

A black and white photograph of a man in a forest. He is wearing a short-sleeved, horizontally striped shirt and has a large, cylindrical woven basket on his back. He is looking down and to the right, holding a small object in his hands. The background is filled with dense foliage and trees. In the top right corner, there is a white rectangular box containing the handwritten text 'PN-ACN-015'.

PN-ACN-015

STORIES AT THE FOREST EDGE

PH-ACN-015

STORIES AT THE FOREST EDGE

The KEMALA Approach to Crafting Good Governance and Sustainable Futures

Tory Read and Lafcadio Cortesi



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ABOUT THE BIODIVERSITY SUPPORT PROGRAM

The Biodiversity Support Program (BSP) is a consortium of World Wildlife Fund, The Nature Conservancy, and World Resources Institute, funded by the United States Agency for International Development (USAID). BSP's mission is to promote conservation of the world's biological diversity. We believe that a healthy and secure living resource base is essential to meet the needs and aspirations of present and future generations. BSP began in 1988 and will close down in December 2001.

BSP PUBLICATIONS

Many of our publications are available online at www.BSPonline.org. On our home page, click on publications. You can view publications online until the end of 2006, through the support of WWF-US. You may contact us by mail, phone, or fax until December 2001.

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Cover Photo: Jung, a Benung village elder, collects semi-domesticated mangoes from a forest in East Kalimantan, Indonesia.

TABLE OF CONTENTS

4	To Our Readers: Introducing the KEMALA Approach
6	PEOPLE AND PLACES IN TRANSITION: From Suharto to Reformasi
12	FROM OUTLAWS TO CUSTODIANS: Co-Management Improves Ecology and Livelihoods in a Javanese Park
24	GIVING BIRTH TO A MOVEMENT: Participatory Mapping as a Tool for Claiming Indigenous Land Rights
34	COMING TOGETHER TO GET AHEAD: An Island Community Takes the Lead
46	RECLAIMING RIGHTS AND RESOURCES: Strengthening Governance and Natural Resource Management in East Kalimantan
62	People, Partnerships and Workplans: Implementing the KEMALA Approach
68	Guidelines for Adapting the KEMALA Approach

TO OUR READERS: INTRODUCING THE KEMALA APPROACH

"The KEMALA approach is grounded. They pay attention to what the situation is and what's really needed at the grass roots."

Doddy Poetranto, BAPEDAL, Environmental Impact Management Agency, Indonesia

This publication is a break from the typical reports that may cross your desk. Instead of giving you tables, figures, and detailed discussions on methodology, Tory Read and Lafcadio Cortesi have created a photo-story book to inspire you to look at your programs and portfolios in new ways. In these pages, you will learn about the KEMALA approach by meeting people from communities, nongovernmental organizations (NGOs) and government who are working together to solve their own problems, and you will hear the stories they tell in their own words.

KEMALA, in Indonesian, is a magic jade-like stone -- a name chosen to convey the power of this innovative approach for improving environmental governance. Donors and practitioners are experimenting with new ways to build capacity, resilience and adaptability in local communities, NGOs, and government. KEMALA, supported by USAID and NGOs in Indonesia, is one of these innovations. The KEMALA approach is simple, yet it transforms NGOs and communities struggling in isolation into self-energizing networks shaping national change.

The success of environmental protection and the processes of agreeing on, applying and enforcing laws and policies are inextricably linked. We've learned that increased openness, accountability through checks and balances, and equitable and sustainable decision-making processes are preconditions to achieving sustainable and just management of natural resources and conservation of biodiversity. Improved governance starts and ends with communities. The question facing donors is how to most effectively nurture the transformation to good governance.

This is the "KEMALA difference"— achieving success by treating grantees as partners and investing in their visions. The end results are resilient organizations that successfully adapt to changing conditions. Taking the KEMALA approach, the donor sees the community

as a real polity that needs to discover and discuss its own resource management issues, and develop the self-reliance to work out plans to address them. With gentle guidance from program officers, NGOs and networks learn from each other to respond to the complex problems that different communities face as they strive to claim their rights, acknowledge their responsibilities and implement their own resource management plans. By strengthening NGOs' accountability to communities' visions, donors can assist a nation of communities to find the nation's way forward.

Tory and Lafcadio selected five stories to illustrate the KEMALA approach. The first photo-story in the book is a primer of recent Indonesian history to provide the social, political and economic context for the stories which follow. The rest tell of how local communities, NGOs, and networks worked together to achieve "best practices" and clarification of their roles, rights and responsibilities for managing the nation's resources. They tell how the KEMALA approach enabled and supported these endeavors. Together, these glimpses into the exciting collaboration between government, NGOs and citizens offer hope for humanity's ability to craft sustainable futures for people and nature, moving from shadow into sunlight.

By applying and adapting the KEMALA approach to your work, you can make the best use of scarce resources in bringing about ongoing and lasting change, because you will contribute to communities becoming the central actors in their own stories.

*Janis Alcorn
BSP Director for Asia & Pacific
May 2001*

The KEMALA approach mobilizes six parties: the donor, government, local NGOs and NGO networks (the KEMALA partners) that receive funding, communities the partners serve, the project team (in this case, BSP-KEMALA), and a group of representatives from grantee partners (the KEMALA forum) that provides strategic guidance for the donor's annual investment.

