



TRAINING REPORT

Report of the Training of Trainers for Implementation of Participatory Prospective Analysis (PPA)

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2011

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I. Background

The training of trainers on Prospective participatory Analysis (PPA) is an activity that is expected to contribute to the achievement of three Expected Results (ER) of the CoLUP project. These are:

ER1: Key stakeholders have improved capacity to collectively design participatory development actions, including implementing agreements on land tenure and rights

ER2: Collaborative assessment of land conditions, current management and possible future trajectories established

ER3: Mutually agreed land allocation, CLUP/NRM plans and future-oriented participatory development actions designed to ensure the legalization of communities' rights to land

The implementation of PPA in Kapuas Hulu and Seram districts is geared towards the exploration of possible evolution of land use practices and management. As PPA is implemented with a comprehensive participatory approach, this exploration provides the basis for collaborative reflection on future trajectories (ER2). In the process of exploring and anticipating changes and building a shared vision on the future of land use, stakeholders improve their capacity to collectively design participatory development actions (ER1). This shared vision on land allocation supports applied development actions taking into account the rights of the local communities who are part of the vision building process (ER3).

II. Objectives and activities

The objective of the mission was to train two groups of project staff who will form the Field team in charge of the implementation of PPA respectively in Kapuas Hulu and Seram. The composition of the trainees group who attended the training workshop is in Appendix 1. The workshop activities as implemented are in Appendix 2.

Activities combined learning of the basic concepts of foresight and prospective analysis and practical application of the stepped PPA method. The method entails 3 stages that were respectively detailed and applied. PPA concepts and tools were presented and immediately applied through a learning-by-doing approach using a case study closely related to the true conditions of field implementation the teams will face.

The case study was applied to the question "What will the landscape of Kapuas Hulu look like by 2025?" In the stage of variable definition, participants acquired knowledge and know-how on the identification and definition of the system's variables. They used a structural analysis approach associated to a computerized tool that enables the identification and selection of key variables. In the second stage, they learned the principles of scenario-building, writing frames of scenario and developing full scenarios. In the third stage, the process of appropriation by stakeholders was discussed. Simultaneously, general and detailed aspects of PPA implementation were analyzed and confronted to the situation the teams will likely face in the two districts.

III. Results

After five days of training the participants have acquired a good understanding of the PPA method. This understanding is supported by practical experience in using the fundamental tools and concepts of this approach. The case study was developed as far as possible according to the knowledge of the group of trainees. They identified 23 variables that influenced the future of land use allocation in Kapuas Hulu. After applying structural analysis to these 23 variables, they were able to select 5 key variables and define the future states of these variables by 2025. Then they produced 7 contrasted scenarios and wrote the basic frames of each scenario. One frame was further developed into a complete scenario (for all results see Appendix 3). These results witness the capacity of the participants in applying the PPA method. However, they should not be considered as a true reflection on the question, since the six participants did not really form a “group of experts” similar to the group that will be supported by the project’s team in the field in order to conduct the PPA. A special session was dedicated to the use of the software displaying the results of structural analysis. The participants now master this software and are confident with its manipulation.

In-depth discussion on the local implementation of the PPA and its appropriation by local stakeholders led to the elaboration of a sequenced work programme that what was jointly approved by all participants. This work programme is presented in Appendix 4.

Finally a comprehensive computerized documentation on PPA was given to all participants. This includes

- ▣ The handbook for PPA implementation
- ▣ A folder with all presentations made during this training-of-trainer workshop
- ▣ A folder with all results from the application of PPA
- ▣ A folder with background information written in Indonesian language
- ▣ The agreed-upon time frame and sequences of work for field implementation

IV. Next steps

Participants are ready for field implementation. Since field work will not start before April, it is recommended that participants “refresh” their newly acquired knowledge and know-how. For this purpose, it is suggested that trainees held a brief case study with some external people. This case study could be conducted at CIFOR with some local staff who have shown interest in PPA but could not attend the training.

Support from the trainer is also envisaged after starting field implementation upon the basis of local requirements and availability of the trainer.

V. Appendices

Appendix 1. List of trainees

No.	Name	Institutions
1	Nining Liswanti	CIFOR
2	Bayu Shantiko	CIFOR
3	Tine Tjoa	UNPATTI
4	Thomas	UNPATTI
5	Valentinus Herry	RIAK BUMI
6	Alo	Consultant
7	Laurène Anne Feintrenie	CIRAD
8	Claude Garcia	CIRAD

Appendix 2. Programme of the workshop



Training Workshop Program

CoLUP- Training of trainers
Participatory Prospective Analysis
Jan 31- Feb 4, 20 11
Bogor, Indonesia

