

# Country engagement strategy Republic of Indonesia

RECOFTC - The Center for People and Forests

2013-2018





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RECOFTC - The Center for People and Forests

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Bangkok, Thailand

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Bangkok 2016

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# Acronyms and abbreviations

ADB	Asian Development Bank
ASFCC	ASEAN-Swiss Partnership on Social Forestry and Climate Change Program
ASFN	ASEAN Social Forestry Network
AMAN	Indigenous Peoples Alliance of the Archipelago
BPS	Bureau of Statistics
CARE	Cooperative for Assistance and Relief Everywhere
CF	Community Forestry
CFE	Community Forest Enterprise
CFET	Center of Forestry Education and Training
CIA	Central Intelligence Agency
CIFOR	Center for International Forestry Research
CLUA	Climate and Land Use Alliance
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DFID	Department for International Development
DG	Directorate General
ELM	Enhancing Livelihoods and Markets
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FEET	Forestry Extension, Education and Training
FMU	Forest Management Unit
FKKM	Forum Komunikasi Kehutanan Masyarakat (Community Forestry Communication Forum)
FIP	Forest Investment Program
FORDA	Forestry Research and Development Agency
FPIC	Free, Prior and Informed Consent
GDP	Gross Domestic Product
GiZ	German International Cooperation Agency
GMWG	Gender Mainstreaming Working Group
HD	Hutan Desa (Village Forest)
HKm	Hutan Kemasyarakatan (Community Forestry)
HRW	Human Rights Watch
HTR	Hutan Tanaman Rakyat (People's Plantation)
ICP	RECOFTC Indonesia Country Program
ICRAF	International Center for Agroforestry Research
IFRI	International Forestry Resources Institute
IIED	International Institute for Environment and Development

IPB	Institut Pertanian Bogor (Bogor Agricultural University)
ITTO	International Timber Trade Organization
KDP	Kecamatan (District) Development Project
KHDTK	Kawasan Hutan Dengan Tujuan Khusus (Forest with special purpose)
KPK	Anti Corruption Committee
LATIN	Institute of Tropical Nature in Indonesia
MFP	Multi-stakeholder Forestry Program
MoEF	Ministry of Environment and Forestry
MoF	Ministry of Forestry
MoU	Memorandum of Understanding
MoV	Means of Verification
MRV	Measurement, Reporting and Verification
Norad	Norwegian Agency for Development Cooperation
NTFP	Non-timber Forest Product
PES	Payment for Ecological Services
PFCC	People, Forests and Climate Change
PGA	Participatory Governance Assessment
PHBM	Pengelolaan Hutan Bersama Masyarakat (Social forestry)
PNBP	Pendapatan Negara Bukan Pajak (Non Tax Revenue)
RECOFTC	RECOFTC – The Center for People and Forests (Regional Community Forestry Training Center for Asia and the Pacific)
REDD	Reducing Emissions from Deforestation and forest Degradation
REDD+	Reducing Emissions from Deforestation and forest Degradation in developing countries, and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries
RRI	Rights and Resources Institute
SCF	Securing Community Forestry
SDC	Swiss Agency for Development and Cooperation
SFM	Sustainable Forest Management
Sida	Swedish International Development Cooperation Agency
SIGE	Social Inclusion and Gender Equity
TFC	Transforming Forest Conflicts
TNC	The Nature Conservancy
UNDP	United Nations Development Programme
UN-REDD	United Nations REDD+ programme
WRI	World Resources Institute
YAKOBI	Yayasan Komunitas Belajar Indonesia (Community Learning Center)

# Executive summary

Seventy percent of Indonesia's land area (128 million ha) is classified as forest land. Estimates of the number of villages located on these lands vary from 25 000 to 33 000 with an estimated population of 50 to 70 million people. Many of these inhabitants claim customary rights to around 40 million ha of state forest land, claims that were recently recognized, in principle, in a ruling of the Constitutional Court on 16 May 2013.

Joint forest management arrangements are widely practised in the 3.2 million ha of forest lands in Java, complemented by various community and village forest management arrangements in the other regions but on a much smaller scale. A discrepancy is found between the forest-use permits issued to companies that cover 30 million ha against the use permits for communities that cover less than 500 000 ha.

In addition to the constitutional court ruling on customary forest land rights, other recent relevant reform initiatives include the establishment of *Kesatuan Pengelolaan Hutan* or forest management units (FMUs), the creation of a working group and road map for tenure reform, many different initiatives on the role of forest in relation to climate change and a forestry governance reform process initiated by cabinet ministers and the heads of major state institutions.

Based on the results of capacity development needs assessments for community forestry (CF) development, and tenure and forest governance reforms, four priorities and related sets of outcomes for RECOFTC's Indonesia Country Program (ICP) 2013-2018 have been identified:

1. **Securing CF (SCF):** Clarified tenure rights and access, delegated authority, new policies accommodating local people's rights, strengthened CF models, recognized customary rights, settled legal status of villages in forest zones, joint decree on rights of communities and simplified and transparent procedures for community groups.
2. **Enhancing Livelihoods and Markets (ELM):** Strengthened CF models, sustainable development, CF enterprises developed, enhanced community prosperity, improved licensing system and the replacement of a moratorium through a performance-based system.
3. **Strengthening the positive linkages between People, Forests and Climate Change (PFCC):** Empowering REDD+ and adaptation infrastructure developed, multistakeholder involvement, social protection, local community enabling environment and governance framework in REDD+ and adaptation, transparency and accountability, and Free, Prior and Informed Consent (FPIC) mainstreamed.
4. **Transforming Forest Conflicts (TFC):** Sustainable development and conflict management, developed institutions and capacities for conflict mediation, functioning grievance mechanism.











# 1

## RECOFTC's vision and mission

RECOFTC's vision is that “empowered local people are effectively and equitably engaged in the sustainable management of forested landscapes.” To achieve this, RECOFTC has a mission to enhance capacities for stronger rights, improve governance and ensure fairer benefits for local people in sustainable forested landscapes in the Asia and Pacific region.

RECOFTC's strategy for delivering on its vision and mission in Indonesia is based on its Strategic Plan for 2013-2018,<sup>1</sup> and its analysis of the state, prospects and priorities for national CF development in Indonesia. In this section, a brief description of RECOFTC's past activities, the current status of RECOFTC's country programme and the strategic programme framework are presented.

### 1.1 RECOFTC's history of CF development support

Historically, RECOFTC has been involved in supporting CF development in Indonesia since its founding in 1987, initially through supporting participation from Indonesia in regional training<sup>2</sup> and networking activities, and collaborative activities through RECOFTC-FAO's Forests, Trees and People Network. In 1998 a collaborative training development programme was initiated with the then Ministry of Forestry's Center for Forestry Education and Training (CFET), widely known as *Pusdiklat Kehutanan* and now known as Pusdiklat SDM (*Lingkungan Hidup dan Kehutanan*), funded by the Ford Foundation. This was followed by a series of projects, with a gradually expanding scope and range of activities, as detailed in Box 1.

#### Box 1. RECOFTC projects in Indonesia (2001-2013)

##### *Training and training material development (2001-2005)*

- Focus: Assessment and planning for the RECOFTC Country Support Programme;
- A number of in-country training events were conducted, e.g. facilitation skills, training design; and
- Materials translated into Bahasa Indonesia.

##### *CF capacity development (2006-2010)*

- Focus: Enhancing capacity for improved community-based forest management in Indonesia;
- Assessment of key issues and needs for capacity development, and the identification of key target groups;
- Memorandum of Understanding (MoU) with the Ministry of Forestry (MoF) signed; and
- Village forest development and collaborative protected area management in South Sulawesi.

##### *Green Kecamatan Development Project or KDP (2007-2010)*

- Focus: To make the KDP more environmentally friendly; and
- 10 training modules developed and tested with CARE Indonesia in South Sulawesi.

<sup>1</sup> RECOFTC. 2013. *People and forests for a greener future. Empowering local people to effectively engage in the sustainable management of forested landscapes. Strategic Plan 2013-2018*. Bangkok: RECOFTC, November 2013. Available at <http://www.recoftc.org/site/resources/RECOFTC-Strategic-Plan-for-2013-2018.php>

<sup>2</sup> See Colchester (2002): “RECOFTC, which has had a long engagement in the country ever since its founding, has had some 200 Indonesians pass through its courses, from government agencies, the private sector and from NGOs. Many of the main actors now engaged in community forestry have trained with RECOFTC and a large proportion got their first exposure to community forestry principles through this experience.”

Regional project and programme activities have also been carried out, including:

- The Forest Governance Learning Group (FGLG) in collaboration with the International Institute for Environment and Development (IIED) and Inspirit Inc. as the convener, with participation from the Center for International Forestry Research (CIFOR), the Department for International Development-Multi Stakeholder Forestry Program (DFID-MFP), the International Center for Agroforestry Research (ICRAF) and district forest services, with activities in village forest development in Jambi and capacity development of district forest services for improving public service delivery in central Sulawesi;
- The ASEAN Social Forestry Network (ASFN);
- Conflict analysis and conflict management training;
- Training and capacity development activities under the grassroots capacity development for REDD+ project;
- The Rights and Resources Initiative (RRI); and
- Studies on food security and gender mainstreaming.

The Indonesia Country Program (ICP) has four staff members currently. The programme is reviewing its position and identifying its niche in future support of CF development in Indonesia. Strategic initiatives being explored include support to the development of forest management units (FMU), support to climate change (REDD+) initiatives and a focus on conflict analysis and transformation. It is exploring these options with its key national, regional and international partners, listed above and in section 4.3 later.

One of the programme's ideas is to build on the work on village forest development in South Sulawesi and explore the building of FMUs 'from the ground up'. In the following sections, these and other strategic options for RECOFTC's future programme development in Indonesia will be explored.

## 1.2 RECOFTC's Strategic Plan 2013-2018

RECOFTC's thematic areas and functional approaches are outcome driven and focus on addressing key issues to achieve measurable progress towards positive changes in rights, governance and benefits (Table 1).

**Table 1. RECOFTC's thematic areas**

Thematic areas	Strategic outcomes
Securing community forestry	Institutions and resources for securing CF are more effective.
Enhancing livelihoods and markets	Institutions are actively enhancing local livelihoods through sustainable CF practices.
People, forests and climate change	Enabling environments for local people's engagement in forested landscapes in the context of climate change are strengthened.
Transforming forest conflicts	Institutions to transform conflict are in place and becoming more effective.

