



Centre for Democratic Institutions

LEADERSHIP AND ADVOCACY TRAINING FOR INDONESIAN NON- GOVERNMENT ORGANISATIONS

Canberra, Melbourne and Sydney

14–31 May 2000

In May 2000 the Centre for Democratic Institutions (CDI) undertook a second Leadership and Advocacy Training Course for Indonesian NGO leaders. The first training of this kind, held in March 1999, was highly successful and provided something of a template for NGO training. This second course sought to build on the previous success.

As previously, the Course was managed and delivered by the Australian Council for Overseas Aid on behalf of CDI, and was supported by the Australia–Indonesia Institute.

The 2000 course was a great success, with the participants rating the training program and overall experience highly. In particular, participants felt that the training had resulted in:

- Increased understanding of the democratic process in Australia and the role of NGOs in that process
- A broader understanding of global forces shaping Indonesian society
- An understanding of Australia's parliamentary processes
- Increased knowledge of and ability to use the media
- Experience of how both government and civil society develop policy and enter into constructive policy dialogue
- Greater appreciation of the applicability of international human rights obligations
- A reinforcement of the interdependence of our nations and the importance of friendship and mutual support
- Practical skills for developing the organisational capacity of their respective NGOs

Course Structure

The training course was divided into three phases. The first comprised a week of workshops in Canberra, facilitated by Mr Mike Crooke a highly skilled and experienced facilitator. Guest presenters provided briefings, followed by discussion, on a range of issues including policy analysis and development, globalisation, approaches to lobbying and advocacy, relations with the media and alternative approaches to negotiation and advocacy. Participants then went on placement to Australian agencies for one week. The placements were designed to allow the Indonesian participants to experience the Australian policy and lobbying environment and to allow them to share their own experiences and ideas with their Australian counterparts. The placements are also important in terms of establishing ongoing networks between Australian and Indonesian

NGOs. The final phase of the program comprised evaluation and debriefing sessions held in Canberra.

The Coursework in Canberra

The 2000 Leadership and Advocacy Course drew on the lessons learned from the course held the previous year, and several aspects of the course were changed as a result. The 2000 course included fewer presenters in an attempt to take the subject matter to greater depth. The course was also spread out over six days with time off throughout these days, rather than five days straight of coursework. These modifications improved the course.

Participant evaluation indicated that most sessions were considered informative and practically applicable, although a few were less successful. Sessions on globalisation, policy development and approaches to advocacy were considered useful. Feedback also indicated that participants would have liked an extra session on developing practical media skills. The session on alternative approaches to advocacy and negotiation, presented by ECOS Corporation, introduced a totally new perspective to the group and was particularly valuable. Sessions relating to organisational capacity, leadership, strategic planning, learning organisations, or relationships between NGOs remain a high priority for participants.

Language can be a barrier to effective training. Participant evaluation emphasised the importance of high quality translators and was somewhat critical of this aspect of the training. Feedback indicates that engaging professional translators, while expensive, would be a worthwhile investment. It is also important that translators have some knowledge of the subject matter to avoid difficulties in translating technical terms. One suggestion is that it would be preferable to engage an Indonesian with excellent English skills and some knowledge of the development/advocacy field, rather than an Australian with Indonesian language skills.

The Placements in Melbourne, Sydney and Darwin

Participant's experiences while on placement were somewhat mixed. Three agencies in particular provided excellent experiences for their guest in both professional and personal terms. Two or three other agencies provided sound and satisfying experiences for the guests, and a further two provided training experiences below expectations.

Those agencies providing very positive experiences were those with a strong commitment to the advocacy aspects of their work, and in two cases they hosted several participants. This experience suggests that future training involving placements would be more effective if several participants are hosted by one agency. This allows resources to be channeled to fewer agencies, giving them the advantage of some economy of scale – it can cost almost as much to set up a program of activities for one person as it does for several people. This would also allow host agencies the choice of hiring a person to manage the placement. One placement agency, APHEDA, adopted this approach with extremely positive results. It does not mean that participants will not have access to a wider range of NGOs, just that these visits can be much more focused. The host agency would not be expected to have all the participants for the whole time. They would simply take on the role of organising the logistics of the groups visit, and have access to the group for their own interests and purposes.

