

**Summary Report**

**Capacity Building Needs Assessment  
for Community Forestry Development in  
Indonesia**

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## List of Acronyms

AMAN	: <i>Aliansi Masyarakat Adat Nusantara</i> (National Alliance of Indigenous Peoples of the Archipelago)
APBD	: <i>Anggaran Pendapatan dan Belanja Daerah</i> (the Regional Income and Budget Allocation)
BPN	: <i>Badan Pertanahan Nasional</i> (National Land Agency)
CBFM	: Community Based Forest Management
CBA	: Capacity Building Needs Assessment
CBOs	: Community-based Organizations
CF	: Community Forestry
CSO	: Civil Society Organization
CSR	: Corporate Social Responsibility
Ditjen BAPLAN	: Directorate General of Forest Planning
Ditjen BPK	: Directorate General of Forest Production
Ditjen PHKA	: Directorate General of Forest Protection and Nature Conservation
Ditjen RLPS	: Directorate General of Land Rehabilitation and Social Forestry
DKN	: <i>Dewan Kehutanan Nasional</i> (the National Forestry Council)
DNPI	: <i>Dewan Nasional untuk Perubahan Iklim</i> (the National Council for Climate Change)
FAO	: Food and Agricultural Organization
FE-UI	: Economic Faculty- Indonesia University
FGD	: Focus Group Discussion
FKKM	: <i>Forum Komunikasi Kehutanan Masyarakat</i> (Communication Forum on Community Forestry)
FMU	: Forest Management Unit
FPP	: Forest People Program
HKm	: <i>Hutan Kemasyarakatan</i> (Community Forest)
HPH	: <i>Hak Pengusahaan Hutan</i> (Forest Concessionaries System)
HPH Bina Desa	: Village Development of Forest Concessionaires
HUMA	: <i>Perkumpulan untuk Pembaharuan Hukum berbasiskan Masyarakat dan Ekologis</i> (Association for Community and Ecology-based Legal Reform)
HTR	: <i>Hutan Tanaman Rakyat</i> (Community-based Timber Estate)
ICEL	: Indonesian Center for Environmental Law
ICRAF	: World Center for Agroforestry
IPB	: <i>Institut Pertanian Bogor</i> (Bogor Agricultural Institute)
IPOs	: Indigenous People organizations
JKPP	: Jaringan Kerja Pemetaan Partisipatif (Participant Mapping Network)
KDTI	: Kawasan Dengan Tujuan Istimewa (Zone with Special Purpose)
KARSA	; <i>Lingkar Pembaruan Pedesaan dan Agraria</i> (Circle for Village and Agrarian Reform)
KPA	: <i>Konsorsium Pembaruan Agraria</i> (Consortium for Agrarian Reform)
KPH	: <i>Kesatuan Pengelolaan Hutan</i> (Forest Management Unit)
KpSHK	: <i>Konsorsium Pendukung Sistem Hutan Kerakyatan</i> (Supporting Consortium of Community-based Forest Resources Management System)

LATIN : *Lembaga Alam Tropika Indonesia* (The Indonesian Tropical Institute)  
 LEI : *Lembaga Ekolabel Indonesia* (The Indonesian Ecolabelling Institute)  
 MFP-DFID : Multi-Forestry Program of DFID  
 MoF : Ministry of Forestry  
 NGO : Non Government Organization  
 NTFP : Non-Timber Forest Product  
 Perda : *Peraturan Daerah* (Local Policy)  
 Perhutani : State Forestry Company works in Java Island  
 PGRI/ Kemitraan: Partnership for Governance Reform of Indonesia  
 PHKA : *Perlindungan Hutan dan Konservasi Alam* (Forest Protection and Nature Conservation)  
 PHBM : *Pengelolaan Hutan Bersama Masyarakat* (Managing Forest With Community)  
 PKHR UGM : *Pusat Kajian Hutan Rakyat* (Center for Community Forestry Research at University of Gadjah Mada)  
 PMDH : *Pembangunan Masyarakat Desa Hutan* (Forest Village Community Development)  
 PP : *Peraturan Pemerintah* (Government Regulation)  
 PUSDIKLAT Kehutanan :Forestry Education and Training Center  
 REDD : Reduced Emissions from Deforestation and Forest Degradation  
 RENJA : *Rencana Kerja Tahunan* (Annual Work Plan)  
 RENSTRA : *Rencana Strategis Lima Tahun* (Five Year Strategic Plan)  
 RJPPN : *Rencana Pembangunan Jangka Panjang Nasional* (Long Term National Development Plan)  
 RJPMN: : *Rencana Pembangunan Jangka Menengah Nasional* (Medium Term National Development Plan)  
 RMI : The Indonesian Institute for Forest and Environment  
*RPP Hutan Adat*: Draft policies on customary forest  
 SHK : *Sistem Hutan Kerakyatan* (Community-based Forests System)

## **Executive Summary**

In this report the results of an independent assessment of the needs for capacity building for the development of community forestry in Indonesia, are presented. Needs were assessed at the level of the institutional context of community forestry development, key organizations and individuals. The team of 2 national consultants carrying out the assessment used the steps and methods of CBNA procedures developed by RECOFTC.

### **Key Findings**

#### *Country Profile*

The state of community forestry in Indonesia, including the development of community forestry concepts and policies, cannot be understood without considering the history and wider context of forest policy in Indonesia. Various forms of community forestry exist, which can be divided into more formal government-sponsored arrangements and more informal customary arrangements. Many different actors are involved in community forestry development, including government agencies, legislative bodies, civil society organizations, community groups, private sector, and funding agencies.

#### *Key Issues and Suggested Priorities of RECOFTC's Work in Indonesia*

Key issues in community forestry development, identified from desk study and interview of resource persons, were discussed in the first focus group discussion. The issues raised during the FGD can be categorized into three aspects:

- (a) Community forestry policy and its implementation;
- (b) Community forestry concepts and models; and
- (c) Capacity building of community forestry actors, including government, NGOs, communities and others.

The first priority for RECOFTC's program activities in Indonesia is strengthening community forestry models. Two strategies for strengthening community forestry models are proposed:

- (1) Developing new demonstration sites and strengthening existing sites /models;
- (2) strengthening local action learning capacity to develop new CF models or new intervention in existing models (Payment for Environmental Services, REDD, etc).

The second priority is supporting the process and development of community forestry policy. Two strategies to support the process and development of community forestry policy were suggested:

- (1) Strengthening and improving existing policies and their implementation;
- (2) Facilitating development of new policies that accommodate the rights of Indigenous People and local communities.

#### *Stakeholders in Community Forestry Development*

The main categories of stakeholders in community forestry development that were identified during the second FGD are:

- civil society organizations (NGOs, Network of NGOs, local community groups and Indigenous People groups),

- government organizations (Ministry of Forestry, district governments, village governments and other government agencies),
- private sector,
- research institutions,
- multi stakeholder forums, and
- funding agencies.

#### ***Needs for Developing Organizational Capacity***

Most of the consulted stakeholders reported a need for capacity building in program development and project management at organizational level. Specific topics for capacity building include budget and financial management, as well as monitoring and evaluation techniques.

#### ***Needs for Developing Individual Capacity***

Capacity building needs of the staff of the consulted organizations vary with their role. However, there is one need common to all: program development and project management. The four other aspects of capacity building needs of stakeholders' personnel are:

- Community Forestry Policy and Planning,
  - Awareness, Public Relations and Advocacy,
  - Sustainable Development and Conflict Management, and
  - Gender Analysis in Community Forestry

### ***Recommendations***

It is recommended that RECOFTC facilitates capacity building process at two levels, at organizational level, and at the level of individuals, i.e., the staff of organizations involved in community forestry development.

