165/2010/A09 0/SO1	SEPAKAT	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - SEPAKAT	\$ 76,599	Rp 671,462,211	4/19/2010	12/31/2010
270	00174/2010/A09 9/SO1	LSM Tani Bahari	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - LSM Tani Bahari	\$ 66,819	Rp 535,442,500	4/19/2010	12/31/2010
269	00179/2010/A10 4/SO1	MAPAN	PEUDAP: Ensuring Professional, Effective and Participatory Coordination and Facilitation - MAPAN	\$ 76,836	Rp 673,513,500	4/19/2010	12/31/2010

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268	00175/2010/A10/0/SO1	LSPENA	PEUDAP- Ensuring Professional, Effective and Participatory Coordination and Facilitation - LSPENA	\$ 75,926	Rp 608,402,500	4/19/2010	12/31/2010
267	00178/2010/A10/3/SO1	PUGAR	PEUDAP- Ensuring Professional, Effective and Participatory Coordination and Facilitation - PUGAR	\$ 76,139	Rp 667,431,640	4/19/2010	12/31/2010
266	00177/2010/A10/2/SO1	RATA	PEUDAP- Ensuring Professional, Effective and Participatory Coordination and Facilitation - RATA	\$ 73,638	Rp 590,390,000	4/19/2010	12/31/2010
258	00161/2010/A08/6/SO4	Yayasan Bungong Jeumpa	PEUDAP- Engaging women in village development planning processes [YBJ]	\$ 57,773	Rp 505,510,000	4/15/2010	10/20/2010
257	00154/2010/A08/0/SO2	FFI	Sustainable Livelihoods on Pulau Weh	\$ 84,878	Rp 765,600,000	3/30/2010	1/15/2011
256	00160/2010/A08/5/SO2	KANAPAKA D	Socializing and Implementing North Aceh's Qanun: Mitigating Potential Conflict	\$ 92,039	Rp 805,340,000	4/16/2010	10/18/2010
255	00158/2010/A08/4/SO2	Forum LSM Aceh	PEUDAP- Creating Awareness and Increasing Understanding of the Development Planning Process [ForumLSM]	\$ 96,446	Rp 846,800,000	4/7/2010	1/7/2011
252	00117/2010/A06/7/SO1	FAMS	Mt. Seulawah Agam Conservation and Organic Agriculture Field School	\$ 54,567	Rp 497,653,000	3/9/2010	8/2/2010
251	00143/2010/A07/9/SO1	Forum LSM Aceh	PEUDAP- Responsible Development Planning	\$ 95,036	Rp 847,720,000	3/18/2010	5/18/2010
250	00156/2010/A08/2/SO4	KPINAD	PEUDAP- Engaging women in village development planning processes [KPI NAD]	\$ 60,511	Rp 537,335,000	4/1/2010	10/3/2010
249	00157/2010/A08/3/SO2	BYTRA	Researching North Aceh's Qanun: Mitigating potential conflicts	\$ 47,803	Rp 424,490,000	4/1/2010	9/30/2010
246	00139/2010/A07/7/SO2	CCEI	Citizenship and your community: A Team Exercise	\$ 57,675	Rp 516,483,200	3/15/2010	9/15/2010
236	00119/2010/A06/9/SO1	ASD	Towards an industry for garments in Bireuen	\$ 97,949	Rp 893,300,000	2/1/2010	12/31/2010
229	00065/2009/A04/2/SO2	MASKOT	PEUDAP II - MASKOT	\$ 99,998	Rp 999,980,000	8/24/2009	12/31/2009
226	00138/2010/A07/6/SO2	Keumala	Income Generation for Women and Youth in Sawang, North Aceh	\$ 96,547	Rp 867,930,920	3/10/2010	12/31/2010
225	00120/2010/A07/0/SO2	MID	Livelihood Assistance for People Affected by Conflict in Pidie Jaya	\$ 77,285	Rp 708,700,000	2/15/2010	12/31/2010
224	00135/2010/A07/5/SO2	YBUL	Strengthening Community Development Initiatives in Bener Meriah	\$ 97,978	Rp 891,600,000	2/23/2010	12/31/2010

223	00134/2010/A07 4/SO2	FFI	Aceh Community Ranger Program Aceh Besar	\$	98,800	Rp	897,100,000	2/25/2010	12/25/2010
213	00124/2010/A07 3/SO1	ARF	Advisory Committee for the Aceh Peace Process (2nd Phase)	\$	98,555	Rp	898,818,000	2/15/2010	5/17/2010
212	00089/2009/A05 7/SO2	BRA	Support BRA's Participation in MSR Panel Review	\$	1,132	Rp	10,360,000	11/18/2008	3/12/2009
211	00118/2010/A06 8/SO2	CPCRS	Aceh Peace Monitoring Update Skills Development and Publication	\$	98,470	Rp	898,050,000	2/1/2010	11/30/2010
208	00121/2010/A07 1/SO4	RTK	Economic, Psychosocial and Occupation support for Disable	\$	90,867	Rp	823,250,000	2/19/2010	11/19/2010
206	00114/2010/A06 4/SO2	KEUMANG	Patchouli: A livelihoods opportunity in Pidie Jaya	\$	82,373	Rp	730,650,000	1/22/2010	12/31/2010
205	00116/2010/A06 6/SO3	Pulih	Action Against Domestic Violence in Conflict/Affected East Aceh (ADVICE PULIH)	\$	72,706	Rp	663,080,000	2/8/2010	8/7/2010
204	00122/2010/A07 2/SO2	SopAN	Intervillage Conflict Mitigation: Bireuen	\$	47,263	Rp	433,400,000	2/16/2010	10/31/2010
203	00115/2010/A06 5/SO3	KKTGA	Action Against Domestic Violence in Conflict/Affected East Aceh (ADVICE KKTGA)	\$	76,805	Rp	700,460,000	2/9/2010	8/8/2010
183	00084/2009/A05 6/SO2	YMH	Noble Hearts: Supporting psychosocial healing in Meulaboh, West Aceh	\$	56,053	Rp	546,540,367	11/1/2009	9/10/2010
182	00109/2009/A06 2/SO2	SICD	Mandate and Commitment Survey of Aceh's Parliamentarians and Political Parties	\$	87,524	Rp	809,600,000	1/5/2010	8/5/2010
180	00092/2009/A05 9/SO1	The Aceh Institute	Issues of Peace: A public dialogue	\$	66,395	Rp	610,500,000	1/2/2010	6/2/2010
179	00113/2010/A06 3/SO2	APCM	Peace On Air	\$	97,635	Rp	855,942,000	1/8/2010	1/8/2011
177	00093/2009/A06 0/SO2	CCH	CommunityBased Psychosocial and Mental Health Services in North Aceh	\$	86,693	Rp	795,410,000	12/16/2009	9/16/2010
176	00108/2009/A06 1/SO2	CCRPS	Conflict Resolution Education Development Program	\$	58,464	Rp	540,790,000	1/4/2009	8/4/2010
175	00084a/2009/A0 56a/SO2	LPL-Ha	Socioeconomic support to youth in Beureuen, North Aceh	\$	76,478	Rp	720,808,000	11/1/2009	1/31/2010
174	00091/2009/A05 8/SO3	INFO ACEH	Peace PR Capacity Building	\$	2,324	Rp	21,325,000	12/10/2009	12/20/2009
141	00082/2009/A05 5/SO1	Sri Ratu	Protecting women's rights: training advocates in four districts in Aceh	\$	59,589	Rp	545,240,000	10/20/2009	5/19/2010
140	00081/2009/A05 4/SO3	YPHAM	Journalists and future Human Rights Defenders	\$	83,554	Rp	756,165,000	10/21/2009	3/31/2010
139	00080/2009/A05 3/SO1	ARF	Aceh Peace Advisory Committee (APAC)	\$	99,557	Rp	905,972,000	10/12/2009	12/31/2009

