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Human and Institutional Resources Development In Indonesia: Strengthening Protected Areas

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Human Resources Development

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Human and Institutional Resources Development In Indonesia

Strengthening Protected Areas

Environmental Policy and Institutional Strengthening IQC
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Acronyms and Indonesian Words Used in the Text

BAPPEDA	Provincial and District Development Coordination Agencies
BAPPENAS	National Development Planning Agency
BKSDA	Natural Resource Conservation Center
BPN	National Land Agency
Bupati	District Chief Regent
Camat	sub district chief
Desa	village
DG PHPA	Directorate-General for Protected Forests and Nature Conservation
Dinas	provincial/district technical service office
EPIQ	Environmental Policy and Institutional Strengthening IQC
GOI	Government of Indonesia
IDF	Institutional Development Framework
IPB	Bogor Agricultural Institute
Jagawana	forest ranger
Kabupaten	district
Kanwil	regional office of a technical department
Kecamatan	sub-district
KLH	State Ministry for the Environment
LIPI	Indonesian National Academy of Sciences
Litbang Kehutanan	Forest Research and Development Agency
LSM	non government organization
NGO	non government organization
NRM	Natural Resources Management Program
Pariwisata	Department of Tourism
PEMDA	local (province, district, sub-district) government
Perum Perhutani	State Forest Corporation
PUSDIKLAT Kehutanan	Forest Education and Training Center
PU	Department of Public Works
REPELITA	5 Year National Development Plan
REPELITADA	5 Year Regional Development Plan
SBKSDA	Natural Resource Conservation Sub-Center
Transmigrasi	Department of Transmigration
UGM	Gadjah Mada University Yogyakarta
UNHAS	Hasanuddin University, Ujung Pandang
UPT	technical implementation management unit
USAID	United States Agency for International Development
WWF	World-Wide Fund for Nature

Executive Summary

The Protected Areas Management sub-component of the NRM/EPIQ Program (RP-1 PAM) works in collaboration with the Department of Forestry and Estate Crops' Directorate-General for Forest Protection and Nature Conservation (PHPA) to strengthen protected areas management in Indonesia. Technical assistance, training, and policy support are provided in order to enhance both human and financial resources necessary to meet the complex challenges of Indonesia's vast protected areas system. Particular emphasis is given to identifying and developing appropriate partnerships to support effective protected areas management. The Protected Areas Management sub-component works in close collaboration with the other NRM/EPIQ Program sub-components, NRM Program partners and Indonesia's conservation community to leverage appropriate support for effective protected areas management in Indonesia. RP-1 PAM supports integrated protected areas conservation management as part of Indonesia's efforts towards decentralized, sustainable resources management.

Findings

- 1 The quantitative numbers of personnel in the PHPA, the *Balai* and *sub-Balai KSDA* (regional nature conservation centers and sub-centers), and the technical implementation units (UPT) are not sufficient for effective management of the current 368 protected areas, let alone the proposed additional 300 protected areas.
- 2 The existing level of management skills and technical capacities and capabilities of protected area management personnel under the Department of Forestry and Estate Crops, PHPA, BKSDA and sub-BKSDA, and UPTs is not adequate for the task at hand.
- 3 The lack of a comprehensive manpower management program within the PHPA inhibits other than ad hoc improvements in managerial and technical capacities of forestry personnel.
- 4 In addition to the existing GOI hiring freeze for all but replacement personnel, including staff for the PHPA, the current economic-monetary crisis, and the political atmosphere of reformation leading up to elections will inhibit any serious attempt in the short-term to address the manpower management issues within the GOI, including the Department of Forestry and Estate Crops.
- 5 PHPA protected area personnel in the BKSDA, sub-BKSDA, and UPTs are focus too much on the central-government when seeking direction for problem solutions including policy issues, regulations, planning, and budgeting. Little or no direction in the form of guidelines exist for UPTs to seek innovative local solutions through partnerships with *Pemerintah Daerah* (PEMDA, or provincial, district, or local governments), local communities, local NGOs, universities, other government line agencies, or the private sector.
- 6 Conflict resolution is a major problem affecting conservation protected areas in Indonesia. There is neither any incentive nor mechanism in place to begin to resolve conflict-of-interests related to protected areas at the local level. Virtually no authority is delegated to UPTs to resolve boundary disputes, traditional cultivation rights, or

land use issues. Local UPTs have no responsibility or authority to initiate resolution of conflicts locally. Authority over issues or changes to boundaries, land use, transmigration, dams, timber concessions, mining rights are all decided at the central government, Departmental, or Directorate General level. Protected area security is enforced by a limited number of UPT *jagawana* (rangers) assisted by local government and local police.

Recommendations

1. In the medium to long term, a comprehensive manpower management system must be created for the GOI civil service, including Department of Forestry and Estate Crops protected area management personnel, one which is based on skills audits, manpower assessments and needs analyses and which successfully addresses the problems of personnel recruitment, selection, placement, remuneration, incentives, evaluation, promotion, and career development. This undertaking is well beyond the level of effort and scope of work called for in the current assignment.
2. In the short to medium term, manpower management issues will not be addressed, due to the financial constraints of the economic-monetary crisis, and the uncertainty of the political atmosphere of reformation leading up to elections. Staffing levels will remain relatively constant. Opportunities for formal academic training and in-service technical training will be limited due to financial budgetary constraints. Therefore, the human resources for natural conservation protected area management must be improved with roughly the current PHPA staff and academic skills levels. To do this will require internal and external assessments and evaluations in each protected area, initiative to find partners and develop viable partnerships from protected area stakeholders, and to develop mechanisms and processes to effectively address conflicts of interest over protected areas.
3. Each protected area management unit (UPT) and/or BKSDA or sub-BKSDA should conduct the 2-day Institutional Development Framework (IDF) exercise to assess and determine internally the organizational resources available to the organization, including specific organizational characteristics and key components where strengths and weaknesses lie, and what the high organizational priorities are.
4. Upon completion of the IDF exercise, each UPT and/or BKSDA or sub-BKSDA should undertake an external-oriented scoping exercise (functional analysis) with key known stakeholders of the protected areas (central and local government, local and national NGOs, universities, and the private sector), to assess and determine all essential functions necessary for sustainable natural resource management of the protected area, to identify entities responsible for non-performing functions and the reasons for non-performance, and to identify current and potential stakeholders who could provide additional support.
5. Following the scoping (functional analysis) exercise which identified functional weaknesses, threats, and potential stakeholders, each UPT and/or BKSDA or sub-BKSDA should initiate contact with current, and potential stakeholders to explore the possibilities of partnerships with the UPT in managing protected areas. Potential partners include:

- provincial, district, and local governments
- local and buffer zone communities,
- universities (local, national international),
- NGOs (local, national, international),
- other government agencies, such as the Departments responsible for Energy and Mining, Transmigration, Public Works, Agriculture, Tourism, and Home Affairs,
- private sector operators (e g , mining and timber companies plantations, travel bureaus, hotels, and airlines)

An initial Partnership Promotion, Facilitation, and Development workshop should be held with participants identified from the scoping exercise. In this workshop, the UPT would present a report on the goals and objectives of the protected area program, macro benefits to the region and communities, protected area operations and regulations, and problems and weaknesses that the UPT cannot manage alone. Other presentations would include perceptions of the protected area management by local government, NGOs, universities, relevant technical departments, and relevant representatives of the private sector. Follow-up workshops would be held to focus on specific relevant items such as

- economic development and spatial planning cooperation and coordination with PEMDA,
- joint effort and cooperation in conducting biological assessments, threats analysis and resources inventories with universities and NGOs,
- cooperation in information sharing, mapping, road networks, resource inventories, organization of "Friends of Protected Area", and (in new work contracts) environmentally friendly terms with extraction industry (mining, logging),
- ecotourism issues with PEMDA, hotels, travel bureaus, airlines

- 6 A different kind of partnership is needed for conflict resolution. A partnership of coordination and cooperation with local government, as well as decentralization of authority and responsibility to UPT levels with guidance from the central government level, are needed to initiate resolution of conflict-of-interests, particularly local community conflicts in or near protected areas. As far as possible, the same partnership should begin to address conflicts between Departments (Energy and Mining, Public Works, Transmigration, Agriculture) utilizing the *kanwil* (regional) or *dinas* (technical) offices at the district or provincial levels.
- 7 This report concludes with a proposed Human Resources Development Program Design for Improved Protected Area Management Skills. The program design consists of Human Resource Development (i.e., skills training in technical areas, management, facilitation, and community development) and Institutional Strengthening (i.e., an institutional development framework toolkit, scoping exercises, part and protected area manager annual workshops, and in-country and international study tours and non-degree training).

Ringkasan Eksekutif

Sub-komponen Pengelolaan Kawasan Konservasi (*Protected Area Management/ RP-1 PAM*) di Program Pengelolaan Sumberdaya Alam (*Natural Resources Management Program /EPIQ*) yang bekerja sama dengan Direktorat-Jenderal Perlindungan Hutan dan Pelestarian Alam, Departemen Kehutanan dan Perkebunan, bermaksud untuk memperkuat sistem pengelolaan kawasan konservasi di Indonesia. Program tersebut menyediakan bantuan teknis, pelatihan, dan dukungan kebijaksanaan untuk memperbaiki sumberdaya manusia maupun keuangan untuk menghadapi tantangan-tantangan kompleks yang ada di sistem kawasan konservasi seluruh Indonesia. Suatu perhatian khusus diberikan pada upaya mengidentifikasi dan pengembangan kemitraan yang sesuai untuk mendukung sistem pengelolaan kawasan konservasi yang efektif di Indonesia. RP-1 PAM mengadakan kerja sama yang erat dengan semua sub-komponen lain mitra-mitra NRM Program, dan masyarakat konservasi sumberdaya alam di Indonesia, untuk mengupayakan dukungan terhadap pengelolaan kawasan konservasi yang efektif di Indonesia. RP-1 PAM mendukung pengelolaan dan konservasi kawasan lindung terpadu sebagai dukungan terhadap kebijaksanaan pemerintah untuk mendesentralisasi dan mengelola sumberdaya alam secara berkelanjutan.

Kesimpulan

1. Jumlah personil yang ada di lingkungan Departemen Kehutanan dan Perkebunan, baik staf administratif maupun teknik di tingkat pusat di Direktorat Jenderal Perlindungan Hutan dan Pelestarian Alam, maupun di daerah di Balai dan Sub-balai Konservasi Sumber Daya Alam (BKSDA dan SBKSDA), dan di setiap Unit Pelaksanaan Teknis (UPT), tidak memadai dibanding tugas dan tanggungjawab dalam pelaksanaan pengelolaan yang efektif terhadap sejumlah kawasan konservasi yang ada (368) maupun yang mungkin akan diadakan.
2. Tingkat ketrampilan pegawai dan staf yang bekerja di bidang pengelolaan kawasan konservasi masih belum memadai, baik ketrampilan pengelolaan maupun ketrampilan teknis.
3. Oleh karena tidak ada suatu program pengelolaan personil secara komprehensif di Departemen Kehutanan dan Perkebunan, maka program peningkatan ketrampilan pengelolaan maupun teknis untuk pegawai dan staf Departemen Kehutanan dan Perkebunan sampai sekarang bersifat *ad hoc*, dan tidak berkelanjutan.
4. Selain ada pembekuan terhadap penerimaan pegawai negeri sipil baru baik di Departemen Kehutanan dan Perkebunan maupun di seluruh instansi pemerintahan, keadaan krisis ekonomi – moneter dan reformasi politik yang sedang berjalan sampai dengan dan sesudah pemilihan umum yang akan datang (Juni 1999) akan menghambat upaya-upaya jangka pendek untuk mengatasi masalah-masalah personil pegawai negeri sipil, termasuk pegawai di lingkungan Departemen Kehutanan dan Perkebunan.
5. Pegawai dan staf di lingkungan Departemen Kehutanan dan Perkebunan yang bekerja di bidang pengelolaan kawasan konservasi baik di tingkat Balai KSDA, sub-Balai KSDA, maupun di tingkat unit pelaksanaan teknis (UPT), masih terlalu sering menghadap ke pusat guna mencari suatu solusi untuk memecah masalah-masalah yang ada baik kebijaksanaan, peraturan, perencanaan, dan anggaran. Sektoral *egoism* masih kuat dan jarang ada pendekatan oleh staf Departemen Kehutanan dan Perkebunan pada PEMDA, universitas, LSM, departemen

teknis lain atau pihak swasta karena petunjuk tersebut tidak ada

- 6 Salah satu masalah yang cukup besar yang sedang dihadapi oleh banyak UPT dan Balai/sub Balai KSDA adalah pertentangan kepentingan (*conflict of interest*) antara beberapa pihak yang punya kepentingan sendiri terhadap suatu kawasan konservasi. Sampai dengan sekarang, belum ada suatu mekanisme tertentu guna mulai mengatasi pertentangan tersebut di daerah. Karena hampir semua pertentangan yang ada berkaitan dengan hak guna tanah, hak guna hasil hutan, hak adat. Cara mengatasi masalah tersebut adalah peninjauan kembali terhadap batas kawasan konservasi, tata guna tanah dan izin guna tanah. Semua hal tersebut adalah wewenang penuh pemerintah pusat. Dengan demikian, menciptakan suatu diskusi, dialog, maupun negosiasi sulit dilakukan dan hanya bisa dengan usaha jarak jauh melalui pihak UPT atau dengan bantuan LSM tertentu yang berlokasi di Jakarta. Dengan cara ini pertentangan kepentingan tersebut perlu waktu beberapa tahun sebelum terpecahkan. Sebelum pertentangan diselesaikan, pengamanan dan penegakan hukum oleh staf UPT dan jagawana, dibantu PEMDA dan polisi setempat cukup sulit.