Robin Bourgeois CIRAD ESUMR ART- Dev

Monday morning

- 09h00- 10 h00: Introduction
 - Presentation of the participants
 - Expectations
 - 10h00- 10h45: General Presentation of PPA
 - 10h45- 12h15: Defining the system (S0 .1)
 - What?
 - Where?
 - When?
 - Who?
-

Monday afternoon

- 13h30- 15h30: Working on the stakes (S1.0)
 - What do I fear
 - What do I hope
 - What is important
 - 15h45- 18h00: Identifying the variables (S1.2; S1.3)
 - What is a variable
 - Cleaning, grouping variables
 - Selection of relevant variables
 - Setting definitions
-

Tuesday

- 08h30 - 12h15: The mutual influences (S1.4)
 - Preparation
 - Doing the analysis
 - 13h30 - 18h00: The mutual influences (S1.4)
 - Doing the analysis
-

Wednesday morning

- 08h30 - 10h00: The Key variables (S1.5)
 - Reading the graphs
 - Strength scoring and indirect influences
 - Selecting the key variables
 - 10h15 - 12h15: The future states (S2.6)
 - What is a state
 - Documenting the key variables
 - Exploring future states
-

Wednesday afternoon

- 13h30 - 15h30: The future states (S2.6)
 - Defining the states of each key variable
 - 15h45 - 18h00: Building scenarios (S2.7)
 - Construction of the table
 - Principles of scenario building
 - Identifying scenarios
-

Thursday morning

- 08h30 - 10h00 : Building scenarios (S2.7)
 - Writing the synopsis of a scenario
 - Developing a scenario

 - 10h15- 12h15: Defining a strategy (S2.8)
 - Extending the reflection
 - Appropriation by the actors
 - Promoting changes
-

Thursday afternoon

- 13h30 - 18h00 : Feedback on the method
 - Reaction of the participants
 - Key issues for implementation
-

Friday morning

- 08h30 - 10h00 : Preparing a PPA
 - Selection of the experts
 - Preparing appropriation
 - Choosing the right option

 - 10h15- 12h15: Doing the PPA
 - The facilitation Team
 - Materials to get started
 - Sharing results
-

Friday afternoon

- 13h00- 16h00: From anticipation to action
 - Open discussion related to each case
 - Preparing field implementation
-

Appendix 3. Results of the case study

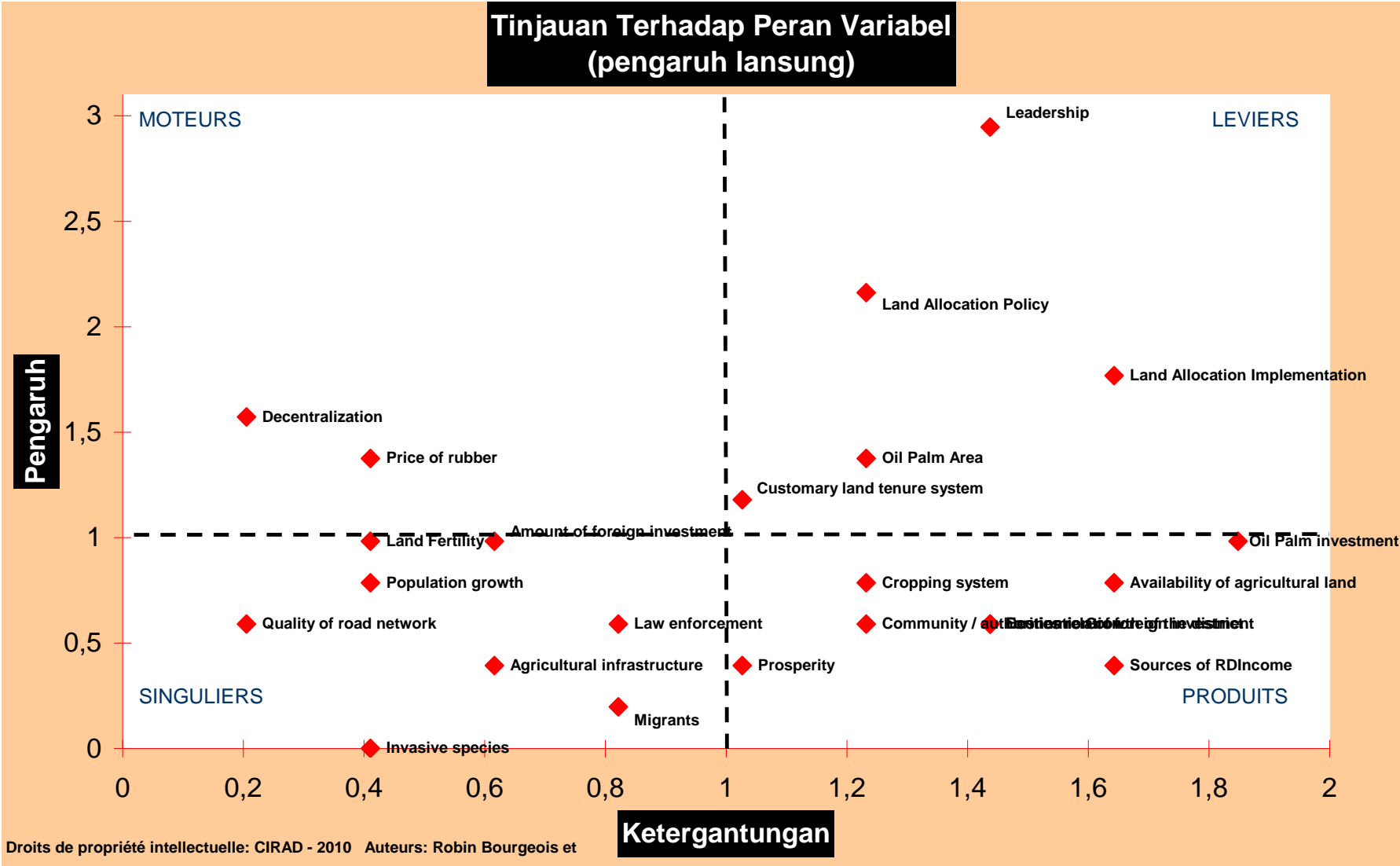
3.a. List of variables as defined by the trainees