138	00079/2009/A05 2/SO3	PDISL	Conflict Sensitive Design, Monitoring and Evaluation	\$ 10,799	Rp 102,050,000	10/1/2009	11/10/2009
137	00074/2009/A05 1/SO2	YaSA	Youth, vocations and peace in Pirak Timue, Aceh Utara	\$ 64,743	Rp 637,725,500	9/8/2009	5/8/2010
135	00072/2009/A04 9/SO3	JMD	Livelihoods Support and Alternative Education Opportunities in East Aceh	\$ 96,426	Rp 940,155,400	10/1/2009	12/31/2010
134	00071/2009/A04 8/SO4	TALOE	Building Back Social Capital through Traditional Arts	\$ 93,224	Rp 904,275,000	9/1/2009	6/1/2010
133	00070/2009/A04 7/SO2	TRANSISI	Youth Fora and affinity networks for peace in Bener Meriah, and North and East Aceh	\$ 83,271	Rp 807,730,000	9/8/2009	5/8/2010
132	00069/2009/A04 6/SO2	BIMA	Libraries and creative peace education for children in Bireuen	\$ 70,768	Rp 686,405,000	9/4/2009	4/4/2010
131	00068/2009/A04 5/SO2	PPD	Promoting Peace Education and Children's Rights through High Schools in the Districts of Pidie and Pidie Jaya	\$ 84,789	Rp 822,458,000	9/3/2009	2/3/2010
130	00067/2009/A04 4/SO2	LBH Anak	Children helping children through support groups and creative expression in North Aceh	\$ 59,808	Rp 580,140,000	9/9/2009	5/10/2010
129	00066/2009/A04 3/SO2	BTRT	PEUDAP II - BTRT	\$ 99,998	Rp 999,980,000	8/24/2009	12/31/2009
128	00064/2009/A04 1/SO2	BYTRA	PEUDAP II - BYTRA	\$ 92,010	Rp 920,100,000	8/24/2009	12/31/2009
127	00063/2009/A04 0/SO2	CHSE	PEUDAP II - CHSE	\$ 92,654	Rp 926,540,000	8/24/2009	12/31/2009
126	00062/2009/A03 9/SO2	PUSPA	PEUDAP II - PUSPA	\$ 94,544	Rp 945,440,000	8/24/2009	12/31/2009
125	00061/2009/A03 8/SO2	CARA	PEUDAP II - CARA	\$ 92,010	Rp 920,100,000	8/24/2009	12/31/2009
124	00022/2008/A01 3/PEUDAP007	IMPACT	PEUDAP I - IMPACT	\$ 92,769	Rp 974,100,000	11/17/2008	4/30/2009
123	00060/2009/A03 7/SO1	ACSIF	Commemorating the 4th anniversary of the Helsinki MoU	\$ 40,219	Rp 402,190,000	8/12/2009	9/10/2009
122	00059/2009/A03 6/SO2	Pulih	Integrated Mental Health and Psychosocial Workshop	\$ 13,819	Rp 132,320,000	8/5/2009	8/31/2009
121	00056/2009/A03 5/SO2	Kontras Aceh	MultiEthnic Conflict Mediation Working Groups in Bener Meriah	\$ 64,046	Rp 627,650,000	7/30/2009	7/30/2010
120	00050/2009/A03 4/SO1	APRC	17th GOSPA Meeting in Sabang Island	\$ 4,919	Rp 49,190,000	6/18/2009	7/17/2009
119	00048/2009/A03 3/SO2	INFO ACEH	Peace Generation: "Peace Through the Eyes of Aceh's Youth" Short Film Festival	\$ 81,988	Rp 812,987,500	6/1/2009	10/30/2009

118	00047/2009/A03 2/SO2.13	ASA	BA: Conflict Management Through Sport Development Program	\$ 69,664	Rp 761,635,000	4/23/2009	9/23/2009
117	00046/2009/A02 8/SO2. T2 & T3	ACSTF	Sustaining Peace Through "Peace Roadmap" to Aceh	\$ 14,364	Rp 158,000,000	4/16/2009	5/15/2009
116	00045/2009/A03 0/SO2.T3	YPM2	Strengthen Peace Building through Targeted Capacity Building as Mechanism for Reintegration	\$ 43,444	Rp 391,000,000	4/8/2009	9/30/2009
115	00044/2009/A02 9/SO2.3&4.12&3	PSIKODISTA	Psychosocial and Mental Health Recovery in East Aceh & North Aceh	\$ 74,474	Rp 819,215,000	4/20/2009	12/19/2009
114	00043/2009/A02 8/SO2.3&4.12&3	Imum Mukim	Workshop to Increase the Capacity of Imum Mukim (Traditional Institution) in Leadership and Conflict Transformation in Aceh Timur District	\$ 9,996	Rp 118,950,000	4/25/2009	5/25/2009
113	00042/2009/A02 7/SO2&4.12&3	e-CARD	Sampling Based Observation (SBO)	\$ 89,401	Rp 894,097,500	4/1/2009	5/1/2009
112	00041/2009/A02 6/SO2.3 & 4.T1&2	APCM	Workshop on the Future Peace Of Aceh	\$ 9,500	Rp 95,000,000	3/17/2009	3/31/2009
111	00040/2009/A02 5/SO1.2&T1 FKK	FKK	Increasing Outreach Capacity of the Aceh Peace Communication and Coordination Forum	\$ 8,748	Rp 83,100,000	3/20/2009	4/30/2009
110	00037/2009/A02 4/SO4.T3	FLOWER	Promoting Social Cohesion and the Role of Women by Increasing Their Economic Power	\$ 99,678	Rp 996,775,000	3/1/2009	2/28/2010
109	00036/2009/A02 3/SO4.T3	Pulih	Increasing Community Capacity to Manage Conflict and Integration of Marginalized Groups	\$ 56,909	Rp 569,085,000	4/1/2009	10/31/2009
108	00036/2009/A02 3/SO2.001	Forum LSM Aceh	Monitoring Election Intimidation for the Promotion of Free and Fair Election in Aceh Campaign.	\$ 99,065	Rp 990,649,000	2/27/2009	6/30/2009
107	00034/2009/A02 1/SO2.001	e-CARD	Voter Education and Peace Election	\$ 80,172	Rp 801,722,000	2/27/2009	4/27/2009
106	00033/2009/A02 0/SO2.001	Forum LSM Aceh	Voter Education and Peace Election Campaign Activities as Part of Conflict Prevention to the coming election in Aceh	\$ 94,673	Rp 946,734,000	2/19/2009	5/19/2009
105	00032/2009/A01 9/SO2.001	FORBES	Political Parties Forum for a Peaceful Election	\$ 64,880	Rp 648,800,000	2/12/2009	5/12/2009
104	00031/2009/A01 8/SO 4. 001	IFES	Decreasing Potential for Election Conflict	\$ 94,049	Rp 940,490,000	2/25/2009	7/5/2009
103	00030/2009/A01 7/SO2-4.001	RAPAI	Jambo Damai (Peace Tent)	\$ 97,326	Rp 973,263,500	2/13/2009	9/13/2009