Saran

- 1 Dalam jangka waktu menengah/panjang sebaiknya di ciptakan suatu sistem pengelolaan tenaga yang komprehensif (*comprehensive manpower management system*) untuk pegawai negeri sipil Republik Indonesia termasuk pegawai dan staf dari Departemen Kehutanan dan Perkebunan. Sistem tersebut sebaiknya berdasarkan ketrampilan audit (*skills audit*), penilaian tenaga kerja (*manpower assessments*), dan analisa kebutuhan (*needs analyses*) dan sekaligus menjawab tantangan personal seperti sistem pencarian tenaga kerja seleksi, penempatan, gaji, insentif evaluasi promosi dan perkembangan karir. Upaya tersebut diluar kerangka acuan tugas ini.
- 2 Dalam jangka waktu pendek/menengah, masalah pengelolaan tenaga kerja tidak bisa diatasi karena kekurangan anggaran akibat krisis ekonomi-moneter, maupun ketidakpastian mengenai reformasi sampai dengan pemilihan umum dan sesudahnya. Kesempatan pelatihan dan pendidikan formal akademis maupun teknis in-servis akan terbatas karena kekurangan anggaran. Dengan demikian, sumberdaya manusia untuk pengelolaan kawasan konservasi di lingkungan Departemen Kehutanan dan Perkebunan harus ditingkatkan dengan kuantitas dan kualitas akademik personal yang ada. Upaya ini hanya bisa berhasil dengan evaluasi organisasi intern maupun ekstern di tiap UPT kawasan konservasi dengan upaya menciptakan kemitraan yang layak dan saling menguntungkan, dan dengan upaya mengatasi pertentangan kepentingan antara pihak-pihak yang punya kepentingan sendiri terhadap kawasan konservasi.
- 3 Setiap unit pelaksanaan teknis dan/atau setiap Balai/Sub-balai Konservasi Sumberdaya Alam sebaiknya melakukan latihan Kerangka Pengembangan Kelembagaan (*Institutional Development Framework/IDF*) selama 2 hari. Latihan tersebut adalah alat evaluasi organisasi secara intern untuk mengidentifikasi dan menilai sumberdaya kelembagaan yang tersedia di organisasi, termasuk karakteristik organisasi spesifik, komponen kunci keberhasilan kekuatan dan kelemahan organisasi, dan prioritas organisasi terhadap tujuan dan sasaran.
- 4 Sesudah latihan IDF dilaksanakan setiap UPT dan/atau Balai/sub-Balai KSDA tertentu sebaiknya melaksanakan suatu latihan lingkup *Scoping (functional analysis)* secara ekstern. *Scoping exercise*

dilaksanakan antara UPT/BKSDA/SBKSDA dengan pihak ketiga (*stakeholder*) yang dikenal dan yang punya kepentingan tertentu dengan kawasan konservasi, seperti pemerintah daerah instansi teknis non kehutanan, universitas, LSM, dan pihak swasta. Didalam *scoping exercise* peserta mengidentifikasi dan evaluasi semua fungsi penting dalam pengelolaan sumberdaya alam secara berkelanjutan kawasan konservasi tersebut, dan mengidentifikasi pihak lain yang sudah punya atau mungkin akan punya kepentingan (*current and potential stakeholders*) terhadap kawasan konservasi dan kemungkinan bisa mendukung kawasan konservasi tersebut

5 Setelah di laksanakan *scoping exercise* untuk identifikasi kelemahan fungsi, tantangan, dan potential stakeholders, setiap UPT/BKSDA/SBKSDA bisa mulai berhubungan dengan semua pihak yang sudah atau mungkin akan punya kepentingan terhadap kawasan konservasi, untuk mendiskusikan mengenai pembinaan kemitraan dengan UPT/BKSDA/SBKSDA. *Stakeholders* bisa di bagi sebagai berikut

- pemerintah daerah tingkat propinsi, kabupaten,
- desa-desa penyangga,
- universitas – lokal, nasional, internasional,
- LSM, lokal, nasional, internasional,
- instansi teknis lain – Pertambangan dan Energi, Transmigrasi, Pekerjaan Umum, Pertanian, Kepariwisata, Dalam Negeri,
- swasta– pertambangan, HPH, perkebunan, biro perjalanan, hotel, penerbangan

Sesudah *scoping exercise* mengidentifikasi stakeholders yang berpotensi, setiap UPT/BKSDA/SBKSDA mengundang *stakeholder* tersebut sebagai peserta suatu lokakarya awal “*Partnership Promotion, Facilitation, and Development*” Di lokakarya tersebut, UPT/BKSDA/SBKSDA mempresentasikan tujuan dan sasaran program kawasan konservasi mereka, termasuk keuntungan makro dari kawasan konservasi untuk wilayah dan masyarakat luas, peraturan UPT, operasi UPT, dan masalah-masalah yang UPT tidak bisa tangani sendiri. Presentasi lain bisa diminta dari persepsi PEMDA, universitas dan LSM lokal, instansi teknis terkait, dan pihak swasta yang terkait. Lokakarya lanjutan akan diadakan dengan topik sebagai berikut ini

- Pengembangan ekonomi dan koordinasi menyusun rencana tata ruang dengan PEMDA,
- Usaha bersama dan koordinasi pada pelaksanaan penilaian biota, analisa ancaman-ancaman, dan inventarisasi sumberdaya alam dengan universitas dan LSM,
- Koordinasi dan kerjasama dalam saling menukar informasi, pemetaan, jaringan jalan, inventaris sumberdaya alam, penyelenggaraan Sahabat dari Kawasan Konservasi (“*Friends of Protected Area*”), dan syarat-syarat yang bersahabat dengan lingkungan dalam kontrak kerja baru di industri penambangan dan penggalian,
- eko-tourism dengan PEMDA hotel, biro perjalanan penerbangan

6 Pendekatan lain yang dibutuhkan untuk pertentangan resolusi (*conflict resolution*) Kerjasama dan koordinasi dengan pemerintah daerah maupun pelimpahan wewenang dan tanggungjawab pada tingkat UPT dengan petunjuk dari tingkat pusat, dibutuhkan untuk memulai mencari pemecahan pertentangan kepentingan (*conflict of interest*) terutama dalam pertentangan antara masyarakat setempat didalam dan sekitar kawasan konservasi. Sedapat mungkin, kerjasama yang sama harus dapat memecahkan pertentangan antara instansi (Pertambangan dan Energi, Transmigrasi, Pertanian dan PU) yang menggunakan kantor-kantor kanwil dan dinas ditingkat kecamatan atau propinsi

- 7 Laporan ini diakhiri dengan pengajuan Desain Program Pengembangan Sumberdaya Manusia untuk meningkatkan kemampuan pengelolaan kawasan konservasi. Desain ini terdiri dari Pengembangan Sumberdaya Manusia (seperti pelatihan pengetahuan teknis lapangan manajemen fasilitas, dan pengembangan masyarakat) dan Penguatan Institusi (seperti kerangka pengembangan dan penguatan kelembagaan *scoping exercise* lokakarya tahunan kepala taman nasional dan *study tour* serta pelatihan non-gelar baik di dalam maupun di luar negeri)

1 Introduction

This report was prepared as part of the US Agency for International Development's Natural Resources Management (NRM)/EPIQ Program. Specifically, the author of the report worked for NRM/EPIQ Program's sub-component for Protected Areas Management (PAM), in collaboration with the Department of Forestry and Estate Crops' Directorate General for Forest Protection and Nature Conservation (PHPA), to strengthen protected areas management in Indonesia. This document provides a description of the 72-day assignment of the Human Resources Development Advisor, including findings, conclusions, recommendations, and products.

2 Terms-of-Reference

The PAM sub-component of the NRM/EPIQ Program comprises a set of activities implemented in coordination with the PHPA and other partners in order to enhance the human and financial resources required for effective protected areas management in Indonesia. These activities are designed to evaluate current protected areas management activities, identify activities and management principles that work, and expand and improve on these activities and principles on a more system-wide basis. Specific focus is given to improving human and financial resource allocation in order to strengthen overall protected areas management. Experience drawn from the field will be used to influence overall protected areas management policy.

The PAM sub-component is working with PHPA and others in Indonesia's conservation community to evaluate human resource needs and then to define and draft an appropriate package of Human Resource Development activities that includes coordination with international and Indonesian universities, NGOs and other training institutions. Follow-up activities may focus on specific technical content and delivery of various training packages. Given current proposed expansion of Indonesia's protected areas system within the context of a Government of Indonesia hiring freeze, human resources activities will focus on developing PHPA's ability to leverage resources and capacity of potential partner organizations to meet to meet specific resource needs. In this context, specific tasks of the Human Resources Development Advisor were to

- 1 Collect and analyze human resources development information related to PHPA,
- 2 Work with PHPA to evaluate human resource development strengths and weaknesses, and develop human resource development protocol for and in conjunction with PHPA,
- 3 Determine available resources for addressing human resource development,
- 4 Design human resource development training program emphasizing facilitation and coordination skills, as well as partnerships development,
- 5 Implement various training activities for the above training program

Keeping in mind the scope of work and duration of assignment (72 working days), manpower assessment and needs analysis utilized much secondary data from recent previous and on-going projects working with the PHPA and the Department of Forestry and Estate Crops. The terms of reference for the Human Resource Development Consultant is attached in its entirety as Appendix D of this report.

3. Human Resources Development Strengths and Weaknesses

3.1 Strengths

Legal Basis

The Department of Forestry and Estate Crops was established as an independent technical department in 1983 after being separated as a directorate general under the Department of Agriculture. Under the Forestry Act Number 5 of 1967, almost all Indonesian forest resources are under the ownership and control of the Government. Currently, the Department of Forestry and Estate Crops is charged with

- protection of nature and wildlife,
- conservation of soil and water,
- promotion of forest production and marketing,
- support for populations in the vicinity of forests,
- sustainable management of production forests
- replanting in critical watershed areas,
- maximizing local wood processing

The Government of Indonesia through the Department of Forestry and Estate Crops operates a policy of public ownership and private utilization of its natural production forests outside Java through concession agreements between the Department and private logging concerns. (In Java, a system of public ownership and public utilization of forests is managed by *Perum Perhutani* (a state-owned forest enterprise)). The Department also collects replanting fees from logging concessionaires and utilizes the funds off-budget. Other activities implemented directly by the Department include

- policy formulation and planning,
- forest inventory
- rehabilitation of critical, degraded land,
- management of national parks and wildlife,
- soil, water, and nature conservation,
- forest research,
- forestry extension and training

Manpower

The Department is staffed by high quality forestry graduates (3,734 bachelor degree holders, 168 masters degree holders, and 28 Ph D degree holders) from Indonesian and overseas universities, and 28,965 non-graduate staff. In 1994 the PHPA staff included 12 Ph D and masters degree holders, 142 bachelor degree holders and 255 non-graduate staff. The Department has access to supplemental budget allocations to supplement staff with additional facilities, equipment, travel, and allowances not normally received by other departmental civil servants. Overall, the Department, with all of its directorate generals, is a strong and powerful technical department relative to other governmental line agencies.

Education and Training

The Department's forward thinking on human resource development issues can be seen from its recognition and efforts to upgrade its personnel and meet rising challenges of carrying out its responsibilities. The Department's Forestry Education and Training Center conducted an assessment and estimated post-graduate needs of the department at 743 masters degree holders and 99 Ph D degree holders. At that time the department had 186 masters degree holders and 28 Ph D degree holders. Currently 257 masters degree candidates and 47 Ph D candidates are pursuing studies at local and overseas universities. Various donor-assisted projects as well as GOI funds have been utilized for scholarships at local and international universities to fund these activities.

The Department's in-service training is conducted by the Forestry Training and Education Center which is headquartered in Bogor and operates eight technical implementation units throughout Indonesia. This center is responsible for

- formulation, promotion, coordination, and implementation of forestry education and training programs,
- planning and implementing in-service training programs,
- training in monitoring and evaluation, reporting, and administration,
- promoting professionalism through postgraduate studies,
- upgrading training facilities, equipment, and materials including curricula and syllabi,
- developing technical and educational capabilities of instructors.

The Forestry Training and Education Center and its field units provide over 130 different training courses to approximately 6000 trainees per year.

3.2 Weaknesses

Manpower Skills

The issue of the human resources of PHPA who are charged with managing terrestrial and marine protected areas in Indonesia is a part and parcel of a much larger and complicated issue of the human resources management of the Indonesian civil service. Numerous studies, assessments, and appraisals of the Indonesian civil service have been conducted and results have been presented, discussed, and debated. Most notable was the Asian Development Bank Institutional Strengthening for Biodiversity Conservation Study, conducted for the Department of Forestry and Estate Crops by the British Council and completed in June 1995. The results in general indicate that the major causes of ineffective and inefficient public civil service management in Indonesia, including the PHPA, are

- 1 a lack of skilled personnel, and
- 2 a lack of manpower management systems

To address the problem of the lack of skilled personnel, the Department of Forestry and Estate Crops has adopted a policy of increasing the number of post-graduate employees. As discussed above, the Department is now providing overseas university training for many employees. However the problem of skilled personnel is not only one of mere

numbers. While the Department is robust relative to other government agencies, its staff size is insufficient for the huge task of protected area management. A parallel problem is the placement of highly skilled staff. Highly trained personnel are predominantly placed at the central government levels, and secondarily at the regional (provincial level) offices. The real need for personnel with upgraded skills is with staff in the field, at and in the area of protected area sites.

A related problem is the centralization of forest related decision-making. Perhaps, because decision making is centralized, higher qualified personnel are brought to the Jakarta headquarters. The converse might also be true because the higher qualified personnel are centralized, decision making occurs in Jakarta. Either way, decentralization of forest authority and responsibility, as well as field assignments for higher qualified personnel, complete with adequate incentives (e.g. family housing, schooling, medical benefits) is needed to balance the availability of qualified personnel with the need in the field.

Manpower Management

The Department's problem recognition and effort in addressing skill levels in its personnel will be less than effective in alleviating the human resources problems facing PHPA and protected areas management due to the second weakness identified by most human resource assessments, that is, the lack of a proper manpower management system. Manpower management weaknesses identified in the Indonesian civil service in general and the PHPA in particular include:

1. lack of staff skills requirements determination
2. poor, non transparent staff recruitment,
3. non qualitative, objective staff selection,
4. inappropriate placement
5. lack of work appraisal,
6. inadequate remuneration,
7. rigid promotion system not performance-based
8. lack of incentives to work in remote locations,
9. lack of a career development program

While the human resource problems facing PHPA are huge, the solutions are well known and include additional international and Indonesian academic degrees, improved in-service training programs, and a revised manpower management system. The implementation of these solutions awaits the appropriate governmental timing, political will, and financial resources to address these problems through restructuring and reorganizing the Indonesian civil service. However, in the current climate of economic and monetary crisis, as well as political transition and reformation which will continue until the upcoming elections and beyond, it is not expected that the government will be able to address these problems in comprehensive fashion in the near future.

Within the PHPA, the manpower necessary to manage the existing 368 terrestrial and marine protected areas (encompassing approximately 18.7 million hectares) is quantitatively and qualitatively inadequate. The reader should bear in mind that 300 additional sites are proposed to be included in the Indonesian protected areas system.

In addition, the skilled staff that exists is more frequently assigned to central-government levels than to the often remote locations of national parks and other protected areas

4 Human Resources Development Opportunities

Given the degree of the constraints of human resource development and management facing Indonesia today, in the Indonesian bureaucracy, and in the Department of Forestry and Estate Crops and PHPA, and also given the current political and economic climate and uncertainty, one can easily be totally overwhelmed by the task at hand. It is important to realize that the NRM/EPIQ Program, or any number of other projects combined, are not going to solve all of these problems. We must avoid the syndrome of "not seeing the forest for the trees," and focus on attainable goals.

Opportunities to improve the human resources of protected area management do exist. They do not require large amounts of scarce government or donor funding, do not require the recruitment and hiring of additional personnel to the bureaucracy, and do not require massive long-term skills training and upgrading programs. To realize these opportunities will require some decentralization of authority and responsibility from the central government to protected area implementation units, as well as guidelines, mechanisms, and incentives to address problems as far as possible at the local level. It will also require seeking solutions with protected area stakeholders, be they local communities, local governments, universities and NGOs, and/or the private sector. Four such activities which can and should be undertaken in tandem are described below.

4.1 Institutional Development Framework

The Institutional Development Framework Toolkit herein called the IDF exercise, is a simple but productive tool of organizational management, which can

- increase the productivity of organizations (technical implementation units, for example),
- increase an organization's impact on its surroundings (community, district, province, government),
- improve the organization as a place to work
- increase the likelihood that the organization will have a lasting effect on society

In short, the IDF exercise can be used to assist an organization become more effective and to institutionally develop

The advantages of the IDF are that it is a simple and consistent approach to measuring progress in institutional strengthening that can be tailored to specific requirements, (i.e., a technical implementation unit of a protected area). The IDF exercise is easily understood, and the staff of an UPT can usually complete the exercise in 2 days with minimal outside assistance.

