

COMMON GROUND INDONESIA

FULL PROGRAM EVALUATION

REPORT

2004

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## Executive Summary

The crisis that attacked Indonesia in 1997 caused instability, shaking many aspects of the social, cultural, political and economic systems. Community conflicts happening throughout the country worsened the condition. Severe interethnic conflict in West Kalimantan again emerged in 1997 and 1999, followed by the conflict in Sampit and several other places in Central Kalimantan in February 2001. These conflicts killed several thousand people, mostly Maduras, not to mention the displacement of around one hundred thousand people.

The National Commission on Human Rights (Komnas HAM) sent its team to investigate the case. This showed the seriousness and the magnitude of the problem, which had come to the attention of the international community.

Common Ground Indonesia (CG Indonesia) did an intense assessment and has given careful attention to these conflicts since 2001. There are several reasons why CG Indonesia has elected West Kalimantan, Central Kalimantan and Madura to start its programmes:

- (1) There is strong potential for reoccurrence of conflict in these regions,
- (2) There is a need for efforts in conflict transformation, and
- (3) Positive responses from civil society organizations, community leaders, media and government officials in Kalimantan to CG Indonesia's plans to do recovery programmes in the region.

The programmes being evaluated in this report are community based conflict transformation through Kalimantan-Madura (Kalimadu) projects and media transformation of conflict through radio and comic projects. Common Ground's Women Transforming Conflict programme has been tasked with helping to integrate gender perspectives into all of these programmes on an ongoing basis. The programmes evaluated are not all of CG Indonesia's programmes. CG Indonesia has 7 programmes in total: Community Based Conflict Transformation (Papua, Kalimantan-Madura); Women Transforming Conflict; Elections 2004: Participate in Peace; Peace Film Festivals; Radio Soap Opera; Comic Series.

After two years of execution, CG Indonesia needs to have a comprehensive evaluation that will provide constructive feedback to improve the quality of its projects. Lessons learned and certain reflections are also expected through this evaluation process.

The evaluation was done in December 2003 and January 2004 using a participating approach that was culturally sensitive and fully committed to CG Indonesia capacity building.

All programme elements were assessed through in-depth interviews, individual interviews, focus group discussions, field observation and review of secondary data. These

methods require participation of all stakeholders related to the programmes. The assessment has been focused on the achievement of stated goals, programme impact and actors' involvement.

In the objective context, the results of the evaluation in general are:

Radio Show "Menteng Pangkalan" has achieved its objectives in creating a nationally broadcast soap opera about conflict resolution and of increasing the amount and circulation of practical information on community conflict resolution through radio. Regarding the goals of promoting dialogue at the community level and increasing the capacity of local communities to solve conflict by using conflict resolution tool, no strong conclusions could be reached because not enough respondents could be reached during the field assessment.

The comic project, Gebora, has reached its goal in terms of providing entertaining and practical information for teen-age youth about conflict and dealing with it in non-violent ways. Yet, the project has not achieved its objectives in influencing attitude and behavior of youths that are prone to involvement in violent conflict, as the project is too new to have had this broader social impact at this stage, with only the first and second editions so far published. More than a field assessment is required to measure changes in attitude and behaviour of the comics' audience.

CG Indonesia's Objective of utilizing Gebora as part of the school curriculum in several areas prone to conflict is still in process. Currently, several schools in West Kalimantan, Madura and Jakarta have cooperation with CG Indonesia in distributing the Gebora Comic to their students as part of school activities.

The community-based project of Kalimadu has been successfully working with various key figures that open the road to multifaceted dialogues. The objective of providing the community with conflict resolution skills through training and other peace education activities is still in process and needs continuous efforts.

For two years of work in transforming conflict in challenging areas such as West Kalimantan, Central Kalimantan and Madura, CG Indonesia has shown significant results. Its projects are appreciated and well respected by its stakeholders, particularly the audience of the programmes.

However, to improve its programme quality, as well as to become a more productive institution, CG Indonesia still needs to organise itself internally and continue to develop as a learning organization.

## I. Introduction

Common Ground Indonesia is a representative office of the European Center for Common Ground (Brussels) and Search for Common Ground (Washington DC). With the overall vision “to create a shared life which is peaceful and just through transforming conflict, using methods which generate solidarity, participation and pluralism,” Common Ground Indonesia has been carrying out programmes for conflict transformation in Indonesia since January 2002.

Common Ground Indonesia has committed this programme evaluation to Ms. Miryam S.V. Nainggolan and Mr. Indrian T. Lubis. Common Ground Indonesia has three major objectives with this programme evaluation (see annex 1 for the Term of Reference):

- (i) Outcome Achievement: to determine if projects have achieved the stated objectives.
- (ii) Measurement of impact: to identify the impact (positive, negative, intended and unintended) of CG projects individually and programming collectively on the target populations.
- (iii) Appropriateness: to determine if the projects currently being undertaken target the right sector and the right people. Is there other work (type or target) that has the potential for instigating greater change?

The evaluation was done using participatory methods, which included in-depth interviews and Focus Group Discussions (FGD), with selected local partners, audiences/ beneficiaries, CG Indonesia Advisory Board Members, and governments in West Kalimantan, Surabaya, Madura and Jakarta. In addition, workshops and discussions with CG Indonesia’s management team and project team were also held.

The evaluation was done in 20 working days. The main findings and recommendations were discussed with CG Indonesia management team prior to the drafting of the final evaluation report. (For more details on how the consultants worked see annex 2).

Ms. Miryam S.V. Nainggolan has more than 20 years of professional experience, with 18 years in a managerial position. Her areas of expertise are Strategic Planning and Management, Organizational Development, Human Resources Development, Social Work Practice and Education, Community Development and Conflict Resolution (see annex 10).

Mr. Indrian T. Lubis is a consultant with some specific experiences in conflict resolution. He has more than ten years experience both in management and field research. He has done the evaluation of the Baku Bae Reconciliation Programme at

Ambon, Maluku and of the Community Empowerment Post Conflict at the North Maluku (see annex 10).

All the CG Indonesia programmes that are being evaluated are on-going projects. The Menteng Pangkalan Radio Show started at the end of 2001, the Comic project was initiated in June 2002 and the Kalimadu Dialogue commenced in February 2002.

The evaluation took place in December 2003 and January 2004 with the active participation of all concerned.

Both evaluators would like to thank CG Indonesia for the openness and eagerness that they showed during this evaluation. We also thank CG Indonesia for giving us this opportunity, which was a fruitful experience.

A word of caution should be considered when reading this report and drawing overall conclusions from it. We could not visit and talk to all partners and stakeholders, especially the beneficiaries of CG Indonesia's Programmes, due to time constraints. (For field visit see annex 3). We therefore cannot be certain that the information collected from the field visits is representative of the impact and results of the organization's programmes as a whole.

Jakarta, January 2004

Miryam S.V. Nainggolan  
Indrian T. Lubis

## II. Background and Current Situation

Ethnic conflicts have occurred in West and Central Kalimantan for many years. In Western Kalimantan a number of violent ethnic conflicts happened since the 1960s with the worst ones in 1996-7 and in 1999 between the Dayak/Malay communities and Madurese communities. In February 2001 in Central Kalimantan, mostly in Sampit, severe clashes between Dayak and Madurese occurred. Hundreds of people were killed and around 200,000 became Internally Displaced People (IDPs) and were forced to live in emergency barracks in four districts in Madura: Bangkalan, Sumenep, Ketapang and Sampang. Economic activity decreased drastically in several cities in Central Kalimantan.

The overall situation has not been resolved, although community daily activities in Western and Central Kalimantan have started to recover. However 104.000 of Madurese IDPs cannot return to their place of origin, while they hope they might come back to their homes in Kalimantan.<sup>1</sup> In the evacuation places, the conditions of most Madurese IDPs has worsened, and they demand that the government repatriate them to Kalimantan.

Meanwhile, for several reasons, the local government and community, particularly in Central Kalimantan, are not yet ready to accept the Madurese repatriation. Several districts in Central Kalimantan have developed a local regulation (Peraturan Daerah/Perda) regarding the repatriation of Madurese IDPs, but most others have not. In fact, informally and naturally, around 18.000-20.000 of Madurese IDPs had return to Kalimantan<sup>2</sup>.