The KEMALA approach evolved as NGOs interacted with BSP and USAID staff in Indonesia. They were seeking ways to collaborate in a partnership for improving natural resource management. With funding from USAID, BSP set up the BSP-KEMALA field office in 1996 to administer an NGO grants program that was directed by the grantees themselves. Over a period of five years, the grantee partners defined and refined the KEMALA approach presented here. In the fourth year, the KEMALA partners established their own foundation (KEMALA Foundation), with a secretariat and staff to perform the administrative and technical assistance functions that had been carried out by the BSP-KEMALA team.

The KEMALA approach is achieved through an innovative package of practices. The approach:

- Fosters coalitions of well-informed, technically competent, creative, and politically active NGOs and communities.
- Treats grant recipients as partners who drive the process of strengthening local resource management across the nation.
- Invests in and strengthens networks that are held accountable.
- Supports NGOs' visions, rather than imposing the donor's objectives.
- Makes a commitment to support each partner's activities and learning over the life of the program, creating an environment where cooperation can flourish.
- Promotes and values trust and ongoing relationships between program staff and NGOs, and among NGOs.

- Has highly flexible agreements and projects, so program activities can change rapidly when conditions shift.
- Invests time and resources in helping NGOs define and regularly review workplans.
- Budgets program officer time for assisting NGOs to build their capacity for strategic planning, review, and evaluation.
- Provides technical assistance and training, with particular emphasis on using local experts to fill specific requests.
- Supports travel, exchanges and apprenticeships to enable skills-sharing, thereby extending partner reach and program impacts.
- Brings partners together annually to share experiences, discuss issues and determine the group's priorities for training, technical assistance and other investments for the coming year.
- Provides technical assistance and trainings that NGO partners request, in areas such as:
 - conflict resolution
 - scoping and strategic planning
 - institutional development framework
 - community organizing
 - community mapping
 - financial management
 - policy analysis
 - gender issues
 - monitoring and evaluation
 - paralegal training and legal analysis
 - outreach, communication and advocacy.

PEOPLE AND PLACES IN TRANSITION

From Suharto to Reformasi

REFLECTIONS

- Transitional democracies create opportunities, as well as challenges, for donors, governments, NGOs and communities.
- NGOs nurture village-based decision-making institutions, and facilitate communication between local communities and government.
- NGOs provide information and needs-based training to government and communities.

Indonesia is the world's fourth most populous nation, comprised of over 17,000 islands grouped into 26 provinces. It is home to 250 cultures speaking over 700 languages.

Within Indonesia's borders are some of the Earth's richest and most diverse natural resources. In the late 1990s, the country experienced a major political and economic transition. When the economy crashed, Indonesia's people rose up to depose a dictator and elect a new president.

In this period of transitional democracy, dubbed "Reformasi," a new regional autonomy law has transferred many government powers from Java to the outer islands and has created opportunities for public participation in government decisions. However, lack of experience and legal frameworks to handle the shift impedes the transition to democracy. In this context, Indonesia's natural resources are a major flash point for conflicts.

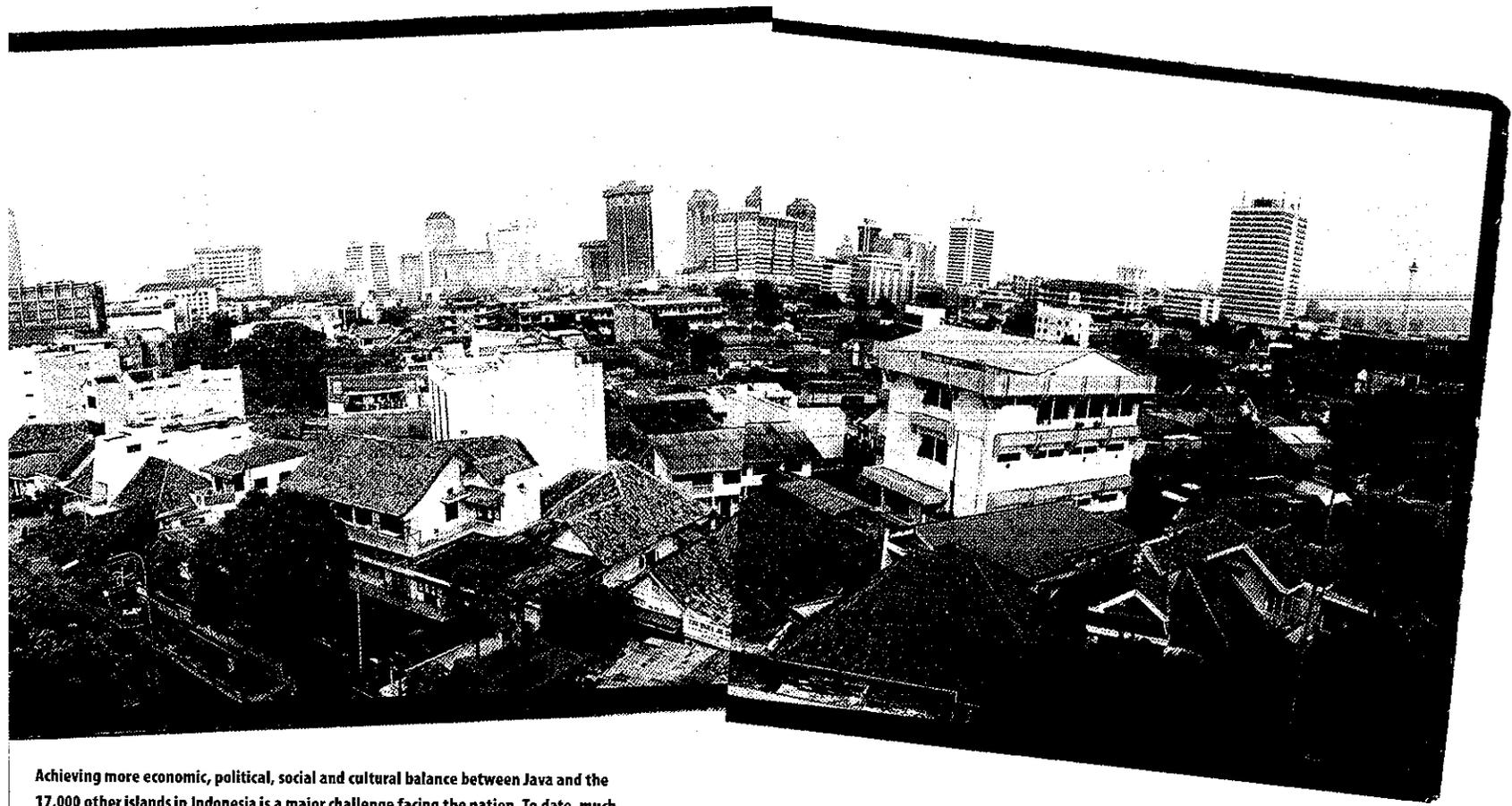
With Reformasi, Indonesia's NGOs, which worked on the margins of society for decades under Suharto's repressive reign, can play a more open role in society. By using the KEMALA approach, USAID helps NGOs and networks develop their capacity to work effectively with stakeholders and to support local communities as they seek to gain recognition of their rights and manage their natural resources in a multi-ethnic state.

