



# Arguing Forests

## The Story of FGLG Indonesia

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Wandojo Siswanto

Country Report

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**Forests**

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*Keywords:*

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management

## About the authors

Wandojo Siswanto

### Produced by IIED's Natural Resources Group

The aim of the Natural Resources Group is to build partnerships, capacity and wise decision-making for fair and sustainable use of natural resources. Our priority in pursuing this purpose is on local control and management of natural resources and other ecosystems.

## Acknowledgements

Our thanks and appreciation firstly goes to the writer, who has very ably captured the story of FGLG Indonesia. After long discussions and much brainstorming, the efforts of FGLG have finally been documented in this report.

FGLG Indonesia faced many challenges and much resistance along the way. However, with determination and support, all the challenges were overcome and progress has been realised. We, the FGLG Secretariat, convey our great appreciation to the FGLG initiators for supporting our activities, as well as to the young champions who continue to learn and make changes. We hope this "Story of FGLG" can be used as a lesson for potential future champions. Let us make change, starting small and aiming big.

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*FGLG Indonesia*

## From the author

In contrast to FGLG teams in other countries, FGLG Indonesia developed from the serious concern of several young energetic foresters regarding forest management practices that lead to the deterioration of forest resources. The general election in 2004, which led to the selection of members of parliament, regional representatives and a new president of Indonesia presented an opportune time to provide inputs on improved forest governance for more sustainable and equitable forest management. Good and proper participation in forest governance by the coming legislative and executive was therefore thought to be significant in carrying forward the 'agenda of change' in the forestry sector.

After recognising that FGLG had developed under IIED as an informal alliance of in-country groups of partners in Africa and Asia, FGLG Indonesia linked its programme and activities with the alliance. Thus, FGLG Indonesia, through Inspirit Innovation Circles (Inspirit Inc.), shared the Indonesian way and learning experience with other international partners. The work plan and reports on the programme implemented and activities carried out were shared with other partners as learning materials. In July 2010, as Inspirit Inc. shifted its focus to the issue of people empowerment, the Natural Resources Development Center (NRDC) Foundation – a non-profit organisation with the vision of "achieving the greatest benefits for people from the management of their natural resources" – was selected to manage FGLG Indonesia.

In telling this story, the author wishes to outline the development of FGLG Indonesia from the beginning, the successes and setbacks of its programme and activities, its influence on policy and decision makers, and past and future expectations. The author hopes that this story proves a valuable learning experience for those who deal with forest resource management in Indonesia, as well for as partners in other countries. Without the assistance of the NRDC Foundation, this story could never have been written. The author therefore thanks the NRDC Foundation and its management for their support. Furthermore, the author would like to express great appreciation to those who provided important feedback (listed as resource persons) and were central to the completion of this phase in FGLG Indonesia's journey.

*Wandojo Siswanto  
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International Institute for Environment and Development  
80-86 Gray's Inn Road, London WC1X 8NH, UK  
Tel: +44 (0)20 3463 7399  
Fax: +44 (0)20 3514 9055  
email: [info@iied.org](mailto:info@iied.org)  
[www.iied.org](http://www.iied.org)

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This report presents the story of Indonesia FGLG, one of ten in-country partners that form the international Forest Governance Learning Group (FGLG). By providing an in-depth and personal insight into its activities and achievements, the report recounts the setbacks and successes experienced by FGLG Indonesia as it has evolved from a group of young, concerned foresters through to its current status as a multi-stakeholder forum. The report provides an overview of FGLG Indonesia's activities so far including case studies, lessons learnt and examples of its achievements as a community-led forest governance initiative within the particular context of the Indonesian forestry sector.

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# Executive summary

FGLG Indonesia is part of the wider Forest Governance Learning Group (FGLG), an informal alliance of in-country groups and international partners that is currently active in seven African and three Asian countries. Since 2003, it has been facilitated internationally by the International Institute for Environment and Development (IIED) and is currently financially supported by the European Union and the UK Department for International Development (DFID). FGLG's aim is to better connect those marginalised from forest governance and those controlling it, and to help both do things better. Since its inception, FGLG has been carrying out focused studies, developing tactics and tools, holding learning events, and working as a group to effect change. FGLG is working in 10 countries: Cameroon, Ghana, India, Indonesia, Malawi, Mozambique, South Africa, Tanzania, Uganda and Vietnam.

In general, FGLG aims to improve governance of forest resources through four outputs:

1. Forest rights and small forest enterprise
2. Legitimate forest products
3. Pro-poor climate change mitigation and adaptation through forestry
4. Trans-national learning and preparedness

As the country with the third largest tropical forest in the world, sustainable forest governance in Indonesia is vital to national development and livelihoods as well as balance of the ecosystem and stabilisation of emissions on a global scale. The Indonesia FGLG group has been active since 2004 and its activities have been convened by the non-governmental group Natural Resource Development Centre since 2012. As this report describes, its activities are guided by commitment to 'change from within', through actions by its groups 'champions'. Group membership, originally drawn from government and state bodies and then extended to civil society organisations, international NGOs and universities, form an alumni system. Through the alumni system, group members are connected to the group as they progress professionally within their organisations or within the government, and thereby represent a voice for the 'FGLG way' of community-led forest governance that respects the rights of local communities. The first part of this report provides an insider overview

of the evolution and working practices of this unique approach, and includes a comprehensive account of the development of FGLG from its very beginnings and the recruitment of its membership base.

The report shows how the main aim of Indonesia's FGLG's recent contributions has been to influence the development of Indonesia's national strategy on REDD+ and promote a multi-sectoral approach that considers forest governance along with policies relating to agriculture, land, mining and economic growth. The focus is on community forestry and strong engagement at the community level.

The activities of the group are recounted with a specific focus on the implementation of its 2010 to 2013 work plan and achievement of the outputs of the broader FGLG project 'Social Justice in Forestry' (2010–2013). The work plan was informed by three specific objectives:

- "Informing the national REDD+ strategy, with credible components on good forest governance"
- "FGLG Indonesia alumnae effectively engaged in implementing the REDD+ strategy"
- "Findings and lessons from experience relevant to REDD+ and governance taken up by stakeholders in REDD+ initiatives"

Examples of the activities implemented to achieve the three objectives outlined above include: FGLG-supported consultations that led to significant improvements in the regulation of sandalwood in East Nusa Tenggara (ENT), the creation of learning tools on REDD+ for decision makers at the national, sub-national levels and for grassroots stakeholders, and decisive involvement in REDD+ and UNFCCC consultations on policy approaches and country positions affecting the Indonesian forestry sector.

Finally, the report looks back at the group's original goals and outlines future expectations. As FGLG Indonesia aims to build on progress, achievements and impact to-date, it remains informed by its over-arching objective of changing the mind-sets of decision-makers towards a community-led approach to forest governance and management.

# From forum to FGLG

1

## 1.1 Background

In early 2004, a group of young people working within the Forestry sector met to discuss what they saw as an increasingly grave situation. Their profound concern over forest conditions at the time, especially increases in encroachment, illegal logging and poaching, as well as the improper use of forestlands and management practices throughout the country prompted them to gather and discuss the situation. The first meeting was attended by just three people, representatives from the government, an NGO and a forestry cooperation project – who developed ideas on how to influence forest policymakers and forestry professionals to implement forest governance in a fairer and more equitable manner. The discussion started by listing several policies that were deemed unworkable, the identification of the poor implementation of important policies, the need for capacity building of key staff, and the highlighting of many obstacles and constraints to effective communication from the grassroots level and the field to the responsible authorities. After hours of discussion, it was decided that these matters should receive the attention of a wider audience, both in government and in non-government institutions. With an understanding of the matters at hand, those concerned could pay closer attention to identifying the best way forward for implementing forest governance at the national, sub-national and local levels. Therefore, key young people in each institution were identified for involvement in an open discussion that encouraged all participants to share their concerns over forestry development in Indonesia.

The participants also agreed to arrange a follow-up meeting and involve more people from various institutions to share ideas and pull together different perspectives and experience. It was hoped that this would generate better results which could then be drafted as policy briefs for policymakers, or could at least affect the views of the participants actively involved in the discussions. A number of people working in the Ministry of Forestry (MoF) were identified and differentiated by working units. They were known to be committed staff members in strategic mid-level positions with the potential to influence decision makers to think outside the status-quo. Several meetings involving a limited number of participants were held to discuss concerns and how best to set up discussions. However, arranging a meeting that involved many people, and developing, printing and distributing the results involved expenses that could not have been covered by the participants or the initial members. Therefore, several people who initiated the idea began to look for sponsorship to better organise the discussions in the form of an informal forum.

Fortunately, the existence of international cooperation can help provide the modest funds needed for activities relating to the involvement of people in forestry

development and forest governance. As a part of multi-stakeholder forestry programme (MFP) activities, in an international forestry cooperation project between the Ministry of Forestry (MoF) of the Republic of Indonesia (RI) and the UK Department for International Development (DfID), such activities could be funded and all necessary expenses could be suitably covered. Therefore, in May 2004 some initiators met to develop a proposal to be submitted to the DfID–MoF MFP Project. In June 2004, the MFP project's proposal was accepted and underwent an administrative process to become a contractual activity. With this acceptance, the dream of instituting a routinely held forum to discuss forestry matters and governance that would involve a wide variety of participants from government and non-government institutions was realised.

In discussions prior to and during the preparation of the Terms of Reference (ToR), the question of what the forum should be called arose. Many names were suggested, but since the forum discussed forestry matters and governance and acted as a learning process for the participants, it was proposed that the name contain 'forest/forestry', 'governance' and 'learning'. For the purposes of submitting the proposal, the initiators agreed to 'temporarily' name the forum the Forest Governance Learning Group (FGLG). The DfID–MoF MFP Project considered the forum as a new initiative which could later link with other existing, similar working groups.

## 1.2 Early stages

The first meeting was held in *Manggala Wanabakti* Building, Jakarta on 10 June 2004. The meeting was attended by Agus Justianto, Dani Munggoro, Ganip, Linda Septiani, Tetra Yanuariadi, Tri Nugroho, and Suraya, who discussed comments from the DfID–MoF MFP Project on the proposal submitted. In addition to accepting the proposal and setting up the contract, the project was informed that at that time there were three other initiatives in the form of working groups, namely 1) the *Greenomics* Initiative on "*Kajian Pengelolaan Sumber Daya Alam/Pengelolaan Sumber Daya Hutan (PSDA/PSDH) dari Rejim ke Rejim*"; 2) the Forest Future Working Group NRM Initiative following the *Bappenas* pathway; and 3) The World Bank–CIFOR Initiative following the CGI (Consultative Group for Indonesia) pathway. Therefore, in its implementation and in order to enrich the discussion, it was decided that the forum be linked to these three initiatives. In addition, the forum should also develop linkages with other working groups that have effective access to political parties in order to convey the results of discussions and at same time increase the involvement and attention of the next ruling party to issues related to forestry and forest governance. However, this forum/initiative had to be neutral and be neither affiliated to

a political party nor support the candidacy of any president or vice president. Another issue that must be addressed appropriately was the involvement of the Ministry of Forestry (MoF) staff. It was noted that the involvement of the MoF staff must be recognised by their respective supervisors.