These results will derive from achieving intermediate outcomes that are the result of four functional approaches applied in each thematic area both regionally and in programme countries (Table 2).

**Table 2. RECOFTC's functional approaches**

Functional approaches	Intermediate outcomes
Training and learning networks	Enhanced capacities are used by key stakeholders to provide quality support and professional advice to local communities.
Research, analysis and synthesis	Enabling policies and regulatory instruments are adopted to enhance the rights of local people, improve forest governance and ensure a fairer share of benefits.
Strategic communications	Communications strategies are used to enhance awareness, attitudes and behaviours among target audiences.
Piloting and demonstrating	Improved practices adopted in CF are effectively replicated.

During this strategic plan period, RECOFTC will enhance the value of its approach by fostering a learning culture and creating a learning environment within RECOFTC and with partners, and placing increased emphasis on addressing the cross-cutting issues of:

- **Social inclusion and gender equity through a rights-based approach:** Key components are laid out to ensure a socially inclusive approach is mainstreamed across thematic areas and functional approaches with systematic monitoring and evaluation (M&E) mechanisms. These are an integration of social and gender equity perspectives in regional and country-specific programmes and projects; organizational capacity development with supportive functions, processes and policies; expansion of social inclusion and gender-focused work; and knowledge sharing for social and gender responsive policy and practice.
- **CF leadership development:** This initiative consolidates RECOFTC's core business of strengthening and expanding CF in the region with a targeted approach to identifying and cultivating 'agents of change' within the field of CF. Building on RECOFTC's extensive CF networks and learning from cutting-edge leadership development approaches being pioneered elsewhere, RECOFTC will identify and cultivate long-term relationships with key individuals demonstrating the potential to bring about real and effective change in the field of CF.
- **Participatory monitoring and evaluation:** The active engagement with key project stakeholders in assessing the progress of the programme or project and in particular the achievement of results is the focus of this cross-cutting effort. Through their active engagement, they are enabled to share control over the content, the process and the results of the M&E activities. Consequently, the assessments and learning from changes become more inclusive and responsive to the needs of the people directly affected, building ownership and empowering beneficiaries. Eventually, accountability and transparency, including timely corrective actions for improved performance and outcomes can be pursued.

Parallel with its regional work, RECOFTC will consolidate and expand its engagement with eight focal countries: Cambodia, China, Indonesia, Lao PDR, Myanmar, Nepal, Thailand and Viet Nam. RECOFTC will also continue to engage with other countries in the region and beyond, where it can add value and find opportunities for mutual learning.

The focus of the country programmes is on supporting development and building capacity for the implementation of national CF programmes, comprising the following elements:

- Development of individual and organizational capacities for CF development;
- CF development at the field level:
  - Identification of potential forest communities;
  - Formalization of CF/VF institutions and frameworks;
  - Management planning of CF institutions for sustainable CF management; and
  - Ongoing management/implementation/institutional development.



- CF networks and coordination (within and between stakeholder groups);
- CF research and information management (including M&E); and
- Policy, legislation and administrative development.

**Table 3. Proposed framework for national CF programme components**

1 Capacity development	2 CF Development		3 Information Management and Communication	4 Networks and learning groups	5 Policy, regulatory framework and institutional framework
	CF establishment and management	Additional subcomponents			
Needs assessment	Identification - communities and forests	Institutional development	Research	CF membership networks	Review
Course & materials development	Formalization	Enterprise development	M&E	Multi-stakeholder networks and learning groups	Clarification
Training / coaching	Management planning	PES and climate change mitigation	Database and mapping	National CF working group	Revision
Institutional development	Implementation	Climate change adaptation	Communication and outreach	Regional and global networking (e.g. ASEAN)	Enabling institutional setting
		Alternative livelihoods			Budget allocation, sustainable financing and investment

Note: PES = payments for ecosystem services; ASEAN = Association of Southeast Asian Nations.

RECOFTC will support the formation or strengthening of national multistakeholder CF working groups, and align its portfolio of in-country initiatives with national CF programmes.









# 2

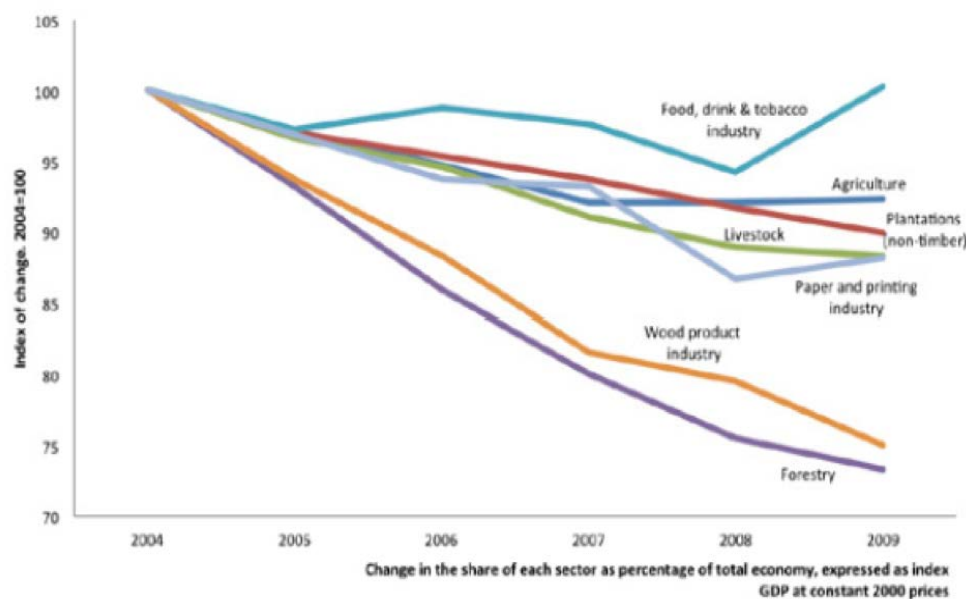
## National development context

### 2.1 Population, economy and geography

On 1 July 2014, Indonesia's population was reported to be 252.8 million,<sup>3,4</sup> living on 6 000 out of Indonesia's 17 500 islands, with a total land area (excluding inland waters) of 181 million ha; 60 percent of the population lives in Java, which covers only 7 percent of Indonesia's total area (BPS, 2010; CIA, 2014). Over 300 different native ethnicities are distinguished, speaking 700 different languages (Lewis et al., 2013).

Thus based on the latest population figures, Indonesia has 3.48 percent of the total world population and is ranked as the 4<sup>th</sup> most populated country in the world. With a population density of 133 persons/km<sup>2</sup>, 53 percent of the total population in Indonesia lives in urban areas.

**Figure 1. Change in relative contribution to GDP in Indonesia**



Source: Elson (2011).

Indonesia is classified as a medium income country, with 38 million people living below the poverty line and half of all households around the poverty line of US\$22/month. Recent growth in GDP has been just over 6 percent per year (WB, 2014).

<sup>3</sup> [www.Worlometers.info](http://www.Worlometers.info)

<sup>4</sup> 237.64 million according to the latest population census in 2010 (BPS, 2010); 248.8 million according to the estimated population of selected countries in 2013 (same Web site, different data category).

Forest management and processing are important sources of employment. Smallholder production and industrial forestry are each estimated to contribute around 3 to 4 percent of the GDP, not including subsistence and non-recorded uses (MoF, 2013).

As Figure 1 shows, the (relative) contribution from forestry and wood industry to the GDP has declined in the past decade as compared to contributions from other sectors. However, the production of timber has grown from 25 million m<sup>3</sup> per year in 2004 to 46 million m<sup>3</sup> per year in 2011, making Indonesia the top tropical timber producer country (ITTO, 2012).

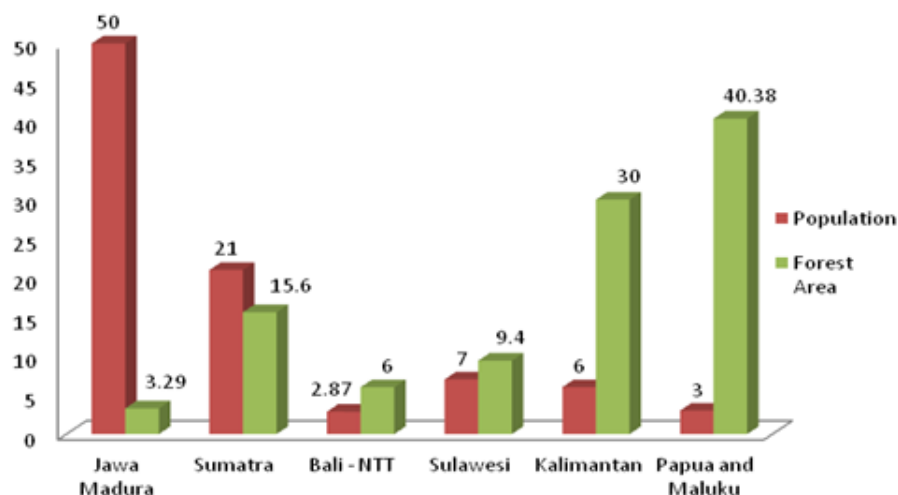
**Figure 2. Forest cover**



Source: WRI (2005).

Indonesia has 91.01 million ha of forest cover or almost half of the total land area (FAO, 2015). Half of the forest cover is primary forest (FAO, 2010).

**Figure 3. Regional distribution of population and forests**



Source: MoF (2012).



There is a large regional variation in population density and forest cover, with high population density and low forest cover in Java (Jawa), followed by Sumatra and low population density and high forest cover in Kalimantan and Papua (MoF, 2012).

Estimates of the number of villages in state forest land vary between 25 000 and 33 000 with a total population of 50-70 million (MoF, 2013). Many of these people (an estimated 40 million people) claim customary property rights on around 40 million ha of state forest land. A recent ruling (May 2013) of the constitutional court has recognized these claims. The Ministry of Environment and Forestry (MoEF) – formerly known as the Ministry of Forestry (MoF) – has stated that decrees by local government need to be issued to implement the constitutional court ruling. In response to the Constitutional Court ruling, the MoEF issued Ministry Regulation P.32/Menlhk-Setjen/2015, categorizing forests into state forest, customary forest and private forest. The regulation guides registration processes of customary and private forests, which can be communal or individual forests. All registration has to go through the MoEF.