	Variables	Definitions
1	Amount of foreign investment*	Private money for business development arriving to the district from outside Indonesia in a given year
2	Economic growth of the district	Economic growth as measured by the Local GDP evolution
3	Prosperity	Percentage of poor people below the poverty line as defined by local authority in the district
4	Sources of District Govt. Income	Amount of money received by the local government from the various sectors of activity in the district
5	Price of rubber	Price of natural rubber at farm gate
6	Decentralization	Level of autonomy of local government in terms of land allocation.
7	Land Allocation Policy	Whether land allocation policy considers economic, ecological and socio-cultural dimensions
8	Land Allocation Implementation	Level of respect of decisions on land allocation by the local government
9	Customary land tenure system	Level of recognition of customary law on tenure system by the formal legal system
10	Community / authorities relation	Level of trust between the government and the local communities
11	Leadership	Orientations given by prominent leaders of the district
12	Law enforcement	To what extent and how are laws enforced, monitored and sanctioned.
13	Availability of agricultural land	Availability of agricultural land for farmers to crop staple food
14	Migrants	Proportion of migrant in the total population, migrants being people not born in the place.

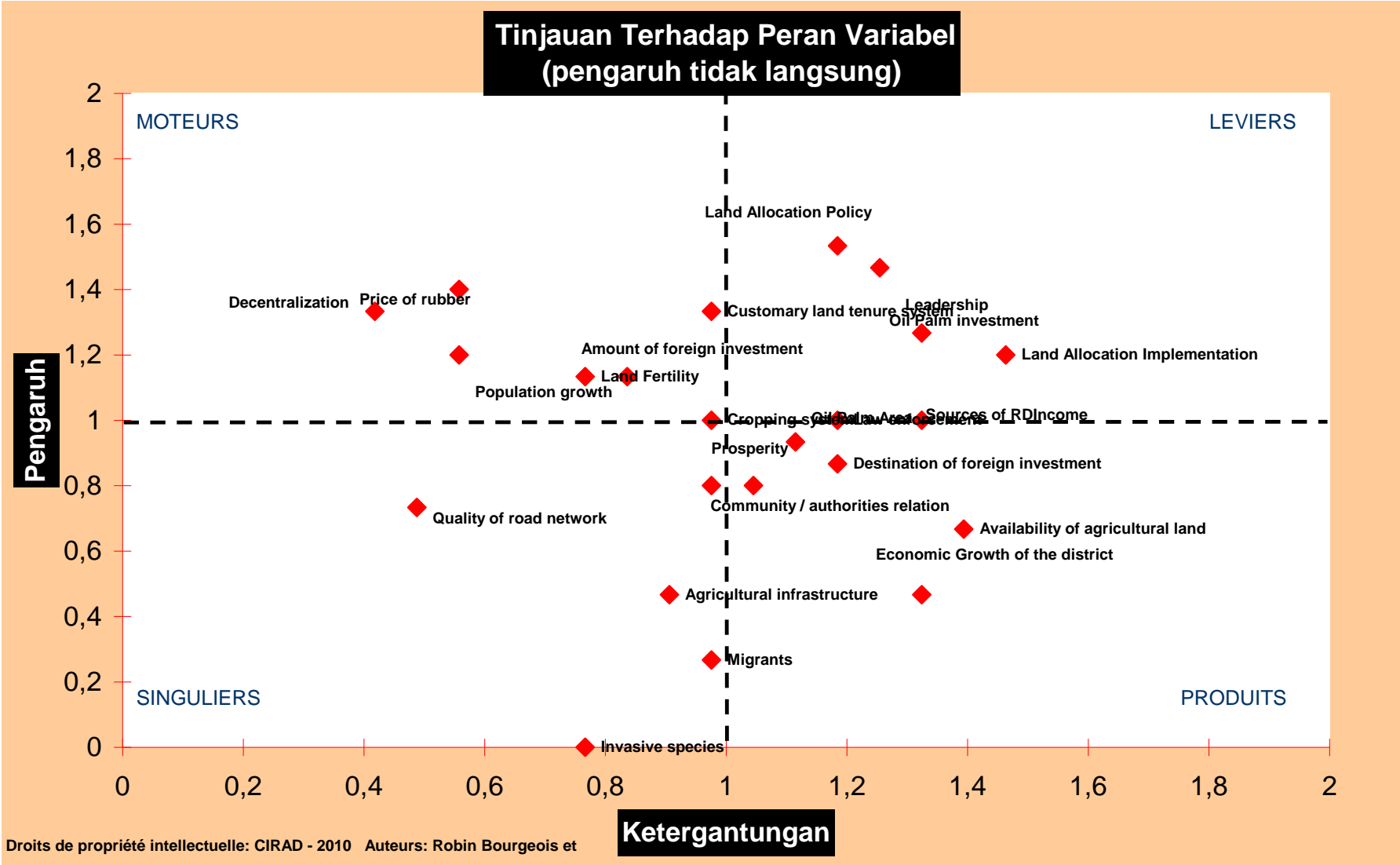
Appendix 3. a. (ctd) List of variables as defined by the trainees