The Final Stage in Canberra

For the final stage of the training, participants returned to Canberra for two days' of debriefing and evaluation. In 1999, debriefing and evaluation was compressed into one day, which proved insufficient.

Allowing two days for the final stage was important. In organising activities such as this, it is too easy to forget that it is not only an important professional opportunity for participants, but also a powerful personal experience. It is important that participants leave the training feeling relaxed, satisfied and with a sense of completion, as they are then likely to recall the course and what it had to offer in a more positive light.

On the final day of the course, the Minister for Foreign Affairs, The Hon. Alexander Downer, presented participants with their certificates of participation.

Participants

The 15 participants who were selected from 60 nominations were as follows:

Ahmad Subhan Burhan

P3M – Association for Pesantren & Community Development - Assistant Project Officer. P3M is involved in community development, training and implementation in Pesantren (rural residential Islamic schools) throughout Indonesia. P3M has a strong involvement in policy development and advocacy work at the local level.

Ahmad Sofian

Study Centre for Child Protection (PKPA) – Executive Secretary. PKPA focuses on children's rights, especially issues of child labour and child prostitution in North Sumatra.

Ahsanul Minan

INRES – Executive Director
INRES focuses on legal and paralegal advocacy work, based on the worker's sector. INRES also is concerned with human rights and civil society.

Frida Rustiani

AKATIGA Foundation – Head of Advocacy Program
AKATIGA has a focus on labour, SMEs, and land issues. The overall focus is poverty alleviation, although there is some policy research with the way institutions like the IMF impact on small scale enterprises.

Hemasari Dharmabumi

Recently finished with Lembaga Bantuan Hukum (the Legal Aid Institute) and has taken up a senior position with an Indonesian Union overseeing International affairs.

Kasmiati

Koperasi Serba Usaha Annisa – Chairperson of the Organisation
This organisation is a women multi-purpose cooperative and the focus is gender equality, education of women and children, and the empowerment of women.

Lienche Tamnge – Maloali

World Wide Fund for Nature – Senior Officer on Lobbying, Policy and Law.
Conservation and Environment, especially advocacy on conservation and environment zones.

Lukman Age

Forum LSM Aceh – Information & Publications Coordinator
Forum LSM Aceh focuses on human rights and traditional rights, particularly in Aceh

Muhammad Ramli

Jatam Kaltim (East Kalimantan Mining Advocacy Network) – Coordinator
 JATAM Kaltim works for mining advocacy, both regionally and nationally. Their activities also include facilitating dialogue between government and community on public policy, as well as dialogue with mining companies.

Meentje Simatauw

Yayasan Pikul – Communication Officer
 Yayasan Pikul focuses on natural resources and indigenous people’s rights, health and human rights, plus disaster management. The agency is also involved in policy analysis and development at the regional and national level.

Misiyah

Women’s Solidarity – Development & Advocacy Network
 The organisation works on migrant worker rights advocacy and on countering violence against women.

Yenty Nurhidayat

FORSOLA (Solidarity Forum for Aceh) – General Secretary
 The organisation has a focus on human rights advocacy, especially issues concerning the violation of human rights in Aceh, and campaigning against military brutality.
 FORSOLA is a nationwide organisation and has 25 NGO members.

Mohammad Iqal Sugandi

Pusat Pendidikan Lingkungan Hidup (Environmental Education Center) – Manager of Community Development
 The organisation is focused on environmental education and has developed a program to enhance public awareness about the environment and its contribution to quality of life.

Ms Ezki Suyanto

KONTRAS – Program Officer.
 The Commission for Missing Peoples and Victims of Violence

Ms Nasirah

FLOWER Aceh – Staff for Community Development
 FLOWER is an organization focused on the protection of female victims of violence by the state. Aceh’s public policy, domestic violence issues and a model for support groups for victims of violence are also issues of concern.