## 2.2 National social and economic development

The change of the political regime in 1998 was followed by major reforms in the political system in the country. In particular, a radical decentralization programme had important consequences for the forestry sector. Initial experiences with decentralization were mixed in that the local governments were not prepared for their new responsibilities in forest governance and the regulatory framework was not in place. In many areas this contributed to unsustainable practices and corruption. There are, however, also examples of local government and communities using the new democratic space to assert their rights and initiate effective local governance and management arrangements (Barr et al., 2006; Dermawan et al., 2006).

Decentralization increased administrative complexity considerably for forest governance, with administrative authority shared among the central government, 34 provinces, 405 regencies, 6 543 districts and over 75 000 villages.

**Figure 4. Provinces in Indonesia**



Source: Wikipedia (2015).

The Indonesian economy has recently grown by almost 8 percent per year, despite global economic turbulence. There is much foreign direct investment and an urgent need to build up infrastructure for economic development. To address problems associated with land acquisition for infrastructure projects, the new Land Acquisition Act was promulgated in 2012. Economic development is guided by the 2011-2025 Economic Development Master Plan that aims for annual growth of 7 to 8 percent, and to turn Indonesia into one of the world's top economies by 2025, with per capita income of US\$15 000, compared to US\$3 000 at present. The plan has three elements: creation of six economic corridors; strengthening national connectivity through better communications; and promoting scientific and technological development.

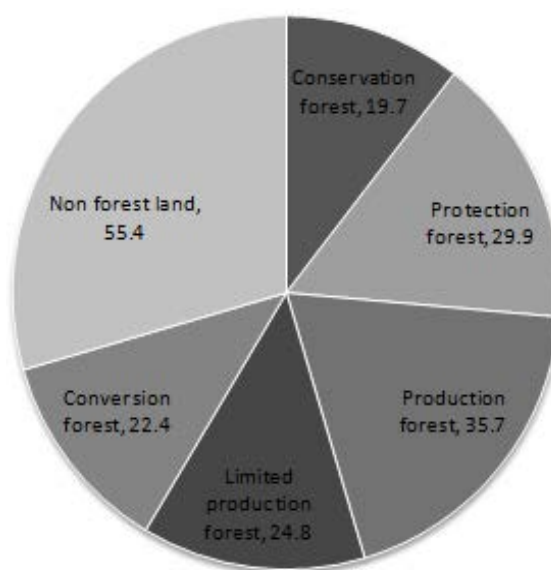
Related to forestry, the plan promotes a radical expansion of the pulp and palm oil sector, as part of its green growth strategy. The experiences with allocation of forest land concessions have, however, generated much concern about the effects of the expansion of concessions under the prevailing forest governance conditions (HRW, 2013). A bilateral agreement between the governments of Indonesia and Norway is contributing to REDD+ initiatives and shaping improved forest governance. Indonesia has signed a Letter of Intent (LoI) on 'Cooperation on reducing greenhouse gas emissions from deforestation and forest degradation (REDD+)'; signed on 26 May 2010 and to be implemented through three phases – Phase 1 'Preparation' was to be completed by the end of 2010; Phase 2 'Transformation' was to begin at the start of 2011 and finish by the end of 2012; Phase 3 'Contributions-for verified emission reductions' was to start from 2014, based on the 2013 emissions' reductions that Indonesia was able to achieve. The preparatory phase of the LoI focuses on developing national REDD+ strategy, national institutions, measurement reporting and verification (MRV) and financing instruments and REDD+ pilot projects at the provincial level; imposing a moratorium on new logging licences in natural forests and peatlands; and developing a database on degraded forests, law enforcement for illegal logging, timber trade and tenure conflict transformation. However, progress on executing the LoI has been slow. As part of Phase I, a national-level REDD+ Agency has been formed after nearly three years of signing the LoI in late 2013.

## 2.3 Land and forest resources

Over 70 percent of the land area of Indonesia is classified as forest land covering 132 million ha, of which 39 million ha has no forest cover. Over half of the forest area is designated as production forest, with the remaining 45 percent designated for conservation and protection. In limited production forest only part of the area is allocated to the production of forest products (Indrato et al., 2012).

In 2010 there were 324 active logging concessions covering an area of 28 million ha.<sup>5</sup> It is estimated that a sustainable forest management (SFM) system is applied on about 15 million ha. An additional 10 million ha are also managed as plantations and 28 million ha of protection and conservation forest are managed in collaboration with village or local community groups (MoF, 2011). It is further estimated that there are conflicts in 17-24 million ha of forests because of overlapping claims of the state and local communities as well as from other sectors (MoF, *ibid*).

Figure 5. Major land uses and areas (million ha)



Source: ICCSR (2010).

Another category of interest is forest land without forest cover, covering 39 million ha. According to a news item in the Jakarta Globe, the MoEF stated that there are 35 million ha of degraded forest that it wants to designate for agricultural and forest concessions so as to contribute to the goal of 7 percent economic growth. There is much concern that in reality such concessions may be designated in natural and peat forests; also because regional administrations are under pressure to generate revenue (Jakarta Globe, 2011). Other sources also report that designating concessions in healthy forests generates immediate additional revenue for the administration from the logs becoming available as part of the clearing, providing an incentive for the – local – administration to grant concession licences in healthy forests (Resosudarmo et al., 2012). Oil-palm estates are dominant in forest conversion and increased from 1.65 million ha in 1989 to 8.4 million ha in 2010 (Indrato et al., 2012). Various policies promote this expansion, with rapid reaction of companies with permits in principle and forest area release of 9.13 million ha (according to the MoEF) and 26.7 million ha according to Sawit Watch (Indrato et al., 2012).

<sup>5</sup> Reduced to 296 concessions on 24 million ha in November 2012 (MoF, 2012).

A recent paper prepared for a World Bank conference points out that “Fundamental to the challenges facing the reform of the Indonesian land sector is that it lacks a comprehensive land law.” The dual system of different government agencies responsible for forestry and non-forestry lands creates many challenges for land governance, including the recognition of the rights of individuals and communities and the sustainable management of natural resources (Bell et al., 2013).

## 2.4 Forest policy and administration

The legal framework for forestry is the Basic Forestry Law 41 of 1999, complemented by laws on conservation, spatial planning, environmental management, anti-money laundering and water resources. Then there are “also hundreds of other laws, government regulations, and presidential decrees relevant to forest governance, resulting in an often conflicting policy and legal environment” (Blaser et al., 2011, p. 183). The regulatory inconsistencies between sectors are compounded by conflicts between central-, provincial- and district-level regulations (Blaser et al., 2011).

By the end of 2009, forest resource permits issued to communities covered 0.4 million ha, while permits allocated to large-scale commercial businesses covered 36 million ha (down from 60 million ha in the 1990s). Also, it was estimated that by the end of 2009 half of the forest area was not managed intensively (MoEF, 2011). One reason for this is that there are no forest managers at the field level, except for some national parks (Indrato et al., 2012). The greatest amount of illegal logging occurs in production forest areas (60 percent), followed by protection forests (30 percent) and conservation forests (10 percent) (MoEF, 2012).

Drivers of deforestation and degradation include: development and economic interests, community reliance on natural resources, population growth, market demand for timber, estate crops and mining products, unclear tenure, political interests, poor governance and forest resource management (Indrato et al., 2013).

Unclear tenure not only refers to the claims by local (customary and other) communities, but also to the unclear legal basis for the claims by the state. The process for legally defining an area as state forest is defined in the Forestry Law as “certain areas designated and/or established by the government to be maintained as permanent forest” that seems to imply that an area can become a state forest simply by being designated as such (Indrato et al., 2013).

However, Article 14 of the same Forestry Law states that the designation of an area as state forest is made legal when it is gazetted, and the next article (15) explains what this means: designating the area of state forest; setting the state forest boundaries; mapping the state forest; and establishing the state forest. Thus state forest area designation is only a preparatory activity, simply being ‘designated’ does not mean that an area has legally become state forest (Indrato et al., 2013).

To date, only 10.65 percent (15 million ha) of the 132 million ha of lands designated as state forest have been gazetted, implying that challenges to the legal status of the other 90 percent of the ‘state forest’ area may be difficult to ward off, as also indicated by the challenges to the status of 23 million ha by local administrations after the introduction of decentralization (Indrato et al., 2013).

But it is not only the legal basis for forest administration by the state that is weak. The implementation and enforcement capacity is even weaker, as illustrated by the findings from a recent forest governance assessment (UNDP, 2013).

## Box 2. Key findings from the Participatory Governance Assessment of Forest, Land and REDD+

Three components are the basis of the Participatory Governance Assessment (PGA) process in the context of forest, land and REDD+: whether policies and regulations support agreed principles of good governance; the capacity of actors to support REDD+ readiness activities and implementation and the performance of actors in relation to forest governance policies, regulations and practices.

Six critical governance issues were identified for the assessment: spatial and forest planning; rights to land and forest resources; forest and land organization; forest management; control and law enforcement; REDD+ readiness. In addition, six governance principles were applied in the PGA: participation, transparency, accountability, effectiveness, capacity and fairness.

The governance index is derived from a total of 117 indicators, representing a combination of the governance issues and principles that measure the forest governance conditions in the three components.

The result of the assessment at the central level and in the 10 most-forested provinces (and 2 districts per province) was an aggregate index of 2.32 (on a scale of 1 – insufficient to 5 – very good). At the central level the index was 2.78; at the provincial level 2.78 and at the district level 1.80.

Civil society organizations (CSOs) scored 2.54; local communities 2.38; business 2.32; and government 2.30. The analysis shows that if the capacities of CSOs are strengthened, the capacities of government will follow suit to better address demand from civil society. Also strong CSOs contribute to strengthening of local communities and the business sector because of strong advocacy and facilitation.

For the governance principles, transparency and participation scored highest and accountability and effectiveness lowest.

Key findings for performance include the limited number of legalized spatial plans, which are only in place in 39 percent of the provinces and 32 percent of the districts. The percentage of forest areas that is gazetted is 11 percent (15 million ha out of 136 million ha). Also the government has issued forest permits for over 30 million ha to private sector actors, but only 0.45 million ha to communities.