In the discussion, the name Forest Governance Learning Group (FGLG) was finally agreed upon. The involvement of individuals in FGLG was agreed to be voluntary without a recruitment process, including for those members from the MoF, and participation in every meeting was based on invitation. Inspirit Inc. as an institution would manage the administration, including the setting up of contracts with sponsors or donors, such as the DfID–MoF MFP Project, and arrange the activities of FGLG. The core FGLG team, comprised of *Agus Justianto, Budhita Kismadi, Dani Munggoro, Ganip, Linda Septiani, Prudens, Tetra Yanuariadi, Tri Nugroho, and Suraya*, were tasked with developing, promoting, and accompanying the FGLG processes. The main activities of FGLG that were agreed in the meeting were: 1) three focus group discussions; 2) one writeshop; and 3) one planning workshop.

In addition to agreeing to name the discussion forum 'FGLG', the meeting also identified the following key questions in relation to the forum's activities:

1. What are the three initiatives mentioned by the DfID–MoF MFP Project, namely the *Greenomics*, NRM and World Bank–CIFOR initiatives?
2. What are the characteristics of and differences between FGLG and existing initiatives, and what makes it unique?
3. Who are the real targets of FGLG? (Presidential or vice presidential candidates, expected future cabinet members, or members of the Ministry of Forestry?)
4. What are the tangible products or results of FGLG?
5. Who will benefit from FGLG?
6. Who are the learning members of FGLG?
7. Who and what are the learning resources of FGLG?
8. How can FGLG have significant influence in changing the processes within the Ministry of Forestry?
9. What are the concrete steps and phases of FGLG activities?
10. How can the core team's workload be divided over the next two months?
11. What is the timetable?

To ensure that the process of conducting the activities was effective, the core team agreed on to set up a working studio located in Jakarta, that would be easy to reach, and that would function as a place for information gathering, discussion and work. The core team also believed that a proper work plan must be prepared to ensure the work and activities could be accomplished on time and as expected. Accordingly, the core team organised a planning workshop which resulted in a learning framework and an operational work plan.

By identifying the forthcoming work and activities based on the proposal agreed by the DfID–MoF MFP Project, and the need for an operational work plan, the discussion forum had transformed more or less into the current FGLG. As a result, FGLG now provided the learning process for the participants and encouraged more fair and equitable forest management and governance. It should be noted that the set up of FGLG in Indonesia is different from that of other countries. In addition, FGLG Indonesia in the early period did not relate to international partners, but to the learning process facilitated by the DfID–MoF MFP Project.

### 1.3 Recruitment process

In the early stages, as indicated at the meeting of 10 June 2004 at *Manggala Wanabakti* Building in Jakarta, *Inspirit Inc.* was assigned to manage the administrative and clerical work required to set up the contracts with sponsors and/or donors. In addition, *Inspirit Inc.* also helped to coordinate the activities conducted, especially in the context of the innovative learning processes that have been promoted since its establishment in February 2002.<sup>8</sup> Innovative learning is aimed at accelerating social changes towards a creative community, dedicated to a more sustainable society and which, in turn, may lead to greater well-being long term.<sup>8</sup>

Following the acceptance of the proposal submitted to the DfID–MoF MFP Project, the learning activities were planned and executed. This began with the formation of a focus group discussion (FGD) that was to consist of no more than 20 participants from various institutions within the Ministry of Forestry, particularly those with offices in Jakarta or Bogor. The participants were to be young and committed staff under the age of 45, with the aim that they would occupy more senior positions in the near future and thus be in the position to better influence other staff in their institutions and contribute to formulating forestry policy.

The core team developed a recruitment mechanism for the first FGD participants, including:

1. Potential participant list

At this stage, all potential staff from the various institutions within the Ministry of Forestry were listed. The list was based on information collected by the core team from relevant sources and also on evaluations following team discussions.

2. First filtering stage

Those in the potential staff list that were willing to participate in the FGD were asked to fill out a questionnaire prepared by the core team. The answers were evaluated as to whether or not they were relevant to the objectives of FGLG in strengthening new forestry governance capacity. The questionnaire consisted of the following five questions:

- a. What is your opinion on the present condition of forests and forestry?
- b. What are ideal forestry conditions?
- c. What changes should be undertaken in the Ministry of Forestry to achieve the ideal conditions as outlined in question b)?
- d. What kind of leader, in your vision, could realise the ideal conditions (question b)?
- e. Are you sure that you could be that leader?

3. Third party opinion

For the purpose of objectivity, the core team asked third parties, i.e. notable or trusted individuals, whether the selected potential staff could be a positive addition to the learning process (FGDs) on forestry governance. Their personality, capability, leadership and team work were among the factors considered.

4. Positive and promising lists

The results of the third stage were used to develop a 'positive' list which was shortened to a 'promising' list.

5. Willingness statement

The staff on the positive list were asked to write a 'willingness statement' to participate in the FGLG programme. The statement was aimed at ensuring the seriousness of the participants in supporting the FGLG programme and in taking part in forest governance activities.

After completing these five stages, FGLG wrote a formal letter to the supervisor of each selected participant to gain formal permission for their participation in the

FGLG programme and activities. FGLG thus indirectly obtained support from the heads of the institutions where the participants worked.

Eventually, however, focus group discussions on forest and forestry governance issues were attended by various participants from government institutions, non-government organisations (NGOs), civil society organisations (CSOs), professional foresters, and other interested parties. Since a number of people were involved in the activities, FGLG became widely known as a process for promoting better forest governance among the younger generation of Indonesian foresters. However, some policymakers in the Ministry of Forestry, at the director and director general level, were also identified and informed about FGLG and received updates on the group's findings as contributions to decision making processes. Even though it was not fully implemented in all FGLG participant recruitment activities, this well organised mechanism was used as a basis to assess at least the suitability of a person for involvement in FGLG. Based on information from the former core team members, membership or participation in FGLG is quite open. Everyone who was interested in the improvement of forest governance was welcome.

The activities included focus group discussions, workshops, and training on the learning process and on the communication of ideas. In the process, some prominent actors in forest and forestry matters were also invited to inform the participants about ideal forest governance, both in theory and as implemented in other countries. In doing this, most of the core team and those who were involved in the FGLG processes identified that the processes were unique to Indonesia. Therefore, the implementation of international programmes by other international organisations was not referred to. As a condition of the funding from the DfID-MoF MFP Project, the FGLG as a new initiative had to be linked to three existing initiatives – Greenomics, the Forest Future Working Group and the World Bank-CIFOR initiative. The activities were also developed by mobilising stakeholders in certain areas and individuals who were involved in the MFP projects.

However, during implementation of the processes, the core team were informed that FGLG existed as an informal alliance of in-country groups of partners in Africa, Asia and Latin America, developed by the International Institute for Environment and Development (IIED).<sup>1</sup> The group aims to connect forest-dependent people who are marginalised from forest governance with those controlling it. The group developed a project which, in its first phase (2004–09), was funded by the European Union and the Netherlands Ministry of Foreign Affairs. The project's aim was stated as eradicating poverty and improving sustainability in

forestry, which can only be achieved through strong and inclusive governance structures and processes, including leadership, institutions, policy decisions and practical systems.<sup>1</sup>

## 1.4 FGLG Indonesia as part of the FGLG alliance

Realising the need to be connected to other similar processes at the international level, FGLG Indonesia became part of the informal alliance. FGLG Indonesia is an independent initiative that aims to promote political change relating to forestry through a 'silent revolution' – that is, change from within.<sup>10</sup> Most FGLG Indonesia members are progressive government officials in the Ministry of Forestry who have become silent reformers in the bureaucracy through the identification of entry points to influence forest governance decision making processes and promote ideal forest governance practices.<sup>11</sup>

Under the coordination of FGLG International, which is in turn coordinated by IIED, FGLG Indonesia focused on various areas of forest governance, with a particular emphasis on REDD+. The aim was to ensure that REDD+ acts as a driver for good forest governance in Indonesia, with the specific objective of creating an efficient, equitable and effective REDD+ programme in the country. Focus areas include:<sup>2</sup>

- Supporting the creation of a national REDD+ strategy, with credible components on good forest governance.
- Effectively engaging FGLG Indonesia alumni in implementing the REDD+ strategy.
- Encouraging stakeholders to incorporate lessons learned from experience relevant to REDD+ governance initiatives.

Internationally, FGLG is an informal alliance of in-country groups and international partners currently active in seven African and three Asian countries. FGLG aims to connect those marginalised from forest governance to those controlling it, and to help both do things better. Since 2003, we have carried out focused studies, developed tactics and tools, held learning events, and worked as a group to affect change<sup>1</sup>. FGLG networks are active in Cameroon, Ghana, India, **Indonesia**, Malawi, Mozambique, South Africa, Tanzania, Uganda and Vietnam. They have also been active in Burkina Faso and Niger.<sup>1</sup>

In general, FGLG aims to improve governance of forest resources internationally and in ten countries through:

- **Forest rights and small forest enterprise:** Policy reforms, investment decisions and institutional arrangements in favour of secure forest rights and small forest enterprise.

- **Legitimate forest products:** Strategies to improve the legality of forest products, institutionalise citizen engagement and contribute to broader forest governance improvement.
- **Pro-poor climate mitigation forestry and adaptation forestry:** Initiatives to combat climate change through action in the forest sector that contributes to pro-poor forest governance and sustainability.
- **Trans-national learning and preparedness:** Understanding improved through international networks and processes about effective action for improved social justice in forestry.

Circumstances were observed at the field level that mirrored concerns at the national level. Inconsistency in forestry regulations meant that some parties – including district government officials, village communities, local NGO members and researchers – considered that the programme and the activities conducted did not offer any benefits to the community, but were simply activities to be completed. A group of people, including local district government officials, therefore proposed the idea of conducting an informal discussion forum to discuss the development of relevant programmes that could generate benefits for local communities. The first discussion took place at the District Office for Forestry and Plantation (*Dinas Kehutanan dan Perkebunan*) in January 2005, and focused mainly on community-based forest management and existing activities conducted by the Bungo District Office for Forestry and Plantation. The participants then agreed to hold the discussion on a monthly basis and where the topic would be based on issues raised by each institution within Bungo District government. In the fourth meeting held at the offices of the International Centre for Research in Agroforestry (ICRAF), it was agreed by, among others, the District Office for Forestry and Plantation, ICRAF, Adaptive Collaboration Management (ACM), the CIFOR–YGB–PSHK–ODA Jambi collaboration project, Komunitas Konservasi Indonesia WARSIS (KKI-WARSIS) and the District Development Planning Agency (*Bappeda*), that the informal forum would be formally named the *Bungo Multi-stakeholders Discussion Forum*. However, as many activities and projects were due to terminate at the end of 2007, the forum became less active. Although the forum's members continued to meet, the number of participants declined significantly. Discussions therefore became more active through email correspondence based on topics proposed by FGLG members and shared with others.<sup>9</sup>

## 1.5 Progress

As the members of the core team assumed more strategic positions within their main jobs, they became busier. The activities carried out varied in frequency as they were not as regularly arranged as before. This situation occurred after the completion of the DfID–MoF MFP Project funding. Reports on the activities conducted are difficult to source, although some information may be gathered from articles on the Inspirit Innovation Circles website. The articles were posted from 2007 to 2010 by Dani Munggoro, one of the core members of the team who established FGLG Indonesia.

