

**FOREST GOVERNANCE LEARNING GROUP IN INDONESIA:
Enabling practical, just and sustainable forest use**

**APPENDIX 1. WORKPLAN
JULY 2006**

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1. Introduction

Many lists of ingredients for good governance in forests are available. The challenge is therefore not *what* but *how* to put the right leadership, institutions, policy decisions and practical systems in place. The Forest Governance Learning Group (FGLG) aims to respond to this challenge. FGLG is an alliance of independent agencies in Africa and Asia, aiming to exchange and spread learning about enabling practical, just and sustainable forest use. It is coordinated by the International Institute for Environment and Development (IIED). Indonesia is one of the Asian countries where the FGLG is active¹.

Internationally, the work of the forest governance learning group covers four outputs:

- **Output 1.** *Poverty reduction strategies, national forest programmes, decentralization programmes* and related processes that better enable improved forest governance
- **Output 2.** *Illegal and corrupt forestry that degrades livelihoods is reduced* through the adoption and spread of practical approaches to improve forest governance
- **Output 3.** *Forestry enterprise initiatives and private sector associations* that comply with the law and spread practical approaches to improve forest governance
- **Output 4.** *Ownership, access rights, policy and management frameworks* that are improved to support local control and benefit from forestry

The purpose of the work is threefold: to (i) spread learning about workable approaches to good forest governance; (ii) make measurable progress in improving sustainable local returns to livelihoods from law enforcement, private sector responsibility and enhanced local ownership and access rights; and (iii) build long-term capacity to spread these improvements.

2. Focus in Indonesia

Although democracy and decentralisation of power are developing well in Indonesia, forest and forest-based livelihoods still face threats from conflict between the state and big business on one hand and local people on the other, compounded by tension between central and local government and poor recognition of community rights and access. Nationally, civil society and elected national government are concerned with promoting good governance in all sectors. In the forestry sector, there are many opportunities for innovation, from reform of the forestry legal framework through to transforming institutions and local processes.

Indonesia already has many multi-stakeholder forums on forestry issues. Existing groups and networks include:

- KPSHK
- Walhi network
- DFID and CIFOR ACM (Jambi) – dealing particularly with scaling-up issues
- LP3ES environmental governance learning group
- FLEGT process, including its learning components
- Capacity building project funded by Ford Foundation and operated by RECOFTC

Thus the FGLG in Indonesia is seeking not to replicate these active forums – but rather to complement and add to them. Therefore the FGLG in Indonesia will build upon the earlier namesake FGLG, a government-based group that has had some success in providing a safe learning environment for government staff to discuss controversial issues.

The specific subject focus of the group will depend on topical challenges and the needs of group members during each of the six-month cycles of the group (see Section 4 below).

¹ For an overview of the work of the FGLG internationally see www.iied.org/NR/forestry/projects/forest.html. A CD-ROM of all documentation produced by the Group in its inception phase 2003-2004 is available from forestry@iied.org

3. Aims and objectives of the FGLG in Indonesia

The overall aim of the FGLG in Indonesia is to support key actors to implement good forest governance at organisational, community, district and national levels.

Specific objectives of the FGLG in Indonesia are to:

- Exchange and spread learning about workable approaches to good forest governance
- Make measurable progress in improving practice within government and in relationships among other actors (other government departments, local government, private sector, NGOs)
- Build long-term capacity of leaders to tackle rapid change, complexity and uncertainties in the forestry sector
- Provide materials, tools, and guidance on implementing good forest governance

4. Themes and key questions

The group will define its own themes, based on focused goals and outputs over six-month time periods. Participants will concentrate on issues of policy implementation rather than on issues of formulating regulations. The interchange between district-level and national-level groups will inform this discussion. Since governance is much more than legislation, the group will consider governance more broadly, looking at how the interplay of actors (power), processes and contexts lead to real outcomes for forests and people.