#### ***Facilitation of Organizational Capacity Building***

- Organizing trainings on CF-related program development and project management, which include specific topic such as budget and financial management, monitoring and evaluation techniques.
- Facilitating Strategic Networking
- Facilitating Shared Learning
- Developing Collaborative Pilot Projects on Strengthening Community Forestry Model
- Developing Collaborative Capacity Building Processes on Community Forestry Policy

#### ***Facilitation of Individual Capacity Building in:***

- *Community Forestry Policy and Planning*
- Program Development and Project Management
- Awareness, Public Relations and Advocacy
- Sustainable Development and Conflict Management
- Gender Analysis in Community Forestry

# I. Introduction

The assessment targets major actors in community forestry development, with an interest to contribute to RECOFTC's future program in Indonesia and/or working on the key issues and themes that RECOFTC works on, such as rights, good governance and benefit, climate change, conflict management and market access.

The assessment in Indonesia was conducted by a team of two national experts under guidance of an international expert, close supervision of the RECOFTC Country Program Officer, and with the use of the RECOFTC guidelines for capacity building needs assessment.

Three focus group discussions (FGD) complemented with literature review and interviews formed the core of the RECOFTC CBNA approach.

This combination of methods was applied to obtain as much information as possible and to capture stakeholders' ideas and perceptions on key issues of community forestry in Indonesia, possible priorities for RECOFTC's interventions in Indonesia, and capacity building needs. Thirty-six people from 30 organizations participated in this process.

The main results of the assessment are presented in this report. We first present the history and context of community forestry development in Indonesia in the country profile (II.1). Next we discuss the main types of actors and forms of collaboration, the challenges and

issues in community forestry development as identified by key stakeholders. These form the basis for their recommendations for RECOFTC's future program priorities in Indonesia.

In II.2, we present our findings from the analysis of the key stakeholders of RECOFTC's program in Indonesia. The gaps between the required and existing competencies form the basis for the identification of their needs for capacity development. These capacity building needs are presented in section II.3., for the 7 categories of stakeholders identified during the stakeholder analysis.

The competency profiles for these organizations and for their main roles in community forestry development are also described in considerable detail.

Finally the results of the assessments of the gaps between required and existing competencies of staff in key positions in stakeholder organizations are presented as individual capacity assessments.

## Box 1 RECOFTC's CBNA Guidelines

- Establishment of CBNA team
- Preparation Process; briefing from RECOFTC, brainstorming between the CBNA team and RECOFTC's team, designing approaches and methods, .
- Country Profile: through brainstorming, literature review, and the first FGD.
- Stakeholder Analysis; through brainstorming, interviews, and the second FGD.
- Preparing Competency Profiles; through document review, brainstorming, organizing the third FGD, semi-structured interview/ questionnaire survey, and in-depth interviews
- Individual Capacity Assessment; through brainstorming, document review, semi-structured interviews/ questionnaire survey, brainstorming, and in-depth interviews.
- Organisation Assessment; through questionnaire survey, semi-structured interview, and in-depth interviews.
- Capacity Assessment Report; reviewing and analyzing data; writing the draft report and receiving comments from RECOFTC team (of Indonesia and regional office).



## II. Findings

### II.1. Country Profile

In this section the state of community forestry development in Indonesia is explored.

#### Forest Policy Development

In tracing the development of forest policy, one needs to take account of the differences in conditions between Java and the other islands outside Java (known also as “the Outer Islands”). In colonial Java, the Dutch Colonial Forest Service (*Boschwezen*) developed state forestry by drawing boundaries between agricultural and forest lands, declaring all unclaimed and forest lands as the domain of the state, and adopting the German structures and ideology of ‘scientific’ forest management (Peluso 1992, Simon 2001). Scientific forestry then was applied and developed in managing the teak forest plantations of Java, which later turned into a lucrative business and became an important source of revenue for the colonial government. (Soepardi, 1974; Simon, 2001).

In post colonial Indonesia, the state forestry approach reached its peak during the New Order era when President Soeharto was in power. The foundation of this regime was political control and economic development based on the utilization of natural resources. To secure this process, Soeharto’s administration enacted the Basic Forestry Law of 1967<sup>1</sup>. The law claims that all forested lands – outside the small private areas – are state-controlled property and therefore should be managed under the state-controlled system. In applying this system, this regime exercised the alienation of Indigenous Peoples and local communities from their communal forest lands. This marks the beginning of a massive process of forest exploitation in the islands outside Java through the official licensing system of forest lands to both private and state-owned logging companies as well as timber plantation companies.

#### Customary Practices and Community Forestry

*Community Forestry* is defined as a set of activities involving devolution of responsibility and authority to local communities, enhancing social and economic benefits for communities and some responsibility of communities for sustainable forest management<sup>2</sup>.

In line with the differences between Java and Outer Java, Awang (2009),<sup>3</sup> notes that in Indonesia two different terms are generally used for this process. The first term is ‘social

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<sup>1</sup> This law is the legacy of the colonial forestry laws firstly established in 1865. Along with the *Domeinverklaring* of 1870, which declared all unclaimed and forest lands as the domain of the state, these laws established the basis for “scientific forestry” as it is practiced today (Peluso, 1992).

<sup>2</sup> Community forestry is defined by the following three characteristics: “(a) some degree of responsibility and authority for forest management is formally vested by the government in local communities; (b) a central objective of forest management is to provide local communities with social and economic benefits from forests; and (c) ecologically sustainable forest use is a central management goal, with forest communities taking some responsibility for maintaining and restoring forest health” (Charnley and Poe, 2007, p.303).

<sup>3</sup> As stated by Prof. Dr. San Afri Awang, Professor at Forestry School, University of Gadjah Mada, Yogyakarta, in one interview conducted in October 8 2009. He also discusses the two terms in one of his books (Awang, San Afri. 2006.

forestry', which refers to an alternative approach of forest resources management dealing with conflicts over the tenurial rights of the forest area, and/or a set of efforts aimed to enable local communities to get more benefits from forest resource management. The application of social forestry was initially developed by Perhutani (the State Forestry Company) in 1970s in Java Island. Perhutani then developed the concept in outside Java in mid 1980s. Perhutani's social forestry approach was at the time adopted by the Ministry of Forestry into nationwide policies and programs. Practices of social forestry are usually conducted by both state owned and private companies which have forest concessionaire permits from the government.

The term 'community forestry' is often taken to refer to a variety of forest resources management practises developed by local communities living in or near forest areas. In line with this idea, in the mid 1990s environmental NGOs working on forest related issues coined the term *sistem hutan kerakyatan/SHK* ('community-based forest system') as a generic term for a variety of community-based forest resource management models developed by Indigenous Peoples and local communities. The word "system" in that term is intended to cover all aspects, from management approach to the application of traditional knowledge and wisdom, as well as customary laws.

Awang (2009) argues that although 'social forestry' and 'community forestry' / 'community-based forest system' have particular differences such as silviculture system, management regimes, business organization etc, the main aspect that contribute to the difference between the two concepts is related to who initiates the activities. With a greater role in initiation for the State Forestry Company or Department in 'social forestry', while 'community forestry' or 'community-based forest resources systems' build more on customary arrangements or community-based initiatives.

### **Development of Community Forestry Policies and Programs**

The need to consider the immediate needs of the people who live inside and surrounding forest areas in Indonesia and particularly Java has been debated vigorously before and after independence (Soepardi, 1974b). The debate pro and con participatory approaches continued from the mid-1950s to the mid-1960s<sup>4</sup>. Pilot projects of community-based forestry were developed in the early 1960s. However, the development of state-supported community-based forestry was abruptly stopped after General Soeharto took power in 1966. Few years later, in the early 1970s, the State Forestry Company (Perhutani) initiated the development of a community based forestry-related concept on Java Island (Peluso, 1992).

The period of mid-1980s to 1997 was the era when social forestry schemes were adopted and gradually institutionalized into the state forest management system. However, the tenurial rights of indigenous people and local community-based forest system were still not recognized. In 1982, Perhutani (State Forestry Company that works mostly in Java Island)<sup>5</sup> began to carry

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*Dekonstruksi Kehutanan sosial : Reposisi Masyarakat dan Keadilan Lingkungan*. Yogyakarta: Bigraf Pub. dan Program Pustaka)

<sup>4</sup> See Siscawati & Muhshi, 2008.