102	00029/2009/A01 6/SO1-4-001	CV Cosmopolit e	Jendela Perdamaian Tingkap or Window on Peace	\$	31,863	Rp	318,625,000	2/13/2009	7/13/2009
101	00023/2008/A01 4/SO2.3-4-001	WDC	Implement Gender-Based Violence Campaign	\$	35,595	Rp	338,152,500	11/19/2008	12/31/2008
100	00017/2008/A00 8/PEUDAP002	BYTRA	PEUDAP I - BYTRA	\$	43,522	Rp	413,460,000	11/17/2008	3/16/2009
99	00016/2008/A00 7/PEUDAP001	CARA	PEUDAP I - CARA	\$	44,364	Rp	421,460,000	11/17/2008	3/16/2009
98	00018/2008/A00 9/PEUDAP003	MASKOT	PEUDAP I - MASKOT	\$	48,929	Rp	464,830,000	11/17/2008	3/16/2009
97	00021/2008/A01 2/PEUDAP006	CHSE	PEUDAP I - CHSE	\$	45,522	Rp	432,460,000	11/17/2008	3/16/2009
96	00019/2008/A01 0/PEUDAP004	BITRT	PEUDAP I - BITRT	\$	48,929	Rp	464,830,000	11/17/2008	3/16/2009
95	00020/2008/A00 9/PEUDAP005	PUSPA	PEUDAP I - PUSPA	\$	46,364	Rp	440,460,000	11/17/2008	3/16/2009
93	0014/2008/A006 /GS002	The Aceh Institute	Women and Peace in Aceh: A Qualitative Research Project Contributing to the Multi Stakeholder Review (MSR)	\$	28,767	Rp	258,000,000	9/22/2008	11/8/2008
92	0013/2008/A005 /PB010	FORPEL Aceh Selatan	Livelihood Support for ex-Combatants, Women Victims of Conflict as a Form of Acceleration of the Process of Social Integrity and Peace	\$	27,728	Rp	294,550,000	6/10/2008	5/3/2009
91	0009/2008/A001 /PB006	CARA	Promoting Peace Building Through Capacity Building of Micro Finance Programs for Communities Affected by Conflict	\$	25,310	Rp	253,100,000	10/6/2008	3/5/2009
90	0011/2008/A003 /PB008	BRA	Increasing Capacity of Badan Pengawas BRA/BRA's Monitoring Council (BAWAS BRA) through Consultant, Equipment and Transportation Support	\$	17,315	Rp	157,543,000	11/6/2008	3/6/2009
89	0010/2008/A002 /PB007	BYTRA	Increasing Community Capacity in Performing Their Roles to Maintain Peace Process Through Livelihood Activities	\$	32,000	Rp	288,000,000	10/6/2008	2/5/2009
88	0012/2008/A004 /PB009	JMD	Sustainable Livestock Breeding/Fattening and Agriculture Education Program to Create Economic Opportunity for Women and Youth in the conflict affected Village of Lala in the pidie District	\$	37,100	Rp	336,934,100	10/6/2008	9/5/2009
87	497-C-00-08-	APRC	Sub-Contract [FORBES]	\$	668,558	Rp		5/12/2008	3/31/2009

## Appendix B. List of Sulawesi Tengah Grantees

ID	Grant Award #	Grantee	Entitle	Budget (USD)	Budget (IDR)	Start Date	End Date
299	00184/2010/CS036 /SO2	BFC	Strengthening Peace Building in Banggai District through Livelihood Support	\$ 80,417	Rp 705,660,000	5/17/2010	11/17/2010
298	00185/2010/CS037 /SO1&SO2	Wasantara	Integrating Christian and Muslim Traders at Market Place in Poso District	\$ 74,082	Rp 650,070,000	5/17/2010	10/17/2010
262	00151/2010/CS035 /SO2	SNTP	Building Rumpon as a Medium for Conflict Mitigation and Peace Building at Palu Bay	\$ 78,217	Rp 694,570,000	4/1/2010	9/30/2010
261	00144/2010/CS033 /SO2	KPPA	Children Cultural Show for Peace	\$ 75,805	Rp 671,635,000	4/1/2010	9/30/2010
260	00145/2010/CS034 /SO2	ITP	Development of Conflict Early Warning and Early Response System (CEWERS) for Sustainable Peace in Poso Regency, Central Sulawesi	\$ 99,776	Rp 884,015,360	4/19/2010	11/18/2010
259	00142/2010/CS032 /SO2	CAPPA Foundation	Mitigation of Natural Resource Related Conflicts Through Cross-Community and Stakeholder Dialogs	\$ 89,872	Rp 799,865,000	4/1/2010	9/30/2010
232	00057/2009/CS018 /SO03	ASA	CS: Conflict Management Through Sports Development Program	\$ 86,268	Rp 836,800,000	11/19/2009	4/19/2010
228	00133/2010/CS031 /SO2	Rumah Ide	Strengthening Peace building in Central Sulawesi through Collaborative Film Making	\$ 97,032	Rp 881,050,000	2/21/2010	9/30/2010
209	00128/2010/CS030 /SO2	PBHR	Integrated Advocacy on Conflict Sensitive Development Planning in Central Sulawesi	\$ 86,331	Rp 780,000,000	2/23/2010	6/22/2010
207	00123/2010/CS029 /SO2	LPDP	Knitting Way to Peace by Strengthening the Self-sufficiency of Marginal Society in Palu	\$ 49,313	Rp 449,730,000	2/22/2010	7/22/2010
186	00111/2010/CS027 /SO2	YPB	Triangle meeting to develop win-win solution strategy on natural resource based conflict in Banggai	\$ 74,114	Rp 680,000,000	1/25/2010	9/24/2010
185	00112/2010/CS028 /SO2	ITP	National Consultative Assembly for Peace Facilitators (Musyawarah Nasional Fasilitator Perdamaian)	\$ 71,602	Rp 649,785,000	1/15/2010	3/15/2010
184	00090/2009/CS025 /SO2	PMS MESALE	Empowering Excombatants Through Livelihood Support	\$ 58,368	Rp 535,530,000	12/14/2009	7/12/2010
178	00094/2009/CS026 /SO2	YPAL	Scaling Up the Prosperity of IDPs and Disadvantaged Group in West Palnoma through Livelihood Support	\$ 44,866	Rp 412,541,000	1/4/2010	8/3/2010
171	00085/2009/CS025	PRKP	Rehabilitation of Water Resources Facility as	\$ 48,768	Rp 449,881,000	11/7/2009	3/7/2010

163	00083/2009/CS024/SO2	YKPM	Building among Lambogia Residents	\$ 57,347	Rp 521,861,560	11/1/2009	1/31/2010
162	00078/2009/CS023/SO3	FPM	Youth Jamboree for Peace in Banggai and Banggai Kepulauan district of Central Sulawesi	\$ 40,682	Rp 380,375,000	10/15/2009	12/15/2009
161	00077/2009/CS022/SO2	Tadulakota	Youth Creativity Week for Morowali Peace	\$ 40,521	Rp 378,875,000	10/15/2009	12/15/2009
160	00075/2009/CS020/SO3	LEMBATA	Cultural Congress of Multiethnic society for peace in Palu, Parigi, Sigi and Donggala districts of Central Sulawesi	\$ 48,357	Rp 472,689,500	9/27/2009	12/31/2009
159	00058/2009/CS019/SO3	Lobo	Pamona Idol: integration of IDP youth into their new community	\$ 30,561	Rp 298,734,000	9/15/2009	1/15/2010
158	00055/2009/CS017/SO1&2	ITP	Communal safe space: building trust among interreligious groups	\$ 90,080	Rp 900,080,000	7/28/2009	12/28/2009
157	00054/2009/CS016/SO2	P4K UNTAD	Development Conflict Early Warning and Early Response Systems for Sustainable Peace in Morowali	\$ 83,104	Rp 831,040,000	7/15/2009	10/21/2009
156	00053/2009/CS015/SO4	SPRA	After Ten Years: A Symposium on Reflection of Poso Conflict	\$ 37,980	Rp 379,800,000	7/15/2009	12/22/2009
155	00052/2009/CS014/SO2	FKUB Sulteng	CommunityBased Conflict Mitigation Initiative on Agrarian Issues	\$ 56,884	Rp 568,445,000	7/15/2009	11/14/2009
154	00051/2009/CS013/SO3	SPR FM	Strengthening Interfaith dialogue to promote sustainable peace in Central Sulawesi	\$ 55,539	Rp 555,395,000	7/20/2009	11/20/2009
153	00049/2009/CS012/SO2&6	LIBU Perempuan	Songs for Peace : Music to Transform Conflict Constructively	\$ 21,696	Rp 216,960,000	6/22/2009	10/21/2009
152	00039/2009/CS011/SO2&4.T3	CWS	Promoting Women Role in Conflict Mediator	\$ 99,946	Rp 1,049,387,348	5/15/2009	12/15/2009
151	00038/2009/CS010/SO3.T3	YAMMI	Psychosocial Support (Poso) peace and conflict mitigation support	\$ 48,735	Rp 487,350,000	4/1/2009	9/30/2009
150	0024/2008/CS009/SO4,002	KuPP	Mitigating InterCommunal Conflict through Participatory Conflict Mapping and Establishment of Community Network in Donggala & Sigi Biramaru	\$ 31,480	Rp 299,050,000	12/12/2008	12/22/2008
149	0008/2008/CS008/BR002	KPPA	16 day Campaign of Women Anti Violent in Central Sulawesi ( Donggala, Palu, Poso, Morowali, and Banggai Districts)	\$ 33,513	Rp 301,616,000	9/15/2008	10/15/2008
148	0007/2008/CS007/BR001	YTM	Peace Day Commemoration in Palu	\$ 22,851	Rp 205,660,000	9/15/2008	9/30/2008
			Peace Day Commemoration in Poso				

