

**DECENTRALIZATION AND LOCAL GOVERNMENT
STRENGTHENING PROGRAM (DLGP-III)**

MINISTRY OF REGIONAL DEVELOPMENT

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FINAL REPORT
Project Local Community Development
Consultant (2.3.2.2)

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I. INTRODUCTION

Objectives DLGP-II

DLGP-II aims to strengthen all the 10 districts, so that they are financially independent. This, because the Government of Suriname wants to create more autonomous local governments. The objectives in this context are:

- *Training* of certified districts: Wanica, Para, Commewijne, Marowijne and Nickerie, focusing more on strengthening of the management of the district.
- *Implement a capital investment program* to extend services to the citizens.
- *Start up capacity-building* in the districts Brokopondo, Coronie and Saramacca, then in Paramaribo and Sipaliwini.

Three important actions of DLGP-II

1. ***Implement a Capital Investment Program (CIP)*** for the certified districts: Wanica, Para, Commewijne, Marowijne and Nickerie.

The CIP contains:

- *rehabilitation of sand roads,*
 - *Improvement of drainage systems,*
 - *modernization of public markets and*
 - *pick up and process of (household/domestic) waste.*
2. ***Promote citizens participation:*** to involve citizens and stakeholders to make decisions independently and to give account before, during and also after the completion of the projects.
 3. ***To establish Neighbourhood committees.*** These are designed to involve citizens in the preparation and implementation of the investment projects in their residential. In the DLGP-II program, will namely in each residential nucleus a project be executed. On the one hand DLGP II wants that the district board / county government is transparent towards and give account to the citizens and on the other hand, that the citizen have participation and be self-employed. Citizens and the government have therefore rights and obligations.

Neighbourhood committees consist of citizens of the direct vicinity and have the task of:

- to help control the work during the project and ensure that residents contribute to the project [maintenance].
- to encourage residents to work on the improvement of their own living conditions in their neighbourhood/plantation, village.
- to bear responsibility after completion of the project (maintenance for a sustainable use)

Neighbourhood committees consist as well as men, woman and youth. This, for a more balanced participation of the citizens. These committees are voluntary committees and shall by their effort: represent the neighbourhood in a dignified manner to improve the quality of life or to maintain it, so to encourage citizens and take appropriate initiatives to this end.

The neighbourhood committees get through the District Commissioner's office in cooperation with the

Project department, the following short courses:

- *Communication lines and conflict management;*
- *Managing the project cycle;*
- *Project-based approach and development*

II. OBJECTIVE AND SCOPE OF CONSULTANCY

The objective of the local consultancy is to assist the PIU and the District management Teams in the creation and training of Neighbourhood Committees at community level to monitor and report the progress of capital investment projects. The local consultant will be engaged to learn from the international consultant to get sustainable citizen participation structures on neighbourhood level in the districts. The consultancy should lead to more self-supporting activities of the local population besides the Capital Investments Progress. After being trained by the local consultant, the Neighbourhood Committees should undertake other projects for the improvement of the neighbourhoods.

Within the scope of his activities the local consultant will:

- meet with the International consultant on development of the training manual for the neighborhood committees.
- provide training to the Neighbourhood Committees in Wanica, Para, Commewijne, Marowijne and Nickerie.
- provide technical assistance to the Neighbourhood Committees when the road projects are in execution.
- provide committees practical tools (guidelines) for self-supporting Community Projects besides DLGP activities.
- present findings (final report) to MRD staff and districts representatives.

The consultancy activities will be executed for a period of approximately 1 year, *that is between the 15th of September 2009 and the 30th of May 2010.*

The consultant will deliver:

- A report containing input given to the international consultant on Neighbourhood Committees.
- A report of the 3 workshop provided to the Neighbourhood Committees based on training modules as described in the training manual.
- Report on guidelines given to the committees to work on self identified projects to be implemented with own funds or other donor contribution.
- Coaching report of the established committees in the 5 pilot districts Wanica, Para, Marowijne, Commewijne and Nickerie.

III EXECUTION MODULE 1, 2 and 3

Preparation



The training manuals *Cooperation, Conflict resolution and Negotiation, Project Development* and *Project Management* were drafted by the trainer, Mr. H. Gezius based on his community development experience with strong and weak Community- Based Organizations (CBO's) and comment of the Task Manager of the DLGP-II department and the international consultant. The comments of the Task Manager consisted experience-data during the hearings, DLGP-I. The content of the training manual is tuned to the education-level of the target group. The education level of the persons which has given up their names for the Neighbourhood Committees become known. The lowest level was the Primary Education and the highest the university: the Primary Education was the average level. The relevance of the content is achieved by studying the backgrounds and objectives of the DLGP-II program and the script for the establishing of the Neighbourhood Committees¹.