Even though the Bungo Multi-stakeholders Discussion Forum was established in 2005, it was not connected to FGLG Indonesia. Therefore, in January 2007, FGLG was invited to participate in the forum as it was believed that the two could collaborate in a fruitful partnership. The following discussion included participants from the district and a particular village that had formulated regional regulation on Adat Forest, as well as those who worked for other initiatives and Batanghari district. After information exchanges and interesting discussions, the forum agreed to develop the FGLG in Bungo. In addition, a convener and 12 FGLG facilitators were selected.<sup>10</sup>

In May 2007, an FGLG learning shop was organised in Jakarta. The participants included forestry reform activists within the central and regional governments. On this occasion, some participants shared their experiences that FGLG had become a means through which to meet participants from other countries at UN meetings. Participants also agreed that FGLG had connected them with each other to establish a better quality of life.<sup>12</sup>

At a meeting held in the third week of November 2007, the topic of spirituality was one of the topics discussed. Spiritual approaches could help those FGLG members who work in government bureaucracy.<sup>13</sup>

A writeshop – a learning process to strengthen participants' writing capabilities – was held in January 2008. Writing skills were seen as a simple tool to improve understanding of the concept of FGLG in Indonesia. The concept was adopted in Muara Bungo, and promoted in Kendari and Kapuas Hulu. The participants learned about key governance and how to implement the concept of change management at the organisation or institution level. In order to understand social change, FGLG Indonesia put some theories into practice on the ground, including system thinking, perception theory, systemic intervention tools and hierarchy of effects.<sup>14</sup>

FGLG Indonesia sent a representative to participate in the International FGLG meeting in Malawi in December 2008, which was attended by representatives from nine countries in Asia and Africa. The aim of the meeting was to share experiences in forest governance management. The concept of FGLG Indonesia was considered unique and the most innovative compared to other initiatives.<sup>15</sup>

FGLG Indonesia held trainings on forest governance, social change and facilitation skills on 23–25 January 2009 in Surabaya. Nineteen participants from the Ministry of Forestry and the Forestry Regional Offices of Jambi, Bali and Southeast Sulawesi took part. As government officials, they were progressive and innovative in implementing forest governance in their institutions, and therefore could be described as articulate leaders in their working environments. However, they needed to be equipped with vertical and horizontal communication skills to communicate effectively. The enthusiasm displayed by the participants in this training boosted the implementation of FGLG's idea of realising forest governance in Indonesia. In addition, the success of the training prompted Bogor Agriculture University (IPB) to invite FGLG to conduct a special Magister class on forest governance. This was an excellent opportunity to enhance communication and knowledge of forest governance and social justice in forestry.<sup>16</sup>

In March 2009, Inspirit Inc. hosted a two-day FGLG Indonesia Visioning Workshop which was attended by young, progressive government officials who were willing to actively take part in pursuing better forest governance in Indonesia. The training theme was 'Social Justice in Forestry', that is, to create pro-poor and pro-forest forestry programmes which could bolster affected communities. Representatives from IIED, London and the Regional Community Forestry Training Center for Asia and the Pacific – The Center for People and Forests (RECOFTC), Bangkok acted as challengers and observers in this training. FGLG Indonesia also prepared a five-year plan that included a number of interesting proposals to be implemented. In the five years ahead, FGLG was tasked with five training sites to obtain a deep understanding of institution enhancement and community forestry, and to develop pro-poor climate change initiatives, including carbon calculation, carbon markets and other related matters. It should be noted that FGLG, which had been initiated five years beforehand, had gained a lot of support from various parties, including non-forestry sectors, the private sector and civil society. On this occasion, the facilitator suggested a modification of the concept of 'ripples of change' to 'squares of change'. In this modification, the first square consists of vision, the second square consists of issues and opportunities, the third square consists of roles and ideas for change, and the fourth

square consists of priorities and innovations. The working model was discussed in the final process.<sup>17</sup>

The FGLG Five-Year Plan was discussed in May 2009. The plan was for a learning process on forest governance for various participants, mainly those involved in forestry development activities in Indonesia. Mainstreaming forest governance is necessary to ensure all forest policy, regulations, and implementation of activities are actually based on principles of governance. In turn, forests should not be seen in terms of discussions about harvesting or conservation, but more as a vital source of life for communities who live in Indonesia.<sup>18</sup>

James Mayers, a principal researcher of FGLG International in London, visited Indonesia in October 2010 on the occasion of a two-day learning process hosted by FGLG Indonesia in Bali. He wanted to meet some key FGLG Indonesia members and learn more about REDD+, a new approach to managing forests, both on state forest land and in other areas, under the carbon emissions reduction scheme.<sup>11</sup>

In 2009, Inspirit Innovative Circles prepared an FGLG Indonesia work plan for 2010 to 2013 under the theme of 'enabling practical, just and sustainable forest use'. In this workplan, FGLG Indonesia decided to raise 'Social Justice in Forestry' as the main issue. Four outputs, three content-based and one 'way of working', were envisaged:<sup>19</sup>

1. Forest rights and small forest enterprise
  - Creating and seizing opportunities for policy and legal reform for land tenure and resource access rights of forest dependent communities.
  - Strengthening information and capacity for local forest control and small forest enterprise associations.
2. Legitimate forest products
  - Helping ensure Voluntary Partnership Agreements (VPAs) and other legality assurance processes foster citizen engagement, establish local rights and contribute to broader governance reform.
  - Increasing the number and effectiveness of initiatives that provide information on forest resources, their ownership and use in the public domain.
3. Pro-poor climate change mitigation and adaptation through forestry
  - Helping ensure REDD and adaptation forestry strategies are focused on local property rights, institutional capability and good forestry practice.

- Enabling better national decision making about bio-fuel development in the context of securing rights, legality and climate mitigation forestry.
4. Trans-national learning and preparedness
    - Conducting learning events, country exchanges, and online networking, and producing tools, policy analysis, news and advocacy materials.
    - Developing a learning platform between African policy researchers and opinion formers and their Chinese and Indian counterparts to focus on issues of forestry investment and trade.

However, since FGLG Indonesia is committed to improving forest governance through sharing lessons on what works (and what has not worked) in community-based forest management, the activities will be directed at achieving output 1 ('forest rights and small forest enterprise') and output 3 ('pro-poor climate change mitigation and adaptation through forestry') of the Social Justice in Forestry programme. Furthermore, the FGLG members came to a consensus over the prioritisation of two core themes in the current phase: strengthening community forestry and climate change, particularly with regard to REDD+. The activities conducted, however, would also provide contributions to output 2 ('legitimate forest products') through the close association of FGLG Indonesia with various VPA initiatives, and to output 4, particularly via participation in international learning events and exchanges of lessons on forest governance with other country teams in the international FGLG network.<sup>19</sup>

In the earlier stages, FGLG Indonesia focused on '*change from within*', covering: 1) building the capacity of members, particularly mid-level professionals within the Ministry of Forestry; 2) tackling forest governance by providing a safe space for discussion of politically contentious forestry issues; and 3) conducting a series of focused training and action events. These events included workshops on: institutional change within the Ministry of Forestry and the forestry sector; approaches to change in governance; conflict management; writing articles for the popular press; and creative communications beyond written media. In the subsequent years, under the overarching issue of Social Justice in Forestry, FGLG Indonesia focused its efforts on influencing decision makers at both the national and district level, including those who have not yet been convinced of the value of community-based forest management.<sup>19</sup>

The principal theme of FGLG in Indonesia is the strengthening and expansion of community-based forest management (CBFM). However, in the context of REDD+, FGLG Indonesia will work on specific opportunities and challenges that arise at district and

national levels to ensure that REDD+ related policies and practice strengthen good forest governance and guarantee the rights of local communities. Furthermore, FGLG Indonesia will ensure the continuity of a learning space for members to share experiences, gain inspiration from each other and to tackle challenges in their work. The balance of men and women in the FGLG membership and activities will be taken into account. As previously mentioned, the members will come from: 1) the Ministry of Forestry; 2) other ministries and government institutions; and 3) other organisations and institutions, including NGOs, research institutions, universities, and the private sector.<sup>19</sup>

A development objective was formulated, to ensure REDD+ is a driver for good forest governance in Indonesia – with a specific objective – to strengthen good forest governance by contributing to the development and implementation of an efficient, equitable and effective REDD+ programme in Indonesia. Expected outputs under this specific objective are as follows:

1. A national REDD+ strategy, with credible components on good forest governance.
2. FGLG Indonesia alumni effectively engaged in implementing REDD+ strategy.
3. Findings and lessons from experience relevant to REDD+ and governance taken up by stakeholders in REDD+ initiatives.
4. Analysis of gaps and ways forward in the implementation of REDD+.

Based on the FGLG Annual Report of 2011, some progress had been made in realising the expected outputs. The progress made in 2011 was as follows:

1. Output 1: Three formal focus group discussions were held among alumni to discuss REDD+ developments.
2. Output 2: Several attempts were made to secure the services of a writer to interview and write up case studies on FGLG Indonesia alumni, and to capture what FGLG Indonesia is all about (shared values and potential).
3. Output 3: Some members have shared their experiences in preparing for and beginning implementation of REDD+ demonstration activities, but the group expressed interest in having FGLG Indonesia host a learning event on this issue – with a link to implications for communities, sustainable forest management and forest governance.
4. Output 4: No records.

With little progress made in 2011, other activities should have been carried out in 2012. However, as stated in the Annual Report 2011, Inspirit Innovative Circles experienced a significant challenge, which had already begun in 2010, in managing FGLG Indonesia activities. As the host organisation, the company had difficulty in finding additional support staff to help run FGLG Indonesia in the way we believe a learning group should be run. Inspirit Innovative Circles moved its focus to Indonesia's largest community empowerment programme, *PNPM Mandiri*. Their tasks included facilitation, training and consulting organisation supporting several learning events, which made it extremely difficult to coordinate the schedules with other planned activities.<sup>20</sup>

To deal with the situation, several informal attempts were made by the country convener to explore the possibility of another member of FGLG Indonesia taking on the role. However, the members insisted that Inspirit's neutral position made the 'learning process' fully relevant to the FGLG Indonesia context. Moreover, there was a pressing need to revisit question of how FGLG Indonesia would best be run and by whom. The workplan that was developed for 2011 appeared reasonable and achievable. Many important activities had not been carried out although they remained relevant moving into 2012, as REDD+ policies and demonstration activities had evolved.<sup>20</sup>

In order to maintain the spirit of FGLG, the core team considered establishing a new set of collaborative partnerships and thus seek to develop new partnerships and attract new sponsorships. Fortunately, several alumni of FGLG are involved in a non-profit organisation – the Natural Resources Development Center (NRDC) Foundation. The foundation was established in 2002 and further strengthened in 2012. In early 2012, a former member of the core FGLG team who works at the Ministry of Forestry (*Dr. Ir. Agus Justianto, M.Sc.*) held several discussions with the executive director of the NRDC Foundation (*Dr. Ir. Irsyal Yasman*), the secretary (*Dr. Yani Septiani, M.Sc.*), and an NRDC member (*Ir. Lasmini Adi*) on the possibility of the NRDC Foundation taking over the role of Inspirit Innovative Circles. After extensive discussions, the NRDC Foundation came to the shared conclusion that FGLG Indonesia should be preserved in its current format and agreed to take on the roles previously carried out by Inspirit.

# How does it work?



## 2.1 Collaboration

The Natural Resource Development Centre (NRDC) Foundation, or 'Resource Development Centre', which was established in Jakarta in 2002 and consolidated in 2012, is an independent non-governmental organisation. Since its establishment, the Resources Development Center has been working on identifying issues in natural resource management. The vision of the Foundation is "achieving the greatest benefits for people from the management of their natural resources". In achieving this vision, the stated comprehensive mission is "to develop the economic, social, and ecological elements in natural resource utilisation for long-term benefits". The Foundation believes that this can be accomplished through:<sup>21</sup>

- Mobilising human resources with strong idealism and integrity to developing their natural resources
- Empowering communities to manage their own natural resources
- Meeting community needs with the available human resources
- Improving communication among stakeholders
- Facilitating good relationships with donors (national and international)
- Enhancing networks with the government and relevant institutions
- Acquiring and distributing information on the aspects of better natural resource management.