147	0005/2008/CS005/ GS001	PSW UNTAD	Accelerate the capacity of women as mediators in conflict management in Central Sulawesi	\$	10,942	Rp	98,475,000	10/15/2008	5/15/2009
146	0006/2008/CS006/ PB005	P4K UNTAD	The dissemination of the results of the semiloka on the issue of the division of Morowali District	\$	31,309	Rp	281,780,625	10/20/2008	11/20/2008
145	0003/2008/CS003/ PB003	OPANT	Revitalization of the use of local wisdom to regulate social cohesion to achieve sustainable peace in Bada communities	\$	54,442	Rp	489,980,000	9/15/2008	5/15/2009
144	0002/2008/CS002/ PB002	LPS-HAM	Strengthening intercommunity solidarity groups by increasing capacity of local institutions in Poso Districts	\$	46,176	Rp	415,585,000	10/15/2008	4/15/2009
143	0004/2008/CS004/ PB004	KPKPST	Strengthening access to policy and justice for female victims of gender-based violence in Poso, Central Sulawesi	\$	54,664	Rp	491,975,000	10/15/2008	4/15/2009
142	0001/2008/CS001/ PB001	P4K UNTAD	Seminar and Workshop on Safe Morowali	\$	27,334	Rp	252,673,000	5/28/2008	6/28/2008
3	00076/2009/CS021 /SO1&2	LPMS	Strengthening the Role of Youth as Peace Ambassadors in Poso, Marowali and Tojo Una-Una	\$	49,896	Rp	482,745,000	10/1/2009	1/31/2010

## Appendix C. List of Maluku and Maluku Utara Grantees

### MALUKU

ID	Grant Award #	Grantee	Entitle	Budget (USD)	Budget (IDR)	Start Date	End Date
343	00226/2010/MO16 /SO2&SO4	Walang Perempuan Foundation	Empowering Actual and Potential Victims of Domestic Violence through Knowledge of the 2004 Domestic Violence Statutes	\$ 57,597	Rp 501,500,000	9/20/2010	12/31/2010
342	00227/2010/MO17 /SO2	YPPM	Conflict Prevention In The Market Through Empowering Market Informal Leader	\$ 57,836	Rp 509,575,000	7/12/2010	12/31/2010
336	00223/2010/MO14 /SO2	ITDM	Strengthen the function and role of government in implementation of community-based sustainable peace for Maluku.	\$ 64,931	Rp 566,850,000	9/8/2010	12/31/2010
331	00224/2010/MO15 /SO2	Elaiem	Develop Interfaith Communication Among Youth to Preserve Peace in Maluku	\$ 53,302	Rp 465,325,000	9/8/2010	12/31/2010
311	00193/2010/MO10 /SO1&SO2	LAPPAN	Build Tolerance Among Children to Sustain Peace in Maluku	\$ 77,711	Rp 699,400,000	6/21/2010	12/20/2010
310	00197/2010/MO11 /SO2	Yastra	Strengthening Brotherhood of Christians and Muslims to Preserve Sustainable Peace Through Economic Empowerment of Coastal Communities	\$ 75,811	Rp 666,380,000	7/12/2010	12/31/2010
309	00202/2010/MO13 /SO2&SO4	Walang Perempuan Foundation	Strengthening Women's Indigenous Rights to Enhance Women's Role in Peace Building in Saparua, Central Maluku	\$ 69,200	Rp 609,650,000	7/15/2010	12/31/2010
307	00198/2010/MO12 /SO2	YPPM	Supporting Sustainable Peace Through Economic Empowering and Conflict Mitigation in Three Big Market in Ambon	\$ 95,700	Rp 841,200,000	7/12/2010	12/31/2010
300	00180/2010/MO09 /SO1	Pelangi	Develop Trust Between Youth	\$ 79,879	Rp 699,342,500	4/26/2010	10/25/2010
265	000141/2010/MO08/SO1&2	FH Unpatti	Encouraging and Facilitating Sustainable Peace in the Province of Maluku through Strengthening the Community's Legal Understanding	\$ 98,442	Rp 879,575,000	3/22/2010	10/21/2010
241	00130/2010/MO07 /SO2	YTP	Developing an integrated community by strengthening peace building in Subdistrict of Saparua, Central Maluku	\$ 94,363	Rp 852,565,319	3/1/2010	9/30/2010

**MALUKU UTARA**

ID	Grant Award #	Grantee	Entitle	Budget (USD)	Budget (IDR)	Start Date	End Date
339	00225/2010/NM01 8/SO2	UNKHAIR	Instilling Conflict Sensitivity into Development Planning in North Maluku	\$ 67,667	Rp 589,175,000	9/17/2010	12/16/2010
329	00219/2010/NM01 7/SO2 & SO4	DaurMala	Advocacy for Local Regulations on Protection and Services for Women Victims of Violence in North Maluku	\$ 66,604	Rp 585,450,000	8/16/2010	12/31/2010
327	00206/2010/NM01 4/SO2	eLSIL Kie Raha	Economic Empowerment for Peace Building in Coastal Communities in South Halmahera	\$ 98,387	Rp 866,792,000	8/1/2010	12/31/2010
316	00205/2010/NM01 3/SO2	Iisiana FM	Develop Community Radio for promoting pluralism in North Maluku	\$ 95,619	Rp 842,400,000	8/1/2010	12/31/2010
315	00208/2010/NM01 6/SO2	FOSHAL	North Maluku Youth Ambassadors for Peace	\$ 78,993	Rp 695,925,000	8/1/2010	12/31/2010
314	00207/2010/NM01 5/SO2	LML	Engaging Marginalized Groups to Reduce Tensions in the SubDistricts of Bacan, South Bacan and East Bacan, South Halmahera District, Maluku Utara Province, through Entrepreneurial Development	\$ 97,645	Rp 860,250,000	8/1/2010	12/31/2010
264	00153/2010/NM01 2/SO2	SEMANK	Livelihood Development for Coastal Marginalized Communities in Central Halmahera	\$ 77,824	Rp 691,080,000	4/1/2010	10/31/2010
263	00152/2010/NM01 1/SO2	SANRO	Supporting Marginalized groups in Peace Building Process through Village based Small Business in North Halmahera	\$ 74,550	Rp 662,000,000	4/1/2010	9/30/2010
197	00099/2009/NM00 1/SO2	FH - UMMU	UMMU Advocacy on Agrarian Issues Potential for Creating Conflicts in North Maluku	\$ 73,330	Rp 676,100,000	1/5/2010	9/5/2010
196	00100/2009/NM00 2/SO2	MALUT POST	Promote Sustainable Development that Respect to Environmental Practices and Community Protection through Award Program for Local Government	\$ 90,741	Rp 830,630,000	1/14/2010	10/14/2010
195	00104/2009/NM00 6/SO2	FE UNKHAIR	Supporting Youth in Peace Building Process through Entrepreneurship Development in Ternate, North Maluku	\$ 81,345	Rp 750,000,000	1/4/2010	11/4/2010
192	00105/2009/NM00 7/SO2	eLSIL Kie Raha	Building Peace Through Economic Empowerment of Coastal Communities in West Halmahera	\$ 99,201	Rp 914,637,500	1/5/2010	10/5/2010