This condition can create tension and trigger new conflict in Central Kalimantan as a conflict prone area. One factor that could trigger renewed conflict is the momentum of the Indonesian election in April 2004. Frictions among political parties can drive the voters and the overall communities - including the returned Madurese IDPs – to break into pieces by political vested interest. Political parties can use sensitive issues, such as Madurese repatriation, in their campaigns that tend to provoke the new conflict.

## III. Long Term Mission and Short Term Operation

### 3.1 Visions and Mission

Common Ground Indonesia (CG Indonesia) has a mission in transforming conflict around Indonesia with the overall vision “to create a shared life which is peaceful and just thorough transforming conflict, using methods, which generate solidarity, participation and pluralism.”

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<sup>1</sup> FKB and FK4 versions

<sup>2</sup> FKB and FK4 versions

With the motto “understanding the differences; act on the commonalities,” Common Ground Indonesia has explicitly kept its main focus on conflict transformation as a way and method to change conflict or potential conflict from the violent way to a peaceful and just social change.

### 3.2 Overall Programme Objective

- a. To help build the capacity of both civil society organizations and government, particularly in region vulnerable to conflict, to use the tool of conflict prevention, resolution and reconciliation and to help defuse existing and rising tensions.
- b. To help create media environment, which not only allows for responsible journalism, but also proactively enhances conflict-prevention and conflict-resolution methodologies.
- c. Ultimately, to help establish a culture of peace which enables Indonesia to move beyond the crises which it faces, and prevent further descent into violent conflict.

### 3.3 Programmes Evaluated

Implementing these objectives is not an easy task for CG Indonesia. CG Indonesia has developed its strategic plan twice: the first strategic plan was done in January 2002, facilitated by Mr. Philip Visser, an expert of conflict transformation from South Africa. The second strategic plan was completed in November 2002, including the Program Plan for 2003, facilitated by Mr. Asmara Nababan and Mr. Budi Matindas.

From the two strategic plans, CG Indonesia developed its programmes for the first two years (2002-2004), which are: Community Based Conflict Transformation: Kalimantan- Madura and Papua, Media Transforming Conflict through Serial Radio Drama and Comic Project, Women Transforming Conflict and Election 2004: Participate in Peace. In the present project, only the first three programmes were evaluated, and did not include the programme activities in Papua.

#### 3.3.1 Conflict Transformation Radio Programme

CG Indonesia has been promoting the use of media in its conflict transformation programmes. The two main media programmes are Conflict Transformation Radio and Conflict Transformation Comic Book Series.



Based on its studies, CG Indonesia believes that media is an effective way to change behaviour in relation to difference and conflict. CG Indonesia has developed radio programme about conflict and conflict resolution named “Menteng Pangkalan”.

With the motto “we may be different but we like to be together”, Menteng Pangkalan soap opera has been broadcast three times per week since January 2002 on over 135 radios all over Indonesia, from Aceh to Papua.

Objectives:

- Create a top quality soap opera about conflict and its resolution for broadcast nationally;
- Increase the amount, and circulation of, practical information on skills to solve community conflict via radio;
- Promote dialogue at the community level;
- Increase the capacity of local communities to solve conflict by using conflict resolution tools; and
- Create entertaining and informative programming.

### 3.3.2 Conflict Transformation Comic Book Programme

Gebora (Geng Bola Gembira-The Happy Football Gank) is a peace education programme utilizing a comic series, which conveys messages of tolerance in a humorous way.

The curriculum content on the comic series was established through extensive research, consultation and pre-testing done by CG Indonesia. The comic stories and characters demonstrated tolerant relationships, tolerant language, dialogue about differences, and ways to intervene in conflict.

Objectives:

- To influence the attitude and behavior of teenage boys, who are particularly prone to involvement in violent conflict;
- To create a comic book which, while entertaining, provide practical information about conflict and how to deal with it in different (non-violent) ways.
- To utilize an adapted version of the comic book as a part of the school curriculum in several areas prone to conflict.

### 3.3.3 Community Based Conflict Transformation Programme: Kalimantan-Madura

CG Indonesia has been working in conflict vulnerable areas of Indonesia in Central Kalimantan, Western Kalimantan, Madura and Papua. This evaluation reviewed programme activities in Central Kalimantan-Madura and in Western Kalimantan.

**Objectives:**

Through this project, CG Indonesia works:

- to support communities and civil society groups to develop the skills needed to prevent and resolve conflict, through multi-track dialogue, training and capacity building;
- to work with the key players and sectors in conflict-prone areas to develop inter-ethnic, inter-racial, and inter-class joint action projects to bridge societal divides.

Current activities being evaluated are:

1. Second Track Dialogue
2. Peace Education for Children: REDAM Youth Bulletin
3. Betang Media Center Information Forum
4. Peace Journalism
5. Women Dialogue Project: Dara Arum
6. Peace Education in Islamic Boardings Schools (Pesantren)
7. Community Base Activities in Western Kalimantan

#### **IV. The Need for Evaluation**

The choice of West Kalimantan, Central Kalimantan and Madura as target areas for the community-based programme was made after a national survey of conflict transformation needs, and assessments to these areas. The regional choices were made based on the following: first, there has been strong potential for ethnic conflict during the last five years. Secondly, there is a strong need for efforts working on conflict transformation. Third, there has been very positive responses from the civil society organizations, community leaders, media and government in West and Central Kalimantan to Common Ground Indonesia suggested activities.

Among CG Indonesia programmes that need to be evaluated are comic, radio and community based programmes for conflict transformation. In each area of programme implementation, CG Indonesia consulted with local partners, which are local NGO's as well as local government and influential leaders.

The CG Indonesia radio programme team and partners has designed, written, recorded, and distributed the radio show Menteng Pangkalan with the objective of reaching listeners throughout Indonesia. These radio show are fun serial dramas, which demonstrate practical ways of dealing with community conflicts.

The Comic team and its partners has developed, produced and published the fun comic book series Gebora. These projects are aimed at 12-15 year olds in certain conflict prone areas and is intended to enlighten and encourage them to see ethnic stereotyping and violence in different ways.

The Community Based Conflict Transformation programmes in Western and Central Kalimantan as well in Madura have been run by another CG Indonesia team and assisted by local peace agents. These projects have aimed to bring together the separated Dayak and Madurese communities in focused dialogues and joint action activities.

After two years of conducting activities, CG Indonesia has a commitment to have comprehensive evaluation, which can give constructive input regarding programme continuity in the future. The purpose of the evaluation is to review three of CG Indonesia projects: Radio Show Menteng Pangkalan, Comic Book Gebora and Kalimantan – Madura Dialogue (see annex 1).

#### **4.1 Evaluation Objectives**

- 4.1.1 Outcome Achievement: To determine if projects have achieved the stated objectives.
- 4.1.2 Measurement of Impact: to identify the impact (positive, negative, intended and unintended) of CG projects individually and programming collectively on the target populations. Questions of interest in this area could include:
  - Are the audiences of our media and education programs changing their attitudes and behaviours and using Conflict Transformation techniques in their day-to-day lives?
  - Is there less violence in the communities where our community-based programs are working?
  - Is there more interaction between people of different backgrounds in the areas in which we work?
  - Have our programs worsened conflicts in any way? Have unintended impacts also occurred – both positive and negative?
- 4.1.3 Appropriateness: To determine if the projects currently undertaken target the right sector and the right people. In essence is there other work (type or target) that has the potential of instigating greater change?