Undergoing an IDF exercise helps management build consensus within the organization around possible routes to improvement. It helps organizations develop a plan to help themselves and to set in motion a process that can foster

participation from all members of the organization. It helps the organization to identify which parts of its internal operations are keys to success and allows them to develop strategies to strengthen and focus on those key operations. Finally, when done periodically, it monitors progress toward achieving goals the organization has set for itself. If a number of UPTs systematically and periodically conduct the IDF, it will be a valuable monitoring and evaluation tool, providing a quick, simple, and rigorous approach to measuring institutional strengthening impact.

The application of the IDF is flexible and can be tailored to most types of organizations, including protected area management implementation units such as national parks. There is, however, a built-in bias in the IDF which assumes as correct a number of organizational and management practices, including

- integrated, participatory management,
- transparent management systems,
- client or beneficiary orientation,
- outward orientation,
- management systems approaches,
- autonomy

The generic IDF Toolkit format, which was originally developed for NGOs, was translated into *Bahasa Indonesia*, and modified specifically for protected area UPTs within the PHPA system. The IDF identifies organizational resources for UPTs, including

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|--------------------------|------------------------|
| 1 oversight/supervision, | 4 financial resources, |
| 2 management resources, | 5 external resources, |
| 3 human resources | 6 products and service |

The IDF identifies organizational characteristics of UPTs in terms of

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|--|---|
| 1 their status as formal agencies of the Government of Indonesia | 7 financial management |
| 2 leadership, | 8 financial sustainability |
| 3 management systems, | 9 financial solvency, |
| 4 staff skills | 10 coordination and communication, |
| 5 staff development, | 11 their ability to assess biological economic value, |
| 6 staff diversity | 12 their promotion of cultural values |

Key components to the functioning of UPTs include

- | | | | |
|----|---|----|---|
| 1 | the Department of Forestry and Estate Crops and PHPA, | 22 | national staff, |
| 2 | provincial, district, and local governments, | 23 | international staff, |
| 3 | vision, | 24 | local staff, |
| 4 | mission, | 25 | indigenous staff, |
| 5 | decision flow, | 26 | financial management, |
| 6 | participation, | 27 | financial sustainability, |
| 7 | personnel, | 28 | financial solvency, |
| 8 | incentives, | 29 | provincial, district and local governments (PEMDA), |
| 9 | administration, | 30 | villages, |
| 10 | planning flow, | 31 | other technical departments and line agencies, |
| 11 | planning evaluation, | 32 | NGOs, |
| 12 | planning participation, | 33 | universities, |
| 13 | financial base, | 34 | private sector, |
| 14 | financial reporting, | 35 | water resources, |
| 15 | financial auditing, | 36 | soil and water conservation, |
| 16 | monitoring, evaluation, | 37 | flood control and prevention, |
| 17 | organization structure, | 38 | research resources, |
| 18 | responsibility, authority, | 39 | tourism income, |
| 19 | training, | 40 | protection of flora and fauna |
| 20 | evaluation, | | |
| 21 | incentives, | | |

Briefly in undertaking an IDF exercise, participants (as many as possible, if not all of the members of the organization) in groups (preferably of less than seven persons), review the given organization resources, organizational characteristics, and key components given in the IDF matrix worksheet for relevance to their particular circumstances. Participants can modify, add, or subtract items on a consensus basis.

Next the participants evaluate each agreed upon component for its location on the institutional development continuum, a series of progress cells which are designed to track organizational development progress in four phases:

- start-up
- development
- expansion/consolidation,
- maturity

Each key component has indicators describing the component at each phase. Using group consensus, participants evaluate the location of each key component on this continuum. Participants can also modify indicators to fit the organizational necessities. Finally, participants weigh key components for prioritization on a simple scale of four, as follows:

- | | |
|---|---|
| 4 | Very high priority, vital to the organization |
| 3 | Very important |
| 2 | Important, but not a priority |
| 1 | Not important now |

Upon completion by the participating groups of scoring and weighing the organizational characteristics and key components on the institutional development framework matrix, all the group results are transferred to an IDF calculation sheet for analysis, and to a graphic representation of the results of the analysis on the IDF profile. Essentially, the calculation sheet is a recap of all group scoring and weighting findings. The IDF profile graphically presents these findings on an x-y axis graph in 4 quadrants representing:

- high priority – high progress,
- high priority – low progress,
- low-priority – high progress,
- low-priority – low progress

These findings in this type of presentation show the organizational strengths and weaknesses, as well as priorities, and can help an organization strategically manage scarce resources by directing those resources at low progress – high priority components to strengthen them, and at high priority – high progress components to maintain their strength, and avoid wasting precious resources on low priority components.

The IDF exercises were tested with UPTs in two protected areas: Gede-Pangrango in West Java, one of the oldest and best established, perhaps most progressive terrestrial national parks in Indonesia; and Bunaken, Manado, North Sulawesi, a newly established but high potential national marine park. Participation levels were twenty officials and staff from UPT Gede-Pangrango (a slightly low level of participation), and twenty officials and staff from UPT Bunaken (a higher percentage of total employees). Both parks completed the IDF exercise in two days with minimal problems understanding the concepts, and with small suggestions for changes in characteristics, key components, and language.

As expected, UPT Gede Pangrango scored itself somewhat higher than UPT Bunaken, with raw scores of 285 and 218 respectively, although these raw scores are merely relative indicators and not directly comparable. More interestingly, UPT Bunaken rated 36/40 key indicators as high priority, while UPT Gede-Pangrango rated 23 key components as high priority and 17 as lower priority, possibly reflecting Bunaken's status as a new national park with lots of goals and objectives yet to meet.

More importantly, the benefit of the IDF exercises in UPT Gede-Pangrango and UPT Bunaken is as a tool to allow participation by park personnel in the evaluation of their organization and what it can accomplish. The IDF allowed them to participate in discussion and form a consensus of the parks' strengths and weaknesses, and to set priorities.

for development and work plans. If IDF exercises are conducted periodically, they will provide a baseline on which to measure progress (or regression) over time, and serve as a slightly subjective but still relevant monitoring and evaluation tool.

The terms of reference of an IDF exercise workshop, guidelines, the IDF matrix, IDF calculation sheet, and IDF graphic profile, as well as the results of the UPT Gede-Pangrango and Bunaken IDF workshops are attached as Appendix A of this report.

4.2 Scoping Exercises: Functional Analysis and Strategic Capacity Building

In follow-up to the IDF, which helps organizations internally to understand their own organization, its current status, and where it should direct itself in a consensus-forming internal evaluation exercise, scoping exercises (functional analysis and strategic capacity building) should next be undertaken by protected area management units to develop a strategic view of essential functions, stakeholders and activities needed to encourage the enabling conditions required for successful natural resources management in and around a protected area.

Scoping exercises are an aspect of a larger methodology of strategic planning called Objective-Oriented Project Planning (OOPP). The objectives of scoping exercises are to discern strengths, weaknesses, opportunities, and constraints associated with a project or activity, in this case a protected area management unit (e.g., national park).

In beginning a scoping exercise, the first step is to set up a group of participants who represent as close as possible a broad spectrum of stakeholders in the entity, in this case the technical implementation unit of a protected area. Representative stakeholders should include participants from PHPA staff from headquarters and UPTs, local governments, BAPPEDA (Regional Development Coordination Agency), local relevant *dinas* (e.g., technical services of agriculture, forestry, estate crops, and public works), the regional transmigration office, local communities, universities, local NGOs, international NGOs and donors, and relevant private sector groups (mining, logging, plantations, travel and tourism).

With participant stakeholders selected, the scoping process proceeds as follows:

- a) Introduction to scoping – to introduce elements of scoping activities, group dynamics needed for success, and share experience of other scoping teams
- b) Participant introduction and expectations – to develop scoping team personality
- c) Fear and concern discussion – to identify causes and consequences of negative trends and practice clustering exercise
- d) Ranking exercise – identification of future trends
- e) Range of participant work role perspectives – to develop scoping team identity
- f) Establishing a common vocabulary - to reduce confusion among teams on the use of key words
- g) Identification of protected area management goals – to establish agreement on protected area goals across a perspective of the team
- h) Identification of key essential functions needed to support goals – to reach an agreement on functions and appropriate level of definition

- i) Identification of priority activities and actors – to reach agreement on essential activities and organizations that perform them
- j) Identification of constraints inhibiting satisfactory perform of priority activities – to reach agreement on reasons why activities and key functions are not satisfactorily performed
- k) Field work – to interview key stakeholders, review documents, visit sites to validate conclusions
- l) Team debriefing – team meeting to review findings and conclusions of field visits
- m) Formulation of conclusions – to develop recommendations for key activities, capacity building and coalition development

Scoping exercises when carried out by multiple stakeholders of a protected area can identify key essential functions. The product of a scoping exercise is essentially a description or map of necessary functions to the sustainable management of the resources of a protected area, the organizations and entities that are performing these functions, and the deficiencies of such performance. Deficiencies are categorized as high constraints or low constraints. Those with high constraints become the subject of further investigation and action planning, while those with low constraints are clustered and addressed by the preparation of a skills development plan. When scoping is done on a periodic (annual) basis, this functions map can be used as a powerful evaluation tool.

A successful scoping exercise requires about four weeks to complete and three facilitator/instructors (typically a combination of international and local staff provided by consulting firms or NGOs).

4.3 Partnership Development

In this critical period of scarce resources and imperfect distribution of human and financial resources, a crucial step to effective conservation management can be the development of partnerships which are mutually beneficial, more effectively utilize combined resources, and support the overall goals and objectives of protected areas management set by PHPA. Partnerships primarily are used to create strategic synergies by supplementing scarce resources or more effectively utilizing scarce resources in a mutually beneficial manner between two or more parties. Partnerships can also be used to resolve or avoid conflicts of interest.

Effective partnerships have been established by PHPA with many international conservation organizations that assist Indonesia with protected area management. Similarly, partnerships with the private sector, such as the Gunung Gede Pangrango National Park Consortium and Friends of Kutai National Park, have been established to financially support national park management while developing corporate and public conservation awareness.

At the request of PHPA, partnerships are classified as (a) private sector partnerships and as (b) coordination/cooperation arrangements with government agencies and bodies. Potential private sector partners include:

- | | |
|---------------------------|--|
| 1 mining companies | 6 hotels |
| 2 timber concessionaires, | 7 international, regional airlines |
| 3 plantations | 8 universities – local, national, international, |
| 4 agribusiness | 9 NGO-LSM local, national, international |
| 5 travel bureaus, | 10 regional international parks |

Partnership agreements in coordination/cooperation with government agencies could include

- 1 local communities,
- 2 provincial, district local government,
- 3 state universities – local, national,
- 4 other line agencies – Departments of Energy and Mining, Transmigration, Public Works, Agriculture, Tourism, Home Affairs

Following the scoping exercise to identify functional weaknesses, threats, and potential stakeholders, each UPT and/or BKSDA or sub-BKSDA should initiate contact with current, and potential stakeholders to explore the possibilities of partnerships with the UPT in managing protected areas. An initial Partnership Promotion, Identification, Facilitation, and Development workshop should be held with participants identified from the scoping exercise. The UPT will present a report on the goals and objectives of the protected area program, macro benefits to the region and communities, operations, regulations, and problems and weaknesses that the UPT cannot manage alone. Other presentations will include perceptions of the protected area management by local government, regional development planning by BAPPEDA and other presentations by NGOs, universities, relevant technical departments, and relevant representatives of the private sector. Follow-up workshops will be held as needed to focus on specific relevant items such as

- 1 joint effort and cooperation in conducting biological assessments, threats analysis, and resources inventories with universities, research bodies, and qualified NGOs,
- 2 cooperation in information and infrastructure sharing including remote imagery, mapping, road networks, resource inventories, organization of "Friends of Protected Area", and (in new work contracts) environmentally friendly terms with extractive industry (mining, logging),
- 3 ecotourism issues with PEMDA, hotels, travel bureaus and airlines,
- 4 community development issues and planning in protected area buffer and/or enclave areas with PEMDA

4.4 Conflict Resolution

One of the major problems affecting the management of protected areas in Indonesia are conflicts of interest over local communities traditional land rights protected area boundaries with local communities, forest product harvesting enterprises, mining concessions, transmigration development, and siting and development of dams and roads. Such conflicts are complex in nature. Local protected area management personnel are neither authorized nor equipped to deal with such conflicts. Rather, only the central government, in the form of the Department of Forestry and Estate Crops acting alone or with other Department, is authorized to resolve such conflicts. But far removed from the local level central level decisions are slow in forthcoming due to lack of information and data, incomplete knowledge of local situations, lack of personnel to investigate, lack of flexibility within existing laws and regulations to accommodate local needs, and lack of pressure to issue a sound ruling and judgment.

The secondary role of partnerships is to assist in conflict resolution. The three major areas where conflict of interest arises are at (1) the community level, (2) the district or provincial level, and (3) the central technical department level. Conflicts at the community level (*kecamatan, desa, or dusun*) generally revolve around new or revised park or

protected area boundaries, traditional harvesting cultivation or hunting rights, land use issues encroachment, illegal settlements, timber or timber product theft Conflicts at the district or provincial government level revolve around local regional development plans such as agriculture intensification including plantations, food crops and fisheries (offshore, farming) local road network planning and development, various investments in industry (e.g. cement) or tourism (hotels), local enforcement of forest laws covering protected area management and local coordination of central government sectoral activities such as transmigration highways harbors airports dams and irrigation and mining Provincial and district level governments are responsible for resolving such conflicts Conflicts of interest at the local level which are the authority of the central level government include major investment activities in mining, hydro electric dams, irrigation dams, major highways/tollways, harbors, airports, and transmigration

As local communities are under the jurisdiction of district governments, it is more appropriate for protected area UPT to communicate and coordinate the community issues and proposed interventions with local government before directly initiating any conflict resolution attempt Once local government cooperation is agreed upon, the intervention can continue together with local government input or by the protected area management unit as the case merits

Similarly, dealing with central-government authorized issues is better approached first through the local *dinas* and can result in better and quicker outcomes than reporting up the bureaucratic hierarchy to the central government level A partnership of coordination and cooperation with local government therefore as well as decentralization of some authority and responsibility to UPT levels with guidance from the central government level, are needed to initiate resolution of conflict-of-interests particularly local community conflicts in or near protected areas Ultimately the major conflicts between departments over dam sites, mining permits, road and harbor development, and protected areas will be decided at the central government level Less major conflicts as well as minor conflicts can be initially addressed and resolved at the local level among UPT, local governments *dinas* and involved communities

Following partnership workshops, and where and when appropriate, park and protected area management units should conduct conflict resolution coordination workshops In these workshops, participants would review and discuss park, protected area management plans local spatial development plans, regional economic development plans Sectoral conflicts would be identified such as inappropriate transmigration siting or improper road placement, as would opportunities, such as potential ecotourism development, required access road and hotel accommodation Workshop participants would be assigned to follow up both conflicts and opportunities, and report back to a *pokja* (working committee) established by the workshop An example of a possible workshop would be on local government and the role of protected areas in regional economic development and spatial planning Topics might include resource economic valuation, ecotourism development and an ICDP toolkit

To initiate resolution of community conflicts with protected areas, a Community Conservation Agreement Training Workshop should be held with local government PEMDA to identify conflicts, review issues, evaluate the benefits and requirements for implementing CCA s and formulate strategy Topics in this workshop would be participatory rapid appraisal, participatory mapping participatory monitoring and evaluation)

5 Human Resources Development Program Design

A development program has been designed to improve the skills of protected area management personnel, both government and non-government employed. The program consists of a human resources program, including technical skills development, management skills development, facilitation skills development, and community development skills, as well as institutional strengthening.