191	00101/2009/NM003/SO2	FOSHAL	Promoting Peace among Youth in North Maluku	\$ 87,507	Rp 806,820,000	1/5/2010	7/27/2010
190	00102/2009/NM004/SO2	UNKHAIR	Promoting conflictsensitive participatory planning, North Maluku	\$ 76,179	Rp 702,375,000	1/5/2010	7/5/2010
189	00103/2009/NM005/SO2	LML	Engaging Marginalized groups for reducing tensions in Weda and South Weda, Central Halmahera district through Entrepreneurship Empowerment	\$ 99,688	Rp 919,125,000	1/1/2010	10/31/2010
188	00106/2009/NM008/SO2	Istana FM	Encouraging public inputs towards better North Maluku	\$ 98,287	Rp 906,208,000	1/10/2010	8/10/2010
187	00107/2009/NM009/SO2	GOCEFA	Promoting Harmony among religious and ethnics groups in Ternate through Cultural Activities	\$ 81,101	Rp 747,750,000	1/15/2010	9/15/2010
240	00129/2010/MO06/SO2	AMF	Empowerment of the conflictictimwomen to support lasting peace in Galala – Hative Kecil villages, Subdistrict of Sirimau and Nania – Waiheru villages, Subdistrict of Baguala, Ambon Municipality.	\$ 97,665	Rp 882,400,000	3/1/2010	10/31/2010
202	00110/2010/MO05/SO2	LARPESDA M NU	Developing Sustainable Peace in Ambon, Maluku by Traditional Art and Culture	\$ 96,675	Rp 889,450,054	1/15/2010	8/14/2010
201	00096/2009/MO02/SO2	HUMANUM	Strengthening the local indigenous communities for sustainable peace	\$ 94,978	Rp 876,175,000	1/5/2010	12/31/2010
200	00095/2009/MO01/SO2	ITDM	Sustainable Peace Development through Early Conflict Warning Systems and Early Conflict Response based on Local Resources in the village of Waai, Liang, and the subdistrict of Letwaru in the district of Maluku Tengah (Central Maluku)	\$ 98,791	Rp 911,343,204	12/21/2009	7/13/2010
199	00097/2009/MO03/SO2	OM	Developing Sustainable Peace through Collaboration for the Creation of Cleaner Communities	\$ 92,969	Rp 857,635,449	12/21/2009	11/21/2010
198	00098/2009/MO04/SO1&2	YS	Promoting intergroup Harmony through Informal Education and Play	\$ 98,256	Rp 906,410,000	1/5/2010	12/5/2010

## Appendix D. List of Jakarta and Transregional Grantees

ID	Grant Award #	Grantee	Entitle	Budget (USD)	Budget (IDR)	Start Date	End Date
348	00234/2010/N026 /SO2	THC	Bappenas Partnership Program: Policy Paper for the National Grand Strategy for Conflict Prevention and Peaceful Development	\$ 98,120	Rp 851,681,600	10/25/2010	1/14/2011
347	00235/2010/N027 /SO2	Rumah Ide	Rumah Ide Documentary Screening at the Jakarta International	\$ 6,552	Rp 57,100,000	11/19/2010	12/14/2010
346	00015/2008/N001 /SO2&5,001	LP3ES	National Conflict Monitoring System: Newspaper Data Collection on Conflict	\$ 81,165	Rp 730,485,000	10/1/2008	3/13/2009
344	00232/2010/N025 /SO2	JRI	WBBappenas Partnership Program: Extension of the Violent Conflict in Indonesia (VICIS) Database to Three Additional High Conflict Provinces	\$ 88,599	Rp 768,152,000	10/15/2010	1/14/2011
338	00230/2010/N024 /SO2	SETARA Institute	Religious Radicalism in Urban Society and Its Implication for The Guarantee of Freedom of Religion/Belief	\$ 82,686	Rp 721,850,000	9/20/2010	1/14/2011
334	00229/2010/N023 /SO3	Konnas HAM	Human Rights National Workshop for Heads of Region	\$ 95,324	Rp 830,750,000	9/20/2010	1/14/2011
296	00126/2009/N011 /SO2	IRE	IRE-III: Evaluation and Assessment for Improving PembangUnan DAmal Partisipatif (PEUDAP, Peaceful Participative Development) in Aceh	\$ 20,852	Rp 190,800,000	2/8/2010	3/10/2010
293	00183/2010/N022 /SO1	YKKS	Kota Kita: Knowing Our City; Developing Surakarta	\$ 87,780	Rp 769,832,705	5/1/2010	12/31/2010
285	00146/2010/N017 /SO2	LSPD	Fostering Pluralism Values through Media Intervention	\$ 93,961	Rp 832,964,375	5/4/2010	10/19/2010
284	00147/2010/N018 /SO1	Imparsial	Strengthening Peace through Increasing Public Awareness on the Professional Role of Security Actors in Promoting Peace	\$ 94,756	Rp 840,008,500	2/15/2010	10/20/2010
283	00148/2010/N019 /SO1	Yayasan Interseksi	Cross Cultural Video Making For Peace: Crossing The Boundaries	\$ 97,691	Rp 884,105,400	5/4/2010	10/20/2010
282	00149/2010/N020 /SO2	PDISL	Master Training of Trainers in Conflict Sensitive Design, Monitoring and Evaluation (MTOT)	\$ 83,305	Rp 720,362,300	4/28/2010	12/15/2010
281	00159/2010/N021 /SO1	MTV	MTV EXIT: End Exploitation and Trafficking Live in Indonesia 2010	\$ 97,750	Rp 861,177,500	4/1/2010	7/31/2010
245	00137/2010/N016 /	HMC	Clown: Joy and Personal Empowerment in	\$ 91,189	Rp 825,257,500	3/10/2010	12/10/2010

244	00136/2010/N015/S05	PPI	Critical Reviews on National Security Bill	\$ 95,594	Rp 867,520,000	3/10/2010	9/10/2010
243	00132/2010/N014/S01	PSKP	Building Peace within Community: Developing Social Cohesion in West Halmahera, North Maluku	\$ 96,582	Rp 878,900,000	3/1/2010	10/13/2010
242	00131/2010/N013/S02	THC	Voicing Diversity and Tolerance to Young Generation through Media Literacy	\$ 99,988	Rp 909,898,990	3/1/2010	10/11/2010
238	00125/2010/N012/S02	SET	Safeguard Peace, Safeguard TVRI, Promote Pluralism	\$ 97,745	Rp 899,354,000	3/1/2010	9/20/2010
237	00125/2010/N010/S01	PSIK	Harmony after Gak Nur and Gus Dur	\$ 98,887	Rp 899,875,000	3/1/2010	9/20/2010
235	00088/2009/N009/S02	JRI	National Conflict Monitoring System: Newspaper Data Collection on Conflict	\$ 99,253	Rp 915,618,000	11/16/2009	3/31/2010
234	00087/2009/N008/S02	IRE	IRE-II: Evaluation and Assessment for Improving PEembangUnan Damai Partisipatif (PEUDAP, Peaceful Participative Development) in Aceh	\$ 29,051	Rp 268,000,000	10/30/2009	1/20/2010
233	00085/2009/N006/S02	HD Centre	Women at the Indonesia Peace Table: Enhancing the Participation of Women in Conflict Resolution	\$ 98,144	Rp 917,643,595	11/16/2009	11/30/2010
231	497-C-00-08-0004-00	Strategic Asia	SubContract [Strategic Asia]	\$ 44,000	Rp 418,000,000	6/12/2008	9/12/2008
169	00086/2009/N007/S02	WMD	Solidarity across Cultures Working Together for Democracy	\$ 58,000	Rp 475,000,000	4/1/2010	4/30/2010
167	00027/2009/N004/S05,003	IRE	IRE-I: Review of, and Workshop on Peacebuilding and Capacity Building programs for organizations; Managing Conflict Resolution Activities in Tanah Papua	\$ 94,296	Rp 1,037,265,000	2/1/2009	7/31/2009
166	00026/2009/N003/S05,002	KontraS Federasi	Strengthening Security Sector Governance: Working to Build a More Democratic and Transparent Security Sector Capable of Protecting Human Rights and Promoting Intergroup Relation	\$ 37,528	Rp 375,280,000	1/12/2009	1/30/2009
165	00025/2009/N002/S05,001	PPI	Strengthening Peace Building in a Post Conflict Environment in Indonesia	\$ 91,720	Rp 912,700,000	1/15/2009	7/15/2009

