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STRENGTHENING FOREST MANAGEMENT UNIT FOR SUSTAINABLE FOREST MANAGEMENT AND COMMUNITY EMPOWERMENT

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SDGs:



Countries:

Indonesia

Project Codes:

TCP/INS/3602

FAO Contribution:

USD 270 000

Duration:

18 July 2016 – 30 November 2018

Contact Info:

FAO Representation in Indonesia

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Implementing Partner

Ministry of Environment and Forestry.

Beneficiaries

The National Agency for Extension and Human Resources Development (BP2SDM) and their related centres, in particular the Centre for Extension and Centre for Education and Training (CET), through piloting of activities in two Forest Management Units (FMUs), namely FMU Production Dolago Tanggunung (DOTA) and FMU Conservation Bantimurung Bulusaraung (BABUL).

Country Programming Framework

CPF Priority 2: Sustainable natural resource management for crops, livestock, forestry and fisheries.



BACKGROUND

Indonesian forests are home to some of the most biologically diverse forests in the world. The total forest area in the country is 124 million ha.

Forests play a critical role in community welfare. As such, the Government promotes the use and management of forest resources to support national development goals in a manner that is environmentally sustainable, economically viable and socially equitable.

To date, deforestation, illegal logging, forest encroachment and forest fires have been a major problem in the forestry sector. According to FAO's Global Forest Resources Assessment 2015, the rate of deforestation remains alarmingly high. It was reported that Indonesia underwent annual forest loss of 684 000 ha between 2010 and 2015, a figure second only to Brazil in terms of the rate of annual forest reduction in the last five years.

Another change in forestry has been the decentralization of the management of production forests to district level through Government Regulation Number 38 in 2007. However, deforestation in production forests was reported as being the highest in terms of forest type, indicating that the decentralization policy may not have been as effective as was initially hoped.

In order to address these problems, the Government of Indonesia has made a fundamental change in its forest management policy, establishing and operationalizing Forest Management Units (FMUs) in an attempt to ensure better management of the remaining forests.

FMUs are expected to ensure the certainty and security of the forest, as a pre-condition for sustainable forest management. FMU, as a way of decentralizing and delegating authority, is characterized by a clear division between the functions of the authority of government affairs and forest operations.

Defining an FMU area is largely based on specific ecosystem characteristics of the watershed rather than by administrative boundary. There are three types of FMU defining the main focus of its operation and management – FMU production (FMUP), FMU protection and FMU conservation.

The main purpose of the present project was therefore to strengthen FMU human resources and empower local communities to enjoy the full benefits of FMU. In the long term, FMU human resources were expected to gain greater knowledge and competency, while forest-dependent communities were expected to benefit from more meaningful engagement in forest management, for their own socio-economic and environmental benefits.

IMPACT

Two targeted FMUs with improved human resources capacity now manage the forests areas under their responsibility in a sustainable way.

The Human Resource Development (HRD) plan of the two targeted FMUs in South and Central Sulawesi was developed as reference for institutional and personnel capacity-building of FMUs by the Ministry of Environment and Forestry (MOEF), with a view to sustainable forest management implementation (SDG 15).



ACHIEVEMENT OF RESULTS

A number of achievements were recorded under each project output.

Output 1: HRD plan for two pilot FMUs in South Sulawesi developed

Given that the scheduled split of the FMU Production (FMUP) Jeneberang in South Sulawesi into a number of individual FMUs could not be finalized during the project implementation period, the Government decided to replace FMUP Jeneberang with FMU Dolago Tanggunung (DOTA) in Central Sulawesi, where the Long-term Development Plan was endorsed by the Ministry.

An additional inception workshop was conducted in Palu, Central Sulawesi Province as a follow-up action to the replacement mentioned above.