	Variables (ctd)	Definitions (ctd)
15	Population growth	Net growth of population due to fertility and migration
16	Quality of road network	Length and state of road network
17	Agricultural infrastructure	State of agricultural infrastructure (including irrigation network, hydropower, dams)
18	Oil Palm Area	Total number of Ha planted with Oil Palm
19	Cropping system	Combination of labor, inputs, and technologies used by farmers to produce food crops
20	Invasive species	Percentage of area invaded by species that occupy natural habitat of local species
21	Land Fertility	Capacity of land to sustain various crops
22	Oil palm investment	Amount of money invested, by foreign and Indonesian, public/private sources, in the oil palm sector
23	Destination of foreign investment	Share of foreign investment directed toward rural area.

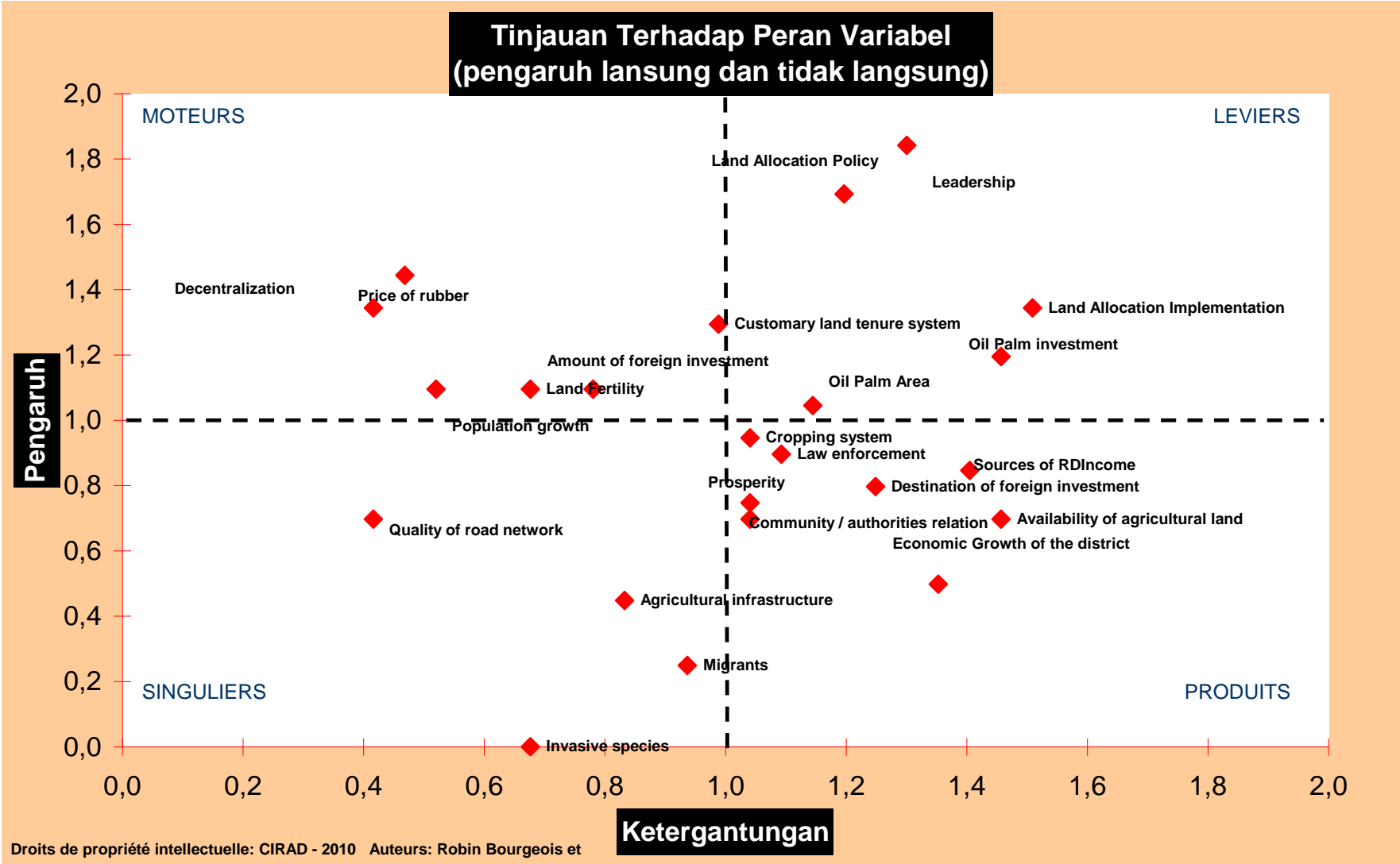
Appendix 3.b Results of the structural analysis: the direct influence/dependence graph