Yali tribesman and his son, West Papua. West Papua is rich in gold, minerals, oil, forests and water.

KEMALA WAS INITIATED UNDER a military dictatorship with conditions of political repression and pervasive corruption, in a country whose rich natural resources were being exploited by the elite. Decisions were made between investors and government without involving communities affected by those decisions. Midway, the dictator was removed by a Reformasi movement, creating a fragile transitional democracy. Natural resource issues remain hotly political and tightly associated with governance issues, because the majority of people depend on forests, rivers and coasts for their well-being.

Janis Alcorn, Biodiversity Support Program (BSP)





Achieving more economic, political, social and cultural balance between Java and the 17,000 other islands in Indonesia is a major challenge facing the nation. To date, much of the wealth, opportunity and decision making have been concentrated in the city of Jakarta, Indonesia's capital of over 11 million residents.



◇ Decentralization presents opportunities and challenges



Top: University students walk to a demonstration in Jakarta. Under Reformasi, Indonesians can exercise their rights to freedom of speech and assembly, which had been denied for decades.

Right: Police and military personnel are a common sight around Indonesia. With Reformasi, their role has become less clear than it was under Suharto.

THE 1997 ECONOMIC CRISIS and the political reform era have spurred great changes in Indonesia, including most recently a law giving greater autonomy to regional and local administrations to manage natural resources and the revenues derived from them.

*Prof. Dr. Herman Haeruman,
former Vice-chair, BAPPENAS,
National Planning Agency, Indonesia*

IN PRACTICE, THE GOVERNMENT of Indonesia has not respected indigenous rights over ancestral lands. For example, the government has effectively divided Kalimantan into a number of timber concessions, large-scale plantations, transmigration sites, and protected areas, without consulting the landowners.

Ita Natalia, Community Mapping Trainer



THE POLITICAL TRANSITION HAS increased pressures for greater regional autonomy, public participation, and redistribution of economic assets, including natural resource rights. The effects of both the economic crisis and increased demands for political pluralism are likely to have both positive and negative impacts upon sustainable natural resource management. While resource management decisions will be made more often by those much closer to those resources, this proximity does not ensure that decisions will necessarily be wiser, or that stakeholder participation will increase, or that accountability will improve...

...Because local authorities and other stakeholders were not permitted to develop real management capacity or to be responsible for natural resource management during Suharto's regime, many stakeholders have little understanding of the political, social, economic and ecological issues and practices related to the sustainable use of natural resources.

*David McCauley, former Senior Policy Adviser,
Natural Resource Management Program/EPIQ, USAID*

**Woman seaweed farmer,
North Sulawesi. Marine
resources provide a livelihood
for many of Indonesia's 220
million residents.**



9.

◇ NGOs and communities can help tip the balance

NGOs THAT ARE ACCOUNTABLE to the communities they work with can address land tenure problems and land use planning problems better than the government can. KEMALA's partner NGOs are doing a fantastic job getting community maps recognized by the local government. They help communities participate in local government decision making. Before, nobody was doing this kind of thing. We need a lot of organizations working like this now, to address current issues such as human rights, land use, decentralization and autonomy.