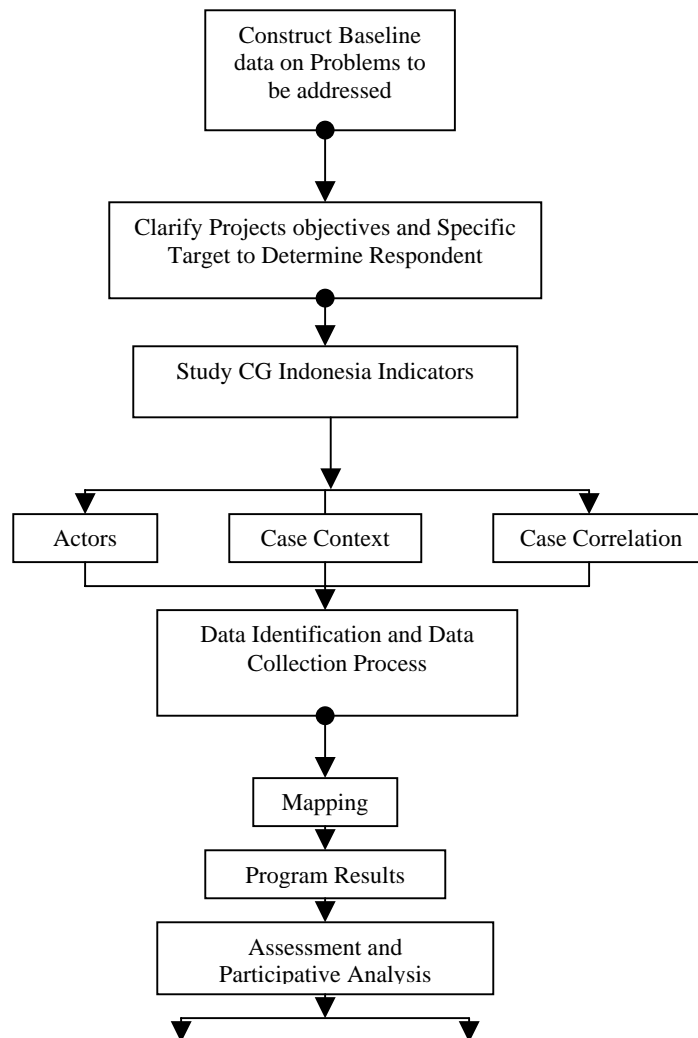
#### **4.2 Evaluation Methodology**

### 4.2.2 Methodology

The evaluation methodology employed looks at the various elements of the background and design of the 3 programmes. Elements of the programmes include: CG Indonesia visions, actors of the programme, beneficiaries, objectives of the programmes, activities, and resources.

Participatory evaluation involves a variety of different approaches in community participation, such as consultative participation where evaluators consult with local partners in order to identify community needs, to give recommendation of programme interventions and to encourage them to make decision in terms of managing CG Indonesia projects as well as consult with of CG Indonesia programme team.

### 4.2.3 Framework of Evaluation



Constraint

Recommendation

Through workshops with project teams and exploration of CG Indonesia programme documents, we identified baseline data, information and problems to be addressed as well.

Along with the management team and project team, we determined the respondents of this evaluation: management team, project team, local partners, radio stations and listeners, beneficiaries of Gebora comic, ex participant of Kalimadu Dialogue, ex participants of peace journalism workshop, members of Kalimadu women's group (Dara Arum), editors of "Redam" peace magazine, officials of Betang Media Center (BMC), local peace agents (contact persons), advisory board, senior advisor and government officials (for list of respondents and stakeholders, see annex 9).

We also studied the project objectives and indicators. Through field assessment, we reviewed the actors of each programme, the case contacts and case correlations. Actors are persons involved in the programme. Case context is the description and situation of the programme and case correlation is connection as well as interrelationship among is use emerging in programme implementation. From here, we stepped to the mapping stage. Using this, we did the analysis and developed the evaluation report (see Work plan of evaluation, annex 2).

#### **4.2.4 Information/Data Collection and Method**

All elements of the CG Indonesia programmes were evaluated by individual in-depth interview, focused group discussion, field observation and exploration of secondary data.

This method expects full participation from all stakeholders related to the programmes' implementation.

We also approached the evaluation process with workshops in which CG Indonesia staff participated. From these activities, we gained the relevant information regarding how they manage and run the programmes, how teamwork is being implemented, what difficulties they have in the field, etc. This approach would be related to capacity building, either of staff or CG Indonesia as institution.

We arranged field visits to some audiences and stakeholders of these three projects in Pontianak, Singkawang, Sampit, Palangkaraya,

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Surabaya, Bangkalan, Sampang, Pamekasan and Sumenep. The audiences of Radio drama and Comic projects in Jakarta were also visited as well as some other related parties such as members of CG Indonesia's Advisory Board and Senior Officers of the Department of Social Affairs of the Republic of Indonesia with whom CG Indonesia has signed a Memorandum of Understanding (for Field Visit Report, see annex 3).

Table. 1 Type of Evaluation Activities

Project	Number and Duration of Activities					
	Interview (F*)	Duration (hours)	FGD (F*)	Duration (hours)	Workshop (F*)	Duration (hours)
<b>Radio Show</b>						
a. West Kalimantan (Pontianak, Singkawang)	5	3	1	-	-	-
b. Central Kalimantan (Sampit)	2	3	-	-	-	-
c. East Java	7	3	-	-	-	-
d. Madura	1	1				
e. Jakarta note: inc. workshop with project team (2 staff)	-	-	1	2	1	2
<b>Comic</b>						
a. West Kalimantan (Pontianak, Singkawang)	-	-	4	8	-	-
b. Madura (Sampang & Sumenep)	1	2	4	10	-	-
c. Jakarta note: inc. workshop with project team (3 staff)	2	3	1	2	1	2
<b>CBP Kalimadu</b>						
a. West Kalimantan (Pontianak)	1	1,5	1	2	-	-
b. Central Kalimantan (Sampit & Palangkaraya)	11	11	5	10	-	-

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c. Surabaya	-	-	1	2	-	-
d. Madura (Bangkalan, Sampang, Pamekasan & Sumenep)	7	10	4	8	-	-
e. Jakarta note: inc. workshop with project team (2 staff)	-	-	-	-	1	3
<b>Others</b>						
a. Advisory Board	2	3	-	-	-	-
b. Senior Advisor	1	2	-	-	-	-
c. Mgt Team (4 staff)	-	-	-	-	1	2
d. Gov. Officers	4	6	-	-	-	-
<b>Total</b>	<b>44</b>	<b>48,5</b>	<b>22</b>	<b>44</b>	<b>4</b>	<b>9</b>

(For more details see annex 3)

\*Note: F= Frequency

### 4.2.5 Aspect of Evaluation

Some aspect considered in the analysis of this evaluation, are:

- (i) External aspect: politics and social.
- (ii) Internal aspect: intensity of coordination, balance in task sharing and coordination, participatory planning and participatory monitoring.

## V. Result of Evaluation

### 5.1 Project Management

Programmes are the core business of Civil Society Organizations (CSO's). In our opinion, to carry on its vision and mission, an institution needs to develop appropriate and useful programme activities; most energy and resources should go to this part. Due to this important role, project management becomes a critical issue of CG Indonesia project team.

To develop and implement its programmes, CG Indonesia staff requires managerial competencies. In our evaluation, we found four project management's issues: participatory assessment, programme plan and design, control and monitoring, and corrective actions.

Regarding participatory assessment, local partners were minimally involved in identifying and assessing the local needs.<sup>3</sup> Because of the lack of participation, local partners do not comprehensively understand the CG Indonesia programmes' context. This had implications for programme plan and design, particularly in utilizing local resources. For example: the audience of comic Gebora and Kalimadu dialogue projects could be potential listeners for the radio drama program. They can also be empowered to develop campaign activities of the radio show in their communities. In fact, almost none of them ever and listened to Menteng Pangkalan and they were not knowledgeable of this project.

Due to our observation, to increase the effectiveness of the CG Indonesia programme and its impact in the community, each local partner could be utilized in the three programmes. This will also make control and monitoring activities easier and more efficient as well as corrective action if the problems come up.

From local partners' perspective, not all CG Indonesia project teams were well prepared when they came to implementation. CG Indonesia should be careful not to overextend its programming activity beyond its capacity, and instead to maintain its balance by focusing on current activities. The most important thing for CG Indonesia is to maintain the quality of its works that give credibility to the institution<sup>4</sup>.

To maximize the effectiveness of CG Indonesia programmes and engage in continuous improvement it is necessary to provide the project team with project design and project management training.

## 5.2 Field Assessment

Based on our field experiences, the most important part before planning and implementing programmes is the field assessment. Field assessment is a major consideration before designing and developing a programme plan. In this stage, participatory approach should be executed to identify the real needs of the community and local context.