<sup>5</sup> At the time, Perhutani began to develop teak plantation outside Java, particularly in Sulawesi Island.

out a Forest Community Development program, facilitating participation of local communities in the management of state forests through the establishment of forest farmers groups. The Ford Foundation provided support to this program through the Java Social Forestry Program in 1986, followed by the Outer Islands Social Forestry Program in 1989 (Peluso 1992, Ford Foundation 1989). Perhutani's social forestry program has evolved into a program, which is currently called *Pengelolaan Hutan bersama Masyarakat/PHBM* (managing forest with community) that adopts a collaborative approach, and applies the concept of benefit sharing.

Since Perhutani was considered successful in developing PMDH program in Java, Ministry of Forestry adopted the approach in the forest concessionaries system (*Hak Pengusahaan Hutan/HPH*) in Outer Islands of Indonesia. In 1991, Ministry of Forestry enacted a ministerial decree on HPH Bina Desa (Village Development of Forest Concessionaires) which later evolved as a ministerial decree on PMDH (Forest Village Community Development) that obliged forest concessionaries to provide support for local communities in the development of forest villages (Siscawati & Muhshi, 2008).

After the political changes in 1998, more significant changes in community forestry policy were introduced. The regulation considered as the first milestone of this phase was the ministerial decree on the zone with special purpose to protect the 'damar' agroforests of Krui, Lampung (southern Sumatra)<sup>6</sup>. This decree, is considered a historic one as it recognizes the legitimacy of community-managed agroforests on a significant area of State Forest Land (Fay *et al.* 1998). The second landmark in this phase was the enactment of Forestry Law No. 41 of 1999, replacing the Basic Forestry Law No. 5 of 1967. Compared with its predecessor, this new forestry law provides more space for local communities' access and rights to manage forest resources. Forest villagers are now granted equal access to use and manage state forests. However, this new forestry law still adopts state-based centralized control over forest lands that are not officially claimed as private lands. The Forestry Law No. 41 of 1999 distinguishes two categories of the forest: state forest and privately-owned forest. This law recognizes the existence of customary forest (*hutan adat*); however it categorizes customary forest as state forest. It does not address the claim made by Indigenous peoples' groups that their customary forests existed long before the modern state of Indonesia was established. This land tenure problem has become the source of tenurial conflicts in many areas in Indonesia. All of this shows that the Forestry Laws No. 41 of 1999 has not fully recognized the rights of indigenous people (*masyarakat adat*) to forest resources.

The Forestry Law No. 41/1999 serves as the legal basis for Government Regulation (PP) No 6/2007 on "Forest Allocation, Forest Management Plan and Land Utilization", later revised and replaced by PP No. 3/2008. This regulation provides a legal basis for managing conservation forest, protected forest, and production forest through the integrated forest management system, known as *Kesatuan Pengelolaan Hutan/KPH* (Forest Management Unit). At the same time, this PP provides a legal basis for community empowerment through village forest (*hutan desa*), community based forestry (*hutan kemasyarakatan*), and partnership forestry (*kemitraan*). The KPH/FMU system aims to achieve sustainable forest management through

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<sup>6</sup> SK Menhut No. 47/1998 tentang Kawasan Daerah dengan Tujuan Istimewa (KDTI) Repong Damar Krui

the increased economic value of forest products.<sup>7</sup> Ministry of Forestry plans that the FMU will also provide the basis for linking to REDD (Reduced Emissions from Deforestation and Forest Degradation).

## **Different Forms of Community Forestry in Indonesia**

As a result of the differences in conditions and the processes sketched above, a variety of forms of community forestry can be found in all forest types, within state and non state forests. There are ten forms of community forestry, in which eight of them can be categorized as government-sponsored community forestry. Royo (2006) labels government-sponsored community forestry as formal community-based forest management<sup>8</sup>. The other two forms, customary forest and community-based forest system (*sistem hutan kerakyatan/SHK*), have no legal/policy basis. Each form has its main purposes and managing institution(s). See Annex 1 for an overview of the main characteristics of these community forestry systems.

## **Actors and Collaboration in Community Forestry Development**

The types of actors involved, their roles and the arrangements for collaboration in community forestry development have evolved in line with the development of the concepts, policies, and practices over time.

In the period after the reformation (1998 to present), community-based organizations are stronger and they have better bargaining position at the local level. Other new organizations include national councils that deal with forest-related issues such as the *Dewan Kehutanan Nasional/DKN* (the National Forestry Council) and *Dewan Nasional untuk Perubahan Iklim/DNPI* (the National Council for Climate Change).

The period of 1998 to present has also been marked with the participation of legislative bodies (at national and sub-national levels) and local governments in the formulation process of community forestry policies. Local governments play an important role in the application process of government-sponsored community forestry schemes. Private sector has also begun to participate in the development of community forestry-related practices in state forest areas where they operate. Universities have strengthened their role in community forestry knowledge production, which includes actions to integrate community forestry into their curriculum. Community Forestry Research Center of University of Gadjah Mada has even developed participatory action research at grassroots level. Donor agencies and other resource mobilization institutions, including those established at sub-national level such as Community Foundations have also been playing significant roles in strengthening the development of community forestry policies and programs.

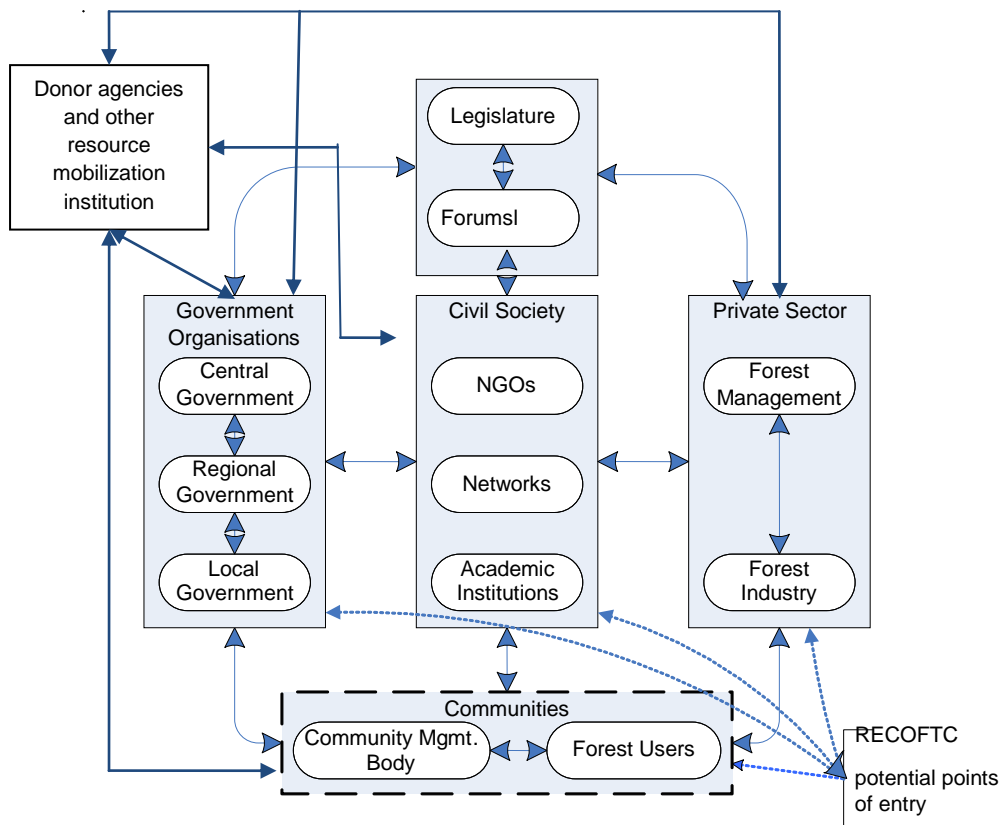
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<sup>7</sup> For analysis of FMU see *Enhancing Capacity for Improved Community Based Forest Management in Indonesia; Phase 2*. RECOFTC, 19 February 2008.

<sup>8</sup> Royo, Antoinette. 2006. "Community-based forest management in Indonesia. What is it and how can its potential be harnessed for economic growth and poverty reduction?". Jakarta: MFP-DFID. Unpublished Report.