The factors most critical for strengthening forest governance include:

- The neglect of four key issues: forest and land management; a management agency in the field to control access to forest; law enforcement; and high transaction costs for licensing.
- Implementation of new law and policies remains a challenge because of limited awareness as a result of low public participation and limited disclosure.
- The capacities of central, provincial and district governments need to be reinforced so as to strengthen operations at the field level.

Source: UNDP (2013).

Two findings from the PGA merit further discussion in view of their relevance for RECOFTC's country engagement strategy. The first relates to the high costs of licensing and the implications for MoEF's motivation to maintain control over the forest lands. The second is the finding about the importance of the relationships and interactions between the actors (government, CSOs, business and local communities) in improving forest governance.

The high (official and unofficial) rates for obtaining forest permits (e.g. US\$4.80/ha for a permit from the local government in Kalimantan), is a powerful incentive for forestry officials and government at all levels to maintain the claim of the state on as much forest land as possible and an effective disincentive for recognizing the rights of local communities over these lands (see also Harvard Kennedy School, 2011 for '*license kerajaan*').

The second finding relates to the need to recognize the interactions between CSOs, local communities, business and government in forest governance.

These two findings together imply that in the design of the country engagement strategy representatives from all four categories of actors need to be considered, and social learning (multistakeholder) approaches should be promoted at all levels of operations.

Though the challenges in strengthening forest governance are daunting, there are also many initiatives to address these challenges as discussed in the next chapter.







The flaws in the forest governance context sketched above are well recognized by the highest authorities in Indonesia, as the following quote from former President Yudhoyono illustrates: “Many goals are not met because there are so many bottlenecks .... For example, spatial planning has not been done right so the forestry department clashes with the environment ministry, energy ministry, agriculture and others. And on top of that, the laws are not right” (as quoted in Rhee, 2010).

It is this awareness that is expressed in many initiatives that constitute much of the context for CF development.

### 3.1 Development trends and strategies

The following initiatives to reform and/or develop the forestry sector are of particular relevance for CF development:

- The establishment and development of forest management units;
- The creation of a working group and road map for tenure reform;
- A large number and wide range of initiatives related to the role of forests in climate change (REDD+);
- The constitutional court ruling of May 2013 regarding the legal status of customary lands in forest lands and the follow-up decision to suspend concessions in customary lands; and
- The forestry management reform pact of March 2013.

*Forest management units (FMUs):* Forest areas outside Java were (and to a large extent still are) effectively ‘managed’ through logging concessions to the private sector. In 2007, the establishment of FMUs was initiated through (as of 2010) three ministerial decrees to establish:

- 249 production FMUs covering a total area of 37.2 million ha and 155 protection FMUs; covering a total area of 18.9 million ha in 22 provinces;
- 20 conservation FMUs covering a total area of 2 million ha; and
- 28 model FMUs covering 3.7 million ha in 23 provinces (MoF, 2011).

It is envisaged that a FMU plays the role of forest management organizer in the field. The FMU is not expected to grant forest-use permits, but is expected to supervise the permit holder’s performance in forest management. The FMU thus is to become an information center on the wealth of forest resources and arranges the forest area into segments that can be utilized under various permits or uses the area itself. Thus the functions envisaged for a FMU include: forest-use planning and boundary demarcation; forest management and organization planning; performance monitoring of permit holders; forest protection, rehabilitation, reclamation, and nature conservation; implementing forest management in specific areas; translating forest policy in management innovations and operations; forest law enforcement; and developing investment for SFM. Administratively the FMU organizations are recognized as local government work units established under regional regulations at provincial or regency levels, directly accountable to the elected provincial governor or elected regent (*Bupati*). Establishment and development of FMUs are supported by various international projects, including GiZ and the World Bank (MoF, 2011 and MoEF, 2013).

*Road map for tenure reform:* The government (represented by the President's Delivery Unit for Development Monitoring and Oversight at the MoEF), the International Tropical Timber Organization (ITTO) and the Rights and Resources Initiative (RRI) organized an international conference on Forest Tenure, Governance and Enterprise in Lombok in 2011; it proposed the establishment of 'one map' to identify the position and size of Indonesia's forests, through transparent interaction among stakeholders, indigenous communities and government agencies. Though Indonesia has eight CF modalities recognized by the state, contradictory land tenure policies have had a negative impact on the environment and local communities' livelihoods (CIFOR, 2011).

The road map for tenure reform proposed by a working group comprising representatives from lead CSOs includes change in three domains: improvement of the policy and acceleration of the process of legal establishment (gazetting) of forest areas and clarifying the MoEF's management mandate; settlement of forestry conflicts through the creation and support of a National Commission on the Settlement of Agrarian Conflicts or Land Reform Authority; and recognition of local communities' rights and enhancing their prosperity. Detailed strategies and activities for each of these domains are further discussed in section 3.4 (Safitri et al., 2011).

*Land use and climate change:* Much of the impetus for forestry reform results from the government's commitment to reduce greenhouse gas emissions by 26 percent from the 'business as usual' by 2020 with its own resources, or by 41 percent with international assistance (Indonesian REDD+ Task Force, 2012). Indonesia is the fourth largest greenhouse gas polluter (after the United States, European Union and China) with 80 percent of its emissions originating from land-use change, especially the clearing and burning of peat swamp forest (WRI, 2007). Hence the REDD+ National Strategy is a key element in Indonesia's policy related to climate change. The main elements in the strategy are to revise policies and regulations related to land-use spatial planning, land tenure reform, management of forests and peatlands, forest monitoring and law enforcement and a moratorium on permits for new concessions. Its strategic programmes are sustainable landscape management, implementation of an economy based on sustainable natural resource management, conservation and rehabilitation. Key elements include the strengthening of forest and land-use governance (review of regulations and introduction of FPIC), a national action campaign to 'save Indonesia's forests', the development of incentives and enhancing stakeholders' participation. Action plans are formulated and implemented in pilot provinces and at the sub-national level (Indonesian REDD+ Task Force, 2012).

A two-year moratorium on establishing new concessions in primary forests and peatlands (covering 42.5 million ha including 29 million ha under previously existing protection arrangements) was promulgated in May 2011, and extended for another two years in May 2013 and further extended for another two years in May 2015 as part of the REDD+ agreement with the Government of Norway (Reuters, 2013 a,b).

There are many internationally supported projects and initiatives to assist in the planning and implementation of the REDD+ strategy, including UN-REDD, the Forest Carbon Partnership Facility (FCPF), and a partnership with the Government of Norway. There is also GiZ and WB/FIP support for the establishment and development of FMUs, and the forest tenure reform road map discussed earlier, as well as a wide range of other projects supported by multi- and bilateral agencies, NGOs and the private sector.<sup>6</sup>

An international initiative of potential interest for exploring support to RECOFTC's country programme in Indonesia is the Indonesia initiative 2013-2016 of the Climate and Land Use Alliance (CLUA), with its geographical focus on Papua, Central Kalimantan and Jambi (and second-tier priorities of Aceh, Riau and South and West Sumatra; West and East Kalimantan; Central Sulawesi and West Papua). The goal of this initiative is to contribute to negotiations by local communities, the government and the plantation sector so as "to achieve a shift to a high carbon stock, low emissions rural economy that enhances local livelihoods" as well as lower emissions from forest and peatlands (CLUA, 2013).

*The May 2013 ruling of the Constitutional Court about the legal status of customary forest lands:* In reaction to a petition from the Alliance of Indigenous Peoples of the Archipelago (AMAN), the Constitutional Court ruled (in mid-May 2013) that customary forests can no longer be classified as 'state forest', potentially affecting 40 million ha (30 percent of the total forest area) claimed by about 40 million indigenous people. The court eliminated the word 'state' from

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<sup>6</sup> See for an overview: [www.theredddesk.org/countries/Indonesia](http://www.theredddesk.org/countries/Indonesia)

Article 1f of the 1999 Law on Forestry, which previously declared that “customary forests are state forests located in the areas of custom-based communities.” Also revised was Article 5 of the law, which said that state forests include customary forests. A judge said that “members of customary societies have the right to clear forests belonging to them and use the land to fulfill their personal and family needs. The rights of indigenous communities will not be eradicated as long as they are protected under Article 18b of the Constitution.”

The MoEF believes the area involved is much smaller than 40 million ha and that implementation will take time as local governments need to issue a decree. Then local governments also need to be ready to mitigate conflicts.

A spokesperson for the MoEF also said that the court decision was in line with MoEF policy as custom-based societies are in the front line of forest management. He also said that “adat communities are environmentally friendly, concerned with sustainable economic practices and devoted to environmental protection.”<sup>7</sup>

In the wake of this ruling, the MoEF has announced the suspension of business licences (concessions) in customary forest lands (Jakarta Post, 2013).

*Forest management reform pact: According to the Jakarta Globe (11 March 2013):*

“Eight cabinet ministers and the heads of four state institutions signed in early March 2013 a joint action agreement concerning the management of Indonesia’s forests. The signing of the accord took place in the presence of President Susilo Bambang Yudhoyono and Vice President Boediono at the State Palace. The heads of the Home Affairs Ministry, the Justice and Human Rights Ministry, the Agriculture Ministry, the Forestry Ministry, the Public Works Ministry, the Environment Ministry and the National Development Planning Commission were all in attendance.

The signatories from state institutions were from the Corruption Eradication Commission (KPK), which initiated the pact, the National Land Agency, the Geospatial Information Agency and the National Commission on Human Rights (Komnas HAM).

Kuntoro Mangkusubroto, who heads the Presidential Unit for Development, Supervision and Oversight (UKP4), also signed on as a witness. “The KPK is conscious that prevention is just as important as action, and it sees the forestry sector as becoming increasingly important,” KPK chairman Abraham Samad said at the occasion. He noted that forests are being illegally exploited, and that sometimes the subject of their utilization leads to instances of corruption. The KPK, he stated, has conducted a detailed study on the supervision of Indonesia’s forestry sector.

Samad noted that forests cover 128,225,145 hectares in Indonesia, or 70 percent of the country’s surface, but the remaining land was becoming increasingly insufficient to support the nation’s fast-growing population. “With the signing of this agreement, a joint commitment — especially to forestry — is being built,” Samad said.