Some suggested themes for the FGLG that came up during the coping visit to Indonesia were:

- PP34 review and implementation (perhaps one area of the PP34 might be selected by the group)
- Community-based logging in West Papua and West Kalimantan (dependent on district-level groups in these areas)
- Analysing and presenting community forestry in economic terms (to “sell” community forestry both as a competitive land use and as an effective route to poverty reduction, to local and national government)
- Implementation of 2004 policy on collaborative management of protected areas (promising policy, but no road map yet for implementation)
- Decentralisation and hence relationships among central government, district government, private sector and communities

More directly governance-based themes are also possible (instead of or overlapping with more subject-based themes):

- Use of consultation during policy formulation and implementation (internal consideration of how consultation inputs are taken on; using PP34 as an example)
- Use of ideas “from the outside” (relationships with forestry approaches from the international community, donors, regional influences)
- Changing role of forestry in Indonesia (away from high value logging) and implications for structure, function and capacity of the Ministry of Forestry
- Accountability and corruption in the Ministry of Forestry and external perceptions of this (learning for example from other ministries)

5. Structure and activities of the FGLG in Indonesia

During the past two years, a group called FGLG (independent of RECOFTC and IIED) has operated in the Ministry of Forestry, with successful learning and progress on forest governance. Consent by senior staff means that we can activate a new version of this group. The new group will be an “FGLG+”, similar to the previous group but building from its lessons, and drawing in a few key individuals beyond the Ministry of Forestry. We propose a national-level group linked with

a district-level group, each with separate membership and meeting schedules, exchanging learning between the two groups to collaborate on issues of central-local governance and policy implementation.

The national group and the district group will each have a membership of 8-10 people who work on various issues (not just in forestry) over a period of six months (a “semester”). They will meet fortnightly and each session lasts for two to three hours. Over 2.5 years it is expected that there will be 40 alumni of the group at national level.

Participants will be recognised innovators who are already doing active projects to change governance in forestry. The group will give them an opportunity to gain inspiration and to work through challenges in their work. There will be a mix of women and men. Members will come from:

- Ministry of Forestry
- Other government ministries
- NGOs and private sector, where membership by these groups will not compromise the ability of government members to communicate openly on difficult governance issues

The FGLG convenor, aided by the facilitators' group, will advertise the FGLG widely and select members for each semester on the basis of recommendations from peers and past FGLG members and proven flair for innovation. The FGLG convenor will attempt to group FGLG members within a semester who are interested to work on a specific theme.

During the six-month semester, each participant will get core materials and some other additional optional materials to improve his or her capacity. It can also be a skill that they wish to learn, such as facilitation, conflict resolutions, and so on. It is expected that by undergoing this learning group, each participant will be more aware of their position in the change process that they are going through, or about to take.

It needs to be emphasised that although FGLG Programme will not give financial support to the participants. However, it does provide extensive learning space and resources for them. Further more, the best idea that come out of each Learning Group or cohort will be proposed by FGLG to be included in IIED inter-country learning group.

The group will work on individual and shared tasks, aiming to consider a wide range of options and to put good ideas into practice, rather than to develop policy recommendations.

The group will devise indicators of learning to measure progress. These might include “perception indices” to assess the various components of governance (e.g. actors, processes, contexts, policy statements) in terms of what has changed over time, or in comparison between sites. One of the functions of the group will be to design a model to measure governance learning and to measure change, probably based on existing models, such as the governance pyramid, or a related pillar model. Other initiatives such as YAPPIKA's civil society index will help.

The district-level group will be at Kendari, South-East Sulawesi, based on the existing DFID-MFP network at the site, bringing in government staff, NGOs, parliamentarians and others. The group is self-initiated, but has received support from the DFID MFP. This project will provide support and stimulus to the Kendari group through information and occasional facilitation. DFID resources will help.

The group will be overseen by a facilitators' group comprising members from the earlier FGLG steering committee:

- Linda Yuliani, CIFOR - l.yuliani@cgiar.org
- Dani Munggoro, Inspirit - danie@inspiritinc.net
- Tri Nugroho, DFID-MFP - treenug@cbn.net.id
- Tetra Yanuariadi, WWF - tyanuariadi@wwf.or.id
- Agus Justianto, Ministry of Forestry and DFID - ajustianto@dfid.or.id

- Suraya Afif, University of Indonesia - safiff@inspiritinc.net
- Aziz Khan, FLEGT Programme
- Yurdi Yasmi, CIFOR - y.yasmi@cgiar.org

RECOFTC and IIED will provide support to the group in response to specific requests from the convenor, facilitators' group and members. These inputs might include:

- Governance materials for translation
- Ideas on indicators for the FGLG (e.g. indicators of learning)
- Training materials and videos
- Links to regional and international programmes and events
- Bringing in international perspectives and expertise (e.g. suggestions of guest speakers)

Links with other organisations may also be relevant, such as:

- The FLEGT programme, which includes a governance expert (Mike Tyson-Taylor) and a training expert (Fazrin)
- Transparency International, which has been working on a National Integrity System and Ministry Integrity System for extractive industries
- Telapak and EIA, which continue to collaborate on civil-society-based approaches to forest legality

6. Activities of the FGLG during one semester

The progression of activities for the 8-10 members of the FGLG during one six-month semester will be:

Choose theme	Make a practical workplan	Participate in learning events	Implement change in the workplace	Review experience	Write a practical briefing
					➔

Choose theme. As far as possible, the FGLG members of one cohort will work on a single joint theme, to maximise the sharing of learning and maintenance of a clear, relevant focus for the group. The theme will always fall within one of the four broad objectives of the FGLG, but the actual chosen theme will be far more specific. Some examples of possible specific themes are shown in Section 2.

Make a practical workplan. At the first meeting, the group will develop practical workplans for (a) the group as a whole and (b) for individual action on forest governance in the individual's workplace – finishing written workplans for homework. The workplan will be short, direct and practical. It will state objectives (what changes the group and individuals want to achieve by the end of the semester) and what is needed to achieve those objectives. The table below will be used to guide the participatory process towards the workplans.

Baseline questions	<ul style="list-style-type: none"> • What is current practice in the area of forest governance selected as the theme? • What are the opportunities for change?
Learning outcome questions	<ul style="list-style-type: none"> • What will the individual FGLG member or members be able to understand as a result of the FGLG project?

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Process questions	<ul style="list-style-type: none"> • How will members share and spread their knowledge, capacity and actions to change forest governance practice at the level of their organisation? • How will the foreseen changes in practice influence forest governance?
Impact questions	<ul style="list-style-type: none"> • What indicators will be used to assess whether change has occurred in organisational practice? • What indicators will be used to assess whether changes in organisational practice have led to positive impacts on forest governance?

Participate in learning events. The FGLG convener and facilitators will collect materials for the FGLG members appropriate to their theme. They will then hold a 2.5 hour meeting every two weeks for four months, giving a total of eight meetings per semester. In addition, occasional seminars will be held with provocative speakers, as the opportunity arises.

Implement change in the workplace. Each FGLG member will try to share learning among colleagues and implement changes in their own workplace, towards better forest governance.

Write a practical briefing. Each FGLG member will work individually or in partnership to write up a practical briefing based on the learning during the semester. Design of the briefing will follow the table below. The five best briefings from each semester will be published as attractive leaflets in Bahasa Indonesia for targeted distribution to the identified audience.

Audience questions	<ul style="list-style-type: none"> • Who needs to know about this subject area? • What is the key message to get across to them?
Content questions	<ul style="list-style-type: none"> • What evidence is needed to support the key message of the briefing? • What are the practical steps that the audience can take to improve the implementation of good forest governance?
Style questions	<ul style="list-style-type: none"> • What writing style is best for the audience? • What visual materials can work in the briefing?

Review experience. In the final meeting of the group, participants will revisit their workplans and their chosen indicators of change to assess achievements and learning. The convener will take responsibility for writing up this assessment to distribute among present and future FGLG members.

Graduation ceremony. The semester will end with a small ceremony for participants who have finished their proposal of change action. The graduates will become fellows and will hold responsibilities to be facilitators of the next cohort.

7. Outputs of the FGLG in Indonesia

Two learning hubs: One each in Bogor for the national group and Kendari for the district group. Each will be designed as a "mini university" with internet access, a library and a small learning room.

Two learning groups working on specific forest governance issues: Interlinked national and district learning groups will meet regularly to work towards practical solutions to specific governance issues in their own forestry work.

Up to forty graduates of the national learning group: Four sets of 8-10 members of the national level learning group will graduate from four six-month semesters over the course of the FGLG in Indonesia.

Twenty practical briefings on how to implement good forest governance: Each member of the FGLG will produce a short briefing paper that gives practical guidance on implementation of forest governance. For each semester, the best five briefings will be published, giving a total of 20 published briefings.