Output 2: Training to improve human resources capacity

The e-learning module of conflict resolution and the Nature Tourism Guide were developed and uploaded to the e-learning platform of the Education and Training Centre (PUSDIKLAT) of the MOEF at the following address: <http://elearning.menlhk.go.id/>. The topics were selected based on the recommendations of validated Training needs assessment (TNA) results and super-priority criteria of both FMU targets. In addition to the curricula, learning materials were also prepared.

The e-learning and its materials were validated through blended (online and face-to-face) training methods for targeted FMUs personnel, including the Farmer Field School (FFS) facilitator.

Output 3: Field training for (targeted) community groups in two pilot FMUs accomplished

FFS were facilitated by the national consultant on extension and Training of trainers (ToT) carried out on honey bee culture and its management for (targeted) community groups in two pilot FMUs. A total of 20 field facilitators and nine Forest Community Group representatives (from both FMUs) took part in the training.

Output 4: Action plan for the establishment of Public Service Board (BLUD) of FMUP prepared

The main technocratic document of the BLUD and its business/action plan for the targeted FMU DOTA in Central Sulawesi was prepared and is ready for final submission to the Governor, with a view to obtaining official endorsement for the formal establishment of the BLUD. This achievement exceeded the original target of preparing the draft only.

The service provider engaged with the BLUD document formulation, IPB, undertook a number of visits to discuss the necessary steps towards BLUD approval with the Provincial Forestry Office of Central Sulawesi.

IMPLEMENTATION OF WORK PLAN

A challenge was encountered in the shape of the location change from FMUP Jeneberang in South Sulawesi Province to FMUP DOTA in Central Sulawesi Province. The activities of the four project outputs were delayed for around two months until the decision was made to change to FMUP DOTA. The project conducted a small inception workshop in Palu, Central Sulawesi Province, which was well received by the Head of the Forest Services. The national consultant for the HRD plan has begun to visit FMUP DOTA and has met the head of the unit in order to discuss further follow-up activities.

The implementation of activities in Outputs 2 and 3 was adjusted as a result of the exclusion of a single decision on Non-Timber Forest Products (NTFPs) for honey bees and bamboo, but also due to time constraints.

The unexpected change in location was properly managed with full support from the MOEF, in particular with the updating of potential FMUP units eligible to replace the FMUP Jeneberang. In addition, support and arrangements were provided by the head of the Forest Service of Central Sulawesi and the head of FMUP DOTA. The National Project Coordinator (NPC) and FAO updated the project risks in time and made rapid progress in addressing the key risks. Intensive internal discussions were conducted between the NPC, FAO and the HRD plan national consultant, resulting in a single decision, which was also supported by the Lead Technical Officer.

The project performed well in managing the environmental and social risks caused by the projects, including unanticipated risks such as time delays in the budget for implementing output activities.

FOLLOW-UP FOR GOVERNMENT ATTENTION

Monitoring and evaluation activities are needed in order to follow up the impact of the implemented HRD plan. This includes TNA, training on e-learning and FFS in both FMU target areas.

SUSTAINABILITY

All parties now have equal access and opportunities to conduct business using the resources derived from production forests, with a view to forming new forestry business configuration. FMUs play a critical role in facilitating this new paradigm. As such, a target has been set to establish 347 FMUPs by 2019 to cover all production forest areas. As of 2017, 212 had been established, of which 91 had already developed their Long-Term Forest Management Plans, including social forestry programmes.

Although attention was paid to gender equality, there were more male than female participants in the conflict resolution face-to-face training and in the field schools in both FMU target areas, the result of membership numbers of the local forest farmer groups.

Environmental sustainability was apparent in the attitude and capacity-building of participants, mainly from FMUP DOTA, in managing conflict through face-to-face conflict resolution training, but also in that of forest farmer groups towards the sustainable forest management and conservation of FMU Conservation Bantimurung and FMUP DOTA.

The project positively contributed to the development of local knowledge on honey bee management through the development of field school modules and the effective implementation of honey bee management field schools in two FMU target areas.