## Appendix E. List of Papua and Papua Barat Grantees

### PAPUA YEAR – 3

ID	Grant Award #	Grantee	Entitle	Budget (USD)	Budget (IDR)	Start Date	End Date
341	00221/2010/P017/SO1&SO2	FISP-UI	Study and National Symposium on Grand Design Concept of Autonomous Territory Management in Papua	\$ 89,172	Rp 777,578,000	9/1/2010	12/31/2010
337	00216/2010/P016/SO2	PDISL	Master Training of Trainers in Conflict Sensitive Design, Monitoring and Evaluation (MTOT)	\$ 98,385	Rp 854,965,650	8/16/2010	1/17/2011
335	00228/2010/P019/SO2	F&F	Community Journalism in Papua	\$ 89,915	Rp 783,610,000	9/20/2010	12/31/2010
333	00222/2010/P018/SO2	Vox Papua	Peace Initiation: Solution for Conflict Due To Traditional Political System and Its Relationship with the Community Social Life at six villages in Muaratami and Abeputra subdistricts	\$ 48,415	Rp 424,600,000	9/6/2010	12/31/2010
332	00203/2010/P009/SO1&SO2	YBSBP	Promoting Peace in Papua through Art and Culture	\$ 96,611	Rp 851,150,000	8/5/2010	12/31/2010
330	00214/2010/P015/SO2	GENCAR	Promoting Peace through Students and Teachers in Jayapura	\$ 52,598	Rp 457,600,000	8/5/2010	12/31/2010
326	00201/2010/P008/SO1&SO2	AJI Jayapura	Promoting Peace through Photo Exhibition And Short Movie	\$ 97,087	Rp 866,500,000	9/2/2010	1/15/2010
323	00212/2010/P013/SO2&SO4	Lentera	Peace Promotion Through Women and Children in Muaratami SubDistrict, Jayapura Regency	\$ 43,998	Rp 381,900,000	8/5/2010	12/4/2010
322	00213/2010/P014/SO1&SO2&SO4	YHI	Decreasing Gender Based Violence as part of peace building process in Keerom District, Papua	\$ 71,940	Rp 632,350,000	8/5/2010	12/31/2010
321	00211/2010/P012/SO2	PKD-UnCen	National Seminar and Workshop on Grand Design Development of Proliferation based on Special Autonomy Policy in Papua	\$ 85,922	Rp 745,800,000	8/5/2010	12/5/2010
320	00199/2010/P006/SO2	YPLHC	Promoting Peace through Sport among Youth in Papua	\$ 83,677	Rp 746,820,000	8/1/2010	12/31/2010
319	00204/2010/P010/SO2	KBR68H	Reconciliation By Increasing The Capacity Of The People And Media in Papua	\$ 95,417	Rp 840,620,000	8/2/2010	12/31/2010

318	00209/2010/P011/ S01&S02	CSRC	Research: Islamic Radicalism in the Mosques of Post and Potential Conflict Areas: Case Studies of Ambon (Maluku), Poso (Central Sulawesi) and Jayapura (Papua)	\$ 95,879	Rp 844,695,000	8/1/2010	12/31/2010
308	00200/2010/P007/ S01&S02	KIPRa	Monitoring and Campaigning for RESPEK Program Implementation in Papua	\$ 74,776	Rp 657,280,000	7/10/2010	12/31/2010
303	00191/2010/P005/ S02	UP3AP	Increasing Women Roles on Peace Building in Kota Jayapura and Keerom District, Papua	\$ 78,848	Rp 699,775,000	6/1/2010	11/30/2010
302	00190/2010/P004/ S02	ICS Papua	Capacity Enhancement for Village Planning Management	\$ 98,448	Rp 873,725,000	6/1/2010	10/31/2010
301	00189/2010/P003/ S01&2	FOKER LSM Papua	Opening Communication among Tribes, Government, and Stakeholders for Better Depapre in Jayapura District	\$ 80,174	Rp 711,545,000	6/1/2010	12/31/2010
289	00181/2010/P001/ S02	PKD-UnCen	Compilation and Advocacy for the Draft Regulation of Special Region in Regard to the Election of Papuan People Assembly (20102015) Based on a "Sole Papuan People Assembly for the Land of Papua" Principle	\$ 81,861	Rp 718,330,000	5/3/2010	10/2/2010
286	00182/2010/P002/ S02	ALDP	Enhancement of Inter Ethnicity Peace Based on Community Gathering in the Village.	\$ 93,898	Rp 823,955,000	5/3/2010	12/31/2010

#### PAPUA YEAR 4 – 5

ID	Grant Award #	Grantee	Entitle	Budget (USD)	Budget (IDR)	Start Date	End Date
53	001-HEA-WAAM- CTY	Yayasan Humi Inane	Improvement of Community-Based Health Services and Knowledge in select villages of Lanny Jaya District	\$ 85,678	Rp 720,550,000	4/28/2011	10/31/2011
54	002-GHE-WAAM- YHK	Yasumat	Integrated Service Delivery for Highlands Communities in Yahukimo District, Papua	\$ 793,353	Rp 6,672,105,000	5/1/2011	11/30/2011
55	003-HEA-WAAM- CTY	YUKEMDI	Outreach and Assistance to High Risk Population of HIV/AIDs in Wamena	\$ 76,168	Rp 636,000,000	5/1/2011	10/31/2011
56	004-GOV-JAY-CTY	KIPRa	Analysis of Village-based Development Programs in Papua from a Service Delivery perspective	\$ 99,803	Rp 826,865,000	6/6/2011	11/6/2011
57	005-GOV-JAK-CTY	SETARA Institute	Survey on Indonesian Public Perceptions of the Ahmadiyah Community	\$ 99,389	Rp 820,450,000	6/8/2011	9/8/2011
58	006-GOV-WAAM- CTY	Yadupa	Community-Driven Natural Resource Management in Pilot Communities in	\$ 88,877	Rp 735,900,000	6/15/2011	12/15/2011