Stage One Timetable

Monday May 15th	Tuesday May 16th	Wednesday May 17th	Thursday May 18th	Friday May 19th	Saturday May 20th
9.00 Formal Welcome – CDI - Roland Rich 9.30 Formal Welcome ACFOA – Janet Hunt 9.45 Introductions – Mike Crooke 10.45 Morning	9.00 The Policy Environment in Indonesia – Amrih Widodo 10.30 Morning	9.00 Briefing prior to departure to PH or on the way there - Mike Crooke 9.45 Arrival at PH 10.15 Morning	9.00 Approaches to Advocacy and Lobbying work - Jo Crawford 10.30 Morning	9.00 Different styles of Negotiation/ Alternative Approaches to Advocacy - Cath Bremmer ECOS Corporation 10.30 Morning	9.00 Visit to ANU and to the University Book Shop - Indonesian Post Graduates acting as guides 10.30 Morning

Break	Break	Break	Break	Break	Break
11.15 Hopes & Fears Exercise – Expectations and Apprehensions - Mike Crooke	11.00 Identifying key areas of Policy interest within the Group - Mike Crooke	10.40 Presentation on Parliamentary Committees and a Tour of the Building - Margaret Swieringa	11.00 Approaches to Advocacy and Lobbying work - Jo Crawford	Second and Third Sessions of the day off for the Mosque, Shopping or Sight-seeing	11.30 Issues in Partnership between ‘Nth’ NGOs and ‘Sth’ NGOs - Patrick Kilby
12.30 Lunch	12.30 Lunch	12.30 Lunch	12.30 Lunch	12.30 Lunch	1.00 Lunch
1.30 – Outlining the Course – Mike Crooke 2.00 Global Analysis, and Situation. - Jim Redden 3.00 Open Discussion	1.30 Policy Analysis, Framing & Writing - Pat Ranald, PIAC	Free Afternoon Shopping or Sight-seeing	1.30 The Role of the Media in an Advocacy Campaign - Andrew Dodd and Bob Burton	Second and Third Sessions of the day off for the Mosque, Shopping or Sight-seeing	2.00 Recap on the Last 6 days - Mike Crooke 2.45 Session on placement agencies and what to expect. - Mike Crooke
3.30 Afternoon Break	3.30 Afternoon Break	3.30 Afternoon Break	3.30 Afternoon Break	3.30 Afternoon Break	3.30 Finish
4.00 – The Indonesian Perspective on Global Issues - from participants 5.00 Open discussion	4.00 Policy Analysis, Framing & Writing - Pat Ranald, PIAC	Free Afternoon Shopping or Sight-seeing	4.00 Use of the Media, Practical Media skills – Andrew Dodd and Andrew Nette	4.00 The Importance of Organisational Capacity, and Building Leadership - Janet Hunt	Time off and time to get ready for the drive to Melbourne in the morning
5.30 Finish	5.30 Finish		5.30 Finish	5.30 Finish	
6.30 Dinner	6.30pm-7.30pm Aust/Indo Institute Reception at DFAT	6.30 Dinner	6.30 Dinner	6.30 Dinner	6.30 Party at Jim’s House
Evening free	8.00 Dinner	7.30pm-9.00pm Session on Identifying Expectations of Placement Agencies.	Evening free	Evening free [Late night shopping]	Evening Social

Participant Evaluation: Summary

GOOD/DON'T CHANGE	AGREE	DISAGREE
• Material and method of media presentation	• 11	• 1
• Overall satisfaction - material covered time management	• 13	• 0
• Mike & Rosie did a good job	• 14	• 0
• Good accommodation – ACFOA, Apheda, MPI, Amnesty	• 13	• 7
• Placements were good	• 7	• 0
CHANGE OR IMPROVE		
• System or structure of training	• 13	• 0