The pact is expected to lead to a working program and a mechanism to monitor and evaluate Indonesia’s forestry sector. In his speech at the occasion, Yudhoyono expressed his appreciation of the KPK’s initiative and called on ministers to abide by the agreement at both the central and local governmental levels. “I hope that with the signing, this memorandum of understanding is really implemented not only at the ministerial level, but across the whole of Indonesia,” Yudhoyono said. He demanded that the chairman of the KPK and the head of the UKP4 intensively monitor the implementation of the agreement.”

These reforms demonstrate that the opportunities for CF development in Indonesia are increasing. The challenge for RECOFTC, however, is to identify its niche in supporting the implementation of these initiatives, taking into account the many international and national actors active in supporting improved forest governance, tenure reform and CF establishment.

<sup>7</sup> [www.thejakartaglobe.com/news/indonesia-court-ruling-boosts-indigenous-land-rights](http://www.thejakartaglobe.com/news/indonesia-court-ruling-boosts-indigenous-land-rights)

## 3.2 CF policies and resources

Involving villagers in forest management has a long history in Indonesia. The taungya system (tumpang sari in Indonesian) was introduced in 1873 for reforestation in Java (intercropping in the initial stages of plantation establishment, saving the forest enterprise labour costs for tending). This gradually evolved to Perhutani's present 'joint forest management with communities' (PHBM) allowing for wider benefit sharing of forest products between communities and state forest enterprises. For the forests outside Java, legislation was enacted to oblige logging and plantation companies to carry out village development activities in and surrounding their concession areas (PHBM).

After 1998, the Ministry of Forestry initiated new legislation for community-based forest management (CBFM), because it felt that state management was failing in local development and forest conservation, increasing population pressure contributing to forest management problems and communities' underutilized potential to contribute to SFM.

This emphasis on CBFM was reflected in Law 41/1999 on Forestry in which partnership with people is presented as the key to success in forest management and a new model for forest management has been introduced based on the empowerment of forest communities (Safitri, 2010).

Since then, legislation has introduced nine CBFM models on participatory forest management (Safitri, 2010; see also Siscawati and Zakaria, 2010):

- i) Customary or *Adat* forest (*Hutan Adat*).
- ii) Forest area with special purpose (*Kawasan Hutan Dengan Tujuan Khusus - KHDTK*).
- iii) Village forest (*Hutan Desa*).
- iv) Community forest (*HKm or Hutan Kemasyarakatan*).
- v) Joint Forest Management with Communities (*Pengelolaan Hutan Bersama Masyarakat - PHBM*).
- vi) People's plantation forest (*Hutan Tanaman Rakyat or HTR*).
- vii) Company-community partnership (*Kemitraan*).
- viii) Collaboration in managing conservation forest (*Kolaborasi Pengelolaan Kawasan Konservasi*).
- ix) Private forest (*Hutan Hak/Hutan Rakyat*).

Private forests are designed for use outside the state forest area. The other eight models can be used in the forest area. As discussed earlier all forests need to fulfill any – combination of – the three forest functions: production, protection or conservation. *Adat* forest and special purpose forest can fulfill all three functions. Village and social forests can be production and protection forests. In production forests there can also be company-community partnerships and people's plantation forest. And collaborative conservation management is only to be implemented in conservation forest (Safitri, 2010). Community forests and village forests are similar, the difference is that village forests are linked to a village, with the village government creating a management organization (accountable to the village head), whereas in community forests forest users form their own organization for managing the forest (Bock, 2012).

Each model is to be regulated through administrative regulations. For customary forests, criteria for recognition of *Adat* communities have been specified. Recognition of these communities is to be done through regional regulations. Ten years after the passing of the Forestry Law no *Adat* forest had been recognized by the MoEF, but some were recognized at the regional level. Only one special purpose forest (in Krui, Sumatra) has been recognized.

Regulations have been issued for village forest, CF, people's plantation forest, conservation forest and private forest. The implementation of these regulations has, however, been very limited (covering less than 0.45 million ha), with the exception of joint forest management/benefit sharing by Perhutani in Java.



It appears that many of the necessary conditions for expansion of CF are now in place and that opportunities for such expansion are increasing. This requires collaboration and capacity development among government, CSOs, villagers and the private sector at local, regional and national levels.

### 3.3 Stakeholders

Capacities of actors in supporting CF development were assessed in 2009 (Siscawati and Zakaria, 2010) and in 2012 (UNDP, 2013).

Both assessments demonstrated that the capacities of both government and non-government organizations (NGOs) at the central (or national) level are better developed than capacities at the local (district) level. Another finding is that the capacities of (particularly national) NGOs are usually better developed than the capacities of most government organizations. In the latter category there is also a range of organizations responsible for different aspects of CF development. The main strength of NGOs (including universities) is in securing land and forest right issues and of the private sector in planning and forest management. For government agencies the main weakness is in law enforcement and cumbersome procedures contributing to high transaction costs.

The other significant finding is about the mutually reinforcing correlation between the capacities of CSOs and the capacities of government and other actors such as local communities and the business sector. As the capacities of CSOs grow, the capacities of government follow suit to better address the demands from civil society. Strong CSO capacities also contribute to strengthening of the capacities of other actors such as local communities and the business sector through facilitation and advocacy.

Both the relative strengths and weaknesses of different actors at national and at local levels are taken into account in the design of RECOFTC's capacity development strategy.<sup>8</sup>

### 3.4 Country CF development priorities

The priorities for CF development in Indonesia are derived from the recommendations of the tenure reform team (Safitri et al., 2011), the participatory governance assessment (UNDP, 2013) and the capacity development needs assessment for CF development (Siscawati and Zakaria, 2010).

**Table 4. Country priorities for CF development**

<b>CF capacity development needs assessment</b> (Siscawati and Zakaria, 2010)	<b>Tenure reform road map</b> (Safitri et al., 2011)	<b>Participatory governance assessment</b> (UNDP, 2013)
<b>Strengthen policy for CF:</b> <ul style="list-style-type: none"> <li>• Clarify tenure rights and access</li> <li>• Promote justice</li> <li>• Delegate authority to the level closest to the community through:</li> <li>• Strengthening and improving existing policies and implementation</li> <li>• Facilitating new policies that accommodate local communities' rights</li> </ul>	<b>Strengthen policy and accelerate the process of consolidating forest zones:</b> <ul style="list-style-type: none"> <li>• Improve legal definitions of forest zones, state forest and customary forest</li> <li>• Improve policy and accelerate demarcation of forest zones</li> <li>• Develop an open, integrated, accountable mapping system</li> <li>• Settle the legal status of villages in forest zones</li> <li>• Consolidate legal MoF control through right of management</li> </ul>	<b>Clarify legal status and legitimacy of state forest areas:</b> <ul style="list-style-type: none"> <li>• Transparent and participatory determination of conflict areas</li> <li>• Joint decree on rights of local communities in forest</li> <li>• Regulation for simplified boundary demarcation for forest permits</li> <li>• Multistakeholder approach for integrating forest area boundaries into the gazettement process</li> </ul>

<sup>8</sup> See Annex 4 of Siscawati and Zakaria (2010) for competency profiles of five national CSO networks, six national NGOs, seven national government departments and for general assessment of the capacity of community groups, local government and the business sector. Also see the CSOs participating in the preparation of the forest tenure reform roadmap (Safitri et al., 2011) and Samdhana Institute ([samdhanainstitute.wordpress.com](http://samdhanainstitute.wordpress.com)) and the Partnership for Governance Reform ([www.kemitraan.or.id](http://www.kemitraan.or.id)) for national NGOs supporting capacity development of local NGOs through grants and partnerships.

<b>Strengthen CF models:</b> <ul style="list-style-type: none"> <li>Enhance understanding of government officials and demonstrate effectiveness of CF models through:</li> <li>Developing new and strengthening existing demonstrations</li> <li>Strengthening action research capacity and developing new models (e.g. PES)</li> </ul>	<b>Settle forest conflicts:</b> <ul style="list-style-type: none"> <li>Develop integrated strategy for settlement of forest tenure conflicts</li> <li>Accelerate the conflict settlement process and prevent new conflicts</li> <li>Institutionalize conflict settlement</li> </ul>	<b>Clarify rights and reduce conflicts:</b> <ul style="list-style-type: none"> <li>Gradual replacement of the moratorium through performance-based mechanisms</li> <li>Regulation for the multiparty mechanism for conflict resolution, including capacity development</li> </ul>
<b>Develop capacity of organizations:</b> <ul style="list-style-type: none"> <li>In programme development and project management</li> <li>Strategic networking, collaborative pilot project development, forum for CF policy dialogue and development</li> </ul>	<b>CF expansion and development:</b> <ul style="list-style-type: none"> <li>Recognize rights of <i>Adat</i> communities (mapping)</li> <li>Expand HKm, Hutan Desa, HTR</li> <li>Empower communities in conservation zones</li> <li>Enhance community prosperity (CF extension)</li> </ul>	<b>Reduce costs and bribes in permits and licensing:</b> <ul style="list-style-type: none"> <li>Regulation and capacity development to simplify and make procedures transparent, also for community groups and CF modalities</li> </ul>
<b>Develop capacity of CF personnel:</b> <ul style="list-style-type: none"> <li>Programme development and project management</li> <li>Community forestry policy and planning</li> <li>Awareness raising, public relations and advocacy</li> <li>Sustainable development and conflict management</li> <li>Gender analysis in forestry</li> </ul>	<b>Strengthen law enforcement</b> <ul style="list-style-type: none"> <li>Regulation and capacity development for grievance mechanisms</li> <li>Regulation and capacity development for supervision of licensing systems</li> <li>Regulation and capacity development for audit of licences</li> </ul>	
		<b>REDD+ infrastructure:</b> <ul style="list-style-type: none"> <li>Mechanism to enhance multistakeholder involvement in REDD+ at all levels</li> <li>Framework for social protection, environment and governance in implementing REDD+</li> <li>Transparency and accountability mechanism, including FPIC</li> <li>Acceleration of establishment of a new REDD+ institution</li> </ul>

The main priorities for CF development that can be distilled from the above recommendations are improved procedures, arrangements and capacities in:

- 1. Establishing and securing the rights of local forest communities:** Clarify tenure rights and access, delegate authority, new policies accommodating local people's rights, strengthen CF models, mapping, recognize customary rights, settle legal status of villages in forest zones, joint decree on rights of communities, simplified and transparent procedures for community groups.
- 2. Enhancing communities' livelihoods from forest resources:** Strengthen CF models, sustainable development, CF expansion and development, enhance community prosperity, improve the licensing system, replacement of the moratorium through performance-based systems.
- 3. Strengthening the role of local communities in forests and climate change initiatives:** REDD+ infrastructure, multistakeholder involvement, social protection, environment and governance framework in REDD+, transparency and accountability, including FPIC.
- 4. Settlement of forest conflicts:** Sustainable development and conflict management, settle forest conflicts, clarify rights and reduce conflicts, develop grievance mechanisms.