We learned that in its assessment process, CG Indonesia concentrated and focused more on the readiness of the local partners to implement its programmes. We could not find significant data and information on how much CG Indonesia preparation involved all shareholders in terms of

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<sup>3</sup> Interview with local partners in Madura

<sup>4</sup> Interview with Caroline Smith (Netherland Embassy)



cultural social, and political conditions. The cases in Sampit, Central Kalimantan and Sampang, Madura could be the positive lesson learned.<sup>5</sup>

In Sampit, the local government ordered the cancellation of CG Indonesia's reconciliation activity between the local villagers and repatriated Madurese IDPs, which was planned to take place in Desa Parebok (Parebok Village) in October 2003. We found in the field assessment that the project team had not properly anticipated the local political condition. Conflict among local governmental elites has had an impact on the CG Indonesia activity; each side has different perception of the reconciliation activity. According to the local peace agent (contact person), CG Indonesia has not developed the mechanism in the field to face this kind of problem, while it is unrealistic for the project team to monitor it from Jakarta.

In Madura, some local leaders had protested the words used in the Gebora comic edition 01 and 02 (... dasar Madura ...) and asked CG Indonesia to withdraw them from the community. This case was growing and became a critical issue involving several local parties which tried to make it a Jakarta issue.

Regarding the mediation process, this reflected also that there should be more effort in the pre-mediation stage to build trust among conflicting parties.

### **5.3 CGI's Partnership**

Partnerships with local civil society organizations is CG Indonesia's strategy to carrying-out its programmes. This is very realistic for CG Indonesia as a Jakarta-based institution.

All CG Indonesia's local partners in West Kalimantan, Central Kalimantan and Madura expressed their gratitude and appreciation of CG Indonesia's work on conflict transformation in the regions. The Kalimadu community-based activities are the only continuous programme responding to the severe interethnic conflict that happened in February 2001 in Sampit and some other areas in Central Kalimantan.

Very few institutions work on conflict resolution in the regions and they usually worked on an ad hoc basis with no significant results. This situation was particularly evident in Central Kalimantan, but also in West Kalimantan and Madura. Many NGOs work in Madura, but most are focused on humanitarian assistance, whereas central and local

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<sup>5</sup> At Kalimantan, the cancellation of Kalimadu program implementation at Parebok village. At Madura, especially Sampang is the protests of local leaders regarding Gebora comic.

government did not really continue their work in conflict transformation; they more concentrated on IDP's problems.

Local partners in Western Kalimantan see CG Indonesia as a reference organization from which to learn about conflict transformation. They are aware that they do not have expertise in this issue. Since Western Kalimantan is an area with a high potential for conflict, they said that they need the existence of CG Indonesia as an organization working in conflict transformation. In addition, according to them there are no CSO's working on children's issue in West Kalimantan except CG Indonesia, while this is needed in terms of local context because children are a vulnerable group in conflict prone areas.

CG Indonesia is seen as well respected organization by the Department of Social the Republic of Indonesia, with whom CG Indonesia has developed the MOU.<sup>6</sup> The Head of the Social Department Office in Sampang showed very positive responses and said that CG Indonesia has very solid programmes, including the women's activities of Dara Arum. They see CG Indonesia as a partner in working on IDP's problems in Madura and Kalimantan.

Based on three focus group discussions (FGDs) and one in depth interview, several issues were raised regarding their experience working with CG Indonesia. The most crucial issues are: CG Indonesia policy in partnership, equality in partnership, and capacity building of partners.

### **5.3.1 CGI Policy in partnership**

In some cases, partners felt there was no clear position when working with CG Indonesia: were they counterparts or sub-contracting institutions of CG Indonesia? From the very beginning it was not discussed properly, which created different interpretations of the partnership that resulted in tension and dissatisfaction of some local NGO's.

To a certain extent, several partners found that CG Indonesia imposed its policy on them while they are in fact independent organizations and not subordinate to CG Indonesia. For example comic local partners in Pontianak has had to adjust its schedule to the interest of CG Indonesia's project time frame.<sup>7</sup>

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<sup>6</sup> Interview with Depsos Senior Officer Jakarta

<sup>7</sup> FGD with PB HAM West Kalimantan

In Sampang, CG Indonesia's recruitment policy in selecting local partners was also questioned by the local government.<sup>8</sup> The case of appointing one partner institution associated with a certain political party in Madura in fact created tension in the local political context. Although this concern was raised only by one resource; in our opinion this information is relevant and valid in terms of comic Gebora case in Madura. To us, this is an important principle of impartiality in doing peace-building activities.

The form of cooperation between CG Indonesia and the local government was not clearly defined and caused problems, as happened in Sampit that the Regent cancelled CG Indonesia activities in October 2003.<sup>9</sup>

Some partners did not see the CG Indonesia practices of accommodation positively. To them, having reconciliation activities in luxurious hotels is not parallel with the spirit of conflict transformation and will not involve the grassroots community.

### **5.3.2 Equality in Partnership**

Different partners have experienced different partnership practices in different CG Indonesia programs. We found this in our discussion with CG Indonesia's partners. One partner had no problems and was treated as an equal counterpart, starting with developing together the activity's terms of reference and working in the joint organizing committee. However, some others experienced very different treatment when working with another CG Indonesia project team; they were treated more as assistants under supervision of CG Indonesia's authority, and did not get enough delegation of authority even for the technical work.

Regarding time schedule, they had to adjust to CG Indonesia's timeframe while as independent institutions they had their schedule for their own programmes. Their ideas and suggestions in relation to local context were not also accommodated adequately, such that they thought the discussions process with CG Indonesia staff was only formality. In fact, the comic partners have brought the issue of the

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<sup>8</sup> Interview with Kadinsos, Sampang, Madura.

<sup>9</sup> Interview with ex-pax of Kalimadu Dialogue, contact persons and journalists

sensitive words used in Gebora edition 01 during the try-out workshop session in Pontianak and gave suggestion on it. Yet, CG Indonesia project team has not properly taken their feedback into account.

### **5.3.3 Capacity Building of Local Partners**

Local partners have some limitations in their capacity, either in conflict transformation or in knowledge and understanding of CG Indonesia's project content. They need some trainings and other technical assistance, including books and other relevant materials.

In the comic book project for example, local partners in West Kalimantan and Madura need some trainings in children's issues, peace building, and peace education to help them working effectively with the audience of the Gebora comic book.

Almost all radio stations do not have an adequate understanding of Menteng Pangkalan radio show objectives. They admitted there was a short briefing letter from CG Indonesia when the radio show project started, but they did not read it seriously.

## **5.4 CG Indonesia Programmes**

This evaluation reviewed three of Common Ground Indonesia's projects: the radio soap opera Menteng Pangkalan, the comic book project Gebora and the Kalimantan-Madura (Kalimadu) dialogue project.

To what extent each of CG Indonesia project's has achieved its stated objectives is a central issue in this evaluation. Impact and appropriateness of the programmes were in our focus as well. In addition, in order to maximize the effectiveness of CG Indonesia's programs, we also observed carefully how these three projects were being implemented as part of an integrated strategy of conflict transformation in Western Kalimantan, Central Kalimantan and Madura.

### **5.4.1 Radio Programme: Menteng Pangkalan**

To evaluate the achievement of project goals and objectives we refer to the Radio Show Term of Reference (TOR) and the July 2003 – June 2004 Radio Programme Year Plan.

The goals of Conflict Resolution Soap Opera stated in TOR:

- a. Create a top quality soap opera about conflict and its resolution for broadcast nationally;
- b. Increase the amount, and circulation of, practical information on skills to solve community conflict via radio;
- c. Promote dialogue at the community level;
- d. Increase the capacity of local communities to solve conflict by using conflict resolution tools; and
- e. Create entertaining and informative programming.  
(See annex 5.1)

The measurement indicators of these goals above has been stated in the July 2003 – June 2004 Radio Program Year Plan (see Annex 5.1)

Through cooperation with Internews and Radio 68 H, Menteng Pangkalan radio show has been broadcasted three times a week through more than 135 radio stations, from Banda Aceh to Papua.

There were some technical problems in the beginning such as the scratched CD's and late distribution, but it had been solved later.