Structured reflections on and appraisal of governance learning. Each semester, members of the FGLG will develop a set of indicators to assess whether and how learning on governance has occurred. They will use these indicators to appraise learning in their own workplace through the course of the FGLG.

Connection with other forums and ongoing policy processes: FGLG will cooperate with national networks and projects such as the Multi-stakeholder Forestry Programme (DFID), Levelling the Playing Field (CIFOR), Adaptive Collaborative Management (CIFOR), Community-based Forests Management Networks (KPSHK) and the Forest Law Enforcement, Governance and Trade Support Project (FLEGT).

8. Timeframe and review

This work plan will be monitored and revised as work progresses.

APPENDIX 2. BUDGET

APPENDIX 3. LOGICAL FRAMEWORK

Outputs and Indicators (of the international forest governance learning group project)	Outputs and activities in Indonesia (contributing to the international outputs)	Necessary activities by convenor, facilitators and administrator	Budget (In Euros, noting too where further funding will be sought)	Total (Euros)	Budget breakdown by year (Euros)		
					2006	2007	2008
Output 1. Poverty Reduction Strategies, National Forest Programmes, Decentralization Programmes and related-processes that better enable improved forest governance							
1.1 Entry points are identified, in the formation and implementation of Poverty Reduction Strategies (PRSS), national forestry programmes (nfps), decentralisation and related programmes, to make forest governance improvements such as tackling illegality, increasing local ownership and access, and enabling sustainable community forest management	The FGLG workplan presents a strategy for engagement and influence in forest governance at district and national levels.	FGLG will disseminate information on FGLG in Indonesia to identified potential participants who are interested in promoting Good Forest Governance, both inside and outside the forestry sector. FGLG will receive 10 people per semester – with strategic action to engage members who are innovators in various spheres of forest governance.	Human res Travel Equip & supplies Office costs Other costs				
1.2 Forest Governance Learning Group (FGLG) - of key decision makers both inside and outside the forest sector - agrees to implement well targeted change within the above programmes	Each FGLG participant will obtain access in conducting the above programmes.	Each FGLG participant will develop a personal proposal to achieve the said transformation in his or her working area. For one semester, each FGLG participant will conduct a thorough learning process through seminars, workshops, training and writing sessions.	Human res Travel Equip & supplies Office costs Other costs				
1.3 FGLG work plan defines practical steps to tackle illegal and corrupt forestry, develop responsible forest enterprise and its	An integrity pact for promoting better forest governance will be produced by the district-level FGLG.	FGLG participants shall have a personal action plan to encourage Good Forest Governance practices after learning together for one semester.	Human res Travel Equip & supplies Office costs Other costs				

associations, and improve ownership and access for communities in each of the above programmes							
1.4 Lesson learning, capacity and support for FGLG develops within national and international programmes	Workshop(s) and training(s) in regards to facilitation, writing and conflict resolution skills will be given to FGLG participants.	All FGLG participants will participate in writing a publication for their class in order to portray their lessons learnt from the on-going process.	Human res Travel Equip & supplies Office costs Other costs				
Output 2. Illegal and Corrupt Forestry that degrade livelihoods are reduced through adoption and spread of practical approach to improve forest governance							
2.1 Initial findings from Sub-Saharan Africa, on practical approaches to address the impacts of illegality-poverty links, promoted widely	Not applicable	Not applicable	Human res Travel Equip & supplies Office costs Other costs				
2.2 New assessments in South Asia complement body of knowledge and refine approaches to tackling impacts of illegality-poverty links	A series of practical briefings on forest governance in Indonesia will result from the programme, including on the links between poverty and illegality.		Human res Travel Equip & supplies Office costs Other costs				
2.3 Findings shaped into specific guidance materials and tools to effect change within strategic frameworks (PRs, nfps, decentralisation and related processes)	A series of practical briefings on forest governance in Indonesia will result from the programme.	The convenor and facilitators will help FGLG members produce materials and tools to better equip the stakeholders in promoting good forest governance.	Human res Travel Equip & supplies Office costs Other costs				
2.4 Key decision makers in the above strategic frameworks support practical changes that directly contribute to in-country implementation of the EC Action Plan for FLEGT	A joint seminar will be held to boost up the implementation of good forest governance in accordance with the EC Action Plan for FLEGT.	The FGLG convenor will make an explicit link with the FLEGT programme in Indonesia.	Human res Travel Equip & supplies Office costs Other costs				