### 3.5 Risks

The main risk in addressing these priorities is represented in the observation that “reform has never directly challenged the nexus of bureaucratic, military and financial power that underpinned the Suharto regime. Democracy, however vibrant, has not made a dent in the corruption and imperviousness that still pervades the bureaucracy and judiciary at all levels. Politics remains an elite affair, and one geared more to extracting resources from the state than serving constituents” (HKS, 2011: 105). The challenge for development organizations such as RECOFTC is to identify and collaborate with organizations and individuals that are aware of this risk and share RECOFTC’s values and principles. Collaboration with like-minded organizations is required to integrate community-based forest governance and management into national policies and programmes.

Another risk is that CF will remain a low priority in allocation of forest lands in view of the perceived higher returns (also in the form of rent) from other – more commercial – land uses. To mitigate this risk, developing more representative forms of forest land use planning needs to be considered as an important part of the CF development programme.







# 4

## RECOFTC's priorities, strategies

### 4.1 Problem statement

Contested rights over the forest contribute to deforestation, forest degradation and conflicts between local communities, government and business. It is estimated that there are conflicts over 17-24 million ha of forest due to overlapping claims of the state and local communities as well as from other sectors (MoF, 2011). National and local institutional and organizational capacities to settle the rights issues and unleash the potential of forest lands to contribute to rural development and sustainable land management are inadequate. The political will to push decentralization of the CF development process is not supported by adequate capacity of sub-national-level government. Meanwhile, the potential of new initiatives in climate change mitigation and adaptation to strengthen the role of CF is underexploited. With regards to gender dimensions, women play a significant role in Indonesian forest industries and undertake activities related to small and medium enterprises, including the processing of nontimber forest products (NTFPs). However, policies on forest industries and trade largely lack the acknowledgement of gender-differentiated responsibilities and rights (Nansereko, 2011). Though the Presidential Instruction in 2000 instructed all government ministries and agencies to mainstream gender in planning, implementation and monitoring of development policies and programmes, it has not been translated into specific regulations and laws on forestry (Kusumanto, 2013). Therefore, neither the CF regulation, nor the regulations on the issuance of permits for harvesting NTFPs have incorporated a gender perspective (RECOFTC, 2013).

Recent change in policies related to governance and forestry have also influenced CF. The New Law 23/2014 on decentralization regulates that district governments have authority to issue plantation permits but permits issued for mining and forestry are reassigned to provincial governments. This law is meant to increase supervision of provincial governments to provide support to those districts with poor performance. Another recent law is the Law No. 6/2014 on villages. This law gives the opportunity for formalization of village-based customary practices or the Customary Law Community. The law also gives a stronger role for villages in governance by allocating more funds for village development from the central government, ranging from US\$70 000-100 000 per annum.

The moratorium on new licences for plantations in natural forests and peatlands, as a product of the Letter of Interest with the Norwegian Government, was extended until 15 May 2015. The moratorium is to allow evaluation and improvement of governance, especially that related with licensing of concessions for plantations and forests.

In line with the President's Instruction to simplify licensing procedures to attract more investors, further reformation on licensing procedures is shifting authority to issue 35 forestry licences from the MoEF to the Indonesia Investment Coordinating Board (BKPM), which is executing an integrated one-window service for any business licence. It is still not clear how to include the technical consideration from the MoEF in the approval procedures of such business licences.

The MoEF wants to hasten the establishment of FMUs at the landscape level and place them under the supervision of provincial or district governments to achieve sustainable management of forest landscapes. Within the *Rencana Pembangunan Jangka Menengah Nasional* (RJPMN) or Mid Term National Development Planning 2015-2019, the MOEF has been assigned to secure the rights and enhance the participation of local communities to manage and benefit from forests. The MoEF is targeting 12.7 million ha of forests that can be managed by communities by 2019, with at least 2.54 million ha allocated to communities by 2015.

## 4.2 Priorities

The priorities for RECOFTC's country engagement strategy in Indonesia have been developed in line with the four thematic areas referred to earlier from RECOFTC's overall Strategic Plan 2013-2018. It is envisaged that the ICP will manage a broader portfolio of projects by the end of the strategic phase. The project portfolio should be diversified across thematic areas, and will include externally funded projects that are both country-specific and that are regional or multicountry projects with components for Indonesia, as well as providing services to other partners and projects, and RECOFTC's direct investments of core funds for activities in Indonesia through its regular annual planning process. Additionally, Indonesian participants will be invited to become involved in various other regional activities conducted by RECOFTC and/or other partners.

Based on the priorities for CF development identified earlier, the priorities for RECOFTC's engagement in Indonesia are to assist in the development of effective institutions, policy and regulatory framework and approaches for securing CF; enhancing community livelihoods and market access through greater benefits from active CF management and enterprise development; improving the integration of CF in national climate change adaptation and mitigation programmes; and contributing to the development of approaches and capacity for transforming forest conflicts.

The functional approaches to address these priorities include training and learning networks; policy research, analysis and development; strategic communication and pilot and demonstration initiatives as indicated in Table 5.

**Table 5. RECOFTC CF development priorities and strategies in Indonesia (2013-2018)**

Priorities strategies	Securing CF	Enhancing livelihoods and markets	People, forests and climate change	Forest conflict transformation
Training and learning networks	<ul style="list-style-type: none"> <li>• Raise awareness of key actors</li> <li>• Leadership development</li> <li>• ToT and training in CF facilitation, extension and conflict mediation</li> <li>• Develop and share training and learning materials and experiences</li> </ul>			
Policy analysis and research	<ul style="list-style-type: none"> <li>• Contribute to policy assessments and reviews</li> <li>• Contribute to the development of regulatory frameworks and guidelines</li> <li>• Support national and sub-national CF working groups and networks</li> </ul>			
Strategic communication	<ul style="list-style-type: none"> <li>• Produce and share communication materials</li> <li>• Organize workshops and seminars</li> <li>• Contribute to/participate in meetings organized by others</li> </ul>			
Piloting and demonstrations	<ul style="list-style-type: none"> <li>• Produce and share communication materials</li> <li>• Organize workshops and seminars</li> <li>• Contribute to/participate in meetings organized by others</li> <li>• Identify and develop best practices in demonstration sites</li> <li>• Contribute to design, research, documentation and sharing of lessons related to all 4 priorities</li> <li>• Support network(s) of CF pilot/good practice sites</li> </ul>			

Across all thematic areas and functional approaches, social inclusion and gender equity (SIGE) is integrated. This is done in two ways: 1) gender-specific activities such as capacity development, research themes, communication materials, a separate piloted approach on gender dimensions, women's leadership and rights; and 2) gender mainstreaming into different activities by allocating a session in various training events, gender-disaggregated data collection, integrating SIGE analysis in the communications products and in the piloted programmatic interventions. Recommendations such as gender mainstreaming into the national forest policy development process and national legal frameworks through effective coordination and consultation across the Ministry of Women's Empowerment and MoEF, accountability mechanisms, progress indicators and competence development programmes developed under the Gender Mainstreaming Working Group (GMWG) which is an interministerial collaborative endeavour, as well as increased investment into research and development of a gender-sensitive monitoring and evaluation system, produced in Indonesia's Gender policy brief by RECOFTC in 2013 will be further explored.

The ICP has developed a national communication strategy. The formal elements (production and sharing of communication materials, Web site, national forums, etc.) are presented in Table 5. Experience has shown that informal discussions, participation in meetings and workshops organized by others, and maintaining regular (e-mail as well as personal) contacts with key members of the growing community of CF practitioners in Indonesia are of



crucial importance, particularly for the interactions with senior members of the government (both executive and legislative). Improved management of these informal communications will be explored through a better division of responsibilities amongst members of the growing Indonesia country team and through regular reporting of the results of these communications.

## 4.3 Partners

Strategic partners in planning and implementation of the ICP include:

- Government agencies: MoEF, including the Directorates-General of Forest Planology and Environmental Governance; Sustainable Production Forest Management; Social Forestry and Environmental Partnership Development; Climate Change Management; Forestry Research, Development and Innovation Agency; the Center for Environment and Forestry Human Resource Education and Training (Pusat Diklat SDM Lingkungan Hidup dan Kehutanan); as well as the State Forest Enterprise (Perhutani) for collaborative activities in Java.
- ASEAN/regional government networks such as the ASEAN Social Forestry Network (ASFN); ASEAN Forestry Extension, Education and Training (ASEAN FEET); international research organizations: CIFOR, ICRAF and IFRI.
- National research/education organizations: Hasanuddin University (Sulawesi); IPB (Bogor); and other regional and local universities.
- International NGOs: The Nature Conservancy (TNC); Responsible Asia Forest and Trade (RAFT); The Forest Trust (TFT).
- National NGOs: The Forum for Communication in Community Forestry (FKKM); the Java Learning Center (JAVLEC); the Institute of Tropical Nature in Indonesia; Yayasan Komunitas Belajar Indonesia (YAKOBI); WARSI; and local NGOs under national networks such as RRI partners (AMAN, PUSAKA, Sawit Watch, Konsorsium Pembaharuan Agraria/KPA, Huma, Sayogyo Institute (Sains).

Additional partnerships with organizations from all categories will be established and developed for the planning and implementation of the 2013-2018 programme.

## 4.4 Donors

RECOFTC is grateful for the support from various donors for the existing projects under implementation: The Norwegian Agency for Development Cooperation (Norad) through Grassroots Capacity Building for REDD+; the Swiss Agency for Development and Cooperation (SDC) through the ASEAN-Swiss Partnership on Social Forestry and Climate Change Program (ASFCC); and the Swedish International Development Cooperation Agency (Sida). Donors and partners with a demonstrated interest in supporting CF development in Indonesia include the Ford Foundation, Asian Development Bank (ADB), Climate and Land Use Alliance (CLUA), World Bank/Forest Investment Program, GiZ and others supporting REDD+ can also be potential benefactors.