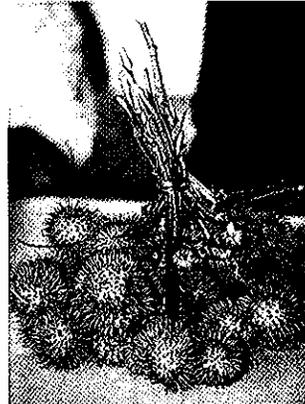
*Wouter Sahanaya, Program Officer for the Environment,
USAID/Indonesia*

WITH THE PASSING OF Suharto's regime and the advent of Reformasi, we have adopted a new paradigm: transparency. We are open to positive suggestions and negative criticism. The government is now willing to accommodate community aspirations and to serve the people, not to control and dictate to them. I appreciate the discussions I have with NGOs; they are often fruitful and sometimes challenging, but this is good. I've recently learned about the value of using a "public consultation process" in the development of policies and programs, and I am using it in my district.

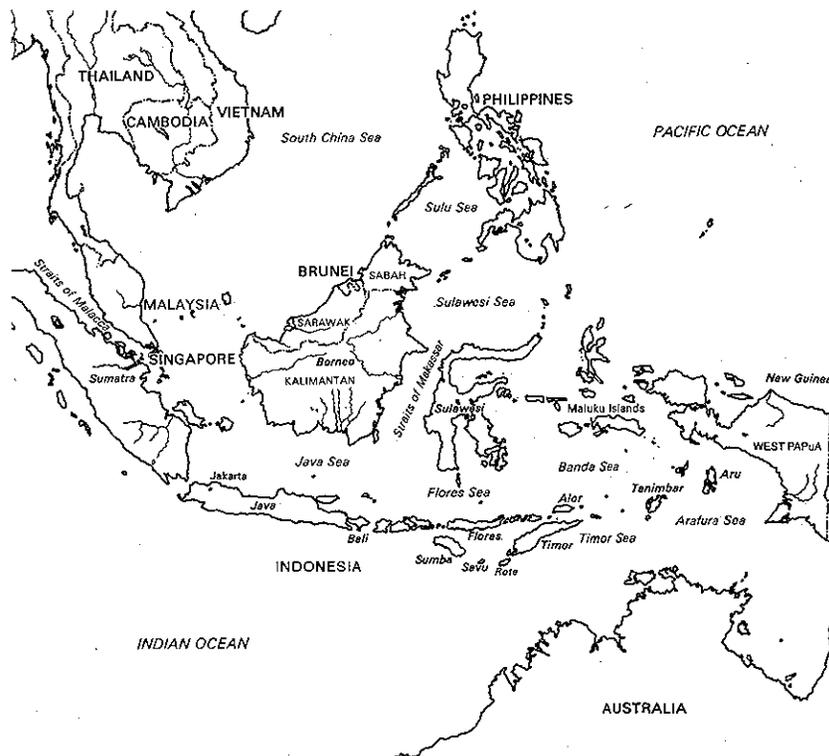
Rama, Kutai Barat District Head, East Kalimantan

Left: Tarsier, endemic primate in East Kalimantan and Sulawesi.

Right: Rambutan, East Java.



Natural resource exploitation has been a mainstay of Indonesia's economy, but at a high cost to plants, animals and local communities. Centralized, corrupt and short-term decision making has led to social conflicts and damaged forest and marine ecosystems—with corporate interests and political cronies largely reaping the benefits. With the breakdown of the old regime's systems of authority and enforcement, illegal logging has become widespread; local communities, formerly denied access to benefits, are now eager to exploit the remaining forests before others can do so.



BIODIVERSITY FACTS

Indonesia contains 17 percent of the world's species, but covers only 1.3 percent of the earth's surface. The country has:

- at least 11 percent of the world's flowering plant species;
- 12 percent of the world's mammal species;
- 16 percent of all reptile and amphibian species;
- 17 percent of the world's bird species; and
- at least 37 percent of the world's fish species.

In terms of rank and numbers Indonesia has:

- 515 mammal species—first in the world;
- more than 600 species of reptiles, third in the world;
- 1,531 species of birds, 28 percent endemic;
- 270 species of amphibians; and
- at least 28,000 species of flowering plants.

Source: *An Atlas of Biodiversity in Indonesia*.
 Jakarta: State Ministry of Environment, 1995.

An essential part of the KEMALA design is to link grassroots NGOs in far-flung provinces to policy NGOs in the capital city, so that they can learn from one another and collaborate to reach shared goals. In Indonesia, with support from BSP-KEMALA, 30 NGOs and NGO networks, and the thousands of communities they serve, have achieved adaptive management of over half a million hectares of forests and coastal environments, at a cost of \$2-\$13 per hectare. They've prompted local and district government to implement 19 new

policies that have resulted in measurable improvements in the environment. In addition, the KEMALA partners are assisting district governments to draft regulations on natural resources management. And they have facilitated more than 50 community agreements to control local resource use. To further spread their impact, partners have provided more than 40,000 people in 12 provinces with training and produced more than 400 publications and outreach events.

FROM OUTLAWS TO CUSTODIANS

*Co-management improves ecology
and livelihoods in a Javanese Park*

REFLECTIONS

- NGOs and donors are more successful if they adapt to changing conditions in the field and support programs that respond to the real situation, needs and interests of communities.
- Technical assistance that responds to needs identified by partners strengthens institutional capacity and leads to tangible program outcomes.
- Co-management agreements between communities and governments help secure park borders and achieve conservation goals.
- People respond to incentives for future income through conservation.