All the stations do not have interactive activities to measure how many people listened to Menteng Pangkalan. There are some clues, anyway, from active listeners who called to the station. In Pontianak, five of Radio Primadona's listeners called to request to broadcast the cancelled episodes. Interestingly, one of the presenters of radio Primadona is a loyal listener of the radio show. She and three listeners we contacted said they like Menteng Pengkalan because of its unique, funny and interesting stories, its closeness to day-to-day life and the actors are professional.

Although these numbers of listeners are very few, they gave significant feedback in terms of the message sent. They understood it's about pluralism, commonalities and conflict transformation. They also stated that this radio show is relevant to local condition of West Kalimantan as a medium of peace education. They see Western Kalimantan is a potential conflict area with various sources of conflict: ethnic and cultural, social and economic gap; all of these issues are represented in Menteng Pangkalan. Radio is still an effective medium in West Kalimantan since the community does not have a strong culture in reading.

The radio stations in Sampit have almost the same experience. The broadcasts see that this is a good radio show and relevant to its local context of conflict transformation.

Both stations, Metro FM and Mentaya, do not have any instrumental ways, such as a quiz, to measure the effectiveness of the programme in terms of level of acceptance among their listeners, either as entertainment or conflict resolution tools. In our opinion, CG Indonesia could consider some supporting activities for the radio stations to encourage them to monitor the effectiveness of the programme. Until now, they do not assume they should take the responsibility to develop the radio show to the optimum level, such as selling the radio show to the market.<sup>10</sup>

Other issues are the accuracy in selecting the stations: who are their listeners (middle or lower class, adult or youth) and how far the station could reach the listeners. These significant inputs came from ex-participants of peace journalism workshop in Sampit and the broadcasters themselves. Young listeners are more attracted to music and sport; radio station with limited radius cannot reach lower class community in the rural area, while they like soap opera. In Sampit, in fact there are two other stations which are more appropriate to broadcast Menteng Pangkalan regarding these segment criteria: Radio Babayaga and GPSP.<sup>11</sup>

To gain more information, we did several interviews by telephone. The stations in East Java and Sumenep have the same condition: they do not have programs to know acceptability of the listeners towards Menteng Pangkalan. One radio in Malang stated that the content of Menteng Pangkalan is not relevant to the local needs and three listeners responded asking why the stories were always about conflict. In Lumajang only one person (a student) called to the station showing his interest to the drama. In contrast, the Campur Sari Fans Club of Radio Banyuwangi FM enjoys the radio show and listens to it regularly. This Fans Club even uses the theme song of the radio soap to dance to at their monthly gatherings. It is difficult to develop any conclusion from this limited information; however this could be valuable information to be explored by the radio project team.

Through the discussion and interview we had with the radio stations, several issues arose: (i) No sponsor for interactive two way communication such as a quiz, karaoke competition of Menteng Pangkalan sound track to measure the level of acceptance of the

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<sup>10</sup> The merchandise they ever received from CG Indonesia was not enough to conduct these kinds of two-way communication with their listeners.

<sup>11</sup> Based on our observation during the interviews with radio stations in Singkawang, Sampit and Madura, many young listeners came to the stations to buy voucher (Rp 500 – Rp. 1000,-) of music programme.

programme. (ii) Not all contact persons of the stations understand the mission objectives of the programme. (iii) Not clear enough to some of the broadcasters who are responsible to find sponsor for advertisement. Some of them asked if they could contact CG Indonesia directly about this matter.

From the information we gained and learned we can say, CG Indonesia has achieved its objective in terms of increasing the number of regions and radio stations broadcast “Menteng Pangkalan” radio show; it is not easy to conclude if the radio show programme has achieved its objectives in promoting dialogue at the community level and in increasing the capacity of local communities to solve conflict by using conflict resolution tool; too few listeners could be reached in the field assessment that can represent the whole community. As an entertaining and informative programme (objective e.) some radio stations and listeners have seen “Menteng Pangkalan,” as an interesting and promising show.

#### **5.4.1.1 Structure and Mechanism**

The project management structure of the radio programme consists of six writers (two are part-time and four are full-time staff), one part-time programme officer, and one temporary programme assistant.<sup>12</sup>

Currently, coordination and programme development have been limited to 68H network as marketing agent of the radio drama “Menteng Pangkalan.” Until now, there is no specific plan and intensive interaction between radio stations broadcasting Menteng Pangkalan and CG Indonesia. The survey done by one institution in May 2003 showed the current performance and development of each radio station; some stations have not been broadcast Menteng Pangkalan yet with some reasons, some others are not even “on air.”<sup>13</sup> Until now, there is not adequate support from CG Indonesia staff to follow up this issue.

In our opinion, without a full-time programme officer – such as in other CG Indonesia programmes - it is rather difficult for the team to fully focus on and be mobile to pursue radio programme objectives.

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<sup>12</sup> Interview with Ging Ginanjar

<sup>13</sup> Interview with Radio Stations in East Java

#### 5.4.2 Comic Programme: Gebora

To evaluate comic programme (Gebora) we refer to the document of Searching for Common Ground Indonesia: “An Initiative in Support of Conflict Prevention and Reconciliation in Indonesia,” developed in August 2001. The general goal of a Comic Book Programme is to create a popular comic. The specific goals of its programme are:

- a. To influence the attitude and behavior of teenage boys, who are particularly prone to involvement in violent conflict;
- b. To create the comic book which, while entertaining provide practical information about conflict and how to deal with it in different (non-violent) ways.
- c. To utilize an adapted version of the comic book as a part of the school curriculum in several areas prone to conflict.

These goals and objectives were described further in “Dokumen Kurikulum Buku Komik Serial Pendidikan dan Transformasi Konflik Untuk Remaja 12-15 tahun di Indonesia”(Document of Curriculum of Education and Conflict Transformation Serial Comic Book for 12-15 year old youth in Indonesia). In the document, it is clearly stated that the themes of educational messages are: (i) Human Rights and Interdependency; (ii) Pluralism and Tolerance; (iii) Root of violence and a conflict resolution, and; (iv) Social Justice.

The comic project team has developed the Programme Year Plan of July 2003-July 2004, which is also utilized in the evaluation process (see Annex 5 b).

The audience of Gebora Comic we visited in Tebang Kacang Relocation and Singkawang, West Kalimantan as well as in Sampang and Sumenep, Madura positively responded to edition 01 and 02 of “Gebora”. From the five FGDs in West Kalimantan and Madura, we can conclude that they understood the messages sent, particularly in terms of pluralism, tolerance and non-discriminative ways in dealing with people. They enjoy the comic stories, but the Madura kids complained towards the sensitive words used in edition 01 and 02. In their opinion, this is unfair to Madurenese.<sup>14</sup>

Interestingly, although they enjoyed the comics, the audience in Jakarta was not really aware of the messages sent. We assume, because they have grown-up in Jakarta, they are less sensitive on social issues.

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<sup>14</sup> “ ... Dasar Madura ... !”(....damn Madura...!)



However, all the audience we visited liked “Gebora” comic very much and keep waiting for the next edition.<sup>15</sup> They expected “Gebora” will be published as many editions as possible. In addition, the audience of Singkawang (16 children), which comes from the middle class, stated they do not mind to buy the comic.<sup>16</sup>

With reference to comic project goals, we can say it has achieved its objective as an entertaining peace education media to the children in Western Kalimantan and Madura as prone conflict areas.

Whereas the audience has obtained the messages in the comic, it is too early to measure the impact of the project in terms of changing their attitudes and behaviour.

In the launching event and afterwards, “Gebora” has been well accepted in several schools and *pesantrens* (Islamic boarding schools) involved; however, it has not been part of the schools curriculum yet. Based on our observation and discussion with local partners, both in Western Kalimantan and Madura, CG Indonesia needs to develop cooperation and network with Regional Education Offices (Diknas) to encourage them to consider implementing peace education in schools’ curriculum where Gebora comic can become one alternative.

The programme would benefit from better assessment of the current situation in the field before each activity, particularly of the sensitivity around particular issues and activities. The project team did not anticipate the case in Sampang, Madura that several local informal leaders-including ex-participants of Kalimadu dialogues-protested the Gebora Comic edition 01 and 02 and asked CG Indonesia to withdraw them from the audience. The words used in Gebora Comic edition 01 and 02 which triggered the case (“...dasar Madura..!”) have been used by several local Madura elites to its own political interest.