5.1 Human Resources Development

Technical Skills

Rapid Resources Inventory Training in-service training course for UPT and/or SBKSDA staff. Using a mixture of lecture, discussion, demonstration, and field practicals, participants will learn how to rapidly identify and assess protected area assets including flora, fauna, habitat, soil, and water, as well as enclaves and buffer communities. Training topics include introductory forest/coastal ecosystems, forest survey and measurement, transecting, sketch mapping, map analysis and interpretation. Training will be conducted in the field over a maximum five day period, 2-3 times per year. Instructors qualified in training of trainers will be supplied by PHPA, the Forestry Training and Education Center, BKSDA, local training organizations, and local universities.

Rapid Biodiversity Assessment and Threats Analysis Training in-service training course for UPT and/or SBKSDA staff. A follow-up training course to the rapid resources inventory course, this training will teach participants methods to evaluate the condition of protected area resources as well as identify existing and potential threats to them. Using a mix of lecture, discussion, case study, and field practical, participants will receive training in habitat evaluation, land evaluation, water resource analysis, wildlife population assessment, and coastal land evaluation. Training will be conducted in the field over a maximum of five days, 2-3 times per year. Instructors qualified in training of trainers will be supplied by PHPA, the Forestry Training and Education Center, BKSDA, local training organizations, and local universities.

Coastal, Marine Protected Area Management Training protected area management in marine areas is a particularly challenging task. UPT and/or SBKSDA staff, as basic foresters, require substantial training in the specific tools needed for marine protected areas management. Using a mix of lecture, discussion, case studies, and field practical, participants will be trained in legal basis of coastal, marine areas, coastal ecosystems, coastal zone capability assessment, water resource analysis, marine resource analysis, socio-economic analysis of coastal fishing communities, coastal zone survey and measurement, mangrove ecosystems, mangrove inventory and measurement. Training will be conducted in the field over a 2 week period. Instructors qualified in training of trainers will be supplied by PHPA, the Forestry Training and Education Center, BKSDA, local training organizations, professional instructors from national universities, science institutes, international NGOs and consultants.

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Protected Area Monitoring and Evaluation Training in-service technical training for UPT and/or SBKSDA staff Using a mix of lecture discussion, and primarily field practical, participants will receive training in the latest relevant laws and regulations governing protected areas, types of forest degradation habitat quality and degradation, wildlife population, indications of encroachment, survey and measurement, and field reporting Instructors qualified in training of trainers will be supplied by PHPA the Forestry Training and Education Center BKSDA local training organizations and local universities

Ecotourism Management Training development of ecotourism at protected area sites is currently popular as a potential source of scarce income to both UPT protected area management units, as well as to local governments, in the form of increased tourist arrivals, and increased hotel and transpiration tax receipts However, the development of ecotourism is a complex issue and not all protected areas have the correct ingredients for a successful ecotourism program UPT and/or SBKSDA staff as well as local hotel, travel, and transport agents will be trained in various aspects of ecotourism potential, including nature and wildlife site identification accessibility trail development and management, park guide training and management, community home stay development, and ecotourism monitoring and evaluation Training will be conducted over five days with a mix of lecture, discussion, and study tour- field visit Instructors qualified in training of trainers will be provided by PHPA, Department of Tourism, professional instructors from national and international tour operators, international environmental NGOs, universities

Training of Part-time Trainers additional in-service training recommended for the improved human resources development of parks and protected areas will place additional demands on the existing forestry education and training institutes teaching staff Recruitment and training of new instructional staff requires for Pusdiklat and the regional BLK requires time as well as additional budget allocation The training of part time trainers is a short-term solution to this matter Participants will be drawn from various agencies including PHPA, BKSDA, and must have relevant technical expertise in appropriate field Participants will receive training lesson plan development, training methodologies, preparation of learning aids, teaching practical, training needs assessment, and training evaluation The training will follow the standard Forestry Training and Education Center training of trainers syllabus and will be conducted over 20 days at the nearest local training center

Management Skills

Institutional Development Framework Toolkit Exercises a simple but productive tool of organizational management, which can increase the productivity of organizations (technical implementation units for example), increase an organizations impact on its surroundings (community, district, province, government), improve the organization as a place to work, and increase the likelihood that the organization will have lasting effect on society In short the IDF exercise can be used to assist an organization become more effective and to institutionally develop

Two-day IDF exercise workshops will be conducted in park and protected area UPTs with participants drawn from representative (if not all) staff representing all working divisions of the UPT (i.e. management administration planning security, extension, and research) Using a combination of plenary and group

sessions, participants will identify, discuss, evaluate, and present group findings on UPT organization resources, organization characteristics, and key components ranking them for progress achieved and priority issues to be addressed in future planning. Outputs to be achieved include a consensus within the organization on alternatives to organizational improvement, a plan to help the organization set in motion a process that can foster participation from all members of the organization, identification of internal operations keys to success, the development of strategies to strengthen and focus on those key operation, and an evaluation of progress towards achievement of organization goals. Experienced IDF facilitators could be provided by the NRM/EPIQ Program and PHPA for the two-day workshop.

Scoping Exercises (Functional Analysis and Strategic Capacity Building) scoping exercises will be conducted at park and protected area UPTs and selected SBKSDA to identify protected area functions, evaluate effectiveness of functions, identify stakeholders which perform functions, evaluate performance of functions, identify constraints to performance of functions and propose improvement in performance of functions. Conducted over a period of four weeks, using a mix of workshop, discussion, group assignments, field tasks, participants include park and protected area UPT personnel, PHPA, local government, local NGOs, international NGOs, local universities, and relevant private sector stakeholders. Three qualified instructors/facilitators would be provided by PHPA or the NRM/EPIQ Program.

Financial Database Management Training training of PHPA and park and protected area UPT staff in the theory and application of the newly created park and protected area financial data base management system and software. Practical, "hands-on" training by professional computer software instructors combining lecture, discussion, and primarily computer lab practical to enable mastering of the system, which incorporates traditional GOI budget and expenditure items with monitoring of partner financing and other innovative financing mechanisms. This would be conducted over two weeks by professional computer software instructors from the software developer.

Innovative, Alternative Financing Workshops innovative alternative financing schemes such as debt for nature swaps, carbon offset, conservation trusts, and joint implementation offer increasing opportunities to the Government of Indonesia to access additional financing for protected area management in Indonesia. Each of these instruments are however complex mechanisms, and forums are needed to bring together various stakeholders with experts who understand these tools to reach complete understanding of the nuances of the schemes including pre-requisites conditions, consequences, positive as well as negative aspects, legal and regulatory aspects, and organizational constraints to be overcome. Workshops provide the best forum to achieve such understanding when participants represent all stakeholders, including Department of Forestry and Estate Crops, PHPA, BAPPENAS, Department of Finance, Department of Foreign Affairs, Department of Justice, international donors, international environmental NGOs, national environmental NGOs, national universities, and national scientific research institutions.

Park and Protected Areas Managers Annual Workshop first held in October 1998, annual workshops should be continued and held every year in different provinces, preferably different protected areas of Indonesia. Proceedings of each workshop will be prepared by PHPA with assistance from the NRM/EPIQ Program and distributed to all participants. An organizing committee chaired by PHPA with membership by UPTs from different regions of Indonesia prepare the annual agenda and program. Annual workshop

will be a forum of communication for protected area managers across Indonesia, and all UPTs may prepare papers for presentation and publication at the workshop

Facilitation Skills

Facilitation skills are actually the skills in most need by protected area management personnel yet the most difficult for which to train. Actual experience is by far the best training methodology for facilitation skills, yet hands on experience takes time and opportunity to attain. Training workshops with relevant participants and appropriate methodologies which provide opportunity for discussion and exchange of views, case studies, field trips, and practice are the next best approach.

Partnership Promotion and Development Workshops an initial workshop with participants identified from the scoping exercises, to promote, identify, facilitate, and develop viable partnerships, including *kemitraan* with private enterprises, as well as with government agencies, in the form of coordination and cooperation. The park and protected area UPT will present a report on the goals and objectives of the protected area program, macro benefits of protected areas to the region and communities, operations, regulations, and problems and weaknesses that the UPT cannot manage alone. Other presentations will include perceptions of the protected area management by local government, regional development planning by BAPPEDA, and other presentations by NGOs, universities, relevant technical departments, and relevant representatives of the private sector.

***Kemitraan* (private sector partnerships)** potential *kemitraan* with private enterprises is site specific to the individual UPT. In general however, three types of *kemitraan* are possible:

- 1 Scientific, technical cooperation with universities, NGOs to conduct joint resources inventories, biological assessments, threats analysis, and other research which cannot be undertaken by the UPT alone due to skills and financial constraints.
- 2 Corporate cooperation with mining companies, timber concessionaires, plantations, and agribusinesses in the form of information sharing of aerial imagery and analysis, mapping, resource inventories as well as physical infrastructure such as roads, bridges, drainage canals and buildings.
- 3 Tourism cooperation with travel agents, hoteliers, airlines in the form of planning cooperation and coordination in tourism travel, transportation, and accommodation.

Coordination and cooperation with government agencies the advantages of inter-governmental coordination such as increased efficiencies, integration of approach, and product synergies are so well known and documented that all government agencies whole-heartedly favor increased coordination. With such 100% consensus it is somewhat surprising that very little inter agency coordination actually takes place. The problem stems from the ad hoc and informal approach to coordination as opposed to the dominant commando style of internal management in technical agencies, which reinforces

bureaucratic “sectoral egoism” Only when coordination is mandated and driven from the highest departmental levels does coordination happen at the central-government level, while at the local levels coordination frequently happens when it is driven by inter personal skills of individual officials Be it at the central-government level, or local levels, PHPA and UPTs must be proactive in facilitating coordination and cooperation in planning, monitoring, and evaluation with

- Department of Mines and Energy
- Department of Public Works
- Department of Transportation
- Department of Agriculture
- Department of Tourism
- National Land Agency
- PEMDA

Conflict Identification and Resolution while partnerships, both *kemitraan* with private enterprise, as well as coordination with government agencies can more-effectively utilize scarce resources, facilitate integrated approaches, and create output synergies, partnerships also can play a major role in conflict resolution The best way to resolve conflict is to prevent conflict from occurring This is only possible with coordinated, integrated planning between park and protected area UPTs and local government

Planning coordination workshops between local government PEMDA, particularly BAPPEDA and park, protected area UPTs will be held to discuss and synchronize park and protected area with local government spatial plans UPT protected area management plans need to be reviewed and integrated into local government regional economic development plans Training of UPT and local government planners in resource economic valuation techniques will be conducted not only to improve local government economic planning but also to enhance understanding and appreciation of the role of local park and protected natural resources Finally, joint UPT-local government workshops will be held to plan local community development programs and activities targeted at key park, protected area enclave and buffer communities

Conservation Awareness Programs environmental, natural resource, and conservation awareness and appreciation is minimal among all but the most traditional of local communities and populations Public education programs targeting primary school children can be effective in raising awareness levels in the long-term Conservation awareness materials and teaching aids kits will be provided to primary school teachers in the areas of park and protected area UPTs Awareness events such as school field days will be organized For the targeted general public, Forestry and Indonesian NGOs will be trained in social marketing, market research, writing, communication, and graphic skills for print media, and advertisements

Community Development Skills

Community development skills are required of both park and protected area UPT personnel as well as local NGOs as a means of prevention or resolution of community conflicts

Protected Area Understanding/Appreciation for Local Leaders two day training course for formal local leaders and informal leaders in enclave/buffer communities to familiarize leaders with the goals, objectives, and operations of park, protected area management and the consequences for local communities, to review existing laws and regulations governing protected areas, forests, agriculture, and the environment, and to introduce community conservation agreements as a basis for community development Using a mix of lecture, discussion and field study instructors will be provided by the local UPT and local government

Park, Protected Area Buffer/Enclave Community Development with Local NGOs five-day training course for local NGOs involved or interested in participating in park, protected area enclave/buffer community development Utilizing a mix of lecture, discussion, demonstrations, and field practical, participants will be trained in park, protected area policies and legal basis, community conservation agreements participatory rural appraisal sketch mapping, monitoring and evaluation Instructors will be provided training centers, UPT, international NGOs and NRM/EPIQ Program consultants

Ecotourism Management five day training course introducing various aspects of ecotourism management including tourist site identification and development trail planning and development, ecotourism guide development and management public relations transportation, accommodation, homestays, and visitor health and safety to participants from UPTs local NGOs and local tourism offices Instructors provided by PHPA, international NGOs Department of Tourism

5.2 Institutional Strengthening

Institutional Development Framework Toolkit while the IDF training exercises provide management skills like strategic planning and prioritization to individual participants, the major value in fact is institutional strengthening aspects of the exercise, including consensus building, open management and transparency participatory approaches, and integrated management

Scoping Exercises (Functional Analysis and Strategic Capacity Building) similar in nature to IDF exercises scoping exercises teach individual management skills such as functional analysis, threats assessments and strategic management, while the workshop format strengthens the institution through external orientation, group field work with stakeholders, consensus building, transparency and participatory approaches

Park, Protected Area Manager Annual Workshop develops a network of park, protected area UPT managers creates unity and sense of mission among managers provides a secondary communication forum parallel to the official departmental communication system Annual workshop proceedings, as well as periodic newsletters should also be developed

Study Tours in Indonesia and overseas

- Local study tours by newly established park, protected area personnel to established protected area UPT's including Gede-Pangrango, Ujung Kulon, Kerinci-Seblat, Gunung Leuser and others
- Great Barrier Reef Marine National Park, Queensland, Australia
- Mt Kinabalu National Park, Taman Negara National Park, Malaysia

Non-Degree Training in Indonesia and overseas

- Coastal Ecosystems University of York, United Kingdom, August 27 – September 24, 1999
- Community Forestry, Asian Institute of Technology, Thailand, August 1 – 26, 1999
- Mangrove Management, University of Ryukyus, Japan, October 1 – November 30, 1999
- Remote Sensing/GIS, University of York, United Kingdom, July 4 – September 24, 1999
- Community Forest Extension, University of Kasetsart, Thailand, 26 days, 1999

Appendix A

Institutional Development Framework Toolkit Exercise

- 1 IDF Workshop Terms of Reference**
- 2 IDF Workshop Guidelines**
- 3 IDF Matrix**
- 4 Results of IDF Workshops**

Draft Terms of Reference

Institutional Development Framework Training Workshop

Background

Currently in Indonesia, there are 36 national parks, covering 14,080,375 hectares of terrestrial and marine areas. To manage these national parks the Department of Forestry and Estate Crops has established 24 national park centers and 12 national park unit offices, charged with protecting the national park flora and fauna, regulating the utilization of park assets, and working closely with local communities, both inside and outside the park. In general, these national park offices are characterized as under staffed, under funded, and under trained for the task. The current economic and monetary crisis has resulted in reduced budgets as well as increased threats to already limited park resources further challenging park managers to carefully assess allocation of scarce technical and financial resources, as well as to engage additional resources to meet management objectives. In this environment, national park offices must re-evaluate their organization, personnel, finances, work plans, strengths and weakness, as well as opportunities and constraints, to develop new strategies, objectives, and tactics in the management of national parks, as well as effective continuous monitoring and evaluation of progress towards achievement of objectives and goals.