2.5 Training events developed and held to build long term capacity relating to tackling illegality and enhancing livelihoods	The subject matter of the FGLG at local and national levels will include discussion of illegality and livelihoods. This will be reflected in written project outputs.	The convenor and facilitators will include training in the repertoire of learning sessions with FGLG members.	Human res Travel Equip & supplies Office costs Other costs				
2.6 Evaluations of progress carried out	Each cohort will develop and use indicators of learning at personal and organisational levels.	FGLG facilitators will support development of the indicators and an evaluation workshop at the end of the FGLG period.	Human res Travel Equip & supplies Office costs Other costs				
Output 3. Forestry Enterprise Initiatives and private sector associations that comply with the law and spread practical approaches to improve forest governance							
3.1 Understanding developed of the main opportunities and constraints for enterprises in legal compliance	A series of practical briefings on forest governance in Indonesia will result from the programme, including materials on fair trade and other opportunities for forest business.	FGLG will work together with the MFP and private sector to conduct seminars on fair, sustainable and beneficial forestry business.	Human res Travel Equip & supplies Office costs Other costs				
3.2 Necessary steps to foster greater compliance - through changes in policy, technical support, finance, private sector organisation and action within the labour force - identified and widely accepted	Materials and guidance in encouraging changes in forestry sector business will be provided by FGLG.	FGLG will work together with MFP, conducting seminar(s) on fair, sustainable and beneficial forestry business.	Human res Travel Equip & supplies Office costs Other costs				
3.3 Practical tools and incentive mechanisms implemented to foster strategic change and greater compliance	Members of the FGLG will create and implement specific plans for change in their own organisations that will lead to positive impacts on forest governance.	FGLG will assist members through sourcing existing tools and incentive mechanisms for members to adapt and implement.	Human res Travel Equip & supplies Office costs Other costs				
3.4 Best-practice groups established and supported within enterprise associations to implement solutions for greater compliance	The FGLG will include members from the private sector.	The convenor will identify and invite potential members from small-scale and large-scale forestry businesses to join the learning group.	Human res Travel Equip & supplies Office costs Other costs				

3.5 Private sector reporting and monitoring network successfully piloted to exchange information on progress	Members from the private sector will monitor and report on governance change.	Writing workshops and an end-of-project participatory evaluation will provide key insights.	Human res Travel Equip & supplies Office costs Other costs					
Output 4. Ownership, access rights, policy and management frameworks that are improved to support local control and benefit from forestry.								
4.1 Participatory review completed, and reform options identified, on local land tenure and forest resource access and the impact of governance processes	Ownership, access rights, policy and management frameworks in Indonesia will be reviewed by FGLG.	Working together with Community-based Forest Management Network (KPSHK), the FGLG convenor will collate and pass on case studies on local land tenure to FGLG members.	Human res Travel Equip & supplies Office costs Other costs					
4.2 Tools and guidance materials delivered to communities and their supporters about how to improve their control over ownership and access rights	A series of practical briefings on forest governance in Indonesia will result from the programme, including materials on control over and access to forest resources.	The FGLG will hold writing workshops to support writing of all materials.	Human res Travel Equip & supplies Office costs Other costs					
4.3 Key decision makers from appropriate sectors governing land and resource ownership and access engaged by FGLG to strengthen the control by local communities in sustainable forest resource management	The FGLG will support local initiatives in South-East Sulawesi and connect these into national-level policy processes.	FGLG will hold national and regional levels workshops (in South East Sulawesi) to address the local community's tenure problems.	Human res Travel Equip & supplies Office costs Other costs					
4.4 Lesson-learning and training events held in new governance options for secure local tenure and frameworks to foster community based forest management	FGLG will hold learning events at district and national levels to support and innovate governance options for more secure community-based forest management.		Human res Travel Equip & supplies Office costs Other costs					

4.5 Process of participatory monitoring of changes in ownership, access and policy frameworks installed amongst active community organisations and local NGOs	Participatory monitoring in community forestry areas that have gained recognitions will be encouraged by FGLG through community organization and KPSHK.	FGLG and the national network will encourage the community to track changes as a social learning process at community level.	Human res Travel Equip & supplies Office costs Other costs				
Total EURO			EUR74,550				