In this story, LATIN, a national policy and research NGO specializing in community forestry, successfully facilitates a co-management agreement between national park authorities and Javanese villagers living along the borders of Meru Betiri National Park in East Java. Teak plantations at the edge of the park are stripped bare during massive teak poaching in 1999, after Suharto's fall and Reformasi reduced fear of reprisal from authorities. LATIN negotiates permits to establish a small pilot project on seven hectares of degraded forestland, which 40 families rehabilitate using non-timber tree species. Participants acquire use rights, in exchange for rehabilitating degraded parklands.

LATIN and community groups establish credibility and trust with park officials by starting small and showing results. Villagers, who now have an interest in the park's products, monitor for poachers. Government is impressed, and gives permits and other support to expand the project to include 1,500 hectares and 2,500 families from four villages. The initiative also involves sustainable income-generating activities in the villages and supports new community institutions. LATIN adapts its strategy and approach over time in response to community members' needs and ideas. BSP-KEMALA supports LATIN with funding, needs-based technical assistance and training, links to other NGOs working on similar issues, and ongoing program planning, management and evaluation.

THIS STORY OCCURS IN HIGHLY degraded forestland in a national park bordered by a densely populated area. It involves the government, an academic institution, local people, and an NGO. The story shows how you can go about establishing co-management without threatening the authority of the forestry department. Both sides, the people and the government, have fewer problems as a result of the program; it costs the government less, and they have to put less into guarding and enforcement. The enterprise is also very attractive to the village people, because they can see how they can benefit economically from cultivating and harvesting medicinal plants on degraded forestland.

*Nonette Royo, Senior Program Officer,
BSP-KEMALA*

PARK AUTHORITIES HAVE SEEN community use of parklands as a threat, but we think that by using agroforestry, parklands can be rehabilitated and protected and at the same time satisfy community needs. We've been proving that the community doesn't have to be a threat to the park. In fact, there is improved management of the area—the community is guarding it and getting sustainable benefits from it.

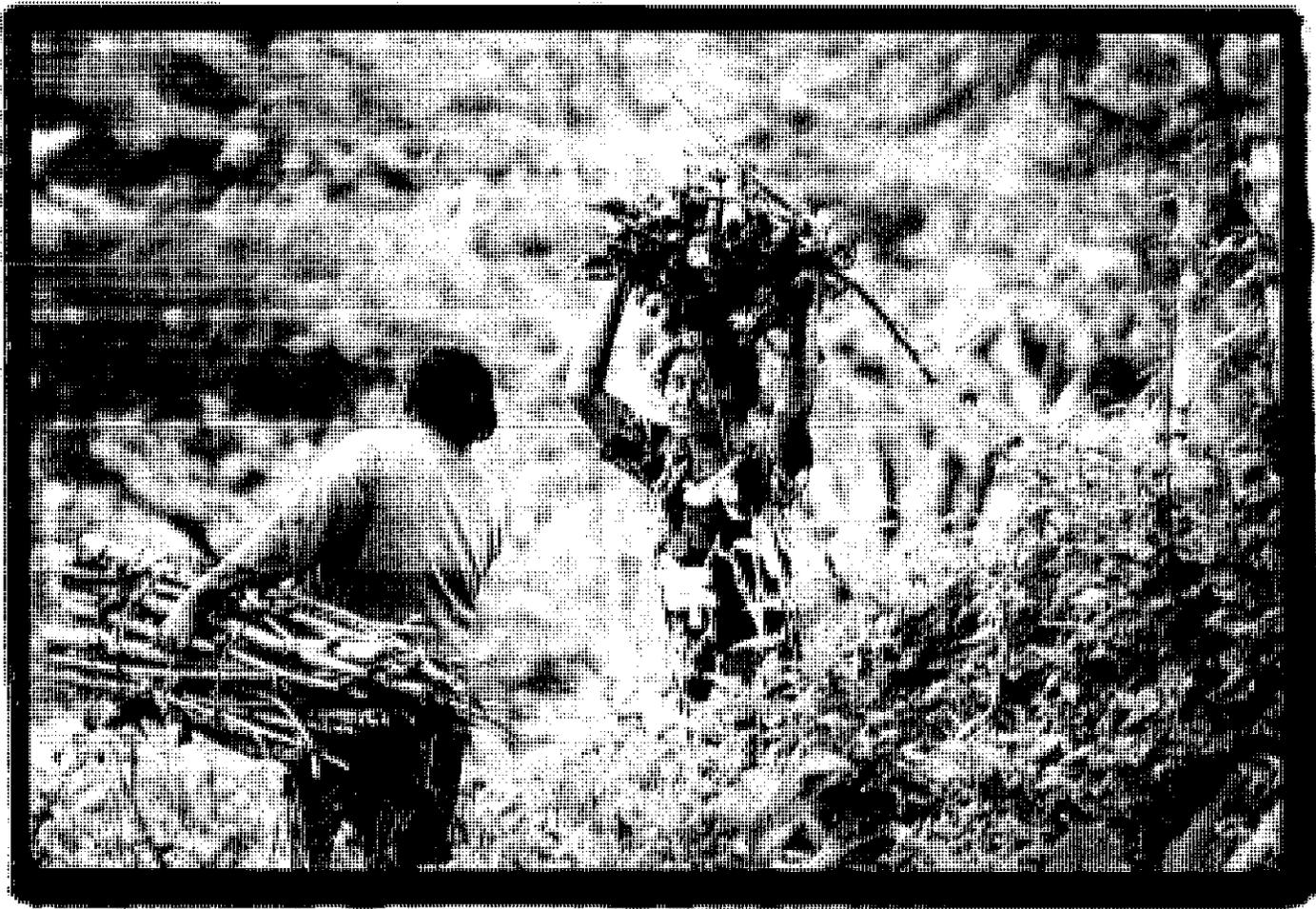
Jarno, Community Organizer, LATIN



Toni poached teak and other resources before he joined the first forest rehabilitation group conducting research trials in degraded border areas of Meru Betiri National Park in East Java.