The current organizational framework of community forestry in Indonesia is represented in the diagram in Fig. 1, below.

**Figure 1 Key Actors in Community Forestry Development (1998 - present)**



Above diagram illustrates relations among key players of community forestry in post-reformation Indonesia (1998-present). Government organizations, which include central government, regional government, and local government, play significant roles in establishing policies and official programs on community forestry. Government organizations also play role in allocating state budget to support the development process of both policies and state-sponsored programs on community forestry. Legislative bodies (such as national and regional parliaments) play critical roles in establishing legal framework to support community forestry policies and programs developed by government agencies. Multi stakeholder forums and policy networks (such as the National Forestry Council and the Working Group on Forest-based Community Empowerment) play significant roles in addressing policy-related issues and in providing contribution substantial contribution to the policy making process and the establishment of relevant legal framework.

## **Issues in Community Forestry Development in Indonesia**

Prof. Dr. San Afri Awang of Forestry Department of Universitas Gadjah Mada, Yogyakarta, noted that there have been significant changes in policy, which enable changes in of forest management in Indonesia. However, the realization in the field level has been relatively slow.

Campbell (2003) states that there were three issues concerning community forestry after the political reform of 1998. The first issue is about rights and access. In this context, the unsolved problem is conflict between national laws and customary laws. The second issue is resource distribution, between central and regional actors and between state and private sector. Improvement in this would require elimination of monopolies of control in processing, marketing and export (conducted by large scale business firms) of forest products. The third issue relates to management and coordination. How can monitoring activities be run effectively against corruption, collusion, nepotism and environment degradation? How to stop massive process of forest land conversion ? How to overcome illegal logging?

Campbell (2003), and Fay and Sirait (2003) suggest the following steps that are needed to be taken by various stakeholders in order to support the development of community forestry: (a) establishment of national policy framework which enable local communities and local governments to overcome tenurial conflicts in the field; (b) development of clear and flexible guidelines for forestry staffs working at field level (especially those who focus their work in strengthening community-based organization involved in forest management activity); (c) providing space for various community-based organizations to develop their decision making system and traditional management practices in which Government merely serves as facilitator; d) NGOs assist community groups in benefiting from new opportunities, discussing sustainable management options, and developing indicators to monitor and improve their progress; (e) provide support for the development of marketing of forest products; and (f) develop network of forest users to enhance shared learning.

### **Issues Identified by FGD participants**

Issues in community forestry development, identified from desk study and interview of resource persons, were discussed in the first focus group discussion. The issues raised during FGD can be categorized into three aspects: (a) community forestry policy and its implementation; (b) community forestry concepts and models; and (c) capacity building of community forestry actors, including government, NGOs, communities and others.

#### ***Issue 1: Community Forestry Policy***

Participants of the FGD agreed that existing policies on community forestry have not accommodated the rights of indigenous people (also known as *adat* communities) and the existence of a variety of models of community forestry (could be indigenous models or other local models). Existing community forestry policies have also not addressed existing tenurial conflicts. According to Agung Prasetyo of the Indonesian Ecolabelling Institute, the policies issued by government merely regulate technical aspects and do not address socio-cultural aspects.

Other participants, including Dedi of the Indonesian Tropical Institute (LATIN) emphasized that current community forestry policies merely view local communities as doers, who have no significant role in the process of planning, monitoring and evaluation.

The main challenge for the future development of community forestry policies is how to create new policy or to revise existing ones that could accommodate the diversity in local conditions.

In formulating the future policies, there are two important points that must be considered. First is tenurial aspect, and the second is the aspect of justice that covers social justice, ecological justice, as well as justice in land distribution and profit distribution in the management or business of community forestry.

### ***Issue 2: Community Forestry Concept***

Participants of the FGD agreed that various models and forms of community forestry exist and have been developed by different groups across Indonesia. The models adopted in existing policies on community forestry might not be best practices of community forestry.

Two participants of the FGD representing community groups noted that adat communities and local communities have actually developed community forestry models that are in line with local ecological conditions as well as the socio-cultural situation. But these are not always recognized.

### ***Issue 3: Capacity Building***

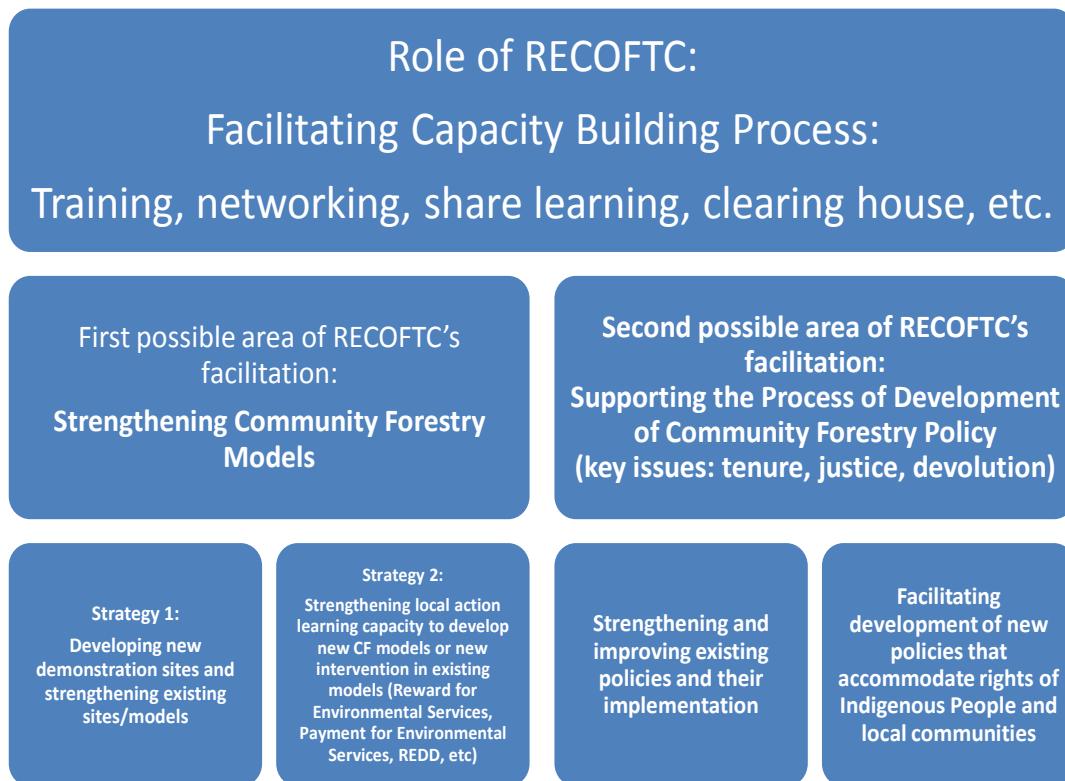
Participants of the FGD agreed that capacity of actors who are involved in the development of community forestry policies, programs, and practices need to be developed. Representatives from government agencies who attended the FGD mentioned the need to develop the capacity of government officials, especially those who work in the field. Members of community groups who joined the FGD also stated that *adat* communities and local communities need to increase their capacities in understanding government regulations and other legal frameworks that provide space for the recognition of their rights over forest resources and other natural resources.

Referring to unfair practices in community forestry programs such as unfair arrangements for sharing of benefits between communities and state forestry company (Perhutani), representatives from Pusdiklat asserted that these practices can be eliminated if community members have better knowledge about their rights. Capacity building for *adat* communities and local communities would increase their bargaining position.

## **Suggestions for RECOFTC's Program Activities in Indonesia**

The first Focus Group Discussion recommended RECOFTC to work in two main areas in Indonesia: strengthening community forestry models and supporting the process of development of community forestry policy.

**Figure 2 Suggested Priorities for RECOFTC's Program in Indonesia**



Objectives for the work on models are:

- to increase understanding of government officials and to convince ensure them that community forestry, with a variety of models, shall be considered as the alternative approach in forest management in Indonesia,
- to function as demonstration sites.

There are two main strategies suggested for strengthening community forestry models :

- (1) Developing new demonstration sites and strengthening existing sites and models;
- (2) Strengthening local action learning capacity to develop new CF models or new intervention in existing models (Payment for Environmental Services, REDD, etc).