The Foundation's working priorities cover four main areas in relation to the management of forest or natural resources: 1) sustainable forest management, including participatory boundary mapping, forest rehabilitation, conflict resolution, reduced impact logging (RIL), forest fire prevention, and eco-labeling; 2) institution capacity building, including the decentralisation process, laws and regulations, organisation/institution building, and human resources development; 3) training, education and communication on natural resources management; and 4) planning, financing, programme implementation, and monitoring/evaluation. In addition, the Foundation also organises workshops, seminars and discussions on matters relating to natural resource management.<sup>21</sup>

Since its establishment in 2002, the Foundation has conducted many activities, and implemented the programmes of government organisations, local governments, NGOs, and other institutions, including:<sup>21</sup>

- Training to build the capacity of human resources from central and local government on formulating project proposals

- Training to empower civil society and local communities on project development
- Activities for the rehabilitation of forest land involving local communities in Ciamis District, West Java
- Development of a manual for civil society on the effectiveness of forest carbon cooperation with MFP 2 DFID.
- Women's and REDD+ workshops
- Project proposals for women's carbon standard with 'Women Organizing for Change in Agriculture & Natural Resource Management' (WOCAN)
- Mapping activities and local experience regarding REDD+ and gender in Indonesia and producing a short report with FGLG Indonesia
- Assisting the Ministry of Forestry in developing a proposal for the International Tropical Timber Organization (ITTO), 'SFM initiatives in enhancing carbon stock in Indonesia'.

Many other activities in relation to projects, programmes, studies and workshops and trainings have also been conducted in collaboration with other parties.

Considering the extensive experience and capacity of NRDC, core team members of FGLG Indonesia were convinced that FGLG Indonesia could move forward and implement the prepared and agreed workplan for 2010 to 2013. Furthermore, as some people in NRDC are FGLG alumni, the collaboration is fruitful and FGLG could thus maintain its spirit of influencing decision makers and policymakers on forest management and forestry-related matters towards better forest and forestry governance.

In November 2012, NRDC formally adopted FGLG Indonesia's workplan for 2010 to 2013 to continue programmes and activities that had been discussed and agreed but had not yet been conducted. Responsibility for hosting and organising FGLG activities, including the role of convener thus moved to NRDC.

NRDC handles all FGLG Indonesia administrative and clerical work and organises discussions, workshops, trainings, seminars, and other learning processes based on FGLG Indonesia's workplan for 2010 to 2013. Consultants are also hired on an ad-hoc basis whenever necessary to achieve a better output. In addition to supporting FGLG Indonesia in its administrative work and organising activities, NRDC also actively seeks out both domestic and international sponsors and cooperation. It aims to accelerate programme completion and increase participation in all FGLG Indonesia activities.

## 2.2 The 'FGLG way'

The FGLG member and participant recruitment process remains unchanged. Hence, all activities are still carried out in the 'FGLG way'. FGLG membership is not binding, so everyone who is interested in improving the condition of Indonesia's forests and forestry is welcome. Involvement with the group is flexible and current members of FGLG Indonesia can choose to cease (due to busy schedules, for example) involvement at any time. As mentioned above, the membership of FGLG Indonesia is very fluid; members may come and go but what is important is that their concerns and way of thinking on forest governance generate the greatest benefits for the community. Recently, some prominent persons within the forestry sector have become involved in FGLG Indonesia activities, which may strengthen the position of FGLG Indonesia and their alumni to better influence forestry decision and policymakers toward good forestry governance practices. The fact that some FGLG alumni hold strategic positions in the Ministry of Forestry is a further advantage.

Recently, ahead of one formal meeting on forest utilisation, an FGLG alumnus had an informal discussion with the meeting chairman about the importance of maintaining a common perspective on better forest management in Indonesia and how it should begin with the management and utilisation of production forests. Remarkably, in the opening session, the chairman clearly stated that "production forest management as an essential part of the Ministry of Forestry shall be filled by those who dare to change the situation toward better, transparent and equitable forest governance" (Tarumadevyanto, 2013). It was a clear example of how the FGLG spirit could open the mind of a key person to the complexity of forestry and then consider the ways to progress towards a better situation, inspired by the 'FGLG way'. The motivation and awareness of many government officials of the need to improve forest governance was present, but existing bureaucracy and regulations had restricted them in such situations.

FGLG Indonesia's aspiration for change requires strongly motivating decision makers and policymakers in the natural resource management sector, especially in forestry, to be more focused and aware of their intention to manage forests by harmonising 'the statements and the do's (what you say is what you do)' in the forest governance framework (Lasmini, 2013). Furthermore, Lasmini has stated that in relation to climate change, the main forestry issue is how to maintain and manage the remaining natural forests. Therefore, foresters must leave behind their 'business-as-usual' mindset and put an end to or minimise the damage to Indonesian forest resources. Considering the multi-dimensional and multi-

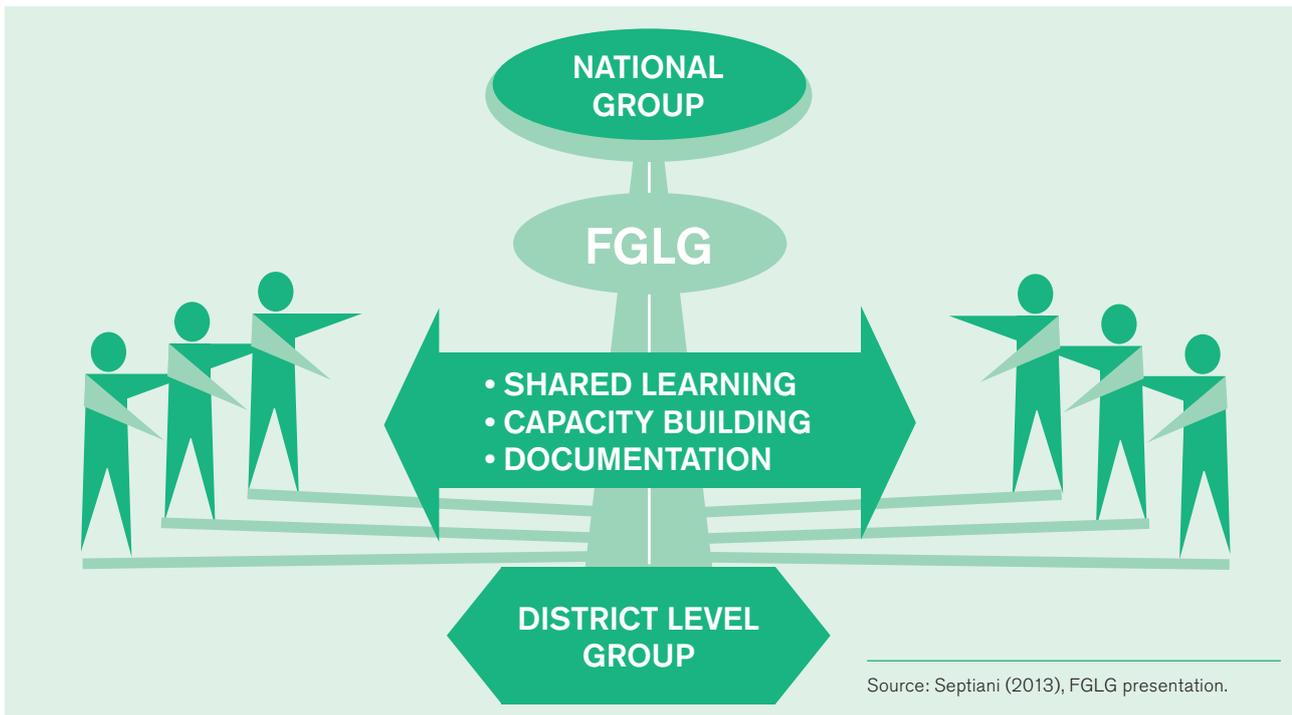
sectoral nature of forestry issues, a strategic approach must be developed to internalise changes in foresters' daily activities.

Efforts to reduce emissions in forestry are implemented through REDD+ (Reducing Emissions from Deforestation and Forest Degradation, plus improving the capacity of conservation forests as carbon sinks and for carbon removal, and enhancing and rehabilitating the role of forests as media of carbon stock). From the perspective of foresters, the implementation of REDD+ implies an effort to strengthen sustainable forest management (SFM) with respect to reducing emissions. Therefore, foresters must fully understand what REDD+ is and how it works. The anchor for forest utilisation, in terms of timber, is the Directorate General of Forest Utilization Management (*Bina Usaha Kehutanan*), which has been left behind somewhat in climate change issues, in particular relating to REDD+ (Septiani, 2013).

In addition to informal discussions conducted by the alumni in various meetings, and hosted by the Ministry of Forestry or other institutions and organisations, FGLG Indonesia has strived to conduct activities that were agreed and planned in its workplan for 2010 to 2013. The participants in every activity are invited by NRDC, and are mostly from various units and institutions within the Ministry of Forestry, other ministries, provincial and/or district (local) governments, NGOs, the private sector, professional foresters, and representatives of related communities.

At present, FGLG could be categorised into two groups based on its coverage: national and district-level groups. However, the district-level groups are not under the command of the national groups. As at the international level, they are an informal alliance of groups that support each other in programme development and the execution of activities. FGLG Indonesia facilitates and provides opportunities, among others, to share learning, for capacity building, and for the documentation of the programme and activities conducted by both groups. Those who have participated in learning events, can share their experience and knowledge with others when they return to their workplace. In addition, those who return to their districts can contact a member in national government, since they have a shared perspective on forest governance, and similarly those who work in national government have a contact at the district level. This communication should be maintained to improve the implementation of national programmes and the execution of activities in related districts. The district programme and activities could also be shared and applied at the national level as lessons for other districts. Figure 1 illustrates the initiative implementation process.

Figure 1. The initiative implementation processes



Under the FGLG way, information is carefully analysed in order to be used as a basis for forest management planning preparation. In the preparation, of course, stakeholder communication is necessary to understand the aspirations of related parties in managing the forest. By taking into account the social and economic conditions and characteristics of the area concerned, forest management can properly address any problems in order to ensure effective solutions.

Participative evaluation of programmes and activities executed helps to improve the implementation of forest management in a sustainable way. Figure 2 illustrates the forest management planning process.