This case, which was even blown up to the national level, is a good and positive lesson learned in how assessment should not just be with local partners and supporters of the programme but also with greater consideration of the existing local conditions such as social, cultural,

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<sup>15</sup> Here are some of their comments: increase the football activities, increase the page numbers, make “Gebora” as a pocket book, Gebora actors should not be too naughty as it is not good example to the audience, develop the stories continuity from one edition to another, and mention the ages of Gebora actors.

<sup>16</sup> Range of price mentioned: Rp. 3500-Rp. 10.000

and the map of political power.<sup>17</sup> Based on our FGD with local partners (five persons of Boards of IPNU), we found this case was serious in the region involving certain conflicting parties. Faced with this non-anticipated “heavy” problem, IPNU as local partner felt the CG Indonesia comic project team left it out. Because of lack of communication between project team and local partner, IPNU did not know that in that time CG Indonesia management had taken some actions in Jakarta to solve the problem.

Considering the seriousness of the problem, we suggested CG Indonesia take it into account as a priority. Together with local partners and other relevant stakeholders, CG Indonesia should clarify the root of the problem, study carefully the current local political context and take some corrective actions.

In addition, the mapping function could be delegated to the CG Indonesia Madura Field Officer with clear authority in its job description. This mechanism will enable local staff to carry out quick intervention so that emerging problems can be localized at district level. Fast and correct decisions are crucial in that situation to preserve program sustainability.

### **5.2.3 Community-Based Programme**

The CG Indonesia community based conflict transformation programme in Kalimantan and Madura aims to assist in building reconciliation process between the native of Kalimantan and the Madurese Internal Displaced Person (IDPs) through dialogue workshops and building capacity for peace initiatives for the two communities.

The overall goals of its programme are:

- a. To support communities and civil society groups to develop the skills needed to prevent and resolve conflict, through multi-track dialogue, training and capacity building;
- b. To work with the key players and sectors in conflict-prone areas to develop inter-ethnic, inter-racial, inter-class joint action projects to bridge societal divides.

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<sup>17</sup> In Jakarta, some Madurese important figures, among them are M.A. Rachman (Attorney General) and R. Hartono (ex. Minister of Information in the Suharto’s regime) give statement to the press: withdraw Gebora comics from Madura.

We learned from CG Indonesia documents that the Kalimantan-Madura (Kalimadu) Community Based Conflict Transformation Programme is a serial peace dialogues between many elements of community of Central Kalimantan and Madurese IDP's, originally from Central Kalimantan, facilitated by CGI in the period of time of the year 2002 to early 2003.

The dialogue process had occurred through these following channels:

- Kids jamboree of Dayak-Madura children originally from Central Kalimantan, conducted in Jakarta, August 2002. Follow-up activity is Peace Tabloid of REDAM (Remaja Duta Damai/Youth as Peace Agents); currently has been published the third edition.
- Dialogue of grassroots leaders of Dayak-Madura, in Batu, Malang, October 2002.
- Dialogue of Dayak-Madura religion and "adat" leaders, in Yogyakarta, October-November 2002.
- Dialogue of Dayak-Madura intellectual and informal leaders in Jakarta, February 2003, resulting the joint action activity: Betang Media Centre (BMC) information forum. There were two subsequent activities based on the BMC's action plan: (1) Peace journalism workshop, participated by journalists from the two conflicting sides and, (2) Cross working visits of Central Kalimantan and Madura journalists.
- Dialogue among Central Government, Central Kalimantan and East Java Local Government in Bogor, March 2003.
- Dialogue of Dayak-Madura Women in Banjarmasin, May 2003.

Programme activities have been evaluated as follows:

1. Second track dialogue project.

Dialogue between the indigenous people of Central Kalimantan and Madurese IDPs has involved representatives from the grassroots, local intellectual elites, indigenous and religious leaders, women, youth and government.

The specific objectives of this project are:

- to rebuild their social interaction
- to strengthen their communication
- to explore potential joint peace initiatives to prevent future conflict.

Based on our field assessment, the Kalimadu dialogue activities, including the Kids Jamboree, had broken the “wall barriers” caused by the 2001 conflict. At the level of actors directly involved in the activities, the activities successfully helped to change attitudes towards “the other.” The Dayaks thought that the Madurese would take revenge against them (there was rumors about that), whereas the Madurese believed that the Dayaks would do the same thing. Both sides entered the dialogue with very negative feelings: fear, threatened, terrified, uncertain. But once they met and went into the dialogue process, all turned to happiness, participants were touched, and feelings of certainty that there is a hope for peace between the two ethnic communities grew. The stage of conflict resolution (peacekeeping) has been moving to the conflict transformation point followed with certain joint action activities involving both communities.

Our field assessment showed that these dialogue activities have attained the intended objectives, particularly in how CG Indonesia has been successfully working with the key players and sectors in Central Kalimantan and Madura to support them in developing their skills to resolve conflict.

As we learned from the documents and from the field assessment, there follow-up joint activities have been implemented by both sides: peace education for children, information forum named Betang Media Center (BMC), Peace Journalism project, and Women Forum of Dara Arum. These inter-groups joint actions have been rolling as a “snow-ball” in the Kalimantan-Madura reconciliation process and strengthen the social interaction and communication between the two communities.

Yet, there are some issues emerging in these programmes; some recommendations resulted from each dialogue workshop have not been done by the ex-participants. For example, we did not see any evidence that the grassroots and religious leader had implemented the shared-information meeting or had done peace education for their communities.

The recruitment process of community-based activities’ participants has also raised some questions. To some ex-participants, not all of them were representing public figures of the Dayak-Madura of Central Kalimantan. This influenced the level of acceptance from the community and also the effectiveness of the efforts in spreading out the peace information resulting from the dialogues.

## 2. Peace education for Children: Youth Buletin REDAM.

This project is actually a joint activity following the dialogue between Central Kalimantan and Madura IDPs children. The dialogue itself took place in Taman Mini Indonesia Indah Jakarta (TMII) in August 2002 in the form of a Kids Jamboree, participated by 35 Dayak children and 35 Madurese IDPs children. Through this activity, they agreed to build communication between them with aims to construct a new paradigm of peace and diversity as well as to promote the basic values of pluralism and tolerance.

This joint activity has produced a monthly youth bulletin named “Remaja Duta Damai/REDAM” (Youth Bring Peace). Redam is designed, edited, written, discussed and published by youth in Central Kalimantan and Madura, and has published since August 2003.

Objectives of this project:

- to show how the youth of Central Kalimantan and Madurese IDPs can work together in a conflict situation.
- to give the children opportunity to freely express, create and share their ideas using their own media.

In the focus group discussion with children acting as REDAM editors, both in Central Kalimantan and Madura, they expressed very positive responses to this project. They showed their feelings - mostly touched and happiness - when they met each other for the first time after the conflict in the Kid's Jamboree.<sup>17</sup> We see this as a positive impact of the peace education project through REDAM bulletin and CG Indonesia can take this idea into account.

We would say that CG Indonesia project of peace education for children through REDAM bulletin has accomplished its objectives in terms of facilitating the youth of Central Kalimantan and Madurese IDPs to work together in a conflict situation as a part of reconciliation process between the communities and in giving

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<sup>17</sup> They enjoyed and learned much from the journalistic workshop they attended in Sanggar Akar, Jakarta. They said that was the first time for Madurese IDPs children to learn using computer. They were also proud that REDAM bulletin has been put in their schools' publication (Majalah Dinding/School Board Magazine). The three REDAM editors in Sampit suggested to promote the bulletin to public - schools, government offices, stores, households etc – using the service of local newspapers messenger, can be free of charge for several early editions.

them opportunity to freely express, create and share their ideas using their own media.

### 3. Betang Media Center Information Forum (BMC)

The dialogue of Dayak-Madura intellectual figures in February 2003, in which eighteen persons participated - eight from Dayak and ten from Madura - resulted in a recommendation to form a joint information forum named Betang Media Center (BMC) with aims to encourage reconciliation process through communication and information sharing.