Objectives

- 1 Identify organizational characteristics, resources, and key components of the national park center/unit office most critical to the successful achievement of stated goals and objectives,
- 2 Identify internal and external constraints and opportunities for effective and efficient park management, ensuring participation of relevant institutions as well as community groups,
- 3 Identify current strengths and weaknesses, as well as planning and management mechanisms, and propose park management strengthening initiatives
- 4 Propose strategic objectives, as well as intermediate results with performance indicators, for the national park center/unit office,
- 5 Review and assess technical strategies and management options being considered within differing areas of the national park,
- 6 Make recommendations that can serve as inputs for preparing a framework action plan outlining broad policy measures as well as practical steps for developing effective and efficient park management

Methodology

A two-day workshop consisting of the presentation of the Institutional Development Framework, its purposes, mechanism, and outputs, followed by discussion in plenary, group discussions (1) to identify UPT organization characteristics, resources, and key components, (2) to develop progress cells of UPT organizational and institutional development, (3) to assess the strengths and weaknesses of the UPT on each organizational characteristic, (4) to

prioritize the relative importance of each organizational characteristic, and (5) based on these activities propose strategic objectives, intermediate results, and performance indicators for the UPT. Each group will be assisted by a group facilitator, and will present group conclusions in plenary for discussion questions and comments. The workshop proceedings, recommendations, and conclusions will be submitted to the PHPA.

Expected Outputs

- 1 Strategic objectives, intermediate results, and performance indicators to measure institutional development of the UPT,
- 2 A simple but rigorous monitoring and evaluation system which continuously measures progress of achievement of UPT goals and objectives,

Participants Kepala UPT Balai/Unit Pengelolaan Taman two staff seksi administrasi, two staff seksi perlindungan, two staff seksi pemanfaatan two staff seksi pengembangan masyarakat, one staff resor, one staff rayon, five jagawana, five penyuluh, one Kanwil, one KSDA, one unit evaluasi PHPA

Facilitators NRMP/EPIQ Program consultants, PHPA

Time Two days September of Fiscal Year 1998/1999

Place
1 UPT Gede-Pangrango, Cibodas, Jabar
2a UPT Bunaken Manado, Sulut
2b UPT Bukit Baka Bukit Raya, Pontianak, Kalbar
2c UPT Lore Lindu, Sulteng

Guidelines for the Institutional Development Framework

Purpose

- 1 To identify organizational resources, characteristics, and key components of park and protected area management units most critical to the successful achievement of stated organization goals and objectives,
- 2 To identify internal and external constraints and opportunities for effective park, protected area management, ensuring participation of relevant institutions and community groups,
- 3 To identify current strengths and weaknesses, as well as planning and management mechanisms, and propose park management strengthening initiatives,
- 4 To propose strategic as well as intermediate objectives with performance indicators for park and protected area management units,
- 5 To review and assess technical strategies and management options being considered within different areas of the park protected area,
- 6 To make recommendations as input into annual planning as well as practical steps for developing effective and efficient park, protected area management

Outputs Strategic objectives and performance indicators to measure institutional development of protected area management units

A monitoring and evaluation system which measures progress of achievement of park, protected area goals and objectives

Duration 2 days

Venue Well lighted, ventilated, comfortable meeting room accommodating up to 50 participants, preferably at or near the park, protected area management unit offices, small work areas for up to 7 groups of up to 7 persons each

Instructors 2-3 qualified IDF facilitators

Participants Ideally, all personnel of a protected area management unit from manager to office watchman
Practically, maximum 50 participants, representing all divisions and sections of management unit responsibilities

Methodology Initial plenary session led by facilitators explaining IDF concept, principles, mechanisms, and guidelines, followed by small parallel group sessions to review, discuss, and complete the institutional development framework matrix Group presentations and discussion in final plenary session to reach a consensus evaluation

Groups Assignments Participants will be assigned to groups of maximum 7 persons broadly formed to represent all or as many management unit division/sections as possible. Each group will appoint one chairperson and one secretary.

Completing the IDF Matrix in Groups

Each group will review and discuss the institutional development framework matrix including a set of given organizational resources, characteristics, and key components. Groups can add, subtract, or rename resources, characteristics, and key components based upon group consensus. Each group will review, discuss, and evaluate the current location of key components on an institutional development continuum, a time line scale of 0 to 4 divided into 4 phases, 0-1 Start up, 1-2 Developing, 2-3 Expanding/Consolidating, and 3-4 Mature. Phases of each key component are described by progress cells which serve as performance indicators of progress along the continuum. Each progress cell is further divided into quarters to ease analysis. Groups may revise performance indicators in each progress cell as appropriate based upon group consensus. Groups at any time may seek clarification and advice from facilitators.

Following evaluation of relative strength (3-4 on continuum) and weakness (1-2 on continuum) of the organization, groups will determine the most important characteristics necessary for achievement of organizational goals and objectives. Weighting (prioritizing) of key components will be done using a scale of 1 to 4: 4 - Top Priority, 3 - Very Important, 2 - Important, but not Priority, 1 - not important now. For ease of analysis, using fractions of scale is allowable (i.e., 2.5, 3.75). Determination of priority should be established regardless of whether or not there are currently problems in these areas.

Each group will present their findings in a plenary session, noting changes, additions in organizational resources, characteristics, key components, and/or performance indicators. Groups will present and defend their progress and priority evaluations. Following group presentations, discussion will be held in open plenary to reach a consensus evaluation from all group results. If consensus cannot be reached in plenary, a working committee of all groups will be appointed to formulate a draft consensus for presentation to the plenary and approval. Assisted by facilitators, calculation sheet, profile, and graphic display will be formulated from the consensus evaluation results.

Institutional Development Framework Matrix

Kerangka Matriks Pengembangan Kelembagaan Taman Nasional

UPT
Tgl

Sumberdaya Kelembagaan I Oversight/Pengendalian

pg 1

Karakteristic Organisasi	Komponen Kunci	Bobot (1-4)	Tahap Awal				Pengembangan				Pemantapan				Dewasa				Score
			00	25	50	75	10	25	50	75	20	25	50	75	30	25	50	75	
Kemajuan																			
A Organisasi Pemerintahan	1 Departemen Teknis		Sistem komando top down				Pusat konsultatif secara top-down				Konsultatif dgn pusat secara bottom up				Decentralized				
	2 PEMDA		Tanpa komunikasi				Komunikasi program				Koordinasi program				Perencanaan Pelaksanaan bersama				
	3 Visi		Visi tidak ada				Visi ada di Repelita secara tidak langsung				Visi ada tetapi belum sbg alat perencanaan				Visi ada dan dimengerti oleh staf dan masyarakat				
	4 Misi		Tidak ada misi yg tertulis				Misi ada tetapi tidak mencerminkan dari jumlah dan jenis program, proyek				Misi ada yg mencerminkan program, proyek tetapi belum dimengerti oleh staf atau masyarakat umum				Misi ada dan persepsi masyarakat luas bisa mengaitkan organisasi dan misi				

Karakteristic Organisasi	Komponen Kunci	Bobot (1-4)	Tahap Awal				Pengembangan				Pemantapan				Dewasa				Score
			00	.25	50	75	10	.25	50	75	20	25	50	75	30	25	50	75	
Kemajuan																			
A Kepemimpinan	5 Pengambilan keputusan		Semua keputusan berdasarkan arahan dan organisasi atas				Ada konsultasi sebelum arahan dan atas menjadi keputusan				Pemimpin usul keputusan ke organisasi atas sebelum keputusan				Pemimpin memutus langsung tanpa persetujuan dari atas				
	6 Partisipasi		Staf tidak memberi masukan untuk ke putusan				Staf memberi masukan teknis saja untuk keputusan				Staf memberi masukan teknis manage ment untuk keputusan				Keputusan didelegasikan kepada kabid dan kaseksi				
B Sistem management	7 Personlira		Sistem dan rekrutmen ada dari pusat, posisi belum tensi semua				Rekrutmen staf sendiri posisi tensi semua				Usulkan posisi baru, di tetapkan dari pusat				Menetapkan posisi baru sendiri dan rekrut sendiri semua posisi terisi				
	8 Insentif		Gaji dan pangkat PNS dari pusat				Evaluasi kinerja kepegawaian oleh pusat				Evaluasi kinerja staf bersama pusat				Evaluasi staf, gaji dan pangkat ditentukan sendiri				
	9 Administrasi		Sistem administrasi dan pusat, seragam				Sistem administrasi updated dan pusat				Sistem administrasi updated oleh pusat dgn masukan				Sistem administrasi sesuai dgn kebutuhan sendiri				

Karakteristic Organisasi	Komponen Kunci	Bobot (1-4)	Tahap Awal				Pengembangan				Pemantapan				Dewasa				Score
			00	25	50	75	10	25	50	75	20	25	50	75	30	25	50	75	
Kemajuan																			
	10 Arah Perencanaan		Top down sesuai dgn perencanaan jangka panjang nasional,	Perencanaan jangk panjang disesuaikan dgn RJP pusat	Perencanaan jangka panjang di sesuaikan dgn Visi, Misi	Perencanaan janka panjang berdasarkan visi, misi, dilengkapi dgn strategy,													
	11 Evaluasi perencanaan		Perencanaan pelaksanaan tidak di evaluasi	Perencanaan pelaksanaan di evaluasi secara ad hoc	Evaluasi formal routine, lessons learned di terapkan dlm perencanaan	Perencanaan tahunan dgn koreksi tengah tahunan													
	12 Partisipasi perencanaan		Pegawai tidak dilibatkan dalam perencanaan	Kabid dilibatkan dalam perencanaan,	Seluruh pegawai dilibatkan dalam perencanaan	Wakil beneficiaries dilibatkan dalam process perencanaan													
	13 Basis anggaran		Berdasarkan plafom dari pusat bukan alat management	Anggaran disesuaikan dgn keperluan setempat	Anggaran di usulkan berdasar prioritas setempat	Anggaran diusulkan berdasarkan prioritas setempat dgn masukan partners													
	14 Laporan keuangan		Laporan tidak lengkap, tidak terperinci	Laporan keuangan jelas, tetapi kurang lengkap	Laporan keuangan jelas, lengkap, tetapi lambat	Laporan keuangan jelas, lengkap, on time dgn sistem informasi keangan													
	15 Penksaan keuangan		Periksaan keuangan tidak dilakukan	Perkasaan keuangan jarang dilakukan	Periksaan keuangan dilakukan sewaktu2	Periksaan keuangan routine													

Karakteristic Organisasi	Komponen Kunci	Bobot (1-4)	Tahap Awal				Pengembangan				Pemantapan				Dewasa				Score
			00	25	50	75	10	25	50	75	20	25	50	75	30	25	50	75	
Kemajuan																			
	16 Monev		Tidak ada mekanisme evaluasi yg formal, routine, ad hoc saja				Evaluasi dilakukan atas permintaan pusat donor dgn format mereka				Staff melakukan monev secara routine dgn format sendiri				Sistem monev diterapkan dan hasil dipakai dlm perencanaan				

Karakteristic Organisasi	Komponen Kunci	Bobot (1-4)	Tahap Awal				Pengembangan				Pemantapan				Dewasa				Score
			00	25	50	75	10	25	50	75	20	25	50	75	30	25	50	75	
Kemajuan																			
A Ketrampilan staf	17 Struktur organisasi		Ada dari pusat belum diisi semua posisi				Semua posisi diisi, staf belum mampu menjalankan				Struktur org diisi dan fungsi dijalankan				Keahlian ketrampilan khusus bisa rekrut dan luar				
	18 Tugas dan wewenang		Ada dan pusat, tetapi staf belum mampu melaksanakan				Staf mempunyai ketrampilan teknis, belum punya ketrampilan analitik				Staf mempunyai ketrampilan teknis, analitik, dan management				Kinerja staf dan organisasi diakui ketrampilan dan kemampuan oleh pihak ketiga				
B Pengembangan staf	19 Pelatihan		Minimum dari pusat				Pelatihan informal in-service jangka pendek				Pelatihan akademik, formal jangka pendek				Pelatihan akademik degree (ijasa)				
	20 Evaluasi		Tidak ada evaluasi				Evaluasi ad hoc sewaktu2				Evaluasi formal sewaktu2				Evaluasi formal secara routine				
	21 Penghargaan, kesempatan		Gaji sbg PNS sesuai pangkat, pendidikan, pengalaman				Kinerja kerja diakui secara non-formal saja				Berdasarkan hasil evaluasi formal kinerja kerja, mengelola proyek				Berdasarkan kinerja kerja dan hasil evaluasi bisa naik pangkat				
C Keaneka ragam staf	22 Nasional		100% staf dan pusat				50% staf dari pusat				25% staf dari pusat				5-10% staff dari pusat				
	23 Inter nasional		Tidak ada				Kunjungan kerja oleh professional staf sewaktu-waktu				Ada 1 konsultan yg bertugas				Ada tim konsultan yg bertugas				

Karakteristic Organisasi	Komponen Kunci	Bobot (1-4)	Tahap Awal				Pengembangan				Pemantapan				Dewasa				Score
			00	25	50	75	10	25	50	75	20	25	50	75	30	25	50	75	
Kemajuan																			
	24 Lokal		Tidak ada staf lokal				50% staf lokal				75% staff lokal				95% staf lokal				
	25 Suku asli		Tidak ada staf indiginous				Ada 1 staf indiginous lokal yg mewakili suku penduduk setempat				Ada 5% staf indiginous yg mewakili suku penduduk setempat				Ada 10% staf indiginous yg mewakili suku penduduk setempat				

Karakteristic Organisasi	Komponen Kunci	Bobot (1-4)	Tahap Awal				Pengembangan				Pemantapan				Dewasa				Score
			00	25	50	75	10	25	50	75	20	25	50	75	30	25	50	75	
Kemajuan																			
A Anggaran	26 Peng elolaan		Anggaran keuangan tidak digunakan sbg alat pengelolaan organisasi				Realisasi pengeluaran anggaran jauh dibawa 100%				Realisasi pengeluaran anggara mendekati 100%				Anggaran merupakan bagian yg tak terpisahkan dari pengelolaan organisasi				
	27 Sumber		Anggaran 100% dan pemerintah pusat				Anggaran 90% dari pusat, 10% dari APBD				Anggaran 80% dari pusat, 20% dari Pemda, swasta				Anggaran 70% dari pusat, 30% dari Pemda, swasta, LSM				
	28 Jumlah		Anggaran tidak cukup untuk tujuan dan sasaran				Anggaran cukup untuk kegiatan rutin dan proyek jangka pendek				Anggaran cukup untuk kegiatan rutin dan proyek jangka menengah				Anggaran cukup untuk kegiatan rutin, proyek maupun investasi jangka panjang				