Implementation

After the training manuals were multiplied by the Project Task Manager of the Citizen participation of DLGP II office, Mrs. I. Gilliad on behalf of the trainees, they were picked up by the trainer or his assistant. Additional training material was also multiplied by the trainer himself.

The training location was the same location that was chosen by the respective BIC-employees and the transporting of the trainees to the training location was (once) again coordinated by the Task Manager and for the execution were the BIC-employees once again responsible.



Picture above: training session district Para

The first training in module 1 *Project development* took place on the 28 of January 2010 and the last two trainings, module 2 *Cooperation, Conflict resolution and Negotiation* and module 3: *Project Management* took place on the 8th of May 2010 in the community conference building in the village of *Mungo Tapu*, in the district Marowijne.

Eleven (11) Neighbourhood Committees of five districts consisted of between 58 and 43 members (93 male, were trained in four months. Fifteen (15) training sessions on three subjects were conducted between January and May 2010. A maximum of 39 male and 33 female members of Neighbourhood Committees were trained and a minimum of 22 male and 16 female members. Para had the largest Neighbourhood Committees as regards to membership.

The number of the Neighbourhood Committee members that was trained was not the same during the training period or at each module. The greatest number of persons, 58, is trained in *Project development* and the smallest number, 43, in *Cooperation, Conflict resolution and Negotiation*. The representation of young people and older people, men and women, highly educated and low educated, different ethnic groups was dependent on the location. There were among the members of the Neighbourhood Committees; entrepre-

¹ The model Script establishment Neighbourhood committees related to Capital Investment Program, district Wanica Department Management Administration districts, districts-secretary: Ilse kohinor, Wanica, 9 June 2009.

neurs, officials, secondary school students, housewives, which participated in the training and a few people from the women organization Para. The trainees were between 18 – 60year.

Mrs. C. Banai assisted Mr. H. Gezius during the trainings. A fixed sequence of the modules is handled during the trainings. Started with the training Project Development. The training Project Management is consciously scheduled close to the date when the paving was about to take place or begin.



Interactive teaching methods and practice examples were used after the theoretical discussion to increase the effectiveness of the trainings.

(Pictures: left and right).

At the first training module *Project Development* a fill in form was used for the working out of a project proposal. On the basis of this form the



Neighbourhood Committee members could systematically but simply describe the problem, solution, results, activities, etc. besides they had to choose one problem from their surroundings. During the second module *Cooperation, Conflict Resolution and Negotiation* a lot more interactive moments were introduced.

During the third training module *Project Management* the trainees learned how to manage a project that is about to be or is implemented on the basis of six aspects: *Finance, Time, Organization, Information, Quality criteria* and *Safety precautions*. They received in addition to that a detailed estimate of another project as example and a time work schedule.

Furthermore, a summary from the specification and conditions of the technical quality requirements (picture in center) was made by the trainer and discussed with the trainees. Also the safety precautions that must be taken into consideration before and during the paving (pictures: left and right) were discussed.



At the aspects *Organization* and *Information* was referred to the terms of reference of the Neighbourhood committee and with which other persons information should be exchanged. From the script for the establishing of the Neighbourhood Committees, information for the Neighbourhood Committees is process in simply *powerpoint slide*. From that they could comprehend how to act and who to contact if they ascertain misunderstandings at the implementation of the paving projects.

The trainees are not the supervisor of the project whereby they did not had access to all detailed information of the project. Therefore, copies of detailed estimate and time work schedule were given handed out to the trainees and discussed. With the instruction that when they are implementing the project on their own they should keep an eye on the detailed estimate, the time work schedule and the quality requirements.

Evaluation

The trainings were not started in the period in which they were planned. The first trainings should have started in the month December. That was situated in the organizing of neighbourhood meetings, whereupon Neighborhood Committees were formed and installed. They were also working on the training manual, for which a piece of preliminary research still needed to be done. The progress of the trainings are described in three progress reports, the first one is about the progress of the trainings in January and February, the second one is about the progress of the trainings in February – March and the third one is about the progress of the trainings in April – May.