Candle nut harvested from a formerly degraded area in Meru Betiri National Park. This area has been rehabilitated through a co-management program that has provided alternative income to local community members. Land use rights for planting medicinal and other non-timber species have created strong incentives to rehabilitate and protect park lands.



For community members from villages surrounding the national park, the forest has been a source of firewood and other daily essentials since before the Indonesian government declared the area a park.



Some villagers have taken advantage of weak enforcement in the park to "clean up" small bits of teak. Bike-owning entrepreneurs can earn 5 to 10 times the income of a plantation worker per day, while teak supplies last.

◆ Pilot project: Forest rehabilitation with fruit trees, medicinal plants

IN MERU BETIRI, VILLAGERS are doing forest restoration work not with timber species, but with species that bear fruit. Villagers get the fruit, and the national park gets trees that don't get illegally harvested for timber. Villagers have an incentive to guard and care for the trees, because they get ongoing benefits from fruit harvests.

Budjo, Field Site Coordinator, LATIN

I HAD NO LAND before. We now have land we can use. We've really gotten benefits. I don't have to go here and there, looking for money by being a plantation worker or a day laborer. I have hope that my grandkids can stay here.

Semin, forest rehabilitation group

WE USED TO SEE the park staff as enemies. We had to sneak into the park to get medicine, spices and fruit. We were scared we might get caught.

Now, because we can use this land, we don't have to go deeper into the park to meet our needs. The park also benefits. We are rehabilitating and protecting the forest for them.

Swadak, leader, forest rehabilitation group

Left: Letter of Agreement between LATIN and national park authorities permitting use of park lands by community groups and NGOs for medicinal plants research and forest rehabilitation.

Right: Turmeric is one of many marketable spices and herbal remedies planted to rehabilitate the land in and around the park.



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PERJANJIAN KERJASAMA
Antara
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Jember
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PERWAKILAN JEMBAR

Pada hari ini, untuk tingkat pertama sejak today dan selanjutnya telah diadakan perjanjian kerjasama yang berisikan sebagai berikut:

1. **Dr. Indra Ariadi** : Kepala Balai Taman Nasional Meru Betiri, Jember dan **THIAK BERTAMA**.
2. **Dr. Karyono** : Koordinator LATIN, Jember dan **PERKAWILAN JEMBAR**.

MUJAWABATI

Menurut perjanjian kerjasama dalam bentuk ini antara lain mencakup terdapatnya kewajiban bagi pihak-pihak yang terlibat dalam perjanjian ini dan terdapatnya kewajiban secara timbal-balik antara pihak-pihak yang terlibat dalam perjanjian ini, terutama dan terutama dalam hal-hal sebagai berikut:

Maka untuk mematuhi perjanjian tersebut, terdapat dalam hal-hal perjanjian ini terdapat dan akan dilaksanakan dengan penuh kesungguhan dan komitmen di dalam pelaksanaan tugas, kewajiban dan tanggung jawab masing-masing pihak.

Terdapat persetujuan dan persetujuan di Taman Nasional Meru Betiri dan sekitarnya dan akan dilaksanakan dengan penuh kesungguhan dan komitmen di dalam pelaksanaan tugas, kewajiban dan tanggung jawab masing-masing pihak.

Hal-hal tersebut di atas ini merupakan perjanjian antara kerangka modalitas kerjasama, dan ini merupakan perjanjian dan akan dilaksanakan dengan penuh kesungguhan dan komitmen di dalam pelaksanaan tugas, kewajiban dan tanggung jawab masing-masing pihak.