Appendix 3.b (ctd) Results of the structural analysis: the indirect influence/dependence graph



Appendix 3.b (ctd) Results of the structural analysis: the total influence/dependence graph



Appendix 3.b (end) Results of the structural analysis: the weighted direct and indirect strength tables

Direct weighted strength			Indirect weighted strength	
Leadership	3,51		Price of rubber	1,90
Land Allocation Policy	2,44		Decentralization	1,88
Decentralization	2,44		Land Allocation Policy	1,63
Price of rubber	1,87		Population growth	1,54
Land Allocation Implementation	1,64		Leadership	1,50
Oil Palm Area	1,29		Customary land tenure system	1,45
Land Fertility	1,23		Land Fertility	1,28
Customary land tenure system	1,12		Amount of foreign investment	1,23
Amount of foreign investment	1,07		Oil Palm investment	1,17
Population growth	0,92		Land Allocation Implementation	1,03
Quality of road network	0,77		Cropping system	0,96
Oil Palm investment	0,61		Law enforcement	0,87
Cropping system	0,55		Quality of road network	0,83
Availability of agricultural land	0,46		Sources of RDIncome	0,82
Law enforcement	0,44		Oil Palm Area	0,81
Community / authorities relation	0,34		Destination of foreign investment	0,70
Economic Growth of the district	0,31		Community / authorities relation	0,68
Destination of foreign investment	0,31		Prosperity	0,66
Agricultural infrastructure	0,27		Availability of agricultural land	0,41
Prosperity	0,20		Agricultural infrastructure	0,30
Sources of RDIncome	0,14	Economic Growth of the district	0,23	
Migrants	0,07	Migrants	0,11	
Invasive species	-	Invasive species	-	

Note: Blue arrows show variables that become more influential through indirect links; red arrows show variables that become less influential.

Appendix 3.c. Key variables

	Key Variables	Definitions
1	Price of rubber*	Price of natural rubber at farm gate
2	Decentralization	Level of autonomy of local government in terms of land allocation.
3	Land Allocation Policy	To what degree policy of land allocation takes into consideration economic, ecological and socio-cultural dimension
4	Customary land tenure system	Level of recognition of customary law on tenure system by the formal legal system
5	Leadership	Orientations given by prominent leaders of the district for land allocation
6	Oil Palm Development	Total number of Ha planted with Oil Palm

Notes: * This variable was finally considered as a mostly external variable

** This variable merges Oil palm Area and Oil palm investment

Appendix 3.d. Possible future states of the variables

Key variable	State 1	State 2	State 3	State 4	State 5	State 6
B. Decentralization	Local government has complete freedom	Central government rules land allocation	Joint decision among stakeholders	Joint decision between central and local government excluding other stakeholders	Indigenous people decides on land allocation	Nobody is responsible for land allocation
C. Land Allocation Policy	Priority to economy	Priority to ecology	No priority	Integration of the 3 dimensions		
D. Customary land tenure system	No recognition	Recognised only by local government				
E. Leadership	Leadership that balances economic, ecological and social interest of the people	Opportunistic leadership that puts its own interest first	Leadership that doesn't want to make decision related to land allocation			
F. Oil Palm Development	No more investment (no demand, conflict, no land...)	Transformation of existing oil Palm plantations into SOP system that cares about socio-cultural and environmental conditions, without further expansion	Conversion of all land to oil palm planted with the "conventional" system			

Note: In the next pages, the frames of scenario are characterized by a combination of the states of the five variables. For example Scenario 1. "Selling ecology" is characterized by B2-C2-D1-E2-F1.