The length of all the modules was what the trainees could absorb: 3 hours. Most of the trainings took place in the early evening; those of Commewijne took place only in the morning on weekends.

Through games and role plays the participation was promoted as well as their comprehension of the subject increased. Games were used at *Cooperation*, *Conflict Resolution* and role plays at *Negotiation*. For the most trainees the trainings were relevant, tuned to and passed on in an understandably way to them. Especially, the role plays have increased the learning moments of the trainees.

The trainees found the training *Project Management* most relevant, because the training had beside the theoretical part specifically relation to the paving project in their surroundings. In addition to that they received information regarding to the *duration* of the project, the *costs* of it, the *quality criteria* what the project must meet and the safety regulations that should be taken into consideration. They found the technical information of the project important, because in that way they could know how to control the implementation of the project, therefore what to pay attention to. They have stated that it would be better if they can receive the specification to know more, for example if driveways will be made during the project implementation etc.

The module *Project Management* appealed to all trainees and they found it instructive. This module specifically discussed the paving project in their neighborhood (picture right: **Groot Henar, Nickerie**). And they have understood how to make a detailed estimate, to what attention should be paid and what should be taken into consideration during the implementation of the project.



At this module the trainees had some comments that were related to the actual situation regarding to the paving, on which they did not yet have adequate answer, regardless of the technical information. The comments were forwarded to the Technical Manager of the DLG-II.



By the 31th of May 2010, all Neighbourhoods Committees were trained and in three districts the paving projects were already started (picture left above: **Mungo Tapu**) and four Neighbourhood Committees have received training certificates (picture right: **Johan & Margarita**). The last training is given in *Mungo Tapu*, district Marowijne. In *Mungo Tapu* (district Marowijne), *Groot-Henar* (district Nickerie), *Spari-*, *Milo-* and *Chinitie-*street (district Wanica), *Cali- and Manaroenistreet* (district Para) and *Johan & Margarita* (district Comme-wijne) the paving projects have already started/begun.



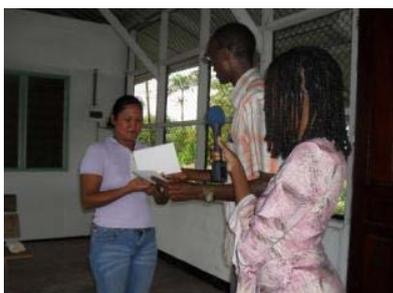
On *March 17 and March 24* the first certificates (picture right: certificate) were handed out to the members of the Neighborhood Committees of Chinitiestreet and Gerardstreet (district Wanica). The attendance of the local residents was in both cases temperate. The distribution was attended by the representatives of the District commissioner's office. In one of the cases the media was present.



During the hand out of the certificates the trainer emphasized the importance of the Neighborhood committees again. There was also occasion for the Neighborhood committees to ask questions about or give report of the paving that was already started in their neighborhood. The Neighbourhood Committees is urged to begin with meetings, even if it is once a month. The last certificates were handed out on *May 17* to the Neighbourhood Committees in *Johan & Margarita* (pictures: left) and *Kroonenburg* (pictures: right under). The weather was bad, that led to the poor attendance of local residents in both cases. Not all the trainees of the Neighbourhood Committees in *Kroonenburg* show up; there were only two trainees present and the distribution (handing out of the certificates) has not taken place in a decent room, because there were no proper arrangements made with the head teachers



of the public elementary school where the trainings have taken place. In both cases at the handing out of the certificates the District commissioner's office was hardly represented. The poor attendance of the relevant persons and local residents also had to do with the election activities in which some of them participated. Again, the trainer stressed on the importance of the Neighborhood committees and advised the members to hold at least once a month meetings.



The handing out of the certificates that was scheduled on the same day at Bakkie and the handing out of the certificates to the Neighbourhood Committees in Nickerie, Para en Marowijne is postponed until after the elections.



The training sessions were properly facilitated by BIC-members (members of the Citizen Information Centre) with logistic, consumption and with the invitation of Neighbourhood Committees.

The handing over of certificates to trainees in the case of Commewijne and Wanica was put on video by employees of the Ministry of Regional Development; and in the case of Wanica was made public by Star News (an internet daily paper).