The second possible area of RECOFTC's facilitation is supporting the process of development of community forestry policy. There are three important issues that need to be improved in developing policy on community forestry: (a) right and access, or tenurial system; (2) justice; and (3) providing authority to the level closest to the community as the main beneficiaries of such policy.

There are two suggested strategies in the area of supporting the process of development of community forestry policy:

- (1) Strengthening and improving existing policies and their implementation;



(2) Facilitating development of new policies that accommodate rights of Indigenous People and local communities

## ***II.2. Stakeholders and their Competencies***

The first FGD identified all stakeholders of community forestry in Indonesia and their respective roles. Participants of the first FGD then identified RECOFTC's stakeholders.

The second FGD further identified key stakeholders for RECOFTC's work in capacity building process in Indonesia. The key stakeholders that were identified during the second FGD are:

a) Networks or Forums (NGO, community groups, multi stakeholder):

- \* FKKM (Communication Forum on Community Forestry)
- \* KpSHK (Consortium to Support Community Based Forest Resource Management)
- \* AMAN (Alliance of Indigenous Peoples of the Archipelago)
- \* JKPP (Participatory Mapping Network)
- \* KPA (Consortium for Agrarian Reform)

b) NGOs:

- \* LATIN and RMI (focus on CF development and advocacy)
- \* ICEL and KARSA (focus on conflict management)
- \* HUMA (focus on legal reform)

c) Community Groups

d) Ministry of Forestry

- \* Directorate General (DG) of Forest Production Development
- \* DG Land Rehabilitation and Social Forestry
- \* DG Forest Conservation
- \* DG Forestry Planning

e) Provincial and District Forestry Agencies

f) Perum Perhutani (former State Forest Enterprise)

g) Research and Academic Institutions

- \* Gadjah Mada University (UGM-Yogyakarta)
- \* Agricultural University Bogor (IPB)
- \* ICRAF

## **Organizational Capacity Assessment**

This section provides information on the result of organizational assessment of RECOFTC's proposed key stakeholders in Indonesia. Following RECOFTC's CBNA Guideline, the organizational assessment focuses on five aspects: 1) program planning; 2) service delivery;

3)human resource management; 4)budget and financial management; 5)stakeholder communication.

### Network/Forum (of NGOs, Community Groups, or Multi-stakeholders)

	Strengths	Weakness
<b>Program planning</b>	Regular strategic planning	M&E
<b>Service delivery</b>		Limited by funding constraints
<b>HR management</b>		Ltd HR management; no HR development strategy
<b>Budget &amp; financial management</b>	If required by donors	
<b>Communications</b>	OK with partners and public	Limited with other stakeholders

### Non-Governmental Organizations (NGOs)

	Strengths	Weakness
<b>Program planning</b>	Long and short term planning	Some: no M&E
<b>Service delivery</b>	Alternative strategies to address funding gaps	Limited by funding constraints
<b>HR management</b>		Ltd HRM, no HRD
<b>Budget &amp; financial management</b>	Varies: some good....	....others weak Alternative fundraising strategies
<b>Communications</b>	When properly funded OK Occasionally and informally with their key stakeholders	No regular stakeholder consultation mechanism

### Community Groups

	Strengths	Weakness
<b>Program planning</b>	Regular planning and review meetings	No records
<b>Service delivery</b>	Good	
<b>HR management</b>		
<b>Budget &amp; financial management</b>	Good for own resources	External funding: Challenge to combine management of money and teamwork
<b>Communications</b>	OK with external stakeholders	Weak with marginalized community members

### Government Agencies within Ministry of Forestry

	Strengths	Weakness
<b>Program planning</b>	20, 5 year and annual work plans	
<b>Service delivery</b>	Varies: RLPS strong....	....other DGs: weaker

<b>HR management</b>	HR policy and dept: develop competency profiles	Ltd in technical competencies
<b>Budget &amp; financial management</b>	Government system	Insufficient transparency in system
<b>Communications</b>	Stakeholders participate projects; in RLPS also in medium and annual planning	Shs do not participate in 5 year and annual planning of other DGs

### Provincial and District Forestry Agencies

	Strengths	Weakness
<b>Program planning</b>	As part of district/provincial planning system; few regions start to include CF	Economic development bias in planning-CF not addressed
<b>Service delivery</b>		
<b>HR management</b>	Similar to MoF	More management than technical -CF-competencies
<b>Budget &amp; financial management</b>	Special CF budget in few regions	
<b>Communications</b>	In CF regions, stakeholders are involved	

### Private Sector (Perhutani/Java-based State Forestry Company)

	Strengths	Weakness
<b>Program planning</b>	Well established, 5 yr and annual planning; Coll. For. Mgmt Program	
<b>Service delivery</b>	Long experience in participatory approaches; CF delivery depends on leadership	
<b>HR management</b>	Similar to MoF	Technical/CF competencies , soft skills development
<b>Budget &amp; financial management</b>		
<b>Communications</b>	Stakeholders involved in planning	Female stakeholders' involvement

### Research and Academic Institutions

	Strengths	Weakness
<b>Program planning</b>	Good system; alternative funding system	M&E and fund raising capacity to be further developed
<b>Service delivery</b>		Financial support
<b>HR management</b>	Good system	Specific CF competencies
<b>Budget &amp; financial management</b>	Good system	
<b>Communications</b>	Stakeholder feedback in program development	

## Individual Capacity Assessment

The organizational profiles presented in the previous section are based on discussion at the second FGD, where the participants identified key stakeholders and how each key stakeholder may possibly affect RECOFTC's possible program. This was followed by formulating a profile for each of the key stakeholders. The information on the profile was derived from interviews, official website of the organization, and email communication.

This was followed by the preparation of individual competency profiles for key roles and position in each organization. According to the capacity building guidelines, "the competency profile is used to compare the knowledge, qualification and skill possessed by a person who will perform a particular role with the knowledge, qualification and skills required by the role and to prepare a capacity development plan for those persons or groups of people to help them perform the role satisfactorily. This procedure is to be used to develop competency profiles for all priority roles identified in the Stakeholder Analysis process."

In preparing a competency profile, we identified competencies for each position and role within an organization, we firstly identified list of key positions and roles within each key stakeholder organization, then identified the main function of each position and role and competencies for that position.

Box 2, on the next page provides one example of such a profile, in this case for the position of network officer employed by a community network or forum.

A total of 19 such competency profiles were prepared for key positions in NGOs, networks, the Ministry of Forestry, Local (provincial and district) Government, private sector and research and academic institutions<sup>9</sup>. By comparing the key competencies required for each role with the skills and knowledge of the holders of these positions, the capacity building needs were identified. These are presented in detail in Siscawati and Yando Zakaria (2010b), and summarized in Table 1, below.

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<sup>9</sup> See: Siscawati, M. & R. Yando Zakaria, 2010b. *Stakeholder Contributions, Competency Profiles & Individual Capacity Assessments*. Prepared as part of the Capacity Building Needs Assessment for Community Forestry Development in Indonesia. RECOFTC, Bangkok. 79 p. Available in digital format from RECOFTC on request, contact: [info@recoftc.org](mailto:info@recoftc.org)

## **Box 2 One Example of an Individual Competency Profile**

### **Competency Profile for Network Officer (employed by a community forestry network or forum)**

The main function of the Network Officer: facilitating communication with members of the network and other multi-stakeholders, facilitating advocacy and awareness on community forestry policies, develop fundraising for the network.

- **Key Competencies on Community Forestry Policy and Planning**

- Skills:
  - Understand and interpret relevant legislation (Cfp 3.1.)
  - Negotiate local agreements to support management of the community forest area (Cpf 4.4.)
  - Contribute information and recommendations to plans, policies and assessments (Cfp 4.6.)
- Knowledge:
  - Relevant legislation and legal procedures
  - Relevant national laws
  - Role and responsibility of authorities, agencies and other relevant organisations.
  - Detailed knowledge of the Community Forestry movement, its values, objectives, cultures, current and future threats, problems and opportunities
  - Options for community forest management based on best practice examples and publications.
  - Detailed understanding of country context for CF.