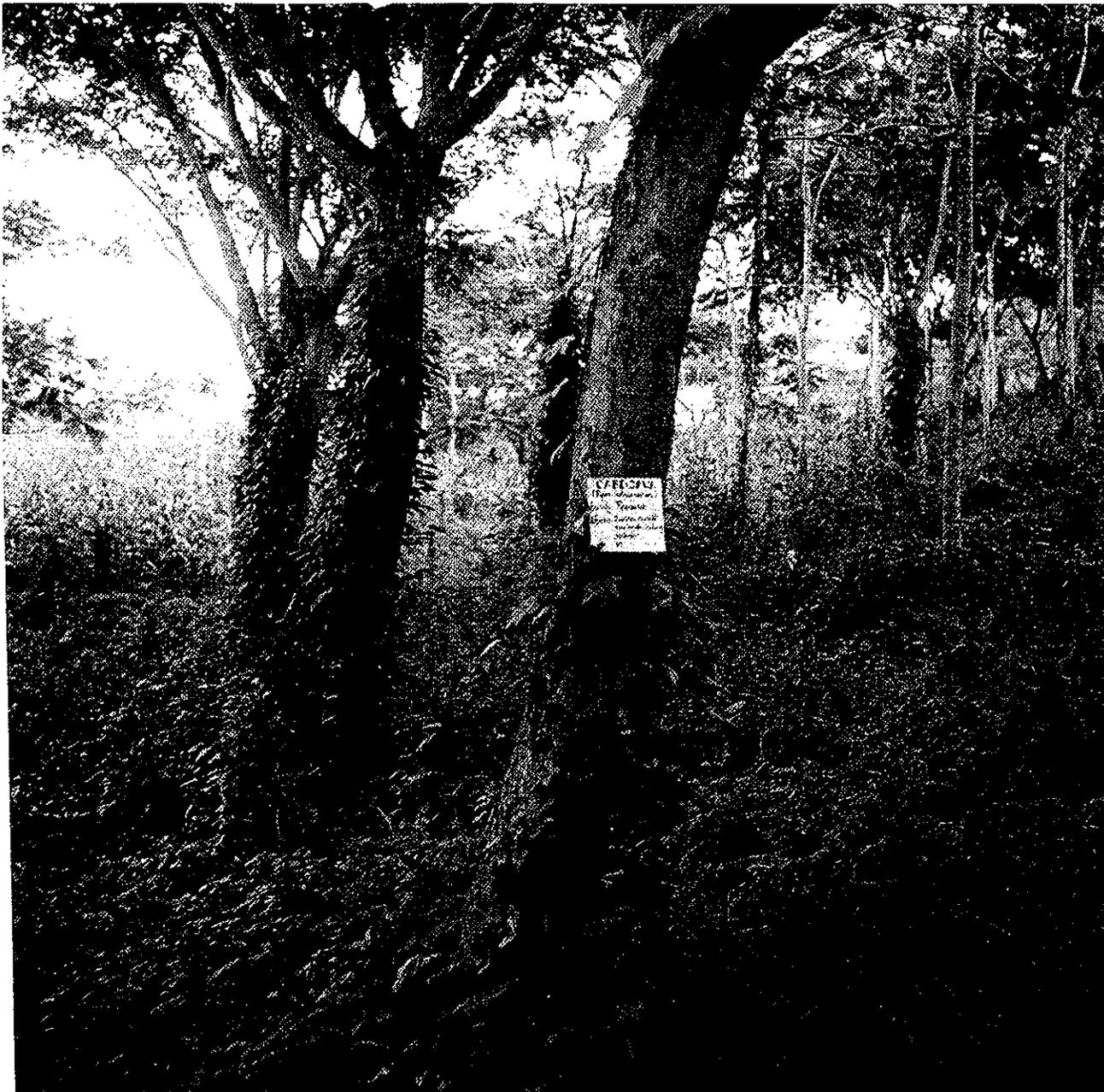
Demi kesungguhan dengan kerangka modalitas yang telah ini untuk mematuhi perjanjian ini dan akan dilaksanakan dengan penuh kesungguhan dan komitmen di dalam pelaksanaan tugas, kewajiban dan tanggung jawab masing-masing pihak.

Pada hari ini, untuk tingkat pertama sejak today dan selanjutnya telah diadakan perjanjian kerjasama yang berisikan sebagai berikut:

Latje
Dr. Karyono

[Signature]
Dr. Indra Ariadi

010.8200794



After seven years, medicinal and fruit trees have established an initial canopy and are yielding the first of many harvests to come.

Replanting degraded lands with non-timber species makes rehabilitated areas less attractive to timber poachers and extends habitat for many animal and plant species.

◇ New income for villagers: Herbal remedy processing



BEFORE I JOINED THE herbal remedy processing group, I worked as a day laborer in the plantations. My husband regularly stole wood and bamboo from the forest to sell. I had a little garden of medicinal plants at the house, and I knew how to use them to make herbal remedies for our own use. I joined the LATIN program because it gave me hope of making a living doing something besides being a day laborer. In 1997, our group began to produce herbal remedies to sell at the market. Since then, nine health clinics have made a commitment to purchase and sell our medicines. My life has changed since I joined the group. I am braver to speak my opinion in front of other people. I don't hang back like in the past. My husband joined the beekeeping group, and he's not stealing wood from the forest any more. I want to stick with the group, and I hope I never have to go back to day labor.

*Sitimaimuna,
herbal remedy processing group*

THERE'S A NEW GROUP in a nearby village, and we are sharing information with them. Telephones recently came to our village, and this is making it easier for us to market our herbal remedies. We can call around to potential buyers and make arrangements for the sale before we leave the village.

Sulasm, leader, herbal remedy processing group

BEFORE THE PROJECT, VILLAGERS were only selling the raw materials for herbal medicines and were getting low prices. We had the idea of forming groups that could produce herbal remedies and get better prices. There were two goals with this: the community would produce and use medicines, and they could add value to the medicine raw materials by processing them themselves.

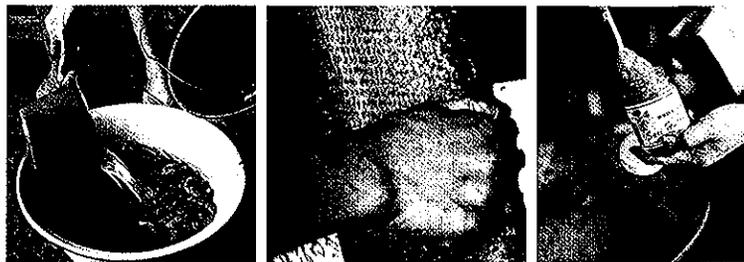
Jarno, LATIN

WE'VE BEEN ABLE TO influence both the national and local governments to invest. The herbal remedy groups now have national backing as a pilot project from the health department in Jakarta. A lot of officials have come to see their work. They've even been featured on national TV. Also, the local government has made tools and credit available to the herbal remedy processing groups and the forest rehabilitation groups.