## 4.5 Thematic milestones

One of the challenges in the design of the country's CF development programme is to strike the right balance between the centre (national agencies) and the periphery (provinces) and between the 'many people/small forest area' situation in Java and the 'fewer people/large forest area' in most provinces outside Java. To achieve this balance, it is proposed that much of the work related to the second priority (enhancing livelihoods and markets) will be carried out in Java and that most of the work related to the three other priorities will focus on provinces outside Java.

The summary of the programme roadmap for 2013-2018 in Table 5 provides an overview of the strategic outcomes by priority area; the intermediate outcomes and the planned programme outputs are given in Table 6.

**Table 6. Thematic areas, outcomes and outputs of RECOFTC Strategic Plan (2013-2018)**

Thematic areas				
Securing community forestry (SCF)				
RECOFTC's strategic outcomes		Institutions and resources for securing CF are more effective.		
Functional approaches	Training and learning networks	Research, analysis and synthesis	Strategic communication	Piloting and demonstrating
<b>Country intermediate outcomes/targets</b>	<b>Capacities of district governments, NGOs and communities are enhanced to support CF development</b>	<b>Policies on licensing of HKm, HD and HA are revised</b>	<b>Communication tools are developed and disseminated to enhance awareness of district governments, NGOs and communities on CF</b>	<b>Improved benefits and sustained CF of HD, HKm, HA models are adopted</b>
<b>Consolidated programme outputs/activities (2013-2018)</b>	<ul style="list-style-type: none"> <li>1) A training needs assessment for FUGs of Perhutani CF</li> <li>2) A regional TOT on social inclusion in SF/CC for 20 trainers</li> <li>3) A cross-field visit of 10 project staff of Timor-Leste to Bantaeng community forests</li> <li>4) A study tour to pilot FMUs for 20 managers</li> <li>5) Continued support to the provincial network of local NGOs working on CF</li> <li>6) Stakeholder training through new projects to register CF</li> </ul>	<ul style="list-style-type: none"> <li>1) At least 2 policy briefs (tentatively on CF and SFM; and on tenure arrangements for customary forests)</li> <li>2) A research paper on tenure arrangement for customary forests</li> <li>3) Advocacy for implementation of national policy recommendation papers on tenure arrangement for customary forests</li> </ul>	<ul style="list-style-type: none"> <li>1) Organize a national forum</li> <li>2) At least 2 stories of change (on better practice in HD; and on better governance of FMUs)</li> </ul>	<ul style="list-style-type: none"> <li>1) Pilot sites initiated (in South Sulawesi, West Sulawesi, Jambi and West Nusa Tenggara)</li> <li>2) Good practices/ lessons learned on the replication of HD documented and shared</li> </ul>

Thematic areas		Enhancing livelihoods and markets (ELM)		
RECOFTC's strategic outcomes		Institutions are actively enhancing local livelihoods through sustainable CF practices.		
Functional approaches	Training and learning networks	Research, analysis and synthesis	Strategic communication	Piloting and demonstrating
Country intermediate outcomes/targets	Enhanced capacities of NGOs and communities are used to increase community benefits	Policies on benefit sharing, allocation of PNBP (non-tax revenue) are reviewed and revised to increase community benefits	Different communication tools are used to enhance marketing of CF products	CF and private sector partnership models are developed to increase sales and income
<b>Consolidated programme outputs/activities</b> (2013-2018)	<ol style="list-style-type: none"> <li>1) At least 500 participants from NGOs and communities are trained on timber cruising and low impact logging</li> <li>2) A training manual on basic livelihoods and markets (L&amp;M) (If this manual is available, it would be translated and adapted to Bahasa)</li> <li>3) A ToT on basic livelihoods and markets (for 20 participants from the Center of Forestry Education and Training, CSO partners, and relevant stakeholders)</li> <li>4) Training on better processing of coffee products and cashew nuts in CF (40 NGO staff and group leaders each; in total 80 participants); local training on basic L&amp;M (in total 150 farmers in 5 districts)</li> <li>5) A study tour on successful processing and marketing of NTFPs for 20 NGO staff</li> </ol>	<ol style="list-style-type: none"> <li>1) Policies on thinning, harvesting and PNBP are reviewed and revised</li> <li>2) A policy analysis on business development and small enterprises is conducted</li> <li>3) A number of policy briefs on benefit sharing of forest products; teak business models; NTFP management; CSR in CF; and other relevant topics</li> <li>4) Comparative impact assessments on the Perhutani model and a state-owned enterprise</li> <li>5) A value chain analysis on NTFPs</li> <li>6) Research on ELM good practices; food security; timber cooperatives in CF; forest-based business enterprises</li> </ol>	<ol style="list-style-type: none"> <li>1) Flyers, market days, on-line updated database on CF products are developed and accessible</li> <li>2) Case studies on teak cooperative models</li> <li>3) Stories of change (success stories of forest-based enterprise; processing and marketing of NTFPs)</li> </ol>	<ol style="list-style-type: none"> <li>1) Partnership development with private sectors is piloted</li> <li>2) CF pilot sites for small forest-based enterprise models</li> <li>3) Documentation of good practices/ lessons</li> </ol>



Thematic areas		People, forests and climate change (PFCC)		
RECOFTC's strategic outcomes		Enabling conditions for local people's engagement in forested landscapes in the context of climate change are strengthened.		
Functional approaches	Training and learning networks	Research, analysis and synthesis	Strategic communication	Piloting and demonstrating
Country intermediate outcomes/targets	Enhanced capacities of district planners, NGOs and communities are used for climate change (CC) mitigation and adaptation	Policies on incentives for sustainable/low carbon CFE are adopted	Different communication tools are developed to promote green CFE products	Sustainable CFE practices are adopted and replicated
<b>Consolidated programme outputs/activities</b> (2013-2018)	1) At least 600 participants from local/sub-national districts, NGOs, journalists and communities are trained on CC mitigation and adaptation 2) Translated version of FPIC training manual 3) National ToTs (CC and REDD+; FPIC and gender mainstreaming) for 20 participants from CFET, CSO partners and relevant stakeholders	1) Policy review related to CFE, PNBP, collateral free loans, taxing, infrastructure 2) Policy briefs at both national and sub-national levels on issues such as gender and REDD+; climate change and REDD+; safeguards	1) Case studies on green CFE, short films, flyers, stories of change 2) Awareness-raising events on CC and REDD+ for 20 community members, in total 200 participants; on gender and REDD+ for 20 women stakeholders, in total 40 women participants 3) A series of radio episodes on gender and REDD+ 4) Picture stories and booklet on gender and REDD+	1) Energy and transport-efficient green products of CF are demonstrated and replicated 2) Piloted sites of good CC practices in CF at the grassroots level

Thematic areas		Transforming forest conflicts (TFC)		
RECOFTC's strategic outcomes		Institutions to transform conflict are in place and increasingly effective.		
Functional approaches	Training and learning networks	Research, analysis and synthesis	Strategic communication	Piloting and demonstrating
Country intermediate outcomes/targets	Enhanced capacities of NGO mediators and village heads are used to provide advice and mediate in forest conflicts	Policies on paralegal actions and authority of justice are decentralized	Successful TFC cases are disseminated and adopted by policy-makers	FPIC practiced on CF development to prevent conflicts
<b>Consolidated programme outputs/activities</b> (2013-2018)	1) At least 200 participants from NGOs and village heads are trained on conflict mediation 2) Village and district forest conflict settlement mechanisms are functioning 3) An institutional landscape assessment of TFC	1) National and sub-national policy dialogues 2) National and sub-national policy analysis documents and research	1) Documentation of TFC cases	1) Safeguards and FPIC principles are practised in CF development.









## 5.1 Human resources

In addition to four officers (country programme coordinator, training coordinator, project officer and an administrative officer) presently engaged in RECOFTC Indonesia, one CF development officer, one communications officer and an intern will be recruited in the near-future country programme portfolio.

Additional project staff will be hired, part-time (including provision of an additional daily subsistence allowance for government staff) and full-time, depending on progress in approval of project proposals.

## 5.2 Fundraising

Funding has been secured for many of the activities planned for the first two years of programme implementation. Exploring interest from donors to support activities and outputs foreseen for years 2 to 5 of the strategic plan, for which funding has not yet been secured, will be explored through concept notes, discussion and preparation of project proposals in consultation with RECOFTC programme management and interested donors. To build its portfolio in Indonesia, at present RECOFTC collaborates with other consultant firms in building a consortium to prepare and process joint proposals for potential project calls. This includes, for instance, with South Pole Carbon (SPC) and Green Works Indonesia for the ADB-funded Low Carbon Development Plan project in West Kalimantan.







## 6.1 Impact and outcomes

The desired impact of all RECOFTC's CF development activities is that "empowered local people are effectively and equitably engaged in the sustainable management of forested landscapes."

The synthesis from research results and CF project experiences in Indonesia presented in the preceding chapters suggests that more effective engagement of local people requires more secure rights to use and manage forest resources, greater benefits from forest management, better arrangements for resolving conflicts so as to improve forest governance and enhancing resilience of communities and strengthen support for their engagement in climate change initiatives.

Hence the outcomes (i.e. changes in capacity and behaviour) that RECOFTC proposes to contribute are in the form of enhanced effectiveness of institutions:

- To secure communities' property rights (rights of access, use, management and exclusion) of communities;
- To enhance livelihoods and access to markets (so as to enable communities to obtain greater benefits from forest resources);
- To reduce communities' vulnerability to shocks, enhance their resilience and strengthen communities' roles in policies related to climate change; and
- To transform conflicts over forests, from problems into opportunities for better forest governance.

RECOFTC recognizes that none of these changes can be made by RECOFTC on its own. Hence the emphasis on strategic partnerships, strengthening of arrangements for coordination, collaborative planning and implementation, and support to the development and implementation of a national CF development programme as a shared framework for coordination, planning and implementation.

Impact and outcomes are therefore the result of activities by many actors and influenced by events that are not under RECOFTC's control. However, there is also a need to assess the effectiveness of the activities and outputs that are controlled by RECOFTC.