Objectives of the project:

- to be a center of information for people in Central Kalimantan and Madurese IDPs and to bridge communication between the two communities.
- to communicate and share (socialization) the result of dialogue to governments both in Central Kalimantan and in Madura as well as to the two communities.

Based on our field observation the forum has not run well because of inactive leadership of the appointed chair and the inaccurate selection of BMC members, which have not had adequate access to the community. Responding to the situation, CG Indonesia facilitated a consolidation meeting in Jakarta in December 2003, in which all BMC members participated (except the chairperson), with aims to clarify the role of the forum in reconciliation process, to strengthen the role of BMC in encouraging the peace building process in Central Kalimantan and Madura, and to appoint the new leadership.

In the in-depth interview with the new-elected chair of BMC we found there are two emerging issues in Sampit regarding reconciliation processes:

- (i) How to increase the sense of commitment of each community element involve in the reconciliation process in Central Kalimantan; so that people are keen to participate in meaningful ways and not just because they perceive that there may be some direct or indirect financial benefit to them from participation.
- (ii) How to avoid the emergence of new conflict among parties in the community (government, NGOs, informal leader); several

persons who were not invited to be involved in CG Indonesia project activities had shown jealousy or suspicion and tried to spread misinformation about CG Indonesia.

We suggest the project team, together with BMC and other peace agents in the area, explore more about these issues. We see that BMC still has potential as a part of civil society in Central Kalimantan and Madura that can play a role in conflict transformation process, but needs a more active leadership and better management system.

#### 4. Peace Journalism Project

As one of the follow -up joint activities of the second track dialogue, peace journalism project in Central Kalimantan and Madura has two main activities: peace journalism training and working visits of Madurese journalists to Kalimantan and Dayak journalists to Madura.

Objectives of this project:

- to give understanding to journalists of the importance of their role in contributing to conflict resolution
- to give the journalist practical skills to maximise that role.

Through the discussion with the participants, this project is very effective in “opening their eyes” towards each other sides. The journalists from Central Kalimantan who just visited Madura stated they were surprised with what they have seen and experienced; the fact is totally different with their previous perception.<sup>18</sup>

We can conclude that the peace journalism project has fulfilled its objective in giving an understanding of the importance of journalists’ role in contributing to conflict resolution to the individual journalist participating in the project.

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<sup>18</sup> The land is green and the person is friendly. The Madura host communities have treated them very well. All negative feelings they bear in mind before the visit - fear, threatened, underestimate, dislike-have disappeared. This experience has convinced them, as they expressed, that implementing peace journalism in the media is a must. When these evaluations took place, working visit of Madura journalists to Central Kalimantan has not being done yet.

## 5. Women Dialogue Project: Dara Arum

One of the second track dialogues was a workshop of Dayak and Madurese women in May 2003, which followed with the forming of Dara Arum women's programme.

Objectives of the project:

- to build communication among women from Dayak and Madura
- to involve women in conflict transformation processes as well as to identify the form of women's participation in conflict resolution in Central Kalimantan and Madura.
- to increase women's capacity and awareness about conflict transformation processes in Central Kalimantan and Madura.
- to give opportunity to women from both communities to teach each other about stereotypes and their culture.

It is very encouraging that the women's group of "Dara Arum" has initiative in taking and implementing its joint action plan. Gender training for women in Sampit has been done, while the same training has been also taken place in Madura. Their interaction – Dayak and Madura women – were more intense compared to the other groups that participated in Kalimadu dialogues. They developed several ideas related to local small-scale economic needs, such as how to grow economic activities to support their families.

A sense of commitment and responsibility is more obvious in this women's group. The Dara Arum in Central Kalimantan has a goal of being financially self-supporting in its activities in the near future.

It should be admitted that a few Dara Arum members were more dominant than the others during the focus group discussion in Madura. However, we observed that sincere heart and goodwill from both sides really helped the reconciliation process among women from these two conflicting sides.

## 6. Peace Education Project in Islamic Boarding School in Madura.

In this project, CG Indonesia works with Islamic Boarding Schools (Pesantren) in Madura, implementing a peace education curriculum based heavily on Madurese and Pesantren traditions.

Objectives of this project:



- to reduce stereotypes
- to prevent communal violence
- to manage inter-ethnic relations positively
- to develop a module in peace education for “pesantren” and other institutional education in Madura.

The project is being implemented in cooperation with one NGO in Madura, which is Konsorsium Keadilan dan Kedamaian/K3 (Consortium for Justice and Peace).

The peace education at the two “pesantrens” went well and fit into the schedule. Some participants stated that these activities are relevant to the local needs, particularly to face the 2004 election. Interestingly, after conducting the peace education activities, the surrounding area sees the Ummul Quro Pesantren in Pamekasan as a reference for peace issues. The “pesantren” involved people from its neighborhood - religion teachers (ustadz) and community leaders - as participants of its peace education. There are joint action activities after the trainings and some of them have been done, such as peace discussion through recitation groups.

We can say that this activity has had a significant impact in the community. However, it needs more time and profound study to evaluate if this project has also been successful in reducing stereotypes and preventing communal conflict.

Currently, the working group of both “pesantrens” -Ummul Quro (UQ) in Pamekasan and Nasy-atul Muta’Allimin (NASA) in Sumenep - has been developing the peace education module that can be implemented in “pesantrens” and other educational institutions in Madura.

The “pesantrens,” as the implementing agencies, raised several issues, as follows: (i) how to grow the common commitment in keeping their community living peacefully,(ii) how to reach equal partnership with K3, and (iii) how to get more technical assistance from K3. In our opinion these are significant issues that could be discussed by CG Indonesia and K3 to improve the quality of the programme.

## 7. Community Base Programme in West Kalimantan

CG Indonesia has implemented two activities in Western Kalimantan: a workshop on conflict transformation and a kids jamboree.

The training was conducted in Pontianak in 2002 with participants from the grassroots community and NGOs, particularly those who were involved in and victims of the 1999 conflict. Until now, there is no follow-up activities of this workshop, while the local partners (Gemawan, Yapama, YKKSS) see the need of conflict transformation programme for the region as a conflict prone area. We learned from the CG Indonesia Community Based Project Workplan of July 2003 to June 2004 that peace education dialogues would be implemented in five districts (kabupaten) in Western Kalimantan, which will involve grassroots communities and will take place from February to March 2004.

In our opinion, this is less effective because it has been quite long after the first conflict transformation training and also unclear if it is continuation of that activity. The same issue was also seen in the kid's jamboree activity; it stood more as single activity. Based on our experience, it is difficult for the programme to have significant impact into community without follow-up joint actions.

However, due to our observation, the existence of Gebora comic project in this region can play significant role in building a culture of peace, inter-ethnic tolerance as well as to reduce stereotypes - which are actually the objectives of kids jamboree activity - among the Dayak, Malay, Madurese and Chinese children.

#### **5.2.3.1 Structure and Mechanism**

The Community Based project team has developed its work mechanism as well as its network in Central Kalimantan and Madura. Back to the recruitment issue, the project management team has to be more careful and sensitive to the local condition.

Aspects of legitimation and representation of actors recruited were questioned by some people. We found that participants in some activities came from one family: contact person appointed its families to take part in CGI's activities. Involvement in the CG Indonesia activities were "great occasion to travel to Java" to some participants. To some others it created jealousy.

In this case, the criteria of recruitment of participants and control on its implementation would be important issue that the project team should handle carefully.

Two activities of CG Indonesia community based programme in Western Kalimantan were still on an ad-hoc basis. This is an area that needs to be improved to achieve more concrete measurable results, which will have some impact on the community.

### **5.2.3.2 Principle and Characteristics of Community-Based Movement and its Practice in CG Indonesia**

The dialogue among various elements in the Dayak-Madura communities was CG Indonesia's approached regarding the conflict transformation process. This approach has been suitable to the "bottom-up" principle of community-based movements.

Yet, again the issues of recruitment and criteria of actors appointed should be taken into account, as well as the transparency of the selection process: as mentioned in the previous section, the practice of "nepotism" has obviously happened not only in Sampit, Central Kalimantan but also in Madura in the case of appointment of "Dara Arum" members and of youth tabloid "REDAM" participants. In addition, choosing the "so-called informal leaders" (adat, religion and community) determined by government in recruiting participants was also not in accordance with the community-based movements.