- **Key Competencies on Awareness, Public Relation and Advocacy**

- Skills:
  - Provide basic information to stakeholders (Apr 1.1.)
  - Inform network members and the public (Apr 2.1.)
  - Deliver formal community awareness programmes (Apr 2.3.)
  - Research, plan, write and design information and awareness publications (Apr 3.2.)
  - Plan targeted advocacy programs for government representatives and policy makers (Apr 4.1.)
  - Develop media strategies and campaigns to raise popular support for specific reforms and issues of national or international importance (Apr 4.2.)
- Knowledge:
  - Basic factual information about the extent, purpose and values of local CF
  - Presentation and communication techniques
  - Creative and interpretive writing.
  - Research, information gathering and awareness survey techniques.
  - Culture, gender, ethnic relations.

- **Key Competencies on Program Development and Project Management**

- Skills:
  - Develop operational plan (Pro 3.1.)
  - Manage local team leaders and collaborate in the implementation of work plans (Pro 3.2.)
  - Record and monitor activity results (Pro 3.3.)
  - Prepare plans for specific in-country activities (Pro 3.4.)
  - Prepare and negotiate proposals for resources and support (Pro 4.1.)
  - Develop structured plans and proposals (Pro 4.2.)
  - Develop collaborative partnerships, plans and programs with other stakeholders (Pro 4.4.)
- Knowledge
  - Delegation, decision making and other management techniques
  - M&E techniques
  - Use of problem analysis, situation analysis, (or similar) approaches, development of logical frameworks.
  - Positions and policies of relevant agencies/ organizations.

A summary of the results of the individual capacity assessment is presented in Table 1.

**Table 1 Roles and Gaps in Competencies**

<b>Stakeholders</b>	<b>Roles</b>	<b>Gaps in Competencies</b>			
<b>NGOs:</b> 1. KARSA ; 2. ICEL; 3. HUMA; 4. LEI; 5. LATIN; 6. RMI	Program Development	M&E	CF mgmt; social assessment conflict mgmt	gender analysis	
	Action Research	M&E	PAR	gender analysis	
	Advocacy	M&E	advocacy planning	campaigns	gender
	Community Organizing	M&E	prog dev and proj mgmt	gender analysis	
	Conflict management	M&E	conflict mgmt	gender analysis	
	Public interest lawyer				
<b>Networks:</b> 1. FKKM; 2. KpSHK; 3. AMAN; 4. KPA; 5. PUSDIKLAT; 6. Hukum; 7. WG CF	Networking	M&E	CF regulations		
	Technical Assistance	M&E	CF regulations	Training	
<b>MoF:</b> 1. RLPS; 2. BAPLAN; 3. BPK; 4. PHKA; 5. PUSDIKLAT; 6. Hukum; 7. WG CE	Policy and planning	M&E	CF regulations	Prog Dev/Proj Mgmt	SFM, conflict & advocacy
	CF Program Development	M&E	gender analysis		
	CF Institutional Arrangement	M&E	gender analysis		
	Technical Officer	M&E	fund raising	gender analysis	
	Education and Training	M&E	training	gender analysis	
	Field Officer	Prog Dev/P	gender analysis		
<b>Local Government:</b> 1. Provincial Govt; 2. District Govt	PFO & DFO	SFM	PD/PM	gender analysis	
<b>Private Sector:</b> 1. Perhutani	Policy & Planning	attitude to villagers	SFM, CM	gender mainstreami ng	
	Technical Officer	M&E	conflict management	SFM, assessment	
<b>Research/Acade mic:</b> 1. ICRAF; 2. UGM; 3. IPB	Researcher	PD/PM	gender analysis		
	Lecturer	PD/PM	gender analysis		

### ***II.3. Capacity Building Needs***

In this section the main findings about the needs for individual and organizational capacity building are presented.

#### **Network or Forum (of NGOs, Community Groups, or Multi-stakeholders)**

##### **Network Officers**

Network Officers of the networks or forums that are dealing with CF in broad terms (such as AMAN working on Indigenous People's rights, and KPA working on agrarian reform and farmers' rights), need to have more information about CF specific regulations. They need to be included in any meetings on CF policies. The role of network officer of these networks is very important in the second possible area of RECOFTC's work in Indonesia, which is supporting development of CF policies (with key issues: tenure, justice, devolution). The capacity of network officers in program development and project management, particularly in monitoring and evaluation techniques, needs to be further developed.

##### **Networks' Technical Assistance Officers**

Technical Assistance Officers of all networks, especially those who work in the networks that work on CF in broad terms, need to have more knowledge about CF policies and relevant regulations. They also need to have analytical skills on how to link CF policies and relevant regulations to the technical aspects they mainly deal with (such as participatory mapping, etc.).

Other capacity building need for networks' Technical Assistance Officers is strengthening their skills and knowledge in capacity development and training. It is critical to address the capacity building needs in this aspect since one of main tasks of their role is to facilitate capacity building process of network members and partners. This task is very important in supporting efforts toward the second suggested area of RECOFTC's work in Indonesia, i.e., strengthening community forestry models, in particular the second strategy of it, which is strengthening local action learning capacity in developing CF models.

Capacity of network's technical assistance officers in program development and project management, particularly on monitoring and evaluation techniques, needs to be further developed as well.

##### **Organizational Capacity Building Needs**

The networks or forums proposed as RECOFT's key stakeholders need capacity building in program management, including the establishment of monitoring and evaluation processes.

They also need to develop specific capacity building plans for their staffs who occupy certain key roles. For this purpose, they need to develop competency profiles for the key roles. The competency profiles for the two key roles in networks or forums (see Siscawati and Zakaria, 2010b) could be used as a reference. Once the networks have developed competency profiles,

they need to develop their capacity in human resource management system, including supervision, evaluation, and identification of current and future skills gaps, based on the competency profiles.

The networks need to develop stakeholder communication mechanism that enables stakeholders to receive information about their on-going programs and to provide feedback.

## **Non-Government Organizations (NGOs)**

### **Program Development Officer**

Although program development officers have relative good capacity on required competencies, they need to have stronger capacity on program development and project management. In addition, they need to have capacity building on mobilizing alternative sources of financial support so that their organizations would not only depend on support from funding agencies. Some of them have tried to develop alternative business activities that support community-based economic activities and at the same time adopt the principles of fair trade. This efforts need to be further facilitated.

Program development officers of many NGOs have limited knowledge on gender aspects of sustainable community forest management. Sufficient understanding on gender-related aspect is critical so that they can design and develop programs that are gender sensitive.

### **Action Research Officer**

Individuals performing the role of participatory action research in NGOs need to have capacity building on the aspect of participatory action research, particularly knowledge and skills level 4. This will help them to gain the following capacity required by the role they occupy: design, manage and evaluate community based participative research programs which meet agreed scientific standards of rigour and reporting. They also need more capacity related to sustainable development and conflict management.

Action Research Officers of NGOs need to have awareness of gender aspects that relate to community forestry, as well as knowledge and skills on the application of gender analysis in socio-cultural assessment. Gender analysis will help them to get more complete information on the division of labor between male and female or different social classes within the community, disaggregated data on traditional knowledge, disaggregated information on who has access and control over forest resources, who makes decisions on forest resource management and the utilization of forest products at various levels (household, clan, village/customary institution, state, market, etc.).

Action research officers also need to have capacity building in program development and project management, particularly on monitoring and evaluation techniques.



### **Campaign and Policy Advocacy Officer**

Campaign and Policy Advocacy Officers of NGOs need to develop their capacity in higher level skills of the competency on awareness, public relations, and advocacy. In particular, they need capacity building so that they are able to develop detailed plans of targeted advocacy programs for government representatives and policy makers, and to develop media strategies and campaigns to raise popular support for specific reforms and issues of national or international importance.

They also need to have capacity building on gender-related knowledge and skills, especially gender analysis so that they would be able to develop campaign and policy advocacy process that address gender-related issues on CF.

Capacity of campaign and policy advocacy officers in program development and project management, particularly on monitoring and evaluation techniques, need to be further developed.