Karakteristic Organisasi	Komponen Kunci	Bobot (1-4)	Tahap Awal				Pengembangan				Pemantapan				Dewasa				Score
			00	25	50	75	1 0	25	50	75	2 0	25	50	75	3 0	25	50	75	
Kemajuan																			
A Hubungan, komunikasi koordinasi	29 Aparat PEMDA																		
	30 Masyarakat Desa																		
	31 Dep Teknis lain																		
	32 NGO/ LSM																		

Karakteristic Organisasi	Komponen Kunci	Bobot (1-4)	Tahap Awal				Pengembangan				Pemantapan				Dewasa				Score				
			00	25	50	75	10	25	50	75	20	25	50	75	30	25	50	75					
Kemajuan																							
	33 Universitas						Tanpa komunikasi					Komunikasi ttg Kegiatan penelitian dan survei yg ada hubungan dengan satwa alam dan TN					Koordinasi perencanaan penelitian, survei universiti dan UPT					Pelaksanaan bersama penelitian dan survei di TN dan sekitarnya	
	34 Swasta						Tanpa komunikasi					Komunikasi ttg Kegiatan yg ada hubungan dgn TN dan sekitarnya					Koordinasi perencanaan dan strategi kegiatan sekitar TN					Koordinasi perencanaan dan pelaksanaan bersama kegiatan sekitar TN	

Karakteristic Organisasi	Komponen Kunci	Bobot (1-4)	Tahap Awal				Pengembangan				Pemantapan				Dewasa				Score
			00	.25	50	75	10	25	50	75	20	.25	50	75	30	25	50	75	
Kemajuan																			
A Nilai ekonomis biola	35 Sumber air																		
	36 Konservasi tanah, air																		
	37 Pencegahan banjir																		
	38 Sumber bahan penelitian/ obat2an																		
	39 Pendapatan dari parawisata																		
B Nilai budaya	40 Perlindungan flora, fauna																		

Karakteristic Organisasi	Komponen Kunci	Bobot (1-4)	Tahap Awal				Pengembangan				Pemantapan				Dewasa				Score
			00	25	50	75	10	25	50	75	20	25	50	75	30	25	50	75	

Results of IDF Workshops

The IDF workshop at UPT Gede-Pangrango National Park was held on September 17, 18, 1998. Twenty four people were in attendance: the park director (Dr. Soenaryo), 21 park officers from UPT Gede-Pangrango (representing management, finance, personnel, community development, and field rangers), and two NRM/EPIQ Program consultants: Mr. Gary Swisher and Mr. Sastrawan Manullang, both of whom are IDF facilitators.

The facilitators presented a brief introduction to the Institutional Development Framework and its objectives, its uses, and its component parts, the IDF continuum, IDF profile, and IDF calculation sheet. Workshop methodology and procedures were explained including work in group sessions and group presentations, using a mix of overhead transparencies and handouts.

Following a brief question and answer session, workshop participants were divided into three working groups, roughly equivalent in staff representation of management, administration, and rangers. Each group was assigned a set of resources and organizational characteristics to evaluate for UPT Gede-Pangrango. Groups reviewed organizational characteristics for appropriateness in the IDF analysis as critical success factors, identified key components of the organizational characteristics, established indicators of progress and rated progress along the IDF continuum, and assigned weights to components reflecting priority. Park Director Soenaryo participated separately in the IDF exercise and conducted the framework assessment as a one-person group, to avoid over-influencing the group participation.

The group sessions ran through the morning, and continued through the afternoon following lunch break. Facilitators were available to the groups as resource persons, answering questions and providing clarification of terminology and interpretation. Group presentations were held on Day 2 at 8:30 am.

Plenary session group presentations were held on Day 2. Each group (excluding Park Director Soenaryo) presented, justified and defended their findings on priority and progress of each assigned organizational characteristic and key component with oral and visual (overhead transparencies) presentations.

The working groups assessed 12 key components as quadrant I components, meaning highest organizational priority and highest progress towards organizational goals, including 5 key components of management resources: 4 from human resources, and 3 from oversight/supervisory resources. The highest ranked key component was decision-making under the leadership organizational characteristic of Management Resources. This was followed closely by financial base, departmental oversight under Oversight, job descriptions and authority, planning direction, and financial audits. Ranking 7 through 12 included organization structure under Human Resources, mission under Oversight, evaluation/rewards under Human Resources, local government under Oversight, and financial reporting under Financial Resources.

At the other extreme of the scale, 11 key components were assessed as quadrant IV components, highest organizational priority, but least progress towards organizational goals. These included 7 from management resources: 3 from organization products/service, and one from financial resources. The lowest ranked key component was personnel management followed closely by salary incentives under Management Resources.

Following these grouped at the same ranking were monitoring-evaluation planning evaluation, and administration under Management Resources, water resources, research resources and tourism under organization Products/Services, finance sources under Financial Resources

In the middle 17 key components of organizational resources were assessed as in quadrants II and III high progress towards organizational goals, but low organizational priority and low progress towards organizational goals and low organizational priority

Separately, the Park Director Dr Soenaryo assessed 17 key components as quadrant I components, higher than the number assessed by group participants, including 5 key components from Product/Services and 4 from Management Resources, 3 from External Resources 2 each from Oversight and Financial Resources, and 1 from Human Resources The park director assessed 11 key components in quadrant IV, highest priority but least progress, the same as group participants, including 5 key components from Management, 3 from Human Resources, and 1 each from Financial Resources and Product/Services The park director assessed the remaining 12 key components as quadrant II and III lower priority components Overall, the groups assessed organizational progress of UPT Gede Pangrango at a score of 285.5, while the Park Director Dr Soenaryo scored the organization slightly lower at 260.5

At the conclusion of the workshop, participants informally evaluated the IDF exercise While stating the productive use of the IDF exercise particularly as input into annual park planning and budgeting, participants also stated the need for more clear and detailed guidelines, additional time for group analysis and individual group assessment of all key components of organizational characteristics

In addition, participants proposed revision in several of the organizational resources Organizational characteristics under Financial Resources were reduced to one, budgeting, while 3 key components were identified namely financial management, financial sources, and financial solvency

Under Management Resources the key component of decision flow was changed to decision making, while under Human Resources, incentives were changed to rewards Finally, under Organization Product and Service the organizational characteristic of cultural values was dropped, while all key components remained unchanged

The second IDF workshop was held in UPT Bunaken, Manado, North Sulawesi on October 13 - 14 It was attended by 20 UPT officials and staff The NRM/EPIQ Program facilitators were Sastrawan Manullang and Zulhan Harahap

In an opening plenary session, the facilitators presented the IDF exercise, agenda, mechanisms, and guidelines Following a brief question and answer session, the plenary session was concluded and participants were organized into working (2) groups to begin work and discussion on the IDF matrix Bunaken Park Director Ir Domingus participated as an ordinary group member Groups worked on the matrix throughout the day, and were assisted by the facilitators Group sessions officially concluded in the afternoon of Day 1 but informally, group sessions continued through the evening

On Day 2, groups concluded their work on the matrix and prepared for their plenary session presentations. Each group presented, justified and defended their findings on priority and progress of each assigned organizational characteristic and key component with oral and visual (overhead transparencies) presentations.

UPT Bunaken working groups assessed 12 key components as quadrant I components, high priority and substantial progress. These components included 7 management components, 3 oversight components, 1 human resource component, and 1 product/service component.

Conversely, the groups assessed 25 key components as quadrant IV components, high priority but minimal progress. These included 6 human resource components, 5 components each from management, external, product/service, and 3 financial components. Only 4 components were assessed as quadrant II and II. Overall, the groups assessed organizational progress of UPT Bunaken at a score of 218.5, lower than UPT Gede-Pangrango at a score of 285.5.

At the conclusion of the workshop, participants informally evaluated the IDF exercise. While stating the productive use of the IDF exercise, particularly as input into annual park planning and budgeting, participants also stated the need for simpler language in the matrix, improved criteria for weighting of organizational characteristics and key components, and better, more concise indicators of organizational progress on the continuum.

Penilaian Organisasi UPT Gede-Pangrango

Sumberdaya Organisasi	Karakteristik Organisasi	No	Komponen Kunci	Kemajuan	Bobot	Score	
Pengendalian	Pemerintahan	1	Department Teknis	3 25	4	13	
		2	PEMDA	3 25	3	9 75	
		3	Visi	2 5	2	5	
		4	Misi	2 5	4	10	
<i>Nilai kelompok</i>						37 75	
Pengelolaan	Kepemimpinan	5	Pengambilan Keputusan	3 75	4	15	
		6	Partisipasi	2	3	6	
	Sistem pengelolaan	7	Personelia	0 75	3	2 25	
		8	Insentif	0 75	4	3	
		9	Administrasi	1 75	3	5 25	
		10	Arah perencanaan	3 75	3	11 25	
		11	Evaluasi perencanaan	1 75	3	5 25	
		12	Partisipasi perencanaan	2 0	3	6	
		13	Basis anggaran	3 5	4	14	
		14	Laporan keuangan	2 75	3	8 25	
		15	Periksaan keuangan	3 75	3	11 25	
		16	Monitoring evaluation	1 75	3	5 25	
<i>Nilai kelompok</i>						84 5	
Sumberdaya Manusia	Ketrampilan pegawai	17	Struktur organisasi	2 75	4	11	
		18	Tugas wewenang	3 25	4	13	
		19	Pelatihan	1 5	2	3	
	Pengembangan pegawai	20	Evaluasi	3 25	3	9 75	
		21	Penghargaan	3 25	3	9 75	
		Keanekaragam pegawai	22	Nasional	3 25	1	3 25
			23	Internasional	2 5	2	5 0
	24	Lokal	1 75	2	3 50		
	25	Suku asli	0	0	0		
	<i>Nilai kelompok</i>						58 25
Keuangan	Anggaran	26	Pengelolaan anggaran	3 75	2	7 5	
		27	Sumber anggaran	1 75	3	5 25	
		28	Memadaí anggaran	1 75	2	3 5	
<i>Nilai kelompok</i>						16 25	
Ekstern	Hubungan	29	Aparat PEMDA	3 25	2	6 5	
		30	Masyarakat Desa	2 75	2	5 5	
		31	Dep Teknis lain	3 25	2	6 5	
		32	NGO/LSM	3 0	2	6	
		33	Universiti	3 25	2	6 5	
		34	Swasta	1 75	1	1 75	
		<i>Nilai kelompok</i>					
Produk Jasa	Nilai biota	35	Sumber air	1 75	3	5 25	
		36	Konservasi tanah	3 25	2	6 5	
		37	Pencegahan banjir	3 25	2	6 5	
		38	Sumberdaya penelitian	1 75	3	5 25	
		39	Obyek parawisata	1 75	3	5 25	
		40	Perlindungan flora fauna	3 25	1	3 25	
<i>Nilai kelompok</i>						56 5	
Nilai total						285 5	

Penilaian Organisasi UPT Bunaken

Sumberdaya Organisasi	Karakteristik Organisasi	No	Komponen Kunci	Kemajuan	Bobot	Score	
Pengendalian	Pemerintahan	1	Department Teknis	2 5	4	10	
		2	PEMDA	2 5	3	7 5	
		3	Visi	1 75	4	7 0	
		4	Misi	2 25	4	9 0	
<i>Nilai kelompok</i>						33 5	
Pengelolaan	Kepemimpinan	5	Pengambilan Keputusan	1 75	4	7 0	
		6	Partisipasi	2 25	3	6 75	
	Sistem pengelolaan	7	Personelia	0 5	4	2 0	
		8	Insentif	2 5	3	7 5	
		9	Administrasi	2 5	4	10	
		10	Arah perencanaan	1 75	4	7 0	
		11	Evaluasi perencanaan	1 75	3	5 25	
		12	Partisipasi perencanaan	2 0	3	6	
		13	Basis anggaran	2 5	3	7 5	
		14	Laporan keuangan	2 5	4	10	
		15	Periksaan keuangan	3 0	4	12	
		16	Monitoring evaluation	3 25	3	9 75	
<i>Nilai kelompok</i>						90 75	
Sumberdaya Manusia	Ketrampilan pegawai	17	Struktur organisasi	0 75	4	6 0	
		18	Tugas, wewenang	1 75	4	7 0	
		Pengembangan pegawai	19	Pelatihan	1 75	3	5 25
			20	Evaluasi	3 0	3	9 0
	Keanekaragaman pegawai	21	Penghargaan	1 25	3	3 75	
		Nasional	22	Nasional	0 75	2	1 5
			23	Internasional	1 25	1	1 25
			24	Lokal	1 75	3	5 25
		25	Suku asli	0	3	0	
		<i>Nilai kelompok</i>					
Keuangan	Anggaran	26	Pengelolaan anggaran	2 0	4	8 0	
		27	Sumber anggaran	0	3	0	
		28	Memadai anggaran	0 75	3	2 25	
<i>Nilai kelompok</i>						10 25	
Ekstern	Hubungan	29	Aparat PEMDA	1 75	3	5 25	
		30	Masyarakat Desa	1 75	4	7 0	
		31	Dep Teknis lain	1 75	3	5 25	
		32	NGO/LSM	1 75	3	5 25	
		33	Universiti	1 0	3	3 0	
		34	Swasta	1 75	3	5 25	
<i>Nilai kelompok</i>						31 0	
Produk Jasa	Nilai biota	35	Sumber air	1 0	2	2 0	
		36	Konservasi tanah	0 25	3	0 75	
		37	Pencegahan banjir	2 0	3	6 0	
		38	Sumberdaya penelitian	0 75	3	2 25	
		39	Obyek pariwisata	1 0	3	3 0	
40	Perlindungan flora, fauna	0 0	3	0			
<i>Nilai kelompok</i>						14 0	
Nilai total						218 5	

Appendix B

Proposed Training Programs

Technical Skills

Rapid Resources Inventory —
Biodiversity Assessment and Threats Analysis
Coastal, Marine Protected Area Management
Protected Area Monitoring and Evaluation
Ecotourism Management
Training of Part-Time Trainers

Management Skills

Institutional Development Framework Toolkit Exercises
Financial Database Management
Innovative, Alternative Financing (Debt Swaps, Carbon Offset, Conservation Trusts)

Facilitation Skills

Partnership Promotion and Development Workshop
Planning Coordination with Local Government Agencies Workshop
Scientific, Technical Cooperation with Universities, NGOs Workshop
Corporate Cooperation with Mining, Timber Concessionaires, Plantations, and Agribusinesses Workshop

Community Development Skills

Protected Area Understanding/Appreciation for Local Leaders
Buffer/Enclave Community Development with Local NGOs