### **5.2.3.3 Decision Making Mechanism, Idea Aggregation and Gender Issues**

The decision-making mechanism for determining activities between CG Indonesia's project team and local partners has been democratic and transparent to some extent. Yet, delegation of authority in certain projects were not clear enough, until a critical problem came up; it will take time since it more dependent on the decision of CG Indonesia's Jakarta.

Based on our field observation and discussion with local partners, CG Indonesia's management team should consider the decentralization of decision-making mechanisms to the lower level to anticipate the dynamic of local conditions.

Aggregation of ideas in programme activities was smoothly carried out. However, there should be more interactions between CG Indonesia and local partners to identify and accommodate the contextual local needs.

## VI. Conclusion

1. Due to our field observation and experiences in the peace building network in Indonesia, CG Indonesia is an institution with a lot of potential and is a leading organization among other NGO's in Indonesia dealing with conflict transformation
2. CG Indonesia's decision to work in West Kalimantan, Central Kalimantan and Madura is strategic and important to the country, and also was respected by its stakeholders. Three senior officers of the Department of Social Affairs and some ex-participants of Kalimadu dialogues mentioned this and we agreed on this. In the post conflict, CG Indonesia is the only organization working on a continuous systematic basis in conflict transformation activities in Central Kalimantan.
3. Some of CG Indonesia's activities in Western Kalimantan, such as the Conflict Transformation workshop and Kids Jambore, are still on a temporary basis, without concrete follow-up joint activities.
4. In some project activities there was inadequate coordination, resulting in the fact that the participants do not completely understand the CG Indonesia's program structure.
5. Too many activities in one programme in different areas made it difficult for CG Indonesia to focus on the quality of the work. For example, local partners of the comic project in Western Kalimantan and Madura still need capacity and technical assistance, while the comic project team has started with the Papua comic project.
6. Monitoring and internal evaluation of each programme and activities has not intensively been done to anticipate the dynamics of local context. As described before, the case of the Gebora comic in Sampang is one example. Another one is in Sampit, Central Kalimantan where CG Indonesia has faced local political dynamic of governmental elite resulting in the cancellation of reconciliation activity in Parebok Village. This case was not anticipated adequately through regular monitoring and evaluation processes.
7. The achievement indicators for activities were clear, but activities need further management and evaluation regarding the follow- up outcomes.

8. Allocation of resources is not at the optimum level in terms of location, program type, personnel, and time. Inter-program coordination and cooperation is not at the optimum level yet. CG Indonesia's inter-linked programme is not optimally integrated at the implementation level. For example, the audience of comic and community based activities as well as their circles - schools, families, neighbourhood - were not linked to also be a part of radio drama "Menteng Pangkalan" listeners.
9. Based on the objectives of each program:
  - 9.1 The objectives of Radio "Menteng Pangkalan" in certain stages have been achieved. It has been nationally broadcast as a radio show with themes on conflict transformation. Quantitatively, it has increased its distribution in certain areas. Accomplishment of its objectives in introducing community dialogue, local capacity building of conflict transformation, and of informative entertainment programme needs more profound research.
  - 9.2 The objective of the Gebora comic as entertaining and attractive peace education media has been achieved. The objectives of changing attitudes and behaviour of teen-age youths regarding conflict transformation and integration of the comic book series in formal schools' curriculum have not yet been accomplished since the programme is ongoing, and has just published.3 of 42 comic editions.
  - 9.3 The objective of Kalimadu community-based programmes at the phase of involving a number of key figures of conflict-related areas is relatively successful. At this stage, it is too early to evaluate the more long-term goal of supporting communities/groups in conflict management.
10. There has not been adequate comprehensive assessment to determine the characteristics of parties and stakeholders, and to develop social, cultural and political mapping.
11. Pre-mediation steps in community-based projects to build trust between conflicting parties should be done more. Several dialogue ex-participants in Sampit, Central Kalimantan expressed their suspicion that CG Indonesia has a hidden agenda to repatriate the Madurese IDPs to Central Kalimantan. Still in Sampit, several members of Betang Media Center (BMC) and ex-participants of Peace Journalism Workshop were distrusted by some parties who felt that they work for the benefit of the Madurese IDPs only.

## **VII. Constraints of Evaluators**

1. The evaluators have limited time in this work to cover all programmes regarding the quantity, the width and the complexity of the project contents.
2. Some significant respondents, such as listeners of the radio programme, could not be reached. Most of the radio stations do not have an adequate database.

## **VIII. Recommendations**

### **8.1 General**

1. With local partners and audience, develop concrete programme extension that has a direct impact on community.
2. Take further actions regarding the outcomes or recommendations reached in dialogue forums or workshops.
3. Increase the efficiency of human resources in certain programme areas. Radio, comic and community-based projects need intensive coordination to utilize local resources in order to inform all stakeholders and the public about CG Indonesia programmes.
4. Because of time limitations, control range and geographical condition, the function of Field Officer could be enriched to conduct monitoring and programme managements more intensively.
5. Appoint one senior field officer in Western Kalimantan to coordinate the radio, comic and community-based projects.
6. Implement comprehensive management development programmes, including performance management review, to strengthen CGI's management and project team as well as to prepare cadres for its future leadership.
7. Training in emotional intelligence and teambuilding will help to extend the staff competence in dealing with partners and colleagues, whereas project management training will benefit in increasing the quality of project team's work.
8. Provide trainings, which relate to CGI's project contents and conflict transformation, for local partners to build their capacity and to increase their quality of work in executing GCI's programme activities.
9. Do more intensive campaigns for comic, community based projects, and other CG Indonesia programmes using radio network.
10. Implement a more comprehensive assessment process integrated with outcomes verification to ensure that the output is close to real local objective conditions.

## **8.2 Radio Programme**

1. Extend networking with radio stations, not limited to the marketing level (68 H) and the distribution or production house level (Internews); develop more programmatic activities, such as quiz, karaoke competition of Menteng Pangkalan “jingle”, Menteng Pangkalan Fans Club, and some “off-air” activities to check the effectiveness of the radio show project.
2. Conduct preliminary research as guidance for programme planning and development.
3. Employ a full time programme officer in order to focus more on the project and to coordinate all elements in the project activities.
4. In terms of quality, focus and priority to radio stations in West Kalimantan, Central Kalimantan, and Madura will have more effective impact to these conflict-prone communities. This approach will also be more realistic to radio project team to monitor its objectives.

## **8.3 Comic Programme**

1. Pay careful attention to the storyboard and the delivery of intended messages, using sensitive and ethical expressions regarding educational and Bahasa Indonesia perspective.
2. Pay more attention to the contents (see expert’s comments in annex 8), as follows:
  - (i). Verbal language includes word selection, and understood slang.
  - (ii). Non-verbal language, including body language and expression.
3. Carry out intensive discussions with local partners regarding comics’ contents, especially those related to cultural, religion, social, and political sensitivity.
4. Training for local partners relating to comics’ contents and child issues.
5. Conduct information and experiential exchanges in any ways, as well as coordination among comic local partners in different areas.
6. Be more accommodative and appreciative of inputs coming from local partners, audience, local government and community.

## **8.4 Community-Based Programme: Kalimadu**

1. In the sectoral dialogues activities - key leaders of: ethnic groups, religions, refugees, intellectuals, and grassroots - it is necessary to implement programme extension to string the various elements.
2. BMC activity, as one of outputs of the local leaders’ dialogues, the implementation of a better model of improvement, management, and recruitment system in order to optimize it as information forum is necessary.

3. There is a space for peace journalism activity to establish more massive forms of communication, interaction, and networking to provide balanced and accurate information to both sides.
4. Begin policy advocacy by analyzing and mapping, then adopting the results into intervention strategies and action plans related to:
  - (i). Government policies in the potential conflict areas that can urge conflict. For example, anticipated policies on natural resource utilization and energy (the plan to construct nuclear power plant in Madura).
  - (ii) Government policies related to conflict, for example: local regulations that still hinder reconciliation processes.
5. Provide trainings to the project staff, particularly in mediation, conflict resolution, and community development to equip them with necessary skills.