### **Community Organizing Officer**

Community organizing officers from some organizations need more capacity in socio-economic and cultural assessment to conduct and supervise socio economic, cultural and resource use surveys in the field using basic techniques. Such enhanced capacity would also be useful in stakeholder analysis.

They also need to have more capacity in the application of gender analysis and gender justice principles in community organizing processes.

Other needs for capacity development include program development and project management.

### **Conflict Management Officer**

Most conflict management officers are well equipped for sustainable development and conflict management. But many also reported during interviews that they need to further develop their capacity, as they need to handle emerging issues relate to sustainable development and to find more creative ways in facilitating conflict management.

They need to have gender awareness and to have knowledge and skills to apply gender analysis and gender equity principles in facilitating conflict management process.

They also need to develop knowledge and skills in program development and project management, particularly related to monitoring and evaluation techniques.

## **Organizational Capacity Building Needs**

NGOs need to have capacity building on the aspect of program development and project management, including monitoring and evaluation.

On the aspect of human resource management, NGOs need to develop competency profile for the key roles in their organization. They also need to develop their human resource management system, including competency profiles as a major element.

NGOs need to develop their capacity in fundraising efforts, including organizing alternative fundraising by inviting the public to give donations in any form (not only money but also time and their willingness to get involved as volunteers).

In terms of stakeholder communication, NGOs need to have more capacity in establishing clear mechanisms for stakeholder consultation.

## **Community Groups**

### **Community Groups' Communication/ Public Relation Officer**

Community Groups' Communication and Public Relation Officers need better knowledge of CF specific regulations, and various forms of government-supported CF. Capacity building processes and materials for them need to be tailored to their needs as communication officers, their educational background and their access to different sources of information.

In terms of capacity in awareness, public relations and advocacy, they need more advanced skills in awareness, public relation and advocacy required for the role they occupy.

They also need more capacity in program development and project management.

### **Village-based Community Organizer**

Village-based Community Organizers need to receive information on CF related regulations and other relevant regulations in more appropriate forms.

They need capacity building on sustainable forest management, especially capacity in facilitating the process of developing a community forestry plan in accordance with regulatory requirements.

These officers need to have gender awareness and to have knowledge and skills to apply gender analysis and gender equity principles in facilitating village-based community organizing processes.

They also need to develop knowledge and skills in program development and project management, particularly in monitoring and evaluation techniques.

## **Organizational Capacity Building Needs**

Community groups need capacity building in program development and project management at organizational level so that they are able to manage their groups once they receive external support or collaborate with other organizations.

## **The Ministry of Forestry**

### **Policy and Planning Officer**

Policy and planning officers from other directorate- generals apart from the Directorate General of Land Rehabilitation and Social Forestry need more capacity in community forestry policy and planning.

### **CF-related Program Development Officer**

CF-related Program Development Officers need capacity in sustainable community forest management, socio-economic and cultural assessment, sustainable development and conflict management, as well as in awareness, public relation and advocacy.

They also need more capacity in gender related aspects of CF. By gaining knowledge in gender related issues and skills on gender analysis, they can design and develop gender sensitive programs.

### **CF-related Institutional Arrangement Officer**

They need to have more capacity in program development and project management. Their capacity in developing collaborative partnerships, plans and programs with other stakeholders needs to be strengthened, considering that one of their main task is facilitating the development and the implementation of coordination mechanisms among government agencies and other stakeholders in the implementation of government sponsored CF programs.

### **Technical Officer and Field Officer**

Technical Officers of other Directorate Generals (outside RLPS) need capacity building in the field of sustainable community forest management, socio-economic and cultural assessment, sustainable development and conflict management awareness, as well as public relations and advocacy. In line with this, they also need capacity building in participatory techniques.

These officers need to have gender awareness and to have gender related knowledge and skills so that they can apply gender analysis and gender equity principles in their work.

## **Education and Training Officer**

Although they have good capacity in terms of individual capacity development and training, they need more capacity in interactive learning process and the application of more creative learning methods.

They also need to have capacity building on gender awareness so that they will be able to design and develop education and training programs that are gender sensitive.

## **Provincial and District Forestry Agencies**

### **Provincial and District Forestry Officers**

Provincial and district forestry officers of regions that have limited exposure to CF need to develop their capacity in community forestry policy and planning, sustainable community forest management, and sustainable development and conflict management, as well as program development and project management.

### **Organizational Capacity Building**

Provincial and district forestry agencies need to have capacity building in CF policy and planning so that they are able to mainstream CF in provincial and or district policies and plan.

## **Private Sector (Perhutani)**

### **Policy and Planning Officers**

Policy and planning officers of Perhutani need more capacity in community forestry policy and planning, particularly related to the most recent regulations, schemes and government-sponsored programs.

### **Technical Officers**

These officers need more capacity in sustainable community forest management, socio-economic and cultural assessment, sustainable development and conflict management. They also need to have more opportunity to strengthen their skills and experience in applying participatory techniques (PRA, PAR, etc.).

### **Organizational Capacity Building Needs**

Perhutani needs to develop competency profiles that relate to technical competencies, particularly the ones relating to community forestry. In doing so, the competency profiles for two key roles in Perhutani (suggested in Siscawati and Zakaria, 2010b) can be used as one of the references. Key competencies to be included in the competency profiles for key roles in Perhutani should also include so called “soft skills” (communication skills, social skills) and

ability to develop a sense of empathy for local communities. By doing so, it is expected that the mindset of Perhutani's officers, from policy and planning officers to field officers, can be gradually changing toward viewing local communities as equal partners.

## **Research and Academic Institutions**

### **Researchers and Lecturers**

Researchers and Lectures need to have awareness of gender aspects that relate to community forestry, as well as knowledge and skills on the application of gender analysis in socio-cultural assessment process so that they can design research and curricula that are gender sensitive.

They also need to have more capacity in program development and project management, particularly in negotiating their program plans and proposals with relevant stakeholders including funding agencies.

### **Organizational Capacity Building Needs**

These institutions also need to have capacity building in establishing competency profiles for researchers and lectures on community forestry, and integrate the profiles into existing human resource management systems in their institutions.

Research and academic institutions also need to have more capacity building in the development of fundraising strategies and approaches.

## **III. Recommendations**

In this section a set of recommendations is presented for consideration by RECOFTC in the planning of their capacity development program in Indonesia.

### ***III.1. Facilitation of Organizational Capacity Development***

In facilitating the development of organizational capacity of proposed as key stakeholders, RECOFTC is advised to consider the following possible actions:

#### **Organizing Training**

RECOFTC could organize training in CF-related program development and project management, including specific topic such as budget and financial management, monitoring and evaluation techniques. Possible participants for these trainings are from Networks and Forums, NGOs, Ministry of Forestry, Provincial and District Forestry Agencies, Private Companies, and Research and Academic Institutions.

RECOFTC could also design the training as training for trainers (ToT), specifically aimed at NGOs working with community groups (Indigenous Peoples' groups, local community groups, forest farmer groups, women groups). After attending this ToT, representatives of NGOs are to design and develop training on above topics specifically aimed at community groups. Alternatively, RECOFTC could also develop training designs for community groups.

### **Facilitating Strategic Networking**

RECOFTC could play a role as facilitator of strategic networking among organizations proposed as key stakeholders so that each organization benefits as much as possible from the networking process. In facilitating the strategic networking, RECOFTC can build on the two suggested areas of RECOFTC's facilitation identified during the CBNA process in Indonesia and articulated in Fig. 2, page 9: 1) Strengthening Community Forestry Models; 2) Supporting the Process of Development of Community Forestry Policy.

Possible themes that could be used as entry points for facilitating the building of strategic networks include: 1) climate change and community forestry; 2) community forestry in conservation areas; 3) community forestry and fair trade of community forest products; 4) community forestry and the rights of Indigenous Peoples.

### **Facilitating Sharing and Learning**

In facilitating shared learning process, RECOFTC could facilitate a series of discussions on topics that relate to RECOFTC's proposed areas of work (community forestry models and community forestry policy). Possible topics to be explored in the shared learning process are: 1) community forestry and rewards for environmental services; 2) community forestry and REDD; 3) community forestry and forest certification.