Title	Rapid Resources Inventory Training for Park and Protected Area Management Personnel
Description	In-Service Technical Training
Background	Based on field visits to UPT sites, review of current training curricula, and discussions with DG PHPA and field, personnel, field level park and protected area management technicians are not yet adequately equipped with appropriate knowledge, information, techniques to survey and assess the existing resources of protected areas
Objective	To transfer knowledge and hands-on practical experience to technicians and field personnel in utilizing existing inputs (maps, data, surveys, policies, regulations), conducting surveys and analysis, and producing indicative resource inventories of park and protected areas
Methodology	lecture, 30%, discussion 20%, demonstration 20%, field practicals, 30%
Participants	forestry technicians, research workers, forest rangers, and forestry extension personnel of park and protected area management units
Instructors	TOT qualified instructors from DG PHPA, Pusdiklat, BLK, local universities, and international NGOs
Time	5 days
Place	District or provincial level with access to a protected area
Outputs	Ability to identify and assess protected area assets including flora, fauna, habitat, soil, and water, as well as enclave/buffer community stakeholders
Proposed Curriculum	Protected area policy and legal basis Introduction to forest ecosystems Introduction to coastal ecosystems Forest survey and measurement Transecting Sketch mapping Map analysis and interpretation Introductory community development Group dynamics
Syllabus	To be prepared
Practical	Field practicals in sketch mapping, transecting, and forest survey and measurement
Verifiable Indicator	Improved knowledge of existing conditions and natural resources in protected areas

Title	Rapid Biodiversity Assessment and Threats Analysis Training for Park, Protected Areas
Description	In Service Technical Training
Prerequisites	Rapid Resources Inventory Training
Background	Based on field visits to park and protected area sites review of current training curricula, and discussions with DG PHPA and field personnel field level technicians are not yet adequately equipped with appropriate knowledge, information, techniques to assess current conditions of protected area biodiversity and existing and potential threats to the sustainability of the protected area ecosystem
Objective	To provide field technical personnel with skills needed to evaluate the condition of protected area resources and identify existing and potential threats to them
Methodology	lecture, 30%, discussion 20%, demonstration 20%, field practicals, 30%
Participants	Park and protected management forest technicians, forest researchers, forest rangers, and forest extension personnel
Instructors	TOT qualified DG PHPA, Pudiklat, BLK international NGOs, and/or consultants
Time	5 days
Place	Protected Area Management Unit or District / Provincial level
Outputs	Ability to identify rapidly evaluate the existing condition of protected area biodiversity resources Ability to identify existing and potential threats to protected area biodiversity resources
Proposed Curriculum	habitat evaluation land evaluation water resource analysis wildlife population assessment coastal land evaluation introductory coastal ecology introductory forest ecology
Syllabus	to be prepared
Practical	Field practical in species identification habitat assessment, water resource analysis land analysis, and coastal evaluation
Verifiable indicator	Improved protected area management of biodiversity resources, quicker response to biodiversity threats and preventative measures for biodiversity protection

Title	Coastal, Marine Protected Area Management Training
Description	In-Service Technical On-The-Job Training
Background	Coastal, marine park and protected area management is a new and challenging task for DG PHPA. Tides, currents, beaches, coral, sea grass, estuaries, mangrove swamps, peat forests are all important resources of marine protected areas which are significantly different from the traditional aspects of terrestrial park and protected areas. Protected area management Forestry personnel must acquire, learn, and master a whole new set of technical and managerial skills to carry out the proper protection and management of this rich natural resource.
Objective	To provide tools to course participants which will enable them to better prepare operational plans for coastal, marine protected area management units UPT which are both sustainable to the environment and beneficial to the welfare of the coastal community.
Methodology	Practical training in coastal ecosystems, water resource analysis, marine resource analysis, coastal survey and measurement, mangrove ecosystems, and extension and communication, week 1, basic concepts, week 2, case study field teams, week 3, case presentations and review by plenary.
Participants	Marine protected area management unit managers, technicians, researchers, rangers, and extension personnel.
Instructors	Professional instructors from national science and training institutes, universities, consultants.
Time	3 weeks
Place	Marine Protected Area Management Unit or District, Provincial level
Outputs	Improved skills for coastal, marine park and protected area management personnel.
Proposed Curriculum	<ul style="list-style-type: none"> Introduction to coastal planning Policy and potential of coastal zones Land evaluation for coastal agriculture Land evaluation for mangroves Water resource analysis Socio-economic analysis of community Coastal geographic information systems Forest use analysis Introductory Mangrove Science Identification of Mangrove Types Mangrove Ecosystems Basic Mangrove Measurements Mangrove Forest Inventory Socio-economics of Coastal Communities Field Technical Planning Traditional Mangrove Utilization System Monitoring and evaluation
Syllabus	(to be developed)
Practical	Participants will be broken down into groups, each given a field assignment to prepare a coastal marine protected area management plan, including spatial plan, mangrove management plan, and extension program plan, before returning to the training course for presentation and evaluation.
Verifiable Indicator	(to be developed)

Title	Protected Area Monitoring and Evaluation
Background	Based on field visits to protected area sites, review of current curricula and discussions with DG PHPA and field personnel, field level forest technicians, forest rangers, and extension personnel are inadequately equipped with knowledge, information, techniques to monitor and evaluate changes to protected area environment
Objective	Provide forest technicians, researchers rangers and extension personnel with technical knowledge and skills of flora and fauna quality, habitat degradation, survey and measurement reporting as well as relevant laws and regulations
Description	lecture 30%, discussion 20% demonstration 20%, field practicals, 30%
Participants	forest technicians, forest researchers forest rangers extension personnel
Instructors	DG PHPA Pusdiklat, BLK, BKSDA, consultants
Time	3 days
Place	UPT management unit or district / provincial level
Outputs	ability to conduct regular (quarterly) monitoring and evaluation reports on the existing condition of park and protected areas
Curriculum	review of relevant laws and regulations types of natural resource degradation types of encroachment types of conversions evaluation of habitat quality survey and measurement field reporting
Syllabus	(to be developed)
Practical	Field practicals in protected area monitoring and evaluation techniques, including identification of degradation, illegal cuttings, types of conversion, encroachment, quality of habitat, and field reporting

Title	Ecotourism Development and Management Training
Background	Ecotourism is a new trend in the tourism industry which is based on an increased awareness and appreciation of nature among tourists. Ecotourism is currently popular among park and protected area management units, as well as local governments seeking additional sources of revenue. However, the development of ecotourism is a complex issue and not all protected areas have the correct ingredients to effectively develop a viable and sustainable ecotourism program, including transportation facilities and linkages, accommodation, and promising tourism objects.
Objective	To provide knowledge and skills in various aspects of ecotourism, including nature and wildlife site identification, accessibility, trail development and management, park guide training and management, community home stay development, ecotourism monitoring and evaluation.
Description	lecture, 50%, discussion 30%, case studies 20%,
Participants	UPT managers, BKSDA, SBKSDA staff, PEMDA
Instructors	BLK, Kanwil Parawisata, travel and tourism professionals, international NGO
Time	3 days
Place	UPT or District level
Outputs	ability to assess the potential for ecotourism development in a UPT and, if potential, to prepare an Action Plan to initiate a local ecotourism program
Curriculum	introduction to ecological tourism nature, wildlife tourist object identification trail development and management park guide training and management community home stay development tourism monitoring and evaluation
Syllabus	(to be developed)
Practical	Case studies of ecotourism development at UPT Gede-Pangrango, Bunaken, Kerinci-Seblat

Title	Training of Trainers
Description	In-Service Technical Training
Background	One aspect of the Natural Resources Management Project 2 is institutional development, including a significant amount of in-service technical as well as participant training. Although the Forestry Department, as well as other departments, have departmental education and training institutes in the provinces, their teaching staff is limited as it is fully engaged in on-going forest education training activities.
Objective	To increase the pool of qualified trainers with appropriate levels of knowledge and skills to identify training needs, design training materials, produce lesson plans, effectively utilize educational tools (audio visuals, OHP, case study's), plan practical exercises, and evaluate trainees.
Participants	20 participants from DG PHPA, Kanwil Kehutanan, BKSDA, SBKSDA, UPT
Instructors	BLK
Time	20 days
Place	Regional BLK
Outputs	Lesson plans, appropriate methodology selection, preparation of educational aids, teaching practicals.
Curriculum	Understanding training cycles, methodologies, and team work Educational aids Lesson plan preparations Micro Teaching Needs assessments Training evaluation
Syllabus	Standard Diklatihut syllabus
Practical	lesson plan preparation, preparation of teaching aids, teaching materials

Title Institutional Development Framework Toolkit

Background

Currently in Indonesia, there are 36 national parks, covering 14 080,375 hectares of terrestrial and marine areas. To manage these national parks the Department of Forestry and Estate Crops has established 24 national park centers and 12 national park unit offices, charged with protecting the national park flora and fauna, regulating the utilization of park assets, and working closely with local communities, both inside and outside the park. In general, these national park offices are characterized as under staffed, under funded, and under trained for the task. The current economic and monetary crisis has resulted in reduced budgets as well as increased threats to already limited park resources, further challenging park managers to carefully assess allocation of scarce technical and financial resources, as well as to engage additional resources to meet management objectives. In this environment, national park offices must re-evaluate their organization, personnel, finances, work plans, strengths and weakness, as well as opportunities and constraints, to develop new strategies, objectives, and tactics in the management of national parks, as well as effective continuous monitoring and evaluation of progress towards achievement of objectives and goals.

Objectives

- 1 Identify organizational characteristics, resources and key components of the national park center/unit office most critical to the successful achievement of stated goals and objectives,
- 2 Identify internal and external constraints and opportunities for effective and efficient park management ensuring participation of relevant institutions, as well as community groups,
- 3 Identify current strengths and weaknesses, as well as planning and management mechanisms, and propose park management strengthening initiatives
- 4 Propose strategic objectives, as well as intermediate results with performance indicators, for the national park center/unit office
- 5 Review and assess technical strategies and management options being considered within differing areas of the national park
- 6 Make recommendations that can serve as inputs for preparing a framework action plan outlining broad policy measures as well as practical steps for developing effective and efficient park management

Methodology

A two-day workshop consisting of the presentation of the Institutional Development Framework, its purposes, mechanism, and outputs followed by discussion in plenary group discussions (1) to identify UPT organization characteristics, resources, and key components, (2) to develop progress cells of UPT organizational and institutional development, (3) to assess the strengths and weaknesses of the UPT on each organizational characteristic, (4) to prioritize the relative importance of each organizational characteristic, and (5) based on these activities, propose strategic objectives intermediate results and performance indicators for the UPT. Each group will be assisted by a group facilitator and will present group conclusions in plenary for discussion, questions, and comments. The workshop proceedings, recommendations, and conclusions will be submitted to the PHPA.

Expected Outputs

- 1 Strategic objectives, intermediate results, and performance indicators to measure institutional development of the UPT,
- 2 A simple but rigorous monitoring and evaluation system which continuously measures progress of achievement of UPT goals and objectives

Participants Kepala UPT Balai/Unit Pengelolaan Taman, two staff seksi administrasi, two staff seksi perlindungan, two staff seksi pemanfaatan, two staff seksi pengembangan masyarakat, one staff resor one staff rayon, five jagawana, five penyuluh, one Kanwil, one KSDA, one unit evaluasi PHPA

Facilitators NRMP/EPIQ Program consultants, PHPA

Time Two days

Place UPT or SBKSDA

Agenda

Day 1 – Plenary Session

8 30 - 9 00 Opening (PHPA, Dephutbun)

9 00 - 10 00 Overview of Institutional Development Framework

Workshop Objectives and Progress to Date (Consultant from NRM/EPIQ Program)

10 00 - 10 30 Discussion, Question and Answer

10 30 - 10 45 Coffee, tea, snack

Group session (2 or 3 groups)

10 45 - 12 45 Identification of UPT organizational characteristics resources and key components

12 45 - 13 45 Lunch

13 45 – 15 45 Prioritizing and weighting of UPT organizational characteristics, resources, and key components

15 45 - 16 00 Coffee, tea, snack

16 00 - 17 30 Formulation of progress cells of the UPT organizational development continuum

Day 2 – Group Sessions

8 30 - 10 30 Assessment of current progress of UPT on the organizational continuum

10 30 - 10 45 Coffee, tea, snack

10 45 - 12 30 Formulation of Strategic Objectives Intermediate Results Performance Indicators

12 30 - 13 30 Lunch

Day 2 – Plenary Session

13 30 - 15 30 Group Presentations

15 30 - 16 30 Discussion Question and Answer

16 30 - 16 45 Coffee, tea, snack

16 45 - 17 15 Workshop conclusion

17 15 - 17 30 Closing

Title	Financial Database Management Training
Background	Currently, park and protected area management units utilize a financial management system solely based upon annual government budget expenditures, both routine (salaries office expenses) and development (projects, programs) This system is adequate for management of direct government funds, but cannot track, monitor, or manage funds utilized and expended by NGOs, universities, private partners, or even other government agencies
Objective	To provide park and protected area management personnel with a more powerful tool to effectively manage finances, both government and non-government, and to improve decision-making on financial resource allocation among various park and protected areas
Description	lecture, 20%, discussion 20%, computer lab, 60%
Participants	DG PHPA Protected Area UPT management units, BKSDA, and SBKSDA management and administration staff
Instructors	NRM/EPIQ Program consultants and computer software professionals
Time	14 days
Place	Jakarta and district/UPT level
Outputs	improved financial management and resource allocation in and among park and protected area management units
Curriculum	introduction of Microsoft Access database for DUP/DIP, SPABP, DIPP, and routine budgets partnership financial monitoring alternative financing tracking and monitoring internet and home page management integrated reporting
Syllabus	(to be developed)
Practical	computer lab in understanding and operating and utilizing financial database management software
Verifiable Indicator	(to be developed)

Title	Workshop on Alternative, Innovative Financing for Park, Protected Area Management
Background	Opportunities currently exist to increase financial resources for park and protected area management through the utilization of alternative financing mechanisms including debt-for-nature swaps, carbon offset, conservation trust funds, and joint implementation. Each mechanism, however, has criteria, conditions, procedures, and other regulations which must be understood and followed in order to effectively access and realize these conservation resources.
Objective	To provide a forum for discussion, review, and analysis of alternative conservation financing methods including debt for nature swaps, carbon offset, conservation trusts, and joint implementation.
Description	2 day workshop featuring presentations of each alternative financing method followed by question and answer, and discussion.
Participants	DG PHPA, multi-lateral and bilateral donors, international and national NGOs, Bappenas, Department of Finance, State Ministry for the Environment.
Time	2 days
Place	Central Government level
Presentations	Debt-for-Nature Swaps Carbon Offset Conservation Trusts Joint Implementation
Output	Understanding in detail the different components, criteria, conditions, requirements, legal obligations, and benefits of alternative conservation funding mechanisms, to enable sound decision making on their application to the Indonesian protected area management system.