DOCUMENTS AND OUTREACH PRODUCTS

- ❑ Back-to-Office Report of the National Consultant on HRD Plan to Palu. A. Aruan. Jakarta. 2017. 3 pp.
- ❑ Back-to-Office Report of the National Consultant on HRD Plan to Makassar (28-31 August 2017). A. Aruan. Jakarta. 2017. 3 pp.
- ❑ Back-to-Office Report of the National Consultant on e-learning to Makassar (29-30 August 2017). W. Supartono. Jakarta. 2017. 3 pp.
- ❑ Back-to-Office Report of the National Consultant on HRD Plan to Palu (5-7 September 2017). A. Aruan. Jakarta. 2017. 3 pp.
- ❑ Back-to-Office Report of the National Consultant on extension to Palu (6-7 September 2017). T. Danisworo. Jakarta. 2017. 4 pp.
- ❑ Back-to-Office Report of the National Consultant on extension to Palu (28-30 September 2017). T. Danisworo. Jakarta. 2017. 4 pp.
- ❑ Back-to-Office Report of the National Consultant on e-learning to Jakarta (26 January 2018). W. Supartono. Jakarta. 2018. 2 pp.
- ❑ Back-to-Office Report of the National Consultant on extension to Makassar and Palu (21-24 March 2018). T. Danisworo. Jakarta. 2018. 5 pp.
- ❑ Back-to-Office Report of the National Consultant on extension to Makassar (22-24 April 2018). T. Danisworo. Jakarta. 2018. 7 pp.
- ❑ Back-to-Office Report of the National Consultant on extension to Palu (29 April – 3 May 2018). T. Danisworo. Jakarta. 2018. 7 pp.
- ❑ Back-to-Office Report of the National Consultant on extension to Palu (15-19 May 2018). T. Danisworo. Jakarta. 2018. 6 pp.
- ❑ Back-to-Office Report of the National Consultant on e-learning to Bogor (1-2 June 2018). W. Supartono. Jakarta. 2018. 6 pp.
- ❑ Back-to-Office Report of the National Consultant on e-learning to Palu (4-6 July 2018). W. Supartono. Jakarta. 2018. 7 pp.
- ❑ Back-to-Office Report of the National Consultant on e-learning to Makassar (25-27 July 2018). W. Supartono. Jakarta. 2018. 8 pp.
- ❑ Back-to-Office Report of the National Consultant on extension to Makassar (28-30 August 2018). T. Danisworo. Jakarta. 2018. 4 pp.
- ❑ End of Assignment Report of the National Consultant on HRD Plan. A. Aruan. Jakarta. 2018. 20 pp (excluding attachment).
- ❑ End of Assignment Report of the National Consultant on e-learning. W. Supartono. Jakarta. 2018. 16 pp (excluding attachment).
- ❑ End of Assignment Report of the National Consultant on extension. T. Danisworo. Jakarta. 2018. 12 pp (excluding attachment).
- ❑ HRD Plan (Quantity). FMU Conservation Bantimurung and FMUP DOTA. A. Aruan and MOEF Human Resource Development Planning Center (PUSRENBANG). Jakarta. 2018. 1 p.
- ❑ HRD Plan (Quality). FMU Conservation Bantimurung and FMUP DOTA. A. Aruan and MOEF PUSRENBANG. Jakarta. 2018. 1 p.
- ❑ Measurement results and validated TNA recommendations. A. Aruan and MOEF PUSRENBANG. Jakarta. 2018. 61 pp.
- ❑ Modules for conflict resolution and Nature Tour Guide. W. Supartono and MOEF PUSDIKLAT. Bogor. 2018. 70 pp.
- ❑ Curriculum, field school plan agenda and field school guidelines. T. Danisworo and MOEF Extension Centre (PUSLUH). Jakarta. 2018. 21 pp.
- ❑ An academic paper on Action Plan Development of BLUD – FMUP DOTA. Prof. B. Nugroho. Bogor. 2018. 70 pp.
- ❑ Measurement assessment tool for FMU apparatus. MOEF PUSRENBANG and FAO. Jakarta. 2018.