### **Developing a Collaborative Pilot Project on Strengthening Community Forestry Models**

RECOFTC could develop a collaborative pilot project with the purpose of strengthening community forestry model. RECOFTC's pilot project in South Sulawesi can be taken as an example of a strategic effort to facilitate capacity building process of various organizations involved in the project.

### **Developing a Collaborative Capacity Building Process on Community Forestry Policy**

RECOFTC could develop a collaborative capacity building process on community forestry policy by setting up a joint CF policy study with the participation of organizations that have intensively worked on CF policies in broad terms (including the rights of Indigenous People, farmers, women, and other marginalized groups).

## ***III.2. Facilitation of Individual Capacity Development***

### **Community Forestry Policy and Planning**

RECOFTC could develop trainings or sharing and learning process in community forestry policy and planning specifically designed for policy and planning officers of government agencies within the Ministry of Forestry, Provincial and District Forestry Agencies, and Private Forestry Companies. In the trainings or sharing and learning processes, RECOFTC could invite other stakeholders to participate so that policy and planning officers could get an opportunity to interact with representatives of other stakeholders and learn their point of view regarding community forestry policies and program.

### **Program Development and Project Management**

RECOFTC could design training and share learning process on program development and project management for program development officers, technical officers, action research officers, community organizing officers, and conflict management officers of various organizations proposed as RECOFTC's key stakeholders

### **Awareness, Public Relations and Advocacy**

RECOFTC could develop training and share learning process on awareness, public relations and advocacy that focusing on strengthening capacity in developing detailed plans of targeted advocacy programs for government representatives and policy makers, and to develop media strategies and campaigns to raise popular support for specific reforms and issues of national or international importance. Participants of the training and share learning process could be campaign and advocacy officers, communication and public relation officers, action research officers, community organizing officers, and conflict management officers from RECOFT's key stakeholders.

### **Sustainable Development and Conflict Management**

RECOFTC could design training and share learning process on sustainable development and conflict management. The training and share learning process on conflict management could be designed so that participants would have more capacity in designing more creative ways in facilitating conflict management. Possible participants of the training and share learning are conflict management officers, research action officers, community organizing officers, and campaign and advocacy officers from RECOFTC's key stakeholders.

### **Gender Analysis in Community Forestry**

RECOFTC could develop trainings on gender analysis in community forestry, which could cover awareness of gender aspects that relate to community forestry, as well as knowledge and skills in the application of gender analysis in various processes facilitated by staff from RECOFTC's key stakeholders.

## Annex 1 Forms of Community Forestry in Indonesia

No.	Name	Main Purposes	Legal/Policy Basis	Status of forest land	Forestland use type (based on Allocated Function)	Government Agency (within Ministry of Forestry) in charge	Duration of permit	Main commodities	Managing institution
1	<i>Hutan Kemasyarakatan / HKM</i> (Community-based Forest)	1) rehabilitation of state forestland; 2) state sponsored community empowerment through community groups	PP No. 6/2007; PP No. 3/2008	State Forest	Production forest Protected Forest	Directorate General of Land Rehabilitation and Social Forestry (Ditjen RLPS)	35 years	Timber and Non-Timber Forest Products (NTFP)	Forest Farmers Group
2	<i>Hutan Desa</i> (Village Forest)	1) management and protection of state forestlands which have not been managed by logging companies (in terms of production forests) or government agencies; 2) state-sponsored community empowerment through village-based institutions (in terms of protection forest)	PP No. 6/2007; PP No. 3/2008	State Forest	Production forest; Protected Forest	Ditjen RLPS	35 years	NTFP; Environmental services	Village Government or other Village-based Institution (could be customary institution)
3	<i>Hutan Tanaman Rakyat /HTR</i> (Community-based Forest Estate)	1) establishment of community-based forest estate/timber plantation in order to provide materials for timber-based industries (including pulp and paper industries); 2) development of welfare of community groups	PP No. 6/2007; PP No. 3/2008	State Forest	Production forest	Directorate General of forestry production (Ditjen BPK)	35 years	Timber	Community Groups
4	<i>Kemitraan</i> (Partnership); the partnership form is between company (both state-owned and private ones) and local community	1) facilitation of collaboration between forest-based companies and community groups in the management of forest resources; 2) state-sponsored community empowerment in state forest areas in which government has issued licenses for companies (both state-owned and private ones) to do logging or to establish timber plantation	PP No. 6/2007; PP No. 3/2008	State Forest	Production Forest	Ditjen BPK	35 years	Timber and NTFP	State-owned and private forestry companies; Community Groups (Forest Farmers Group, etc.)



No.	Name	Main Purposes	Legal/Policy Basis	Status of forest land	Forest land use type (based on Allocated Function)	Government Agency (within Ministry of Forestry) in charge	Duration of permit	Main commodities	Managing institution
5	<i>Kawasan Dengan Tujuan Istimewa/KDTI</i> ( Zone with Special Purpose)	Recognition of areas within state forestland that have special purposes (mainly for socio-cultural aspects). Note: for the case of Repong Damar Krui of Lampung, Sumatra, this form is adopted for the recognition of customary forest areas that have been proved to be sustainably managed.	SK Menhut No. 47/1998 tentang Kawasan Daerah dengan Tujuan Istimewa (KDTI) Repong Damar Krui	State Forest	Production Forest		No limitation as long as the Krui People can perform their responsibilities in managing damar agroforests	Timber and NTFP	Community Groups
6	<i>Pengelolaan Hutan bersama Masyarakat / PHBM</i> (Managing forests with Local Communities)	1) facilitation of collaboration between Perhutani (state forestry company works in Java) and community groups in cultivating timber seedlings and management of young timber trees; 2) state-sponsored community empowerment in state production forest areas in Java	SK Direksi Perum Perhutani No. 136/2001 tentang PHBM; SK Direksi Perum Perhutani No. 001/2002 tentang Pedoman Berbagai Hasil Hutan Kayu (Guidelines of Forest Products)	State Forest	Production Forest		5 years (this duration covers the period of time from the planting of timber seedlings until young timber trees no longer needed intensive care)	Timber	Perhutani (State-owned forestry company works in Java); Community Groups (Forest Farmers Group, etc.)
7	<i>Model Desa Konservasi</i> (Conservation Village Model)	1) participatory management of conservation areas; 2) facilitation of existing villages located in conservation areas (these villages have existed long before the establishment of the areas as conservation ones)	Draft of Ministerial Regulation on the development of conservation village model as part of empowerment of communities of villages located surrounding conservation forest	State Forest	Conservation area	Directorate General of Forest Protection and Nature Conservation (Ditjen PHKA)		Non-timber forest product; Ecological services	Management Unit of Conservation Area; Village government; Community Groups (Forest Farmers Group, etc.)
8	<i>Hutan Rakyat</i> /Private owned Community Forest	Income generation	Forestry Law No. 41/1999	<i>Hutan Hak</i> (Private-owned forest land)	Production forest; Protected Forest		No limitation from the state as it is categorized as private property	Timber; NTFP; Environmental services	Individual Farmer (female or male); Household
9	<i>Hutan Adat</i> (Customary Forest)	1) socio-cultural, spiritual, ecological and economic purposes at community and household levels	RPP <i>Hutan Adat</i> (Draft Regulation on Customary Forest); however the Indigenous People Alliance (AMAN) has not supported the latest version of this Draft Regulation	** IP groups advocate for customary forests to be legally recognized and not considered as state forest	Production forest; Protected Forest; Conservation area			Timber; NTFP; Environmental services; Socio-cultural values	Customary Institution; Household
10	<i>Sistem Hutan Kenakytatan</i> /SHK (Community-based forest system)	1) socio-economic purposes that address local ecological resources	Has no legal/policy basis		Production forest; Protected Forest; Conservation area			Timber and NTFP; Environmental services; Socio-cultural values	Customary Institution; Household

Source: processed from intensive literature review at the CBNA process in Indonesia conducted by the CBNA team; Royo (2006), Sisawati & Muhshi (2008), Sirait (unpublished paper), Moniaga (2009)