FGLG Indonesia believes that good forest governance (GFG) can be achieved if more FGLG alumni function as ‘agents of change’ in their workplace and work environment. The implementation of good forest governance can be achieved through developing

Figure 2. Process of forest management planning, the ‘FGLG way’

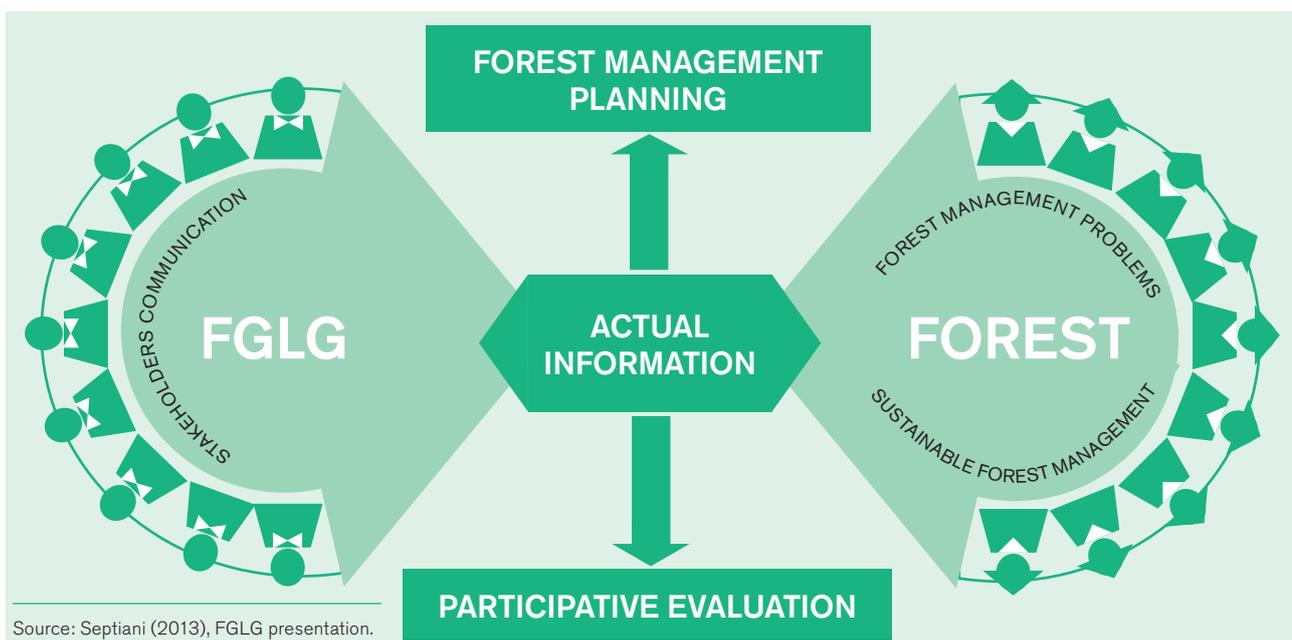
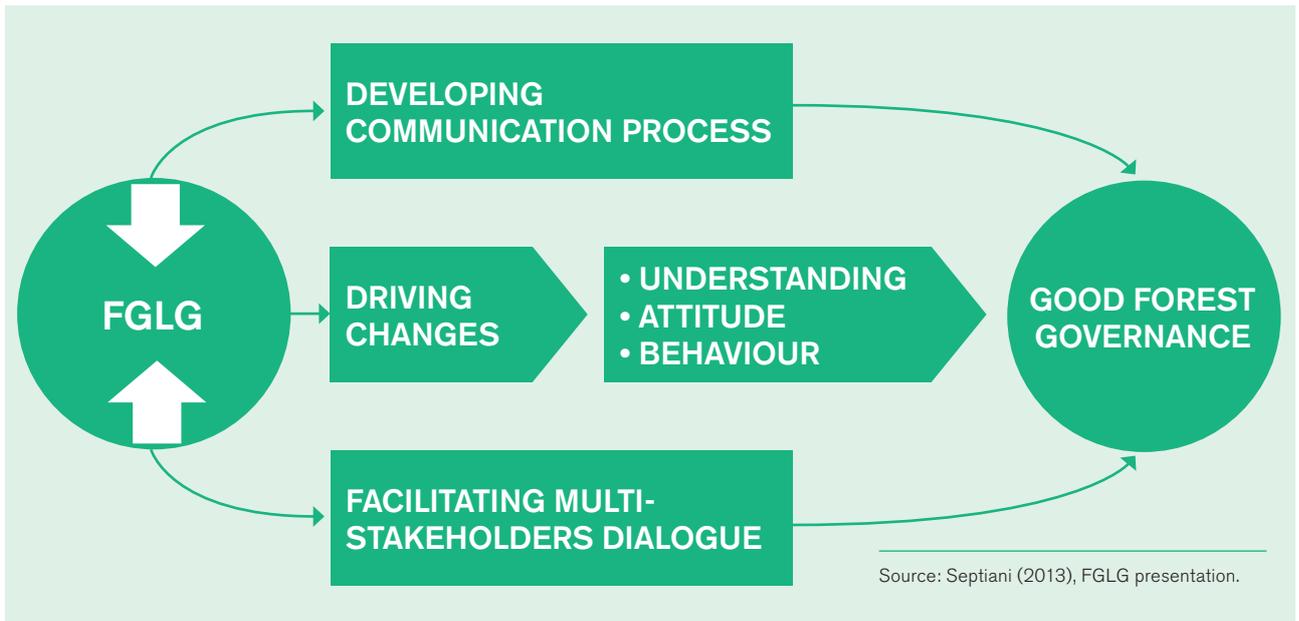


Figure 3. FGLG way to good forest governance



communication processes, recognising the drivers of change, and facilitating multi-stakeholder dialogues. Understanding, attitude and behaviour are the drivers of change that FGLG alumni bring to their working environment and to decision makers. The FGLG way to good forest governance is illustrated in Figure 3.

In implementing its work plan, FGLG Indonesia believes that the development of forestry policy and related issues should be taken into consideration. This

approach can ensure the activities achieve the set goal or at least provide support in achieving the target. The basic steps to implement the work plan are illustrated in Figure 4.

FGLG processes may lead to some modification in formulating activities, which may differ slightly from those previously executed. However, since the work plan was fully adopted, the programme and activities remain the same as stated.

Figure 4. The process of work plan implementation



# Programme and Activities

# 3

### 3.1 Achieving output 1: National REDD+ strategy, with credible components on good forest governance

Even though the NRDC Foundation is now the supporting organisation, as mentioned above, FGLG Indonesia's programme and activities are still based on the work plan for 2010 to 2013. Many activities have been executed in order to achieve the expected outputs, and progress made from July 2012 to June 2013 is outlined below.

In achieving **output 1**, "National REDD+ strategy, with credible components on good forest governance" the activities were:<sup>22, 23, 24</sup>

- **Activity 1.1** – Develop one policy brief on benefit sharing in REDD

Benefit sharing is one important aspect of REDD+ implementation, since it may be sensitive for related parties involved in the programme and activities. The benefit may not always involve direct monetary payment, and the total benefit delivered may be a combination of many different forms of benefit. Since July 2012, FGLG Indonesia, in collaboration with the Center of Policy Research and Climate Change (*Pusat Penelitian Kebijakan dan Perubahan Iklim*), has facilitated several discussions on REDD+ benefit sharing. The benefit sharing allocation, both vertically and horizontally, has to be clearly defined prior to starting the REDD+ project.

A focus group discussion held on 13 September 2012 concluded that it was necessary to further analyse benefit sharing in REDD+ initiatives on the ground to establish how benefits should be distributed among the parties involved, including central government, local government, investors and local communities. This analysis was to be conducted by appropriate consultants to ensure a proper assessment.

On 9 January 2013, FGLG hosted an FGD in Bogor to discuss terms of reference for the benefit sharing analysis, including a potential consultant to carry out the assessment, a timeline and the expected outputs. The FGD was attended by representatives of the Ministry of Forestry, the Office of the Coordinator Ministry of Economic Sector, NGOs, an international cooperation project, and research institutions, as well as by some professional foresters.

The assessment was carried out by a consultant (Dr. Ngaloken Gintings) from February to April 2013 and was reviewed by a team of experts from a university (IPB), an NGO (WWF), a research institution (the Forest Research Development Agency) and

government (the Ministry of Forestry) from May to June 2013.

- **Activity 1.2** – A meeting with decision makers and other stakeholders to share the findings of the policy brief (1.1 above) and identify ways forward.

In December 2012, Activity 1.1 and 1.2 were completed.

- **Activity 1.3** – Develop a simple learning tool on REDD+ for decision makers at the national and sub-national levels and for grassroots stakeholders. The possible format is an interactive presentation.

A process of capacity building is urgently needed to ensure successful implementation of REDD+ activities in Indonesia. FGLG initiated the formulation of a training module/simple learning tool on REDD+, for decision makers at the national and sub-national levels in particular as a way to bridge the knowledge gap. This activity was implemented by Inspirit and the product was finalised in February 2013.

However, the tool needed to be further examined and developed in training workshops, as in activities 1.4 and 1.5 (below).

In November 2012, RECOFTC and CFET prepared REDD+ training modules and resource materials in *Bahasa Indonesia* (an Indonesian language) for the grassroots stakeholders – including local communities, religious leaders, teachers, and students at the village level – and a strategy to mainstream REDD+ training material into CFET's training programmes.

- **Activity 1.4** – FGD (in cooperation with working group of CC–MoF and CC council–DNPI) to review/improve the learning tool (1.3 above); and **Activity 1.5** – a training workshop using the tested tool for decision makers within Ministry of Forestry and, if possible, including decision makers at the provincial level (echelon 2) to increase awareness and understanding of REDD+ and training for grassroots stakeholders in pilot province.

To support the further development of REDD+ training modules for decision makers at the national and sub-national levels (activities 1.4 and 1.5), the group undertook fundraising efforts through proposals to partner-supported initiatives such as the Nature Conservancy (TNC) and the United Nations Institute for Training and Research (UNITAR) facilitated by the National Climate Change Council (DNPI). An FGLG-NRDC proposal was approved for funding by UNITAR in June 2013. A simple learning tool on REDD+, formulated by Inspirit and RECOFTC, will be used as basic material/information to enrich a REDD+ module for decision makers at the national and sub-national levels.

The module's target audiences are: decision makers (director level) within the Ministry of Forestry and other related ministries, such as the Ministry of Agriculture, Environment, Bappenas (National Planning Agency); heads of forestry services in selected provinces and districts; heads of planning agencies (*Bappeda*) at the provincial and district level; legislative members at the province/district level. Furthermore, since June 2013, FGLG and TNC have started to oversee the development of materials that explain the linkages between production forests and climate change and a set of training materials to be included in the curriculum of the Center for Forestry Education and Training (CFET) at the Ministry of Forestry, which has played an important role in improving the capacity of forestry staff by providing training, developing education and training systems, and developing modules/curricula, including for REDD+. The modules will emphasise the link between climate change mitigation through REDD+ and best sustainable forest management (SFM) practices in production forests. Considering the importance of production forests' role in climate change mitigation, it is important to mainstream the recognition of the linkages between production forests and climate change through changing policies, regulations, and priorities related to climate change (especially REDD+), as well as through changing the mindset of foresters via the training curriculum at CFET. The target audience of this activity is decision makers in Director General of Forest Utilization at the Ministry of Forestry, the private sector (concessions) and foresters.

On some occasions, knowledge sharing on REDD+ also took place to build better an understanding of how to implement the mechanisms of REDD+ related activities, from their preparation up to their implementation in production and conservation forests. In other words, a pool of knowledge has been generated and enriched. This showed that FGLG Indonesia could be a centre of excellence on REDD+ related activities and green economy development (i.e. a low emission development strategy).

FGLG Indonesia also made efforts to strengthen collaboration programmes with International Tropical Timber Organization (ITTO) and MFP2-DFID. A new partnership was also proposed with a Swedish-based institution to promote fair trade issues and the Forest Stewardship Council (FSC), since there is great potential for market-based and internationally acknowledged certifications to work closely with the future carbon market scheme.

- **Activity 1.6** – Map REDD+ and gender activities/ local experience in Indonesia, and produce a short report of the mapping

As gender is an important variable that determines access to and control over forest resources, any forest-related initiative, including REDD+, must consider the gender perspective in the attainment of good forest governance. FGLG members have been actively involved in addressing gender in REDD+ initiatives, both in Indonesia and at international events. In November 2012, one FGLG member and her colleagues wrote a study entitled “A Guidance Note to Integrate Gender in Implementing REDD+ Social Safeguards in Indonesia”, supported by UNREDD and UNEP. In June 2013, she also participated as resource person in a talk on standards and guidelines for protection of women in climate projects.