Paramaribo, 22th of May 2010

Mr. H. Gezius

ANNEX:

NAMES OF THE MEMBERS OF THE RESPECTIVE NEIGHBOURHOOD COMMITTEES

ALBINA - MAROWIJNE	GEN- DER	PO	SC	PM	JOHAN & MARGRITA/ KROONENBURG/ BAKKIE - COMMEWIJNE	GEN- DER	PO	SC	PM
1. Makwasie - Iwan	M		X	X	1. Dhr. Spek B.	M	X		X
2. Jajo- Emelie, Cecilia	F	X	X	X	2. Dhr. Setrowidjojo S.	M	X	X	X
3. Misiedjan – Meta	F	X	X	X	3. Dhr. Doebar A.	M	X	X	X
4. Pinas- Cynthia J.	F	X	X	X	4. Mw. Zuidveen S.	F	X	X	X
5. Afsende J.	M	X			5. Dhr. Sanredjo M.	M	X	X	-
MUNGO TAPU - MAROWIJNE		PO	SC	PM	6. Mw. Sowidjojo S.	F	X	X	
1. Vanan, Iwan	M	X	X	X	7. Mw. Sowidjojo R.	F	X	X	
2. Bron, Monique	F		X	X	8. Mw. Djodikromo S.	F	X		
3. Raafenberg, Henkie, J.	M	X	X	X	9. Dhr. Djodikromo E.	M	X		
4. Flakkalobi, Joyce	F		X	X	10.Dhr. Phoeli R.	M	X		X
5. Raafenberg Frits	M	X			11.Dhr. Paloe M.	M	X	X	
6. Adam Latoya	F	X			12.Dhr. Dipodrono W.	M	X		
Hunswijk, Suzanna	Coordinator Moengo				13. Dhr. Kartosentono	M	X		
Cambiel, Lilian	Sub- coordinator				14. Dhr. Gopie R.	M	X	X	
GROOT HENAR – Nw NICKERIE		PO	SC	PM	15. Dhr. Kasanmoenadi S.	M	X	X	X
1. Jianullah Rekendernath	M		X	X	16. Dhr. Asgarkhan M.	M	X	X	X
2. Djokarso Soedirman	M	X	X	X	17. Dhr. Tirtawi W.	M			X
3. Hassankhan Saida	F		X	X	18. Tjokrotaroen	M		X	
4. Keolie Devanand	M	X	X	X	Frijde Helene	BIC- Coordinator			
5. Sdhoe Chaitram	M		X	X	Ramsahai-Bansie A.	Sub BIC- Coordinator			
6. Bishar Dewkoemar	M	X	X	X	CALIWEG/ MANAROENIWEG - PARA	GEN-DER	PO	SC	PM
7. Tjikhoeri D	M	X	X	X	1. Swedo L.	M	X	X	X
8. Bishar Bisendath	M		X	X	2. Deekman Mercelien	F	X	X	X
Ignacio Tjin A Tak	BIC- coordinator				3. Pollard Jessica	F		X	X
SPARIWEG/ MILOWEG/ GERARDSTREET - WANICA	GEN- DER	PO	SC	PM	4. Oliveira Sergio	M	X	X	X
1. Bendanon, Kenneth .J.	M	X	X	X	5. Watamaleo Romano	M	X	X	X
2. Blokland Merlien	F	X	X	X	6. Samson Romario	M	X	X	X
3. Baasaron Ilma.	F	X	X	X	7. Gezius Regina	F	X	X	X
4. Kamiso Jerry	M	X	X	X	8. Jogi Conchita	F	X	X	X
5. Toerab A.	M	X	X	X	9. Swedo Anushka	F	X		X
6. Algoe Roepnarain	M	X	X		10. Moesjoekoer A.	M	X	X	
7. Algoe Rasana	F	X	X		11. Kolom Karin	F	X	X	X
8. Maurice V.	M		X	X	12. Boschman Juanita	F		X	X
9. Dewnarain C.	M	X	X		13. Jogi Angracia	F	X	X	X
11. Ons Maikel	M		X		14. Boschman D.	M	X		
12. Mak B.	M	X			15. Chobin Merciano	M	X		
13. Ong A Kwie R.	M	X			16. Kana Joy	M	X		
14. Saman M.	M	X			17. Draaibas Juanita	F	X		
15. Hoever B.	M	X			18. Jogi German	M	X		
Jolanda Leter	BIC-Coordinator				19. Samson Arnold	M	X	X	X
					Juanita Boschman	BIC-Coordinator			