ACHIEVEMENT OF RESULTS - LOGICAL FRAMEWORK

Expected Impact	Effective FMU implementation to achieve sustainable forest management		
Outcome	Strengthened human resource capacity of FMU to manage forests sustainably through training and extension programmes		
	Indicator	Number of trained FMU human resources with capacity to manage forests sustainably.	
	Baseline	<ul style="list-style-type: none"> Lack of trained FMU human resources. Human Resources Officer of FMUs has limited capacity for mapping their HR competency units. 	
	End Target	Two targeted FMUs with improved human resources capacity manage the forest areas under their responsibility in a sustainable manner.	
	Comments and follow-up action to be taken	<p>Achieved.</p> <p>The HRD plan of two targeted FMUs in South and Central Sulawesi was developed as reference for institutional and personnel capacity-building of the FMU by the MoEF towards sustainable forest management implementation (SDG 15). Monitoring and evaluation activities are needed in order to follow up the impact of the implemented HRD plan. This includes TNA, training on e-learning and FFS in both FMU target areas.</p>	
Output 1	HRD plan for two pilot FMUs in South Sulawesi developed		
	Indicators	Target	Achieved
	<ul style="list-style-type: none"> Number of FMU HRD plans. Number of inception and terminal workshops conducted (in Makassar and Jakarta). 	<ul style="list-style-type: none"> Two HRD plans developed – one in FMUP DOTA in Central Sulawesi, one in FMUC Bantimurung Bulusaraung in South Sulawesi. Three inception workshops in Jakarta, Makassar and Palu and one terminal workshop in Bogor conducted. 	Yes
	Baseline	<ul style="list-style-type: none"> 0 0 	
Comments	<p>Given that the scheduled split of the FMUP Jeneberang in South Sulawesi into a number of individual FMUs could not be finalized during the project implementation period, the Government decided to replace FMUP Jeneberang with FMUP DOTA in Central Sulawesi, where the Long-term Development Plan was endorsed by the Ministry.</p> <p>An additional inception workshop was conducted in Palu, Central Sulawesi Province as a follow-up action to the replacement mentioned above.</p> <p>The recommended follow-up actions for the Government are as follows:</p> <ul style="list-style-type: none"> The National Work Competency Standard (SKKNI) for FMU Conservation should be developed for replacement of the Association of Southeast Asian Nations (ASEAN) standard used. Replication of developed TNA method under the project to other FMUs nationwide and, if necessary, addition of further test questions to the current TNA instrument to meet specific local requirements. PUSRENBANG, together with FMU targets, should monitor any progress post-TNAs and post-training activities in collaboration with PUSDIKLAT. 		
Activity 1.1	Facilitating the Extension and Human Resource Development Agency (BP2SDM) Secretariat as the NPC to conduct an inception workshop in Jakarta		
	Achieved	Yes	
	Comments	The National Inception Workshop in Jakarta was organized by BP2SDM, in close collaboration with FAO.	
Activity 1.2	Facilitating the BP2SDM Secretariat as the NPC to conduct an inception workshop in Makassar		
	Achieved	Yes	
	Comments	The Provincial Inception Workshop in Makassar and Palu was organized by BP2SDM, in close collaboration with FAO and supported by local government.	