<ul style="list-style-type: none"> • Translator must have knowledge of material • Email facilities • Do not sent participant to placement with his/her own agency • More dialogue • Embassy visit not necessary • Evaluation and review everyday 	<ul style="list-style-type: none"> • 13 • 13 • 11 • 13 • 12 • 11 	<ul style="list-style-type: none"> • 0 • 0 • 2 • 0 • 1 • 2
COMMENTS		
<ul style="list-style-type: none"> • No relevance between theory and placement • Continuation of training required for the same participants 	<ul style="list-style-type: none"> • 12 • 13 	<ul style="list-style-type: none"> • 1
GOOD/DON'T CHANGE		
<u>Good material</u>		
<ul style="list-style-type: none"> • Globalisation • Policy analysis in Indonesia • Policy & Writing policy • Visit to Parliament house • Lobbying alternatives • Organisational and Management issues for NGO • NGO discussion 	<ul style="list-style-type: none"> • 12 • 7 • 12 • 12 • 12 • 12 • 10 	<ul style="list-style-type: none"> • 0 • 3 • 0 • 0 • 0 • 0 • 2
CHANGE OR IMPROVE		
<ul style="list-style-type: none"> • Advocacy session – didn't meet participant's needs • Media skills – too general and not enough practical skills • Program management – not enough time • ANU visit – not punctual or well planned 	<ul style="list-style-type: none"> • 12 • 12 • 12 • 12 	<ul style="list-style-type: none"> • 0 • 3 • 0 • 1
COMMENTS		
<ul style="list-style-type: none"> • Placements could be improved by following APHEDA, Amnesty model • Hotel accommodation • Money • Translator • Timetable • Direct contact between participant and agency 	<ul style="list-style-type: none"> • 13 	<ul style="list-style-type: none"> • 0

GOOD/DON'T CHANGE	AGREE	DISAGREE
<ul style="list-style-type: none"> • Accommodation • Conference room • Bedroom • Good facilitators • Mike & Rosie did a good job 	<ul style="list-style-type: none"> • 10 • 10 • 10 • 10 	
CHANGE OR IMPROVE		
<ul style="list-style-type: none"> • Food • Early correspondence between Australian NGOs – ACFOA and participants • Participant preparation not enough 	<ul style="list-style-type: none"> • 10 • 10 • 10 	
COMMENTS		
<ul style="list-style-type: none"> • Add one facilitator so Mike doesn't get too tired 	<ul style="list-style-type: none"> • 9 	<ul style="list-style-type: none"> • 2

<ul style="list-style-type: none"> • Translator needs to be aware of varying abilities in participant's English abilities 	<ul style="list-style-type: none"> • 11 	<ul style="list-style-type: none"> • 0
GOOD/DON'T CHANGE		
<ul style="list-style-type: none"> • Visit to parliament house • Policy in Indonesia • Transportation was good • Good hosts 	<ul style="list-style-type: none"> • 11 • 4 • 10 • 9 	<ul style="list-style-type: none"> • 0 • 5 • 0 • 1
CHANGE OR IMPROVE		
<ul style="list-style-type: none"> • Materials need to be translated and sent to participants before arrival • Placement information should be distributed earlier • Visit to ANU needed to be better organised • Change the Policy Advocacy section 	<ul style="list-style-type: none"> • 8 • 10 • 4 • 8 	<ul style="list-style-type: none"> • 1 • 0 • 2 • 1
COMMENTS		

GOOD/DON'T CHANGE	AGREE	DISAGREE
<ul style="list-style-type: none"> • Globalisation material • Organisation material (JH) • Media skills session • APHEDA as a standard for host organisations • ACFOA organisers – Mike & Rosie 	<ul style="list-style-type: none"> • 14 • 14 • 13 • 14 • 14 	<ul style="list-style-type: none"> • 0 • 0 • 1 • 0 • 0
CHANGE OR IMPROVE		
<ul style="list-style-type: none"> • Frame of the program • More skills included • Season • Placement mechanism • Translator – more understanding of material • Placement accommodation 	<ul style="list-style-type: none"> • 14 • 14 • 12 • 14 • 14 • 14 	<ul style="list-style-type: none"> • 0 • 0 • 2 • 0 • 0 • 0
COMMENTS		
<p>Training</p> <ul style="list-style-type: none"> • Skill – writing, fundraising, campaign, investigation • Practice (placement) • Planning • Theory –Policy – international/national/local <ul style="list-style-type: none"> - Advocacy - Organisation 	<ul style="list-style-type: none"> • 14 • 14 • 14 • 14 	