In order to better understand gender equity in forest management/REDD+, and to map gender activities based on local experience and current REDD+ initiatives on the ground in Indonesia, the FGLG team and RECOFTC have initiated workshops for experts on gender and REDD+. A preparation meeting was held in March 2013 to discuss the agenda, the workshop methodology and to find resource persons to participate. Based on the outcomes, FGLG and RECOFTC prepared a policy brief on related matters. The results will also be used as a basis for communicating and planning activities with the National Planning Agency (Bappenas) in mainstreaming the gender issue in the forestry sector and as policy recommendations in a background study prepared for National Medium-Term Development Planning (RPJMN) 2015–2019, with particular attention paid to gender equality.

- **Activity 1.7** – Disseminate printed material (1.6 above) to the relevant stakeholders and decision makers on REDD+, such as within MoF, the REDD+ Task Force and the Climate Change Council.

A policy brief by FGLG on gender and REDD+ in Indonesia was prepared from July–September 2013.

## 3.2 Achieving output 2: FGLG Indonesia alumnae effectively engaged in implementing the REDD+ strategy

In achieving **output 2**, “FGLG Indonesia alumnae effectively engaged in implementing the REDD+ strategy”, some activities executed based on the work plan for 2010 to 2013 were as follows:<sup>22, 23, 24</sup>

- **Activities 2.1** – Develop a database of FGLG alumnae and their current roles/ functions and how

they engage in REDD+; and **Activity 2.2** – develop webpages on FGLG alumnae work/roles.

In the attempt to bring young members to FGLG, data and information on FGLG alumnae were collected by September 2012. The database, which will be updated regularly, has been uploaded to the NRDC website at <http://www.nrdcf.com>. The data will also be enriched by those who have been involved in REDD+ related activities and be used to support regular dialogue. Since January 2013, young members have been engaged in FGDs and dialogue, which shows increased commitment of the group's members. FGLG's work continues to be promoted beyond the FGLG's circle of members and friends and have an influence in the strengthening of forest governance and in implementing REDD+ Indonesia.

- **Activity 2.3** – Record stories of change from selected FGLG alumnae and produce them in an effective form.

Stories of change related to the impact of FGLG Indonesia activity that have been recorded are as follows:

- 1) Community forest (*Hutan Rakyat* or HR), peoples forest on privately owned lands, in Gunung Kidul District, Yogyakarta.

The development of *Hutan Rakyat* (HR), which are planted and managed with local communities group in Gunung Kidul District, Yogyakarta, has transformed a dry and bare area into a green, forested area. In consideration of the proper management conducted, the area has been certified by FSC (Forest Stewardship Council) and LEI (Indonesian Eco-labeling Institute). However, forest farmers now face some challenges, such as weak local institutions and low market access and capital support to scale up the activities. In the meantime, a new regulation on the timber legality and assurance system (TLAS), implemented in January 2013, has been promulgated. According to this regulation, all wood products should be assessed as legal products, which was perceived as a 'burden' by the community. Recently, FGLG Indonesia assisted the the Ministry of Finance and MoF to assess the possibility of developing investment support for *Hutan Rakyat* (HR). The assessment showed that business in HR is not 'bankable' (for example using a plantation as collateral for loans) and innovative action was therefore needed to help farmers in HR.

In addition, as part of improving governance, FGLG facilitated improvements in the capacity of community groups and heads of villages in the implementation of the Timber Legality Assurance System (TLAS). In collaboration with a DFID project, FGLG carried out a national workshop in

Yogyakarta in July 2012 to formulate HR issues and solutions, both on investment and technical aspects. Participants at this workshop included decision makers in the MoF and the Ministry of Finance and other relevant stakeholders, such as farmers, NGOs, universities and forestry-related associations. To follow up the process, FGLG Indonesia initiated several internal meetings with stakeholders in Yogyakarta, in particular to facilitate funding for community forests or HR from the national budget through the revolving funding scheme. This FGLG initiative was presented at an International Tropical Timber Council (ITTC) side event in Yokohama on 7 November 2012. One aspect of FGLG's intervention in policy is to support MoF and the Ministry of Finance in revising regulation on the 'utilisation of the Reforestation Fund' for investment in HR. The improvement to the regulation was approved at the end of 2012. FGLG has also assisted a community group in Gunung Kidul District to develop a proposal to acquire a line of credit from the Reforestation Fund.

- 2) Sandalwood (*Santalum album* L.) from East Nusa Tenggara

FGLG has been involved in East Nusa Tenggara province in enabling sustainable use of the Sandalwood resource since 2009. The province is among the poorest in Indonesia due to its natural condition and dry and semi-arid area (about 70 per cent). Sandalwood (*Santalum album* L.), an endemic species, has played an important economic role for both local government and communities in the province for long time. Currently, the resource is being rapidly depleted due to weak sustainable resource management policy which discourages local communities from getting involved in managing the resource. In many cases, local communities tend to destroy and throw away the seedlings or poles once they have been recorded (in an inventory). FGLG made best efforts to approach local government, and legislative and other stakeholders to improve the regulation on sandalwood management. The improved regulation is in the final stages of being approved by the legislature. At the same time, FGLG initiated activities to improve the capacity of the local community in sandalwood management planning and to motivate local communities through trainings on the cultivation and distribution of sandalwood seedlings. RECOFTC gave their support by recording the story of change through a short film, which was to be uploaded to *YouTube*. The story of change was also documented and published in sandalwood symposium in September 2012.

ITTO recommended that the story of change in sandalwood management in East Nusa Tenggara be presented at the 49<sup>th</sup> Session of the *International Tropical Timber Council* (ITTC) in Libreville, Gabon in November 2013 – and this was duly done.

FGLG also assisted the local government of East Nusa Tenggara to submit a proposal on 'improving local participation in sustaining Sandalwood' to ITTO to ensure government policies and practices are supportive of community efforts and are applied fairly and equitably.

Stories of change were collected from FGLG alumnae and documented in a suitable format, which can be found on the RECOFTC website (<http://www.recoftc.org/site/FGLG-Stories-of-Change>). An initial discussion was conducted in May 2013 on the idea and scope for the stories of change. Communication with the media (the *Pelita* and *Jakarta Post* newspapers) was also explored to extend the outreach of FGLG activities.

### 3.3 Achieving output 3: 'Findings and lessons from experience relevant to REDD+

To achieve **Output 3** 'Findings and lessons from experience relevant to REDD+ and governance taken up by stakeholders in REDD+ initiatives', FGLG executed the following activities:<sup>22, 23, 24</sup>

- **Activities 3.1** – Synthesise the experiences of REDD+ initiatives on the ground, such as demonstration activities (DA) and voluntary initiatives in all types of forest (production, conservation and community forest), and produce a report in booklet form; and **Activity 3.2** – Organise a national workshop to present results of the synthesis in 3.1 and agree on how to move forward in the future.

As the country with the third largest tropical forest in the world, the Indonesian forestry sector not only contributes to national development, it also plays a significant role in maintaining balance of the ecosystem, including stabilising global emissions. The Ministry of Forestry of Indonesia has tried to accommodate the REDD+ concept into existing policy measures. Accordingly, REDD+ was translated into five main areas where reducing emissions can be carried out by forestry activities: 1) avoiding deforestation; 2) avoiding forest degradation; 3) improving the capacity of conservation forests as carbon sinks and for carbon removal; 4) improving sustainable forest management practices; and 5) enhancing and rehabilitating the role of forests as

media of carbon stock. The fourth area, which is sustainable forest management (SFM), was then elevated to the top to become an umbrella for the remaining four areas, the argument being that remaining REDD+ activities should be directed toward SFM.

At the ground level, SFM practices are being put into demonstration activities (DA) exercises. Among the world's forested developing countries, Indonesia is the most advanced and progressive in terms of the implementation of REDD activities. There are currently seven DAs under the auspices of the government, and more than 30 voluntary initiatives all over the country. The former are undertaken through bilateral government to government cooperation, while the latter are on a voluntary basis and mostly carried out through individual business-to-business relationships, and are acknowledged and supported by individual provinces. The DAs are considered a compliance track mandated by UNFCCC, and an important component of the REDD+ readiness phase. The aim of DAs is to test and develop methodologies relating to reducing emissions from deforestation and degradation. In addition, DA REDD+ serves as a learning-by-doing facility and a means of building commitment and synergy among stakeholders. The development of DA REDD+ is an important component in Indonesia's REDD+ Readiness Strategy, in which various activities related to methodology, policy, involvement of stakeholders are being implemented. For Indonesia, REDD+ is now the banner for forestry. People are concerned that Indonesia is no longer free to utilise its own natural forest resources, and that could signal damage to national sovereignty.

FGLG Indonesia supports the implementation of REDD+ to ensure that related policies and practices improve forest governance and guarantee the rights of local communities. FGLG conducted a synthesis of findings and lessons from experiences in DA REDD+ initiatives to support the improvement of policy/regulations. The assessment was implemented by a consultant and reviewed by the FGLG team (in February to May 2013) through a series of discussions/mini workshops. The product is available on the NRDC website at [www.nrdcf.com](http://www.nrdcf.com), and was delivered to the Ministry of Forestry through the Working Group of Climate Change. The synthesis generated useful findings for improving REDD+ policy in Indonesia.

- **Activity 3.3** – Formulate a draft country position with the UNFCCC Indonesian delegation based on the synthesis (3.1) and workshop (3.2) results.

FGLG members are actively involved in REDD+ talks, both at national and international events. Some FGLG members were also included as negotiators

in COP 18 UNFCCC Doha Qatar and are involved in formulating country positions for REDD+. Three FGDs initiated by FGLG in cooperation with Climate Change Council (DNPI) were carried out from September to November 2012, at which the National Forest Monitoring System (NFMS), MRV and Safeguard Information Systems were discussed.

To follow up the results of COP 18 Doha on REDD+ issues, FGLG hosted an informal meeting on 'The Robust Deforestation Calculation Methodology' and participated in a focused roundtable discussion on 8 February 2013 in Jakarta. The roundtable delivered an outline for robust calculations of deforestation by Indonesia forestry, land use change management, and emissions reduction activities that can be used in accordance with national circumstance and national commitments as a global citizen.

The FGLG team was actively involved in drafting a submission by Indonesia for: 1) coordination on funding for the implementation of REDD+; and 2) a work programme of REDD+. The meeting to formulate the Indonesia submission was conducted on 17 January 2013.

The FGLG team was also actively involved in drafting a submission to represent Indonesia to UNFCCC on policy approaches and positive incentives on issues relating to: reducing emissions from deforestation and forest degradation in developing countries; the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries; and a 'Framework for Various Approaches and New Market based Mechanism' in February 2013. The group also participated in the Bonn Climate Change Conference in June 2013.