Appendix 3.e. The seven frames of the scenarios

Scenario	B	C	D	E	F	Frame
1. Selling ecology	2	2	1	2	1	<p>Kebijakan alokasi lahan ditentukan oleh pemerintah pusat dan didukung oleh kepemimpinan yang oportunistis dengan prioritas pada aspek ekologi yang mengabaikan hak masyarakat. Adapun sumber pendapatan asli daerah yang diterima oleh pemda adalah yang berkaitan dengan perdagangan karbon ; perlindungan ekologi dan kegiatan ekowisata. Alih alih mensejahterakan masyarakat ; hasil investasi di atas justru digunakan oleh kepentingan kelompok maupun pribadi. Hal ini menyebabkan sebagian investor dari luar tidak percaya yang pada akhirnya akan membatasi sumber PAD : ada juga investor yang tidak memperdulikan kondisi kepemimpinan daerah seperti ini namun mereka juga tidak terlalu peduli dengan hak hak masyarakat. Investasi mereka di arahkan ke pedesaan.</p> <p>Ketersediaan lahan untuk petani yang mau menanam tanaman pangan adalah semakin terbatas atau bahkan tidak ada sama sekali : mereka akan menyalahkan petani karena kecurigaan mengakibatkan erosi ; penggunaan pestisida ; kontaminasi air ; deforestasi: dengan kondisi seperti ini maka peningkatan ekonomi akan rendah ;</p> <p>Tingkat penghormatan alokasi lahan oleh pemda? Implementasi alokasi lahan sesuai dengan keinginan pemda yang membuat masyarakat tidak mampu melawan ; sehingga produksi pertanian rendah dan kembali ke sistem pertanian tradisional karena infrastruktur buruk ; sehingga kemiskinan meningkat dan tidak ada masyarakat kepercayaan terhadap pemerintah ; kecukupan pangan terutama bagi masyarakat miskin tidak dapat dipenuhi :</p> <p>Tidak ada orang yang mau bekerja di wilayah ini dan tidak karena kesempatan bagus untuk migran ; sehingga populasi tidak ada perkembangan ; penegakan hukum menjadi lemah ; tingkat kesuburan naik karena lahan banyak tidak digarap dan penggunaan pupuk kimia tidak digunakan : invasi species akan muncul dilahan yang tidak dilakukan kegiatan pertanian lagi atau didatangkan dari luar.</p>

Scenario	B	C	D	E	F	Frame
2. The rule of growth	1/2/4	1	1	2	3/1	Kebijakan alokasi lahan mempertimbangkan faktor ekonomi yang diperkuat oleh lemahnya pengakuan terhadap hak_hak masyarakat hal ini diperparah dengan kepemimpinan yang oportunistis dimana pemimpin seringkali berubah orientasi tidak jujur dan tidak realistis dalam mengambil keputusan; kebijakan alokasi lahan yang memprioritaskan ekonomi mungkin terjadi pada kondisi dimana pemerintah lokal mempunyai kebebasan penuh atau pemerintah pusat sangat kuat atau apabila apabila terjadi keputusan bersama antara pemerintah pusat dan lokal: selain itu orientasi ekonomi dalam kebijakan alokasi lahan memungkinkan berhentinya investasi kelapa sawit dalam bentuk aliran dana ataupun areal perluasan; atau justru mengubah bentang alam kapuas hulu menjadi areal sawit dengan sistem konvensional dan merusak lingkungan: investasi kelapa sawit yang terhenti dapat dipengaruhi oleh kondisi ekonomi yang memungkinkan munculnya peluang investasi baru seperti karet dimana harga karet cukup tinggi: sebaliknya konversi sawit mungkin terjadi pada saat harga komoditas penting bagi masyarakat yaitu karet turun bahkan tidak ada harganya sama sekali:
3. The rule of ecology	2	2	2	1	2	Pemerintah pusat mengambil peran untuk memutuskan alokasi lahan di KH dengan lebih memprioritaskan kepada segitiga ekologi dan dengan didukung oleh pmda yang mempertimbangkan keseimbangan kepentingan ekonomi, ekologi dan sosial masyarakat dimana pmda mengakui sistem pengelolaan lahan secara adat. Jadi meskipun pembangun kelapa sawit yang ada sekarang akan di dorong kepada sistem pengelolaan sawit berkelanjutan yang peduli kepada aspek sosial-budaya dan kondisi lingkungan tanpa melakukan ekspansi wilayah lebih luas.
4. Immobilism	1	3	2	3	1	pemerintah daerah menerapkan prinsip desentralisasi sehingga mereka bebas menentukan kebijakan alokasi lahan secara penuh; namun dalam sistem kepemimpinan pemerintah daerah tidak ada kebijakan yang berhubungan dengan alokasi lahan sehingga tidak adanya prioritas dalam alokasi penggunaan lahan termasuk penggunaan lahan untuk kelapa sawit dengan demikian tidak adanya dukungan untuk masuknya investasi bagi pengembangan kelapa sawit di kapuas hulu; namun terdapat pengakuan pemerintah daerah terhadap sistem kepemilikan hak_hak masyarakat atas lahan:

Scenario	B	C	D	E	F	Frame
5. Chaos	6	3	1	3	3/1	Pemimpin di tempat tidak berani untuk meggambil keputusan tentang alokasi tanah, dan tidak mengakui hak masyarakat atas pemanfaatan lahan, sehingga tidak ada prioritas tentang penataan ruang. Kesempatan ekonomi dari pasar mempengaruhi pilihan pilhan pihak pihak di Kapuas Hulu. Jika harga relatif kelapa sawit menguntungkan, seluruh lahan dikonversi dalam perkebunan sawit yang tidak lestari, jika harga minyak sawit tidak menguntungkan, tidak ada lagi investasi dan area kelapa sawit hilang secara progresif.
6. Individualistic opportunism	5	3	1	3	3	Tidak ada kebijakan pemerintah dalam alokasi lahan dikarenakan kepemimpinan yang tidak ingin membuat keputusan terkait alokasi lahan. Kondisi ini membuat masyarakat lokal yang tidak mendapatkan pengakuan lahan adat secara legal, membuat keputusan sepihak tentang aloksi lahan tanpa ada prioritas. Semua lahan dikonversi menjadi kelapa sawit dengan sistem conventional.
7. Balanced development	3/4	4	2	1	1/2	Pemerintah pusat dan daerah yang didukung kepemimpinan daerah akomodatif dan mengakui hak hak masyarakat adat tanpa atau pun dengan kerjasama dengan masyarakat dan pihak pihak lainnya membuat keputusan alokasi lahan yang mengrintegrasikan secara seimbang dimensi ekonomi, ekologi dan sosial budaya. Salah satu model pengelolaan lahan adalah mendorong kelapa sawit dengan sistem yang mempertimbangkan aspek sosisal budaya ekonomi dan ekologi secara berkelanjutan dan tanpa melakukan ekspansi yang berlebihan atau tidak melakukan investasi dalam bidang kelapa sawit jika tidak ada permintaan ataupun terjadi konflik lahan antar pemerintah dan masyarakat atau pengusaha.

Appendix 3.f. Example of scenario development: Selling ecology (B2-C2-D1-E2-F1)

Kebijakan alokasi lahan ditentukan oleh pemerintah pusat dan didukung oleh kepemimpinan yang oportunistis dengan prioritas pada aspek ekologi yang mengabaikan hak masyarakat. Adapun sumber **pendapatan asli daerah** yang diterima oleh pemda adalah yang berkaitan dengan perdagangan karbon ; perlindungan ekologi dan kegiatan ekowisata. Alih alih mensejahterakan masyarakat ; hasil investasi di atas justru digunakan oleh kepentingan kelompok maupun pribadi. Hal ini menyebabkan sebagian investor dari luar tidak percaya yang pada akhirnya akan membatasi sumber **PAD** : ada juga investor yang tidak memperdulikan kondisi kepemimpinan daerah seperti ini namun mereka juga tidak terlalu peduli dengan hak hak masyarakat. **Investasi mereka di arahkan ke pedesaan.**

Ketersediaan lahan untuk petani yang mau menanam tanaman pangan adalah semakin terbatas atau bahkan tidak ada sama sekali : mereka akan menyalahkan petani karena kecurigaan mengakibatkan erosi ; penggunaan pestisida ; kontaminasi air ; deforestasi: dengan kondisi seperti ini maka **peningkatan ekonomi** akan rendah ;

Tingkat penghormatan alokasi lahan oleh pemda? Implementasi alokasi lahan sesuai dengan keinginan pemda yang membuat masyarakat tidak mampu melawan ; sehingga produksi pertanian rendah dan kembali ke sistem pertanian tradisional karena **infrastruktur** buruk ; sehingga kemiskinan meningkat dan tidak ada masyarakat kepercayaan terhadap pemerintah ; kecukupan pangan terutama bagi masyarakat miskin tidak dapat dipenuhi :

Tidak ada orang yang mau bekerja di wilayah ini dan tidak karena kesempatan bagus untuk **migran** ; sehingga populasi tidak ada perkembangan ; **penegakan hukum** menjadi lemah ; tingkat kesuburan naik karena lahan banyak tidak digarap dan penggunaan pupuk kimia tidak digunakan : **invasi species** akan muncul dilahan yang tidak dilakukan kegiatan pertanian lagi atau didatangkan dari luar.