				Yahukimo									
59	007-DHE-JAY-CTY	Yayasan Harapan Ibu	Decreasing Gender-Based Violence by Increasing Awareness and Self-Defense capacity among women and girls in Jayapura	\$	99,574	Rp	824,470,000		6/15/2011			12/15/2011	
60	008-H&E-WAM-OTH	Op Anggen	Support to Health, Education and Governance Initiatives through the Op Anggen Missionary School	\$	88,325	Rp	737,959,000		6/29/2011			12/29/2011	
61	009-EDU-WAM-CTY	YKW	Developing and Testing of a Papua-Specific Curriculum for Primary School-Level Maths and Bahasa Indonesia in Jayawijaya	\$	69,661	Rp	582,015,000		6/29/2011			12/29/2011	
62	010-EDU-JAY-CTY	VOX Papua	Enhanced Basic Literacy and Numeracy for Children in Keerom through Contextual Cultural Approaches	\$	69,925	Rp	584,225,000		7/1/2011			12/31/2011	
63	011-G&E-JAK-TRO	Habbie Center	Peace Education in Indonesian Schools: Breaking Stereotypes and Building Trust	\$	88,817	Rp	742,068,900		7/1/2011			12/31/2011	
64	012-GOV-JAK-TRO	SETARA Institute	Mapping and Analysis of Radical Religious Groups in Central Java and Yogyakarta	\$	97,778	Rp	814,000,000		8/1/2011			12/31/2011	
65	013-GHE-WAM-CTY	YOP	Vocational Training for Papuan Youth and Referral to Small Businesses	\$	99,970	Rp	828,250,000		7/8/2011			12/31/2011	
66	014-EDU-JAY-CTY	ILALANG	Improving Primary School Teacher Capacity to Deliver Tolerance and Multiculturalism Themes in Jayapura Classrooms	\$	67,773	Rp	561,500,000		7/15/2011			12/31/2011	
67	015-HEA-JAY-CTY	Poltekkes gizi	Using Positive Deviance Approaches to reduce Malnutrition in Children under 5 in Jayapura City	\$	75,748	Rp	626,815,000		8/1/2011			12/31/2011	
68	016-GHE-JAY-CTY	DC-UNCEN	Conference and Research on Special Autonomy and the State of Access to Health and Education in Papua	\$	92,364	Rp	763,850,000		8/1/2011			1/31/2012	
69	017-HEA-WAM-CTY	Kahari	Increasing identification and treatment of Tuberculosis in Wamena and Environs through Enhanced Screening and Community Outreach	\$	46,031	Rp	379,300,000		8/1/2011			12/31/2011	
70	018-EDU-JAY-CTY	Panarran Kasih	Sustainable and Quality Basic and Alternative Education	\$	68,126	Rp	563,400,000		8/8/2011			1/8/2012	
71	019-GHE-JAY-CTY	YPPM	Controlling Tuberculosis and Increasing Awareness in Prisons in Jayapura	\$	76,623	Rp	630,990,000		8/8/2011			2/8/2012	
72	020-G&H-WAM-JWJ	YUKEMDI	Economic Empowerment for Vulnerable Households in Jayawijaya	\$	62,138	Rp	513,880,000		8/15/2011			2/15/2012	
73	021-H&E-WAM-OTH	YPO Narvastu	Integrated Education and Health Support for Remote Communities of Binime through the	\$	58,673	Rp	486,105,000		8/22/2011			1/23/2012	

74	022-H&E-JAY-KRM	IPPM	Narwastu School	Community Empowerment in Maternal and Child Health and Non Formal Education through Socio-cultural and Indigenous Knowledge and Practice in Jayapura and Keerom District	\$ 80,892	Rp 670,591,667	9/8/2011	2/8/2012
75	023-GHE-JAK-TRP	FnF		Community Journalism in Papua's Highlands	\$ 96,179	Rp 800,210,000	9/12/2011	3/12/2012
76	024-H&E-JAY-TRP	YMP3		Integrated Dual-Language Literacy, Numeracy, and Health Messages for Remote Populations	\$ 38,181	Rp 317,286,000	9/12/2011	2/13/2012
77	025-H&E-JAY-KRM	KKW		School Health Promotion in Waris Sub District, Keerom District	\$ 63,379	Rp 527,630,000	9/14/2011	3/14/2012
78	027-GOV-JAK-TRP	CSRC		Enhancing the Voices of Moderate Religious Groups to prevent the Growth of Religious Radicalism in Papua	\$ 92,937	Rp 798,330,000	10/26/2011	4/26/2012
79	026-GOV-JAY-TRP	AJI Jayapura		Research into Best and Worst Practices in Special Autonomy: Community Impacts in Health and Education	\$ 89,139	Rp 765,700,000	10/26/2011	4/26/2012
80	028-HEA-WAM-OTH	TALI		TB Prevention and Control through Community Awareness in 5 Highlands Districts (Jayawijaya, Lanny Jaya, Tolikara, Membramo Tengah, and Nduga)	\$ 70,792	Rp 608,100,000	10/26/2011	4/26/2012
81	029-GHE-JAY-TRO	Matahari Papua		Picturing Papua	\$ 83,922	Rp 720,890,000	10/26/2011	3/26/2012
82	027-WAM-2012	Op Anggen		Support to Health, Education and Governance Initiatives through the Op Anggen Missionary School	\$ 54,202	Rp 474,000,000	2/1/2012	7/31/2012
83	032-WAM-2012	Kalvari		Increasing identification and treatment of Tuberculosis in Wamena and Environs through Enhanced Screening and Community Outreach	\$ 51,172	Rp 443,150,000	2/16/2012	8/16/2012
84	033-JAY-2012	Pancaran Kasih		Sustainable and Quality Basic and Alternative Education	\$ 80,127	Rp 693,900,000	2/8/2012	8/31/2012
85	028-WAM-2012	YKW		Development and Testing of a Papua-Specific Curriculum for Primary School-Level Maths and Bahasa Indonesia in Jayawijaya	\$ 63,738	Rp 551,975,000	2/1/2012	7/31/2012
86	026-WAM-2012	Yasumat		Integrated Service Delivery for Highlands Communities in Papua	\$ 290,923	Rp 2,519,390,600	2/1/2012	7/31/2012

87	030-H&E-JAY-CTY	Gilgal	Basic and Alternative Education, Livelihoods and Health	\$ 68,477	Rp 608,760,000	4/19/2012	10/19/2012
90	033-HEA-JAY-TRP	Nutrition Department, FPH UNCCN	Adaptation and Testing of the Buku Kesehatan Ibu dan Anak based on the Papua Context to enhance the Health of Mothers and Children under 5	\$ 88,302	Rp 785,450,000	5/1/2012	10/31/2012
91	034-EDU-WAM-JWJ	YKW	Socialization, Distribution and Training for the YKW Contextual Papuan Primary School Math and Bahasa Indonesia Curriculum	\$ 2,765,527	Rp 24,687,863,333	5/7/2012	12/31/2012
93	035-GHE-JAY-DIS	Harapan	Basic and Alternative Education, Livelihoods, and Health	\$ 56,954	Rp 508,540,000	5/7/2012	11/7/2012
97	040-H&E-JAY-KRM	YTHP (Yayasan Teratai Hati Papua)	Support to Keerom Dorm Students through Life Skills, Livelihood Development, Capacity-building of Teachers, and related Activities	\$ 89,263	Rp 799,346,620	5/21/2012	11/21/2012
99	041-HEA-OTH-TRP	Talenta Asia Foundation	Support to Mother & Child Rights in Boven Digoel through Better Healthcare	\$ 98,639	Rp 883,310,000	6/1/2012	12/1/2012
100	043-GHE-JAY-TRP	DC-UNCEN	Support to an Education PERDASUS for Papua Province	\$ 125,687	Rp 1,129,420,000	6/12/2012	12/31/2012
101	044-EDU-JAY-CTY	Yayasan Kumala	Institutional quality capacity building and teaching methodology improvement for PKBMs in Kabupaten / Kota Jayapura	\$ 88,658	Rp 790,475,000	6/1/2012	12/31/2012
102	045-GHE-JAY-CTY	ILALANG	SERASI at the Festival Danaau Sentani	\$ 81,214	Rp 724,100,000	6/1/2012	9/30/2012
103	046-HEA-JAY-DIS	YAJA	Nutritional Knowledge to Mothers of Children under 2 Years of Age in Posyandu/Puskesmas	\$ 69,696	Rp 630,610,000	6/15/2012	12/17/2012
104	054-WAM-2012	YPO Narwastu	Extension of Integrated Education and Health support for remote community of Binime through Narwastu School	\$ 62,528	Rp 565,750,000	6/20/2012	11/20/2012
105	047-H&E-JAY-OTH	YMP3	The Papua Literacy Network: A Tool for Literacy Training & Advocacy	\$ 81,690	Rp 739,130,000	7/1/2012	12/31/2012
106	058-WAM-2012	Yasumat	Extension of Integrated Service Delivery for Highlands Communities	\$ 149,915	Rp 1,356,430,000	8/1/2012	12/15/2012
107	048-HEA-JAY-CTY	Aisyiyah	TB Control through community empowerment	\$ 76,254	Rp 689,950,000	7/1/2012	12/31/2012
108	049-HEA-JAY-DIS	P3KES	Increased Quality of MCH services at Public Hospitals and Puskesmas	\$ 77,706	Rp 703,080,000	7/1/2012	12/31/2012