Title	Initial Partnership Promotion and Development Workshop
Background	The management of Indonesia's vast park and protected areas is causing increasing demands on the limited resources both financial and human, of the Department of Forestry and Estates' Directorate-General for Forest Protection and Nature Conservation. Adequate resource allocation is a crucial part of effective conservation management. One way to increase efficiencies in utilization of scarce resources is to seek cooperation with outside parties, either government or private or both. Such partnerships require skills to identify, promote, facilitate, and develop appropriate coordination and cooperation agreements.
Objectives	<p>Strengthen the understanding of laws, regulations, goals and objectives of park and protected area management units among district agencies, local universities, local NGOs, and private enterprises, achieving a broad consensus on the benefits derived from protected areas, as well as assessing alternative resource utilization and development approaches,</p> <p>Review and assess technical strategies and management options being considered for improved park and protected area management,</p> <p>Propose steps to improve coordination among district institutions in areas such as spatial planning, community development in enclave/buffer areas, extension, monitoring, and enforcement of regulations,</p> <p>Identify opportunities as well as limitations for cooperation and coordination in protected area management activities with local government agencies, reviewing institutional and operational strengths and weaknesses, and proposing specific activities,</p> <p>Identify opportunities as well as limitations for cooperation and coordination in protected area management activities with local private enterprise, reviewing operational strengths and weaknesses, and proposing specific activities,</p>
Methodology	A 2-day workshop consisting of (day one) the presentation of (4) papers covering key topics and issues in park and protected area management, followed by discussion in plenary, and (day two) group discussions of issues such as spatial and regional development planning with PEMDA, biodiversity assessments, threats analyses, resources inventories with universities and international NGOs, ecotourism development and management with PEMDA and travel agents, hoteliers, information, infrastructure sharing with mining concerns, forest concessionaires, plantations. Each group will be assisted by a group facilitator, and will present group conclusions in plenary for discussion, questions, and comments. The workshop proceedings, recommendations, and conclusions will be submitted to DG PHPA and the District Regent, and also be used as input in follow-up partnership workshops and working meetings.
Outputs	<p>Consensus from workshop participants on the importance of park and protected area management to local government and local communities</p> <p>Agreement on concept, approach, and strategy of partnerships and coordination in park and protected area management</p> <p>A Follow-up Plan of steps needed to be taken in the district to promote and facilitate further specific partnerships, coordination, and cooperation agreements to ensure successful park and protected area management</p>

Participants BKSDA, SBKSDA, UPT, Bappeda Tk I, Bappeda Tk II, Biro Lingkungan Hidup PEMDA Kanwil/Kandep Pertambangan dan Energi, Transmigrasi, Kehutanan dan Perkebunan, Dinas Pekerjaan Umum, Pertanian, Parawisata, PMD, Camat and Kepala Desa from buffer/enclave communities, local universities, local and international NGOs relevant private enterprise from mining, logging, plantation, travel, transport and accommodation sectors, NRM2 consultants

Facilitators NRM/EPIQ Program Consultants

Time 2 days

Place District level

Agenda

Day 1 – Plenary Session

8 30 - 9 30 Opening (DG PHPA)
9 30 - 10 00 Overview of Park and Protected Area Management Goals, Objectives, and Progress to Date (UPT)
10 00 - 10 30 Discussion, Question and Answer
10 30 - 10 45 Coffee, tea, snack
10 45 - 11 15 Spatial and Regional Economic Planning (Bappeda Tk II)
11 15 - 11 45 Discussion, Question and Answer
11 45 - 12 15 Threats to Biodiversity and Natural Resource (local university)
12 15 - 12 45 Discussion Question and Answer
12 45 - 13 45 Lunch
13 45 - 14 15 Private Sector Partnerships Case Study of Friends of Kutai
14 15 - 14 45 Discussion, Question and Answer
14 45 - 15 00 Coffee, tea, snack
15 00 - 15 30 Ecotourism Development and Management (international NGO)
15 30 - 16 00 Discussion, Question and Answer

Day 2 – Plenary Session

8 30 - 9 00 Discussion of group topics and tasks, and assignment of group members

Day 2 – Group Sessions

9 00 - 12 00 Group A Joint PEMDA – UPT Planning
Group B Private Enterprise Partnerships
Group C Joint Natural Resource Survey, Assessments
Group D Ecotourism Development and Management

12 00 - 1 00 Lunch

Day 2 – Plenary Session

1 00 - 3 00 Group presentations
3 00 - 3 15 Coffee, tea, snack
3 15 - 3 45 Workshop conclusion
3 45 - 4 00 Closing

Title	PEMDA Planning Coordination Workshop
Description	Partnership Coordination Workshop
Background	All park and protected area management units produce a 5-year management plan for their respective protected areas. All districts prepare spatial plans, 25 and 5-year development plans. These plans are not mutually exclusive, and ultimately will affect each other. Currently, no formal mechanism exists to coordinate these independent planning processes, frequently resulting in contradictory policies and regulations at the field level.
Objective	To review, discuss, reconcile, and integrate aspects of park, protected area management unit management planning with local government spatial and development planning.
Methodology	3-day workshop
Participants	Bappeda Tk I, Bappeda Tk II BKSDA, SBKSDA, UPT Local universities, NGOs
Instructors	Facilitators from DG PHPA, NRM/EPIQ Program consultants
Time	3 days
Place	Provincial, District level
Outputs	Reconciled, complimentary local government and protected area plans
Verifiable Indicator	Mutually supportive provincial, district, and protected area planning and operation

Title	Protected Area – Research and Survey Cooperation Workshop
Description	Partnership Coordination Workshop
Background	The current economic and monetary crises has exacerbated the scarcity of financial and human resources available to manage the system of vast park and protected areas in Indonesia. To supplement this shortage of resources requires UPT's to look beyond DG PHPA to seek increased cooperation with protected area stakeholders including the establishment of partnerships with universities, scientific institutes, and international NGOs.
Objective	In follow-up to the Initial Partnership Promotion Identification, Facilitation and Development Workshop explore possibilities of mutually beneficial technical cooperation agreements with national and local universities, national scientific institutes, and international conservation NGOs, to undertake natural resources inventories, biological assessments, conduct threats analyses, and other scientific surveys.
Methodology	2 day workshop
Participants	BKSDA, SBKSDA, UPT Representatives from national, local universities (IPB, UGM, UNHAS, Pattimura) Representatives of research agencies (LIPI, PUSLITHUT) International NGOs (WWF, TNC, CI)
Instructors	Facilitators from DG PHPA, NRM/EPIQ Program consultants
Time	2 days
Place	Provincial, District level
Outputs	Preliminary cooperation research agreements with university, scientific agency, international NGO stakeholders
Verifiable Indicator	Mutually beneficial cooperation agreements with universities, scientific research organizations, international NGOs, supportive of protected area management

Title	Protected Area – Private Enterprise Partnership Workshop
Description	Partnership Coordination Workshop
Background	The current economic and monetary crises has exacerbated the scarcity of financial and human resources available to manage the system of vast park and protected areas in Indonesia. To supplement this shortage of resources requires UPT's to look beyond DG PHPA to seek increased cooperation with protected area stakeholders, including mutually beneficial partnerships with relevant private enterprises.
Objective	In follow-up to the Initial Partnership Promotion, Identification, Facilitation, and Development Workshop, open a dialog of communication with private enterprises operating in or near protected areas to explore ways of cooperation such as information sharing (remote imagery, geodesic – geologic surveys, mapping, resources inventories) and infrastructure sharing (communication networks, road networks, buildings) which are mutually beneficial to both parties.
Methodology	2-day workshop
Participants	BKSDA, SBKSDA, UPT PEMDA, Bappeda Tk II Representatives of mining, logging, and plantation concerns
Instructors	Facilitators from DG PHPA, NRM/EPIQ Program consultants
Time	2 days
Place	Provincial, District level
Outputs	Preliminary cooperation agreements of partnership with private enterprise stakeholders
Verifiable indicator	Mutually beneficial cooperation agreements with private enterprises supportive of protected area management

Title	Protected Area Understanding/Appreciation for Formal and Informal Community Leaders
Description	In Service Technical Training
Background	Community conflicts frequently arise and often times become worse due to a lack of understanding by local government officials at the village and sub district levels, of existing laws and regulations governing protected terrestrial and coastal areas, including the Basic Forestry Act the Basic Agriculture Act, environmental regulations as well as goals and objectives of protected area management units
Objective	To implant a good understanding of existing laws and regulations covering terrestrial and coastal marine protected areas in an attempt to reduce conflict encroachment, and degradation of park and protected areas
Methodology	Lecture, 50%, discussion 20% field visit 30%
Participants	Camat, Kepala Desa, Kepala Dusun, informal leaders
Instructors	personnel from park, protected area UPT, BKSDA, SBKSDA, and BLH-PEMDA, with TOT qualifications and experience
Time	2 day workshop
Place	District level
Outputs	Better understanding of existing laws and regulations governing terrestrial and coastal marine protected areas and thus more sound decision making on issues of community conflict encroachment,
Curriculum	Basic Law of Forestry Basic Law of Agriculture Basic Law of the Environment KEPRES No 32 1990 on Management of Protected Areas Law on Spatial Use Management No 24 1990
Verifiable indicator	Improved communication and dialog between UPT and buffer/enclave communities to solve problems arising from conflict of interest, boundary disputes, and encroachment in protected areas
Syllabus	(to be developed)

Title	Protected Area Enclave/Buffer Community Development for Local NGOs
Description	In-Service Technical Training
Background	In order to increase the appreciation, understanding, and participation of enclave/buffer communities in the planning and implementation of park and protected area management activities, and to supplement and support the UPT extension effort, NGO/LSM field staff must be equipped with knowledge and information on protected area laws, regulations, goals, and objectives, as well as techniques to prevent boundary conflicts, encroachment, degradation and unsustainable natural resource utilization
Objective	Provide NGO/LSM field staff with technical knowledge of mangrove management, rehabilitation, and sustainable utilization, as well as ability to extend such knowledge to local communities
Methodology	lecture, 30%, discussion 20%, demonstration 20%, field practicals, 30%
Participants	local NGO/LSM field staff
Instructors	UPT, BLK, SBKSDA, international NGOs, consultants with TOT qualifications
Time	5 days
Place	UPT or District level
Outputs	Provide information to communities about the laws, regulations, program and benefits of park and protected areas Provide technical extension on mangrove planting, rehabilitation, wood cutting and production Provide technical extension on sustainable economic activities utilizing and/or in mangroves
Curriculum	Protected area policy and legal basis Introduction to forest ecosystems Introduction to coastal ecosystems Forest survey and measurement Participatory rural appraisal Participatory sketch mapping Participatory monitoring and evaluation Community Conservation Agreements Action planning
Syllabus	To be prepared
Practical	Field practicals in participatory rural appraisal, participatory sketch mapping, action planning
Verifiable indicator	Improved understanding, appreciation and communication of existing conditions and natural resources in protected areas between protected area UPT management units and buffer/enclave communities

Appendix C

**Guidelines for Scoping Exercises:
Functional Analyses and Strategic Capacity Building**

Guidelines For Scoping Exercises Functional Analysis and Strategic Capacity Building

Purpose

- 1 To discern strengths weaknesses, opportunities, and constraints associated with park, protected area management units,
- 2 To identify causes and consequences of negative trends and to identify future trends in park, protected area management,
- 3 To identify key essential functions needed to support goals,
- 4 To identify priority essential activities and the organizations that perform them,
- 5 To identify constraints inhibiting satisfactory performance of priority activities,
- 6 To reach agreement on park, protected area management goals among a broad spectrum of stakeholders

Outputs A description or map of necessary functions to the sustainable management of the resources of a protected area, the organizations and entities that perform these functions, and the deficiencies of such performance,

A skills development plan to address high and low constraint deficiencies

Duration 18 to 24 days

Venue Well lighted, ventilated meeting room for 25 persons, with smaller rooms for interviews with stakeholders and group discussions either at a protected area UPT or in the nearest district or provincial town

Instructors 2-3 qualified scoping facilitators

Participants A team of 10 to 15 persons representing the management of the park, protected area, central government, local government, local universities, local NGOs , relevant private enterprise, international NGOs or consultants (as facilitators) Suggested list includes

DG PHPA
Protected area management unit (UPT)
Bappeda Tk II
Environment Bureau PEMDA
Local relevant technical offices
Agriculture
Forestry
Estates
Public Works
Transmigration
Tourism
Local universities
Local private enterprises
Mining
Logging
Plantations
Travel agents
Hoteliers
Local community organizations/NGOs

Methodology

Initial 2 day plenary session led by facilitators explaining scoping concept, methods, objectives, outputs, and team building Preparation of list of actual and potential stakeholders assignment of team members for interviews with stakeholders preparation of questionnaire and guidelines for debriefing Preparation of appointment schedule with stakeholders, 2 days

Initial interviews with stakeholders, 6-12 days

Plenary debriefing (every 3 days), reporting on initial results of interviews with stakeholders, addition of newly identified stakeholders, and elimination of irrelevant stakeholders Preparation of draft 'map' of essential functions, institutions, interactions, and critical weaknesses

Follow-up confirmation of preliminary conclusions by triangulating (confirmation by 3 sources)

Plenary SWOC exercise to finalize the map of key institutions functions, and weaknesses Weaknesses further assessed for their intensity, solvability, and appropriateness for a capacity building program, 3 days

Preparation of a sustainable natural resource management plan with objectives, responsibilities, and implementation schedule, 2 days

Preparation of a skills development strategy, 2 days

Review of skills development strategy and natural resource management plan with stakeholders to match needs and resources, 2 days

Plenary presentation of draft findings, plan, and strategy, for review, discussion and approval, 1 day

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Appendix D

Terms of Reference: Human Resources Development Consultant

Terms of Reference Human Resources Development Consultant

Background

The Protected Areas Management component (RP-1 PAM sub-component) of NRM comprises a set of activities implemented in coordination with the Ministry of Forestry's PHPA and other partners in order to enhance the human and financial resources required for effective protected areas management in Indonesia. These activities are designed to evaluate current protected management activities, identify activities and management principles that work, and expand and improve on these activities and principles on a more system-wide basis. Specific focus is given to improving resource allocation, both human and financial, in order to strengthen overall protected areas management. Experience drawn from the field will be used to influence over-all protected areas management policy.

The RP-1 PAM component will be working with PHPA and others in Indonesia's conservation community to evaluate human resource needs, and then define and draft an appropriate package of Human Resource Development activities including coordination with international and Indonesian universities, NGOs and other training institutions. Follow-up activities may focus on specific technical content and delivery of various training packages. Given current proposed expansion of Indonesia's Protected Areas System within the context of a Government of Indonesia hiring freeze, Human Resource Development activities will focus on developing PHPA skills to reach beyond PHPA to meet specific resource needs.

This consultancy supports IR 3.2.2, Percent of targeted institutions exceeding 2.5 on the Institutional Development Framework and IR 3.2.6 Number of individuals trained in USAID assisted workshops.

Tasks

The Consultant will

- 1 Collect and analyze available human resource development information related to PHPA,
- 2 Work with PHPA to evaluate human resource development strengths and weaknesses, and develop human resource development protocol for and in conjunction with PHPA,
- 3 Determine available resources for addressing human resource development,
- 4 Design Human Resource Development training program emphasizing facilitation and coordination skills, as well as partnerships development,
- 5 Implement various training activities for above training program

Deliverables

- 1 Report on HRD demands in Indonesia relating to improved parks and protected areas management, with an emphasis on broadening the range of collaborative partnerships between PHPA and others, and
- 2 Proposed training program and related arrangements, including at least one training activity implemented with a target audience of PHPA staff and non PHPA collaborators

Time Frame

72 days spread out over three visits, and based on 6-day work weeks in Indonesia as follows

- 12 days in late April through early May 1998
- 36 days in August and September 1998
- Up to 24 days after November 1998

Qualifications

Five to ten years professional experience in institutional development preferably in public sector Five years conservation and development experience in Indonesia Demonstrated ability to design and implement training activities Advanced degree in relevant discipline Ability to converse in Bahasa Indonesia an advantage

Drafted by Reed Merrill 29 November 1997