### 3.4 Reports and publications

Many reports on activities conducted have been produced upon the completion of each activity since FGLG Indonesia was established in 2004. Some of the available reports and printed materials are:

1. Narrative Reports on FGLG Indonesia for the Period of July 2012 to -January 2013
2. Narrative Reports on FGLG Indonesia for the Period of January-June 2013
3. *Forest Governance Learning Group in Indonesia: Enabling practical, just and sustainable forest use. Workplan for 2010 to 2013*
4. FGLG Report Annual Report 2011

When the cooperation between FGLG Indonesia and the NRDC Foundation was established in July 2012, FGLG Indonesia was given a section on the NRDC

website at <http://nrdcf.com/fglg>. Under this FGLG section, several sub-sections can easily be accessed, including an activities gallery, a list of alumnae, a library, the programme and workplan, and publications. The activities gallery consists of photographs and general explanations of the activities conducted, most published under the month in which they took place. Most of the activities were conducted in 2013. The following photographs have been uploaded:

1. Mainstreaming Gender Meeting with National Council for Climate Change and GIZ, August 2013.
2. Discussion on role of production forests in addressing climate change with TNC Indonesia Team, August 2013.
3. Presentation of ITTO Project Proposal by FGLG member at Directorate General of Forest Utilization, MoF, August 2013.
4. Meeting with UNITAR and National Council for Climate Change (DNPI) team to discuss REDD+ module for policymakers at sub-national level, August 2013.
5. FGLG Alumni meeting to discuss FGLG programme and activities, Ibis Hotel, Jakarta, September 2013.
6. Review of REDD+ module with Center for Forestry Training and Education, MoF, August-September 2013.
7. Consultation with community forestry leaders on timber legality regulation, Gunung Kidul District, Yogyakarta; linking community forests on private lands with REDD+ programme, September 2013.
8. Meeting on green economy in the forestry sector with WG of Climate Change, MoF; recommendation for strategic planning of MoF 2015 – 2019, September 2013.

#### September 2013

1. FGLG alumni meeting.
2. FGD of green economy concept in forestry sector.

#### August 2013

1. Explore a new cooperation with a Swedish-based institution to promote fair trade issues and FSC in community forests.
2. Brainstorming with the writer and FGD on formulating a synthesis of experiences of REDD+ initiatives on the ground.
3. Discussion on TFLET Thematic on Forest Law Enforcement and Trade (TFLET) proposal with DG of Forest Utilization, MoF.
4. FGLG alumnae meeting.

## July 2013

1. Dialogue on Gender Mainstreaming in Climate Change, GIZ-DNPI, Jakarta.
2. Discussion with National Climate Change Council and TNC on improving REDD+ training modules for decision makers at national and sub-national levels.

## June 2013

1. Talk show/debate on standards and guidelines for protection of women in climate projects.
2. Mini workshop to review study on benefit sharing in REDD.

## April 2013

1. Discussion with RECOFTC on preparation of Gender Workshop.

## March 2013

1. Indonesian Communication Forum on Community Forestry (Forum Komunikasi Kehutanan Masyarakat-FKKM) in developing proposal to ITTO.

## Other photographs:

1. FGDs related to REDD+ implementation in Indonesia, organised by FGLG Indonesia on 2 January 2013 and 9 January 2013.
2. Roundtable discussion at Ministry of Forestry on data transparency – 'Rate of Deforestation', 22 January 2013 and 2 February 2013.
3. Reviewed proposals for TFLET on 'Promoting good forest governance through implementation new regulation of legal timber tracking system from community forest in Java and Nusa Tenggara, Indonesia' and 'Strengthening the Capacity of Local Institutions to Sustainably Manage community Forestry in Sanggau for Improving Livelihood and enhancing Carbon Sequestration'.
4. FGD Synthesis Demonstration Activities (DA) REDD+ with developers/initiators in Jakarta, Jakarta 8 May 2013.
5. FGLG member as resource person in Seminar 'REDD+ policy in Indonesia', Bandung Institute of Technology (ITB), Bandung.
6. Field visit to Kuale'u Village in East Nusa Tenggara, March 2013.
7. Discussion in formulating National Strategy to improve the capacity of human resources in addressing Climate Change.

Under 'Alumnae', a list of FGLG Indonesia alumni can be accessed, including the institutions where they work and a description of their role and function. The library also consists of photographs of activities conducted, in addition to those in the activities gallery. Under 'Program and Workplan', the part the aims and objectives of FGLG Indonesia's Workplan for 2010 to 2013 were uploaded under 'Program and Workplan'. Finally, 'Publications' lists the books, papers, articles, and other written materials produced by FGLG Indonesia. Some of the publications include:

1. *Synthesis Experience of REDD+ Initiatives on the Ground*, by Ir. Wandojo Siswanto, M.Sc. Editors: Dr. Agus Justianto, Dr. Irsyal Yasman, Yani Septiani, Lasmini, Happy Tarumadvyanto. FGLG Indonesia, April 2013.
2. *Sandalwood Resources and Its Management in Nusa Tenggara Province, Indonesia*, by Yani Septiani and Titiek Setyawati.
3. *Promoting Forests and Governance Programme in Community Forest in Indonesia through Implementing Timber Legality Assurance System*.
4. *Integrating Gender into REDD+ Safeguards Implementation in Indonesia. November 2012*, by Abidah Billah Setyowati, Jeanette Gurung and Yani Septiani.
5. *REDD+, Governance, and Community Forestry*, RECOFTC, IIED, REDD-Net, July 2011.
6. *Peluang Pemanfaatan Potensi Karbon Hutan dalam Isu Perubahan Iklim*
7. *The Future Role of Plantation Forest and Forest-Based Industry*. Presented to World Forestry Congress XII 2003 – Canada. Aulia P. Aruan.
8. *REDD+ Indonesia: Readiness Phase*, by Doddy Sukadri and Yani Septiani.

# The expected impacts

4

## 4.1 Changes in mindset

Based on the American Heritage® Dictionary of the English Language (2000, updated in 2009)<sup>25</sup>, a mindset is defined as “[a] fixed mental attitude or disposition that predetermines a person’s responses to and interpretations of situations” or “[a]n inclination or a habit”. Change is defined as “to give a completely different form”, or “appearance to transform” (*verb transitive*), or “to become different or undergo alteration” (*verb intransitive*) or “[a] transformation or transition from one state, condition, or phase to another” (*noun*). Therefore, a change in mindset could be defined as “[a] transformation of a person’s mental attitude or disposition from current condition to a new and completely different condition as expected”.

However, put simply, a change in mindset could be defined as a transformation of a way of thinking and actions from simply serving individual needs to contributing benefits to achieving institution or organisation wide objectives (Ngaloken Gintings, 2013).

From this definition, the change in mindset that is expected to occur is in the way of thinking and actions of FGLG participants and members from the current business-as-usual (BAU) condition towards a new way of thinking and actions aimed at pursuing better forest governance implementation in Indonesia. The ‘FGLG way’ of changing a mindset is through a learning process conducted in form of discussions, workshops, writeshops, seminars, field visits, and trainings which involving various resource persons from government and non-government organisations, civil society organisations, research institutions, universities, both at the national and international level. In addition, some FGLG members are also involved in national and international meetings and discussions (talks) as delegates, observers and/or participants.

Based on their experiences, some members have stated that FGLG Indonesia acts as a medium for discussions and exchange of thoughts, and at the same time improves the capacity of its members to contribute to the expected change. The change may not be conducted directly by FGLG members for the most part, but they were in the position to urge policymakers and decision makers to initiate changes to better forest governance in their working environment (Permadi, 2013). As a ‘loose’ forum, FGLG, through its programmes and activities (i.e. learning processes), provides opportunities to participants and members to express their concerns for more responsible forest resources management (Tarumadevyanto, 2013). Equipped with a new mindset, participants and/or members can better influence decision makers and policymakers, through clear, directed and straightforward ideas in their working

environment, towards the expected change. It was clear that the change could not be effected suddenly in the working environment, since many parties are involved. Consequently, FGLG participants or members will be actively involved in explaining unfolding events (Lasmini, 2013).

Tarumadevyanto (2013), who is involved in FGLG Indonesia, described the FGLG process in six components:

1. **Model:** FGLG will present some examples of responsible forest management that could be considered a model. If FGLG is seen as a change facility, any small example could be an inspiration for the change. Therefore, the process may also be considered FGLG wisdom.
2. **Ice breaking:** FGLG could be used as the first step to opening access for further communication with various parties who are involved in forest management and governance in Indonesia.
3. **Learning zone:** FGLG is a learning zone where many methods have been implemented. In creating this, various parties are expected to provide inputs to learning process to be transmitted to other parties in the extended area. Replication processes should also be commenced to distribute the FGLG examples to relevant stakeholders.
4. **Opportunity:** FGLG provides an opportunity for its participants and members to develop themselves, as well as to express ideas and opinion without the boundaries which usually occur due to their bureaucratic positions. Therefore, FGLG could also be seen as a development zone for its participants and members to explore forest governance issues and improve their capacity in forest governance related issues.
5. **Improvement:** FGLG will be enhanced and will developed if the participants and members are committed to self-improvement. The improvement is likely to occur through opening minds to gain inputs and uniting the diverse interests.
6. **Leadership:** FGLG provides an opportunity for career development and for leading the way in governing (natural) forest resources through more sustainable and equitable forest management. Expressing issues and ideas independently could open new opportunities and alternative methods for better forest governance implementation.

From the perspective of individual FGLG members or participants, expectation of FGLG processes can be narrowed down to the need for leadership improvement. This improvement is mainly in capability and capacity in managerial issues and commitment or ‘integrity’ of

leaders to the need to implement change and reform. It should also be noted that FGLG processes could prepare the roadmap to fulfilling this need, both at the individual and community levels (Azis Khan, 2013). Azis Khan further states that though the change will not happen suddenly, the change in the way of thinking and acting and in mindset will occur at the individual and, hopefully, at the community level. If extensive change were to happen at all levels simultaneously, the change would affect the direction, process and substance of policy, among other things. In addition, the spirit and perspective of development planning will also be transformed, for instance from a target-based to a problem-based approach. The situation will release us from the business-as-usual condition, “framing solution without any problem” and lead us to develop programmes and to plan activities due to the need for equitable and sustainable forest governance.

Recognising the importance of leadership in promoting forest governance, a priority shall be to ensure policymakers and decision makers are aware of the results of FGLG-style dynamic learning processes. This includes building idealism into the implementation of programmes and the execution of activities in managing the forest from a more sustainable and equitable perspective. This awareness will raise awareness of the importance of the FGLG learning process for participants and members, as well as for those influenced, both in their own career development and in their capacity to take different opinions and new ideas (Tarumadevyanto, 2013).

The changed mindset within the bureaucracy has grown gradually, especially among those involved in FGLG learning processes or who are often in contact with other parties, both government and non-government organisations, at national and international events. FGLG is able to break the stagnation in communication that usually happens at bureaucratic positions, seniority or topical interests. The open communication developed through FGLG, in terms of ‘no one knows better than anyone else’, has led to the sharing of opinions and experiences which has in turn resulted in problems being identified and solutions recommended (Banowati, 2013). The perception of some bureaucrats within the Ministry of Forestry towards information and forest maps has also changed. Information and maps are more accessible for those who deal with forest management related matters. In addition, the involvement of business actors and the private sector in forestry has shown that openness on information can come from both the producer and consumer sides. However, in some meetings, discussion over the legality and authentication of the published information and maps often occurs due to differences between the institutions. In relation to human resources, the government, the private sector,

NGOs, and lecturers have recognised the need for ‘outstanding’ human resources in the forestry sector in terms of their mindset towards sustainable, equitable and sincere forest management (Dewi Rizki, 2013).