This requires the design and implementation of a participatory monitoring and evaluation (PM&E) approach that enables both RECOFTC and its partners to assess the quality and relevance of RECOFTC's activities and outputs and how these have contributed to changes in institutional capacity and performance as well as how these changes have impacted the effectiveness of local people's engagement in sustainable forest management.

## 6.2 Participatory monitoring and evaluation (PM&E)

For RECOFTC's overall programme, the PM&E system with indicators and means of verification has been developed, that forms the basis for adaptation and development of the M&E system for the ICP. PM&E aims to engage key project stakeholders more actively in assessing the progress of the programme or project and in particular the



achievement of results. Stakeholders participate at various levels of PM&E in a particular project or programme, not only as sources of information. Through their active engagement they are enabled to share control over the content, the process and the results of the M&E activities.

Table 7 presents the indicators, means of verification and targets for the goal and strategic outcomes.

**Table 7. Indicators for programme goal and strategic outcomes (2013-2018)**

Goal: Empowered local people are effectively and equitably engaged in the sustainable management of forested landscapes				
<i>Indicators</i>	<i>Description</i>	<i>Means of verification (MoV)</i>	<i>Baseline</i>	<i>Target</i>
Number of community forests	Distinguish types (village, user group, household)	<ul style="list-style-type: none"> <li>Government statistics</li> <li>Project documents</li> </ul>	TBI	10% increase
Area under CF	Total area of increased CF	<ul style="list-style-type: none"> <li>Government statistics</li> <li>Project documents</li> </ul>	TBI	10% increase
Number of people participating in CF	Specify ethnicity, gender and poverty, where MoV allow for this	<ul style="list-style-type: none"> <li>Government statistics</li> <li>Project documents</li> </ul>	TBI	10% increase
Documented cases that show achievements for Indonesia	Scales of 'effectively' and 'equitably' are difficult to quantify, best practices and examples will be presented	<ul style="list-style-type: none"> <li>Stories of change (qualitative)</li> <li>Case studies (qualitative)</li> <li>Project reports</li> <li>Survey reports</li> </ul>	0	At least 1 case
Strategic outcome 1 – Securing CF Institutions and resources for securing CF are more effective				
Newly adopted or enhanced elements of the CF programme	See under 1.2 for elements of the CF programme	<ul style="list-style-type: none"> <li>Policy analysis</li> <li>Reports</li> </ul>	Based on results of policy review	Yes
Percentage of CF members reporting improved support from the government and other institutions	Improved support from government and non-government institutions can include both financial resources and advisory services	<ul style="list-style-type: none"> <li>Stakeholder/community survey</li> <li>Country policy analysis</li> <li>Stories of change (qualitative)</li> <li>Case studies (qualitative)</li> </ul>	0	TBI
Strategic outcome 2 – Enhancing livelihoods and markets Institutions are actively enhancing local livelihoods through sustainable CF practices				
Number of new or enhanced components of the CF programme to promote local livelihoods through sustainable CF by both the government and NGOs	CF approaches clearly included in livelihood and poverty alleviation strategies	<ul style="list-style-type: none"> <li>Policy analysis</li> <li>Policy briefs</li> <li>Forest management plans with business components</li> </ul>	0	At least 1 component
Number of communities where RECOFTC has a presence that have increased income from CF-related activities	40% of participating community members (50% women) has an increased income of 10% from their involvement in CF-related activities.	<ul style="list-style-type: none"> <li>Case studies</li> <li>Stakeholder survey</li> <li>Value chain studies</li> <li>ELM project reports</li> </ul>	0	40% of members have increased income of 10% from CF

Strategic outcome 3 – People, forests and climate change Enabling conditions for local people's engagement in forested landscapes in the context of climate change are strengthened				
Percentage of communities that include climate change mitigation and/or climate change adaptation in new or revised CF management plans	<ul style="list-style-type: none"> <li>Both formal and informal management plans are assessed</li> </ul>	<ul style="list-style-type: none"> <li>CF management plans; land-use plans; other relevant rules or regulations</li> </ul>	0	50% of new and revised plans
Documented cases where people are engaged and benefiting from mitigation and adaptation activities	Including also current regional projects	<ul style="list-style-type: none"> <li>Surveys and case studies</li> <li>Project monitoring reports</li> </ul>	0	At least 1 case
Strategic outcome 4 – Transforming forest conflicts Institutions to transform conflict are in place and increasingly effective				
Increased number of institutions for CF conflict resolution	Both GO and NGO institutions	<ul style="list-style-type: none"> <li>Country analysis</li> <li>Stakeholder/community surveys</li> <li>Stories of change (qualitative)</li> <li>Case studies (qualitative)</li> </ul>	0	10% increase
Documented conflict cases successfully mediated following the practices developed by the mediators, resulting in a win-win solution for all actors involved	A short description of cases, not yet fully developed stories	<ul style="list-style-type: none"> <li>Country analysis</li> <li>Stakeholder/community surveys</li> <li>Stories of change (qualitative)</li> <li>Case studies (qualitative)</li> </ul>	0	At least 4 cases

The monitoring of the intermediate outcomes (Table 8) is expected to assist in the necessary adjustments and identification of baselines and targets of the strategic outcomes.

**Table 8. Indicators for monitoring of intermediate outcomes (2013-2018)**

Intermediate outcome 1 – Enhanced capacities are used by key stakeholders to provide quality support and professional advice to local communities				
Indicators	Description	Means of verification (MoV)	Baseline	Targets
Extent to which training participants have applied the acquired knowledge and skills	Self-perceived evidence of trainees (disaggregated by male/female; topic; geographical)	<ul style="list-style-type: none"> <li>Kirkpatrick level 3 surveys</li> <li>Documented case studies and stories of change</li> <li>Reports on RECOFTC-organized capacity development events</li> <li>Project reports</li> </ul>	80% (survey from 2012/2013 training)	80%
Organizational adaptation of knowledge and skills from RECOFTC training	<ul style="list-style-type: none"> <li>Opinions of managers of attending organizations</li> <li>Opinions of clients/beneficiaries of organizations</li> </ul>	<ul style="list-style-type: none"> <li>Kirkpatrick level 4</li> <li>Percentage of organizations which adapt new knowledge and skills acquired by their staff members through RECOFTC training or capacity development events</li> </ul>	0	40%
Number of active learning networks that RECOFTC engages with by Thematic Areas each year	<ul style="list-style-type: none"> <li>'Active' means regular interaction towards a specific goal</li> <li>A learning network has an objective</li> </ul>	<ul style="list-style-type: none"> <li>Networking documentation</li> <li>Internal annual report</li> </ul>	0	Cover all thematic areas

Intermediate outcome 2 – Enabling policies and regulatory instruments are adopted to enhance local peoples' rights, improve forest governance and ensure a fairer share of benefits

Percentage of changed policies, laws and regulations at the sub-national and national level that are assessed as enabling improvements for: i) securing the rights for local people to benefit from forest management ii) good forest governance lii) equitable sharing of benefits	60% of changed policies, laws and regulations that are assessed are rated as 'overall positive' for local people	<ul style="list-style-type: none"> <li>Policy/regulatory framework analysis (including involvement of local people and processes in policy-making);</li> <li>Reviewing documents on working group composition or representation; assessment of benefit-sharing mechanisms</li> <li>Interviews, questionnaires</li> </ul>	0 (only new policies etc. after 1 October 2013 are considered)	TBI
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Intermediate outcome 3 – Communication strategies are used to enhance awareness, attitude and behaviour of target audiences

<ul style="list-style-type: none"> <li>Number of references made to RECOFTC knowledge products</li> <li>Number of times RECOFTC is quoted</li> </ul>	A high number of references to RECOFTC publications indicates that the provided information is highly appreciated by relevant target audiences and further disseminated	<ul style="list-style-type: none"> <li>Internal tracking methods like e-mails or online tracking</li> <li>Peer-reviewed (internal and external) information based on research translations</li> <li>Citation analysis</li> </ul>	0	10% increase each year
Changes in awareness/knowledge of target audiences as a result of RECOFTC communication tools/activities	Percentage of target audience that reports an increase in awareness/knowledge as a result of RECOFTC communication tools/activities	<ul style="list-style-type: none"> <li>Stakeholder survey: Interviewees should include representatives of policy-makers at ministries, academics, NGO managers, research institutes</li> </ul>	0	80% report increased awareness and knowledge
Documented cases of action taken as a result of RECOFTC's strategic communications strategies	<ul style="list-style-type: none"> <li>A short description of cases, not yet fully developed stories</li> <li>Including all RECOFTC communication activities, not only publications</li> </ul>	<ul style="list-style-type: none"> <li>Case studies</li> <li>Stories of change</li> </ul>	0	At least 1 case

Intermediate outcome 4 – Improved practices adopted in CF are effectively replicated

Number of innovative improved practices introduced by RECOFTC that are replicated beyond RECOFTC projects	A list of innovative improved practices promoted by RECOFTC is available in the M&E package	<ul style="list-style-type: none"> <li>Surveys</li> <li>Case studies</li> <li>Stories of change</li> <li>Direct observation</li> </ul>	0	2
Percentage of CF practices through RECOFTC support that are still active	Still active by end of programme/project or after support ends	<ul style="list-style-type: none"> <li>Country programme reports</li> <li>Project documentation</li> <li>Surveys</li> </ul>	0	TBI

The results of the monitoring of the strategic and intermediate outcomes are shared with the other RECOFTC country and regional programme staff in half yearly programme review and planning meetings. Where monitoring results indicate the need, proposals for adjustment of the country programme are presented, discussed and adopted when justified.



## 6.3 Learning and leveraging at regional and country levels

The RECOFTC programme framework and particularly its linkages with the framework for national CF programmes, enables sharing experiences and drawing lessons amongst other country programmes and with regional programmes, e.g. CF Champions Network, Global Alliance for Community Forestry (GACF), biennial forums for people and forests, regional training courses, regional and multicountry projects, etc.

This is expected to contribute to more effective leveraging of change for CF development in Indonesia and to more effective application in other countries of the lessons learned in Indonesia.







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RECOFTC's mission is to enhance capacities for stronger rights, improved governance and fairer benefits for local people in sustainable forested landscapes in the Asia and the Pacific region.

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