Activity 1.3	Facilitating PUSRENBANG in the development of the concept of the HRD plan, including TNA for FMU human resources development and community groups to two FMU targets		
	Achieved	Yes	
	Comments	PUSRENBANG developed the concept of a HRD plan, including TNAs for two FMU targets, based on the joint assessment conducted by the national consultant and the PUSRENBANG officers.	
Activity 1.4	Facilitating PUSRENBANG to hold a workshop in the province to deliver and validate the draft HRD plan for the two FMU targets (one day each)		
	Achieved	Yes	
	Comments	The validation workshops for the draft of the HRD plan, including the TNA results of each targeted FMU, were held in South Sulawesi and Central Sulawesi provinces.	
Activity 1.5	Facilitating the two FMU targets to prepare and finalize their respective drafts of the HRD plan		
	Achieved	Yes	
	Comments	The HRD plan was finalized by the national consultant, based on the input gathered during the validation workshop, in close consultation and communication with targeted FMUs (Activity 1.4).	
Output 2	Training to improve human resources capacity		
	Indicators	Target	Achieved
	<ul style="list-style-type: none"> Number of e-learning curricula/modules. Number of field school facilitators trained. 	<ul style="list-style-type: none"> Three e-learning curricula/modules developed. 10 FFS facilitators trained. 	Partially. Two e-learning modules developed
Baseline	<ul style="list-style-type: none"> 0 0 		
Comments	<ul style="list-style-type: none"> E-learning module of conflict resolution and Nature Tourism Guide developed and uploaded to the e-learning platform of the MoEF's PUSDIKLAT at http://elearning.menlhk.go.id/. Topics were selected based on the recommendations of validated TNA results and super-priority criteria of both FMU targets. In addition to the curricula, learning materials also prepared. The e-learning and its materials were validated through a blended (online and face-to-face) training method for targeted FMU personnel, including the FFS facilitator. <p>The recommended follow-up actions for the Government are as follows:</p> <ul style="list-style-type: none"> The approach and method on the development of the e-learning curriculum and modules is a model that should be adopted in developing other training topics. The developed e-learning curriculum or modules should be spread to other FMUs across Indonesia. Networking among FMU personnel for experience-sharing and exchanges, particularly on conflict resolution, should be established to strengthen information-sharing activities. 		
Activity 2.1	Facilitating PUSDIKLAT in the finalization of the e-learning curriculum for two priority outcomes from the TNA, including the field school for two FMU targets		
	Achieved	Yes	
	Comments	PUSDIKLAT, facilitated by the e-learning national consultant, finalized the e-learning curriculum for two topics, namely conflict resolution and the Nature Tourism Guide, based on recommendations from the TNA, including the field school for two FMU targets.	
Activity 2.2	Facilitating PUSDIKLAT in the finalization of the e-learning modules for the two priority TNA results, including field schools for the two FMU targets		
	Achieved	Yes	
	Comments	Two e-learning curricula and their training materials, as well as the FFS material, were developed based on the recommendations of the TNA and in close consultation with PUSDIKLAT and PUSLUH, facilitated by the two respective national consultants.	
Activity 2.3	Facilitating PUSDIKLAT in implementing the introduction of modules/materials including two priorities stemming from the TNA results, including field schools to prospective instructors from the Education and Training Centre in Makassar and local universities and FMU human resources for the two FMU targets		
	Achieved	Yes	
	Comments	PUSDIKLAT facilitated by the national consultant for e-learning, who organized the meeting for discussion of the two newly-developed modules/materials for the prospective users. Extension officers and facilitators were included to validate contents, with the aim of obtaining feedback/inputs on their contents for the revised and final version.	