Appendix 4. PPA field implementation issues and work programme

On the field

Steering Committee: take advantage of existing committees that have the appropriate membership to become the SC of this prospective analysis

Heads of Bappeda, Government Services,
LSM representative

The role of the SC is to provide institutional support in exchange of being regularly informed about progress of the work

Meeting (every time there is a new product)

On the field

Group of experts: meet them one by one first and explain what we want to do; look for interest, availability, attitude (positive, active, open), knowledge about the topic.

Invite the group for the first meeting and check whether its composition is wide enough to cover most dimensions of the topic

Plan with them the sequence of meetings, and their duration

Before each meeting, remind them by mail, email, telephone call or personal visit that the meeting will take place and provide them again with the results of the last meeting

Inform members who cannot attend one meeting about the activities that were conducted and the results that were obtained so that they will be update for the next meeting

Rencana pelaksanaan PPA di lapangan

	Tahapan	Uraian kegiatan	Waktu (perkiraan)
1	Sosialisasi metode PPA	- Sosialisasi - Identifikasi SC	Ideal: 2 minggu Maximal: 4 minggu
2	Pembentukan SC	Menjelaskan kepada anggota SC	
3	Sosialisasi kegiatan workshop PPA	Identifikasi calon peserta Menjelaskan kepada calon peserta PPA	Ideal : 2 minggu Maximal: 3 minggu
4	Workshop PPA_1	- Identifikasi variabel - Definisi variabel	Dua hari
5	SC meeting & feedback_1	- Sharing informasi	Dua jam, maximal setelah 1 minggu
6	Workshop PPA_2	- Analisis struktural variable dalam - Identifikasi variabel kunci	2-3 hari terhadap jumlah variabel
7	SC meeting & feedback_2	- Sharing informasi	Dua jam, maximal setelah 1 minggu

Rencana pelaksanaan PPA di lapangan

	Tahapan	Uraian kegiatan	Waktu (perkiraan)
8	Workshop PPA_3	- Penentuan keadaan variabel kunci - Pembangunan skenario - Kerangka skenario	2-3 hari, setelah ideal 1 minggu maximal 3 minggu
9	SC meeting & feedback_3	- Sharing informasi Penentuan strategi "penyempurnaan skenario"	Dua jam, maximal setelah 1 minggu
10	Workshop PPA_4	- Rincian skenario	1 hari
11	Finalization skenario	- Gambaran - PPA report	Ideal 15 hari Maximal 1 bulan
12	Penyempurnaan skenario dengan SH	- Test PPA results dan finalisasi - Information sharing & feedback	Ideal 1 bulan Maximal 3 bulan
13	Presentation	- Finalisasi PPA results - Pembuatan media komunikasi - Kampanye komunikasi	Ideal 2 minggu Maximal 1 bulan

Detailed implementation programme as designed and agreed by the participants

Tahapan	Uraian	April				May				June				July				Aug				Sept				Oct				Nov			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Sosialisasi metode PPA	Sosialisasi	■	■	■	■																												
	Identifikasi SC	■	■	■	■																												
Pembentukan SC	Menjelaskan kepada anggota SC	■	■	■	■																												
	Sosialisasi kegiatan workshop PPA	■	■	■	■																												
	Identifikasi calon peserta	■	■	■	■																												
	Menjelaskan kepada calon peserta PPA	■	■	■	■																												
Workshop PPA_1	Identifikasi variabel					■	■																										
	Definisi variabel					■	■																										
SC meeting & feedback_1	Sharing informasi							■																									
Workshop PPA_2	Analisis Struktural dan identifikasi variabel kunci							■	■																								
	Analisis Struktural dan identifikasi variabel kunci							■	■																								
SC meeting & feedback_2	Sharing informasi									■																							
Workshop PPA_3	Penentuan keadaan variabel kunci											■	■																				
	Pembangunan skenario											■	■																				
	Kerangka skenario											■	■																				
SC meeting & feedback_3	Sharing informasi dan strategi penyempurnaan skenario													■																			
Workshop PPA_4	Rincian skenario (1 day)													■	■																		
Finalization scenario	Scenario in visual drawing													■	■	■																	
	PPA reports													■	■	■																	
Penyempurnaan skenario dengan para pihak	Test PPA results dan finalisation																	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Information sharing & feedback																	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Presentation	Finalisasi PPA results																	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Pembuatan media komunikasi																	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	kampanye komunikasi																	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

■ workshop in days (2-3 days)
 ■ meeting in hours (2-3 hours)