Kas Winto, Meru Betiri Project Coordinator, LATIN

Left: LATIN Field Site Coordinator Budjo greets Sitimaimuna and another woman from the herbal remedy processing groups. Trained as a forester, Budjo discovered through his work with LATIN that he enjoys working with people as much as working with trees.

Below: Processing turmeric, which has anti-inflammatory properties.





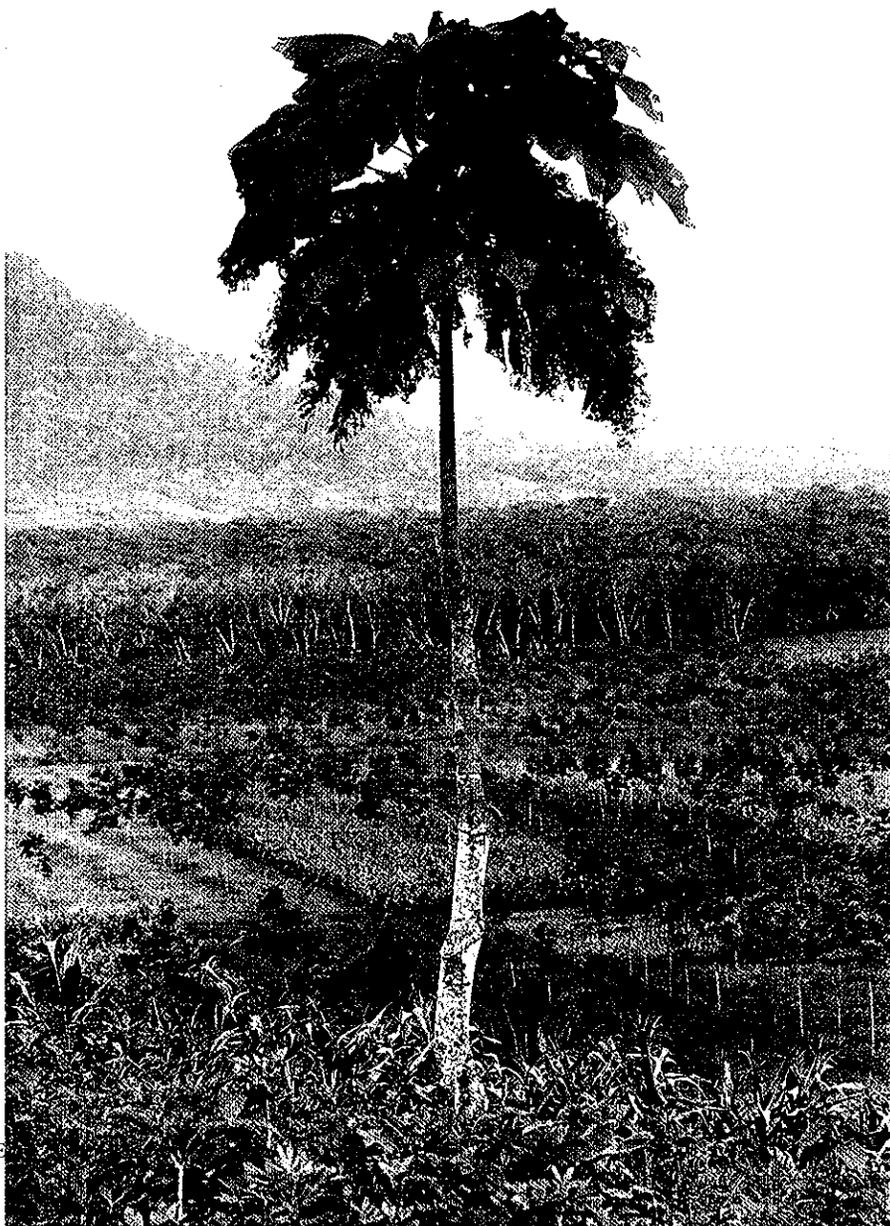
An herbal remedy processing group member gets herbal remedies ready for the market.



As a result of park officials granting local community access to degraded forest lands, group members like this woman are benefitting from agroforestry, are restoring park habitat and are actively restricting access to outside poachers.



Nawi, a landless villager, takes a break from harvesting his corn in the newly planted rehabilitation expansion area, which spans 1,500 hectares and includes 2,500 families.



◇ Scaling up

FROM OUR EXPERIENCE, WHEN people are actively involved in managing the forest, natural resources can thrive. In places where the people participate, the forests are greener than the degraded areas in the forest where no community people are involved. We've met with the local government, and they've already made plans to put support for expanding the project in their budget.

Dani, LATIN

THINGS ARE MUCH DIFFERENT now than before. LATIN has brought us together with park management. Now, we sit down together to listen to each other's problems and decide what to do together. In a little over a year, we've been able to turn grasslands into this. We are getting rice, corn, and peanuts, and these trees will grow big