## 4.2 Change in forest policies

Forest policies have essentially been derived from or are based on the Constitution, forestry laws and other forestry-related laws. The main issue is whether the acts promulgated and regulations issued accurately represent the constitution, i.e. are ‘... for the greatest benefits of community’. It is therefore necessary to trace back the spirit of people’s welfare under the constitution and laws in order to better reconstruct forest governance in Indonesia. Many issued regulations and decrees have not been in line with sustainable, equitable, and sincere forest management. Therefore a revisit of the spirit of forestry development for the greatest benefit to the community should be undertaken through a consideration of the aspirations of the relevant communities and parties and concurrently setting the priorities for land and natural resources related development, both at the national and sub-national levels (province and district/regency). The role of the forestry sector in national and sub-national development shall be clearly stated and be respected by other development sectors and local government, in the context of decentralisation. These large and complex tasks cannot be carried out by the government alone, but must be undertaken by concerned stakeholders and the local governments. The same perspectives toward the functions (environmental, social-cultural, and economical) of forests shall be developed to discourage the view that forests are equal to their timber values, as was previously believed during the new order era and the booming of forest concessionaires. In many cases the income generated from the management of forests, especially as non-tax government revenues, is being questioned by several parties. Some communities have also been provoked into obtaining direct uses and benefits from forest resources that lead to illegal practices such as encroachment, poaching and illegal logging. Without any strong leadership and examples from the policymakers and decision makers, the forestry sector cannot escape this complicated situation.

FGLG Indonesia, as an open forum for those who are concerned about forest governance, is keen to contribute to improving forest governance in Indonesia by providing learning processes for its participants and members. Participants and members who have been involved in FGLG processes are expected to pass on their knowledge and positively influence their working environments with a new paradigm of forest

governance. Thus, the spirit of transformation from current business-as-usual condition to a new way of thinking and acting will steadily evolve. Furthermore, it is expected that FGLG could stimulate the government's commitment to improving people's welfare through prudent management of the country's natural resources (Setyawati, 2013). It could be considered that the current policy has not yet been as directed towards good forest governance and sustainable and equitable forest management as expected, since in many cases the management of forests tends to derive benefits for only limited parties (Dewi Rizki, 2013). Change and transformation should be initiated at the policymaker level, followed by socialisation to the activities at the executor level (Gintings, 2013).

Many international conventions and agreements have been ratified by Indonesia through the enactment of laws. However, their implementation has experienced many obstacles, since the related laws have not been followed by proper regulations or been harmonised with existing related laws. In addition, it is uncommon for a sector to evaluate the effectiveness of its policy and its impacts in terms of environmental, social-cultural, and economical values (Setyawati, 2013). This leads to difficulties in internalising international ideas into the Indonesian context as well as their implementation on the ground. It should also be noted that in many cases, the substances of conventions and agreements have not been carefully assessed in the Indonesian context. A weak diplomatic position of the Indonesian delegation may contribute to the acceptance by Indonesia of international conventions and agreements. After ratification, we may come to realise that many of the points could not be implemented on the ground, and even prove troublesome in practice. Therefore, commitment to the acceptance of international ideas must be based on understanding the practical conditions that generate benefits for communities (Azis Khan, 2013). Other FGLG member experience illustrates the difficulties in convincing an organisation to accept a programme due to the organisation's capacity. Likewise, it is necessary to fully understand the capacity of Indonesia – i.e. its related government organisations and institutions – to implement international conventions and agreements, because the emerging gaps will create other difficulties and problems, at the local and national levels, which may influence Indonesia's position internationally.

Within the FGLG forum, many current government policies, including those related to international conventions and agreements, were discussed without hesitation but in responsible ways. The discussions have resulted in many options that were conveyed to decision-makers as inputs in the decision-making process. However, to ensure that the inputs were

being utilised, a mainstreaming process should be undertaken, developing a roadmap for integrating those issues which are related to government plans (Farid, 2013). In mainstreaming into the main tasks of the government and of non-government organisations, universities and/or related institutions, the challenge is in selecting topics and issues to match the needs of the organisations (Banowati, 2013).

However, it must be noted that the change is not likely to occur if the efforts undertaken do not address the main and essential policy in forest management. Most organisation members, including the leader, should be eager and commit to change, since it will not work if conducted partially (Setyawati, 2013). Setyawati also notes that any sustainability process will need PDCA (plan-do-check-act/adjust) in the short and longer terms to ensure it works. The challenges are: 'has it been conducted', 'who should do it' and 'who should monitor and remind people of it'.

Regarding the expected change in forest governance, FGLG, both through its processes and/or through being directly involved in the activities, contributes in three different ways:

1. Forestry policies and regulations improvement
2. Capacity improvement for 'agent of change' and related stakeholders
3. Strengthening communication and coordination among actors in REDD+ related issues

Recommendations based on several assessments, studies, and syntheses conducted have been submitted to the Ministry of Forestry as inputs to related policy formulation. These include: PES for REDD+ benefit sharing; a synthesis of experience of REDD+ initiatives on the ground; an analysis of the role of RIL in climate change; and mainstreaming gender issues into REDD+. Some points on the role of forestry in climate change have also been made as inputs to the Ministry of Forestry Strategic Plan of 2014–2019 preparation, since forestry development activities should be related to emissions reduction. In addition, recommendations resulting from discussions, FGDs, and workshops facilitated by FGLG have been conveyed to relevant government organisations and institutions to be utilised in improving forest policies and regulations. In relation to community forest policy in particular, FGLG activities have provided significant inputs into improving the regulation under which community forests could apply for supporting funds from BLU under the revolving fund scheme. At the field level, facilitation by FGLG, through ITTO support on proposal preparation, has resulted in the improvements in the equity and transparency of local (sub-national) regulation on sandalwood management.

Regarding capacity improvement of 'agents of change' and related stakeholders, FGLG initiated several interactive discussions and FGDs on understanding and promoting SFM as an important option for forest-based climate change mitigation. FGLG, in collaboration with IIED, TNC and UNITAR (as donors), developed learning modules on REDD+ for decision makers at the national and sub-national levels. The modules have been tested with decision makers within the Ministry of forestry and adopted for the REDD+ official curriculum by the Center for Forestry Education and Training (CFET) of the Ministry of Forestry. FGLG, supported by RECOFTC, has also developed training modules for the grassroots level. The modules have been tested with a community in Central Kalimantan, a REDD+ pilot province. Other training has also been conducted in order to improve the capacity of FGLG members and related stakeholders, including on: GHG emissions calculation methods in REDD+ projects based on the IPCC Guidelines 2006; mainstreaming gender into REDD+; a training workshop on the preparation of feasibility studies and project design documents (PDDs) for the REDD+ project; and training on low emission development strategies (LEDS).

The communication approach developed by FGLG has connected the forestry sector and other sectors, and the government (the Ministry of Forestry), NGOs and communities. The government has become more open and transparent in providing data and information related to REDD+, such as the rate of deforestation and the deforestation calculation methodology.

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# Appendix 1: List of those interviewed

1. Agus Justianto
2. Azis Khan
3. Dewi Rizki
4. Happy Tarumadevyanto
5. Irsyal Yasman
6. Lasmini Adi
7. Ngaloken Gintings
8. Pipin Permadi
9. Tetra Yanuariadi
10. Titiek Setyawati
11. Yani Septiani

# Appendices 2: List of figures

Figure 1. The initiative implementation processes

Figure 2. Process of forest management planning, the 'FGLG way'

Figure 3. FGLG way to good forest governance

Figure 4. The process of workplan implementation

# Acronyms

ACM	adaptive collaboration management
Bappeda	<i>Badan Perencanaan Pembangunan Daerah</i> (District Development Planning Agency)
Bappenas	<i>Badan Perencanaan Pembangunan Nasional</i> (National Development Planning Board/Agency)
BLU	<i>Badan Layanan Umum/Badan Pembiayaan Pembangunan Hutan</i> (Public Service Agency/Forest Establishment Financing Agency)
CBFM	community-based forest management
CFET	Center for Forestry Education and Training
CGI	Consultative Group for Indonesia
CIFOR	Center for International Forestry Research
COP	conference of parties
CSO	civil society organisation
DA	demonstration activities
DfID	UK Department for International Development
DNPI	<i>Dewan Nasional Perubahan Iklim</i> (National Climate Change Council)
FGD	focus group discussion
FGLG	Forest Governance Learning Group
FKKM	<i>Forum Komunikasi Kehutanan Masyarakat</i> (Communication Forum on Community Forestry)
GFG	good forest governance
HR	<i>Hutan Rakyat</i> (community forest)
ICRAF	International Centre for Research in Agroforestry
IIED	International Institute for Environment and Development
IPB	<i>Institut Pertanian Bogor</i> (Bogor Agricultural University)
IPCC	Intergovernmental Panel on Climate Change
ITB	<i>Institut Teknologi Bandung</i> (Bandung Institute of Technology)
ITTC	International Tropical Timber Council
ITTO	International Timber Trade Organization
KKI-WARSI	Komunitas Konservasi Indonesia (Indonesian Conservation Community) – WARSI
LEDS	low emissions development strategies
LEI	<i>Lembaga Eko-label Indonesia</i> (Indonesian Eco-labeling Institute)
MFP	Multi-stakeholders Forestry Programme
MoF	Ministry of Forestry of the Republic of Indonesia
MRV	monitoring, reporting and verification
NFMS	National Forest Monitoring System
NGO	non-governmental organisation
NRDC – F	Natural Resources Development Center Foundation
NRM	natural resources management

PDCA	Plan-do-check-act/adjust
PDD	project design document
PES	payment for environmental services
PNPM Mandiri	<i>Program Nasional Pemberdayaan Masyarakat Mandiri</i> (National Program on Community Empowerment – Self Sufficiency)
PSDA	<i>Pengelolaan/Pelestarian Sumber Daya Alam</i>
PSDH	<i>Pengelolaan/Pelestarian Sumber Daya Hutan</i>
PSHK ODA	<i>Pusat Studi Hukum dan Kebijakan Otonomi Daerah</i> (Center for Legal and Policy Study on Autonomy)
REDD+	Reducing Emissions from Deforestation and Forest Degradation plus
RECOFTC	Regional Community Forestry Training Center for Asia and the Pacific – The Center for People and Forests
RI	Republic of Indonesia
RIL	reduced impact logging
RPJMN	<i>Rencana Pembangunan Jangka Menengah Nasional</i> (Mid-terms National Development Plan)
SFM	sustainable forest management
TFLET	Thematic on Forest Law Enforcement and Trade
TLAS	Timber Legality and Assurance System
TNC	The Nature Conservancy
ToR	term of reference
UK	United Kingdom
UNEP	United Nations Environment Program
UNFCCC	United Nations Framework Convention on Climate Change
UNITAR	United Nations Institute of Training and Research
UNREDD	United Nations Reducing Emissions from Deforestation and Forest Degradation
VPA	voluntary partnership agreements
WB	World Bank
WGCC	Working Group of Climate Change
WOCAN	Women Organizing for Change in Agriculture & Natural Resource Management
WWF	World Wide Fund for Nature (World Wildlife Fund)
YGB	<i>Yayasan Gita Buana</i> (Gita Buana Foundation)

This report presents the story of Indonesia FGLG, one of ten in-country partners that form the international Forest Governance Learning Group (FGLG). By providing an in-depth and personal insight into its activities and achievements, the report recounts the setbacks and successes experienced by FGLG Indonesia as it has evolved from a group of young, concerned foresters through to its current status as a multi-stakeholder forum. The report provides an overview of FGLG Indonesia's activities so far including case studies, lessons learnt and examples of its achievements as a community-led forest governance initiative within the particular context of the Indonesian forestry sector.

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International Institute for Environment and Development  
80-86 Gray's Inn Road, London WC1X 8NH, UK  
Tel: +44 (0)20 3463 7399  
Fax: +44 (0)20 3514 9055  
email: [info@iied.org](mailto:info@iied.org)  
[www.iied.org](http://www.iied.org)



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