Activity 2.4	Facilitating PUSDIKLAT to conduct training for field school facilitators on institutional strengthening of community groups, and ToT for FMU human resources and extension workers on two FMU targets		
	Achieved	Yes	
	Comments	PUSDIKLAT was facilitated by the e-learning national consultant, who organized a blended training (face-to-face and online) as a ToT for 20 facilitators in both FMU targets.	
Output 3	Field training for (targeted) community groups in two pilot FMUs accomplished		
	Indicators	Target	Achieved
	Number of community groups trained in relevant topics	90 members of community groups	Yes
Baseline	0		
Comments	FFS facilitated by the national consultant on extension and ToT alumni on honey bee culture and its management for (targeted) community groups in two pilot FMUs. 20 field facilitators and nine representatives of forest community groups (from both FMUs) participated in the training.		
Activity 3.1	Facilitating PUSLUH in carrying out capacity-building for institutional strengthening of community groups in the two FMU targets		
	Achieved	Yes	
	Comments	The number of training participants exceeded the target set in the project document.	
Activity 3.2	Facilitating PUSLUH in implementing field training for community group empowerment on topics such as promoting business of NTFPs in two FMU targets, including tour guide training for community groups in FMU Conservation Bantimurung		
	Achieved	Yes	
	Comments	<ul style="list-style-type: none"> PUSLUH was facilitated by the national consultant on extension, who was actively involved in FFS implementation, while monitoring the FFS organization and evaluating the effectiveness of field schools for community groups on honey bee management in both FMU targets. Blended (online and face-to-face) trainings for leveraging the effectiveness of learning process on the Nature Tourist Guide was facilitated for FMU personnel and the youth groups in both FMU targets, in response to the request by the FMU Conservation where tourism is one of the core business. 	
Output 4	Action plan for the establishment of the BLUD of FMUP prepared		
	Indicators	Target	Achieved
	<ul style="list-style-type: none"> Number of BLUD action plans adopted. Number of periodical project monitoring and evaluation. 	<ul style="list-style-type: none"> 1 BLUD action plan. 4 periodical project monitoring and evaluation. 	Yes
Baseline	<ul style="list-style-type: none"> 0 0 		
Comments	<p>The main technocratic document of the BLUD and its business/action plan for the targeted FMUP DOTA in Central Sulawesi was prepared and is ready for final submission to the Governor, with a view to obtaining official endorsement for formal establishment of the BLUD. This achievement exceeded the original target in preparing the draft only.</p> <p>The service provider engaged with the BLUD document formulation, IPB, undertook a number of visits to discuss the necessary steps towards BLUD approval with the Provincial Forestry Office of Central Sulawesi. The recommended follow-up actions for the Government are as follows:</p> <ul style="list-style-type: none"> Only a few more steps are needed to secure the approval of the implementation of BLUD implementation from the Governor of Central Sulawesi. These further steps require financial support. The process developed in the preparation of Business/Action Plan of the BLUD in FMUP DOTA can be applied to other provinces. The formulation team of the BLUD document was trained and is ready to be mobilized in support of 12 further FMUs in Central Sulawesi Province. It is necessary to strengthen FMU capacity after approval is obtained from the Governor to support BLUD business, in particular in relation to the determination of services tariff, the Online Forest Products Administration System, the Non-Tax State Revenues payment mechanism and technical assistance related to the BLUD's financial accountability, in accordance with the rules of state finance governance. 		

Activity 4.1	Facilitating the Secretariat of BP2SDM in conducting a Focused Group Discussion (FGD) to share the BLUD concept, involving relevant government agencies and FMUP Jeneberang	
	Achieved	Yes
	Comments	The BP2SDM Secretariat was facilitated by the national consultant for the BLUD in conducting a FGD to share the BLUD concept. This involved the relevant government agencies and FMUP DOTA, as well as other FMU representatives from Central Sulawesi Province.
Activity 4.2	Facilitation of local government agencies to improve and finalize the BLUD action plan for FMUP Jeneberang	
	Achieved	Yes
	Comments	The BLUD business/action plan of FMUP DOTA, as the newly selected FMUP instead of FMUP Jeneberang, is ready for implementation once official endorsement is received from the Governor. The task force comprising members of different institutions was established and played an important role in the preparation and finalization of the BLUD at local level.
Activity 4.3	Facilitating the BP2SDM Secretariat as the NPC to conduct monitoring and evaluation activities in Makassar	
	Achieved	Yes
	Comments	The BP2SDM Secretariat, as the NPC, conducted monitoring and evaluation activities not only in Makassar (South Sulawesi), but also in Palu (Central Sulawesi).

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Business Development and Resource Mobilization Division (PSR)

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