## PAPUA BARAT

ID	Grant Award #	Grantee Name	Entitle	Budget USD	Budget IDR	Start Date	End Date
88	031-HEA-SOR-OTH	YASP	Improving Mother and Child Healthcare by Developing Health Staff Capacity in Sorong	\$ 99,663	Rp 886,000,000	5/1/2012	12/31/2012
89	032-HEA-SOR-OTH	YAPARI	Community Empowerment to improve Maternal and Child Health Services in Sorong District	\$ 79,002	Rp 702,325,000	5/1/2012	10/31/2012
92	036-H&E-SOR-OTH	STKIP Sorong	Basic Literacy, Numeracy, and Health Promotion through STKIP Teachers in Remote Areas of Sorong district	\$ 87,060	Rp 777,360,000	5/7/2012	12/7/2012
94	037-EDU-SOR-OTH	Belantara	Literacy Promotion for Papua Asil in Community Learning Centers in Sorong	\$ 74,277	Rp 663,220,000	5/7/2012	12/7/2012
95	038-HEA-SOR-OTH	YSA	A Pilot Project to Enhance Maternal & Child Health Services in Waisai Island, West Papua	\$ 78,151	Rp 699,845,000	5/25/2012	12/26/2012
96	039-HEA-SOR-OTH	YPK	Improving referral systems to healthcare through the empowerment of village communities in Sorong	\$ 56,980	Rp 510,256,000	5/1/2012	11/30/2012
98	041-EDU-SOR-OTH	YNP	Provision of better access education through temporary assignment of teacher assistant and educational awareness activities	\$ 82,399	Rp 737,885,000	5/25/2012	12/26/2012

**Appendix F: SERASI Performance Monitoring Plan (PMP) year 2008-2012**

**PMP SERASI FY 2008 - 2012**

<b>PERFORMANCE INDICATOR</b>	<b>ACHIEVEMENT</b>				<b>TOTAL</b>
	<b>FY 2008-2010</b>	<b>FY 2011</b>	<b>FY 2012</b>		
<b>Peace and Security Indicators</b>					
<b>Peace and Security 1</b>					
# People trained in conflict mitigation/resolution skills with USG assistance.	Target: 5,500 Actual: 6,730 123%	Target: 500 Actual: 1,975 395%	Target: 500 Actual: 2,877 576%	Target: 500 Actual: 11,582 179%	Target: 6,500 Actual: 11,582 179%
<b>Peace and Security 2</b>					
# Non-governmental constituencies (focusing on conflict mitigation) built or strengthened with USG assistance.	Target: 15 Actual: 21 140%	Target: 4 Actual: 17 425%	Target: 6 Actual: 5 84%	Target: 25 Actual: 43 172%	Target: 25 Actual: 43 172%
<b>Peace and Security 3</b>					
# USG-assisted facilitated events geared toward strengthening understanding and mitigating conflict between groups	Target: 400 Actual: 243 61%	Target: 650 Actual: 1,853 285%	Target: 250 Actual: 533 214%	Target: 1,300 Actual: 2,629 203%	Target: 1,300 Actual: 2,629 203%

PERFORMANCE INDICATOR	ACHIEVEMENT			TOTAL
	FY 2008-2010	FY 2011	FY 2012	
<b>Peace and Security 4</b> # People attended USG-assisted facilitated events geared toward strengthening understanding and mitigating conflict between groups	Target: 16,500 <b>Actual: 29,276</b> 178%	Target: 13,308 <b>Actual: 56,417</b> 424%	Target: 5,500 <b>Actual: 15,876</b> 289%	Target: 35,308 <b>Actual: 101,569</b> 288%
<b>Peace and Security 5</b> # Peacebuilding structures established or strengthened with USG assistance that engage affected citizen in peace and/or reconciliation activities.	Target: 12 <b>Actual: 53</b> 442%	-	-	Target: 12 <b>Actual: 53</b> 442%
<b>Sampling of GOVERNANCE Indicators, SERASI PMP</b>				
<b>GO1:</b> # of capacity-building trainings for grantees (internal/external)	-	25	80	105
<b>GO2:</b> # of pre-project surveys conducted by grantees orgs	-	29	18	47
<b>GO3:</b> # of beneficiaries/beneficiary villages (direct/indirect-catchment)	90,897	137,239	163,015	391,151

PERFORMANCE INDICATOR	ACHIEVEMENT				TOTAL
	FY 2008-2010	FY 2011	FY 2012		
<b>GO4:</b> # of meeting or FGD's or workshop or Seminar(# of participants)	* (69,637 people)	183 (6,593 people)	49 (12,096 people)	232 (88,326)	
<b>GO5:</b> # of trainings (# of participants)	* (6,730 people)	73 (1,937 people)	265 (6,508 people)	338 (15,175 people)	
<b>GO6:</b> # of media campaign/ media messages disseminated	-	6	101	107	
<b>GO7:</b> # of events (concerts or Movie Screening or talkshow or press conference)	-	6	145	151	
<b>GO8:</b> \$ value of medical and other service equipment or goods delivered	-	-	-	USD 4,539,239	
<b>GO9:</b> # of new educational and medical books produced	-	-	262,712	262,712	
<b>GO10:</b> # of buildings renovated		14	8	22	

PERFORMANCE INDICATOR	ACHIEVEMENT			
	FY 2008-2010	FY 2011	FY 2012	TOTAL
<b>GO11:</b> % of M/F beneficiaries or participants in all SERASI activities	-	-	-	53% M / 47% F
<b>GO13:</b> # of public reports issued (particular to advocacy in D/G, Edu, Health)	-	3	5	8
<b>GO14 :</b> # of government-grantee meeting (ie, policy dialogues) convened between grantees/CBOs and Gol (local/national) representation	-	1	18	19
<b>G13:</b> # of government-grantee interactions resulting in stated policy changes	-	2	3	5
<b>Sampling of EDUCATION Indicators, SERASI PMP</b>				
<b>2.1.1 :</b> # of learners enrolled in USG supported schools or equivalent non-school based settings	-	-	42,118	42,118

PERFORMANCE INDICATOR	ACHIEVEMENT			
	FY 2008-2010	FY 2011	FY 2012	TOTAL
<b>2.1.2:</b> # of schools and/or non-formal learning institutions strengthened with USG-assistance	-	51	40	91
<b>2.1.6:</b> # of new teachers seconded to remote areas & supported for a fixed timeframe	-	83	111	194
<b>Sampling of HEALTH Indicators, SERASI PMP</b>				
<b>3.1.1:</b> # of health education materials produced	-	-	-	15,490
<b>3.1.2:</b> # health-related equipment procured	-	-	-	20,274
<b>3.1.3:</b> # of health NGO's strengthened/assisted	-	11	16	27
<b>3.2.1:</b> # of people who received/heard a health message	-	63,847	95,770	159,617

PERFORMANCE INDICATOR	ACHIEVEMENT			
	FY 2008-2010	FY 2011	FY 2012	TOTAL
<b>3.2.2:</b> # of people who received HIV/TB/Malaria prevention messages	-	15,962	23,943	39,905
<b>3.2.4:</b> # of new TB/HIV/Malaria cases identified and brought to treatment*	-	52	6	58
<b>3.2.5:</b> # schools with healthy environment initiative	-	33	26	59
<b>3.3.1:</b> Communication / referral systems for health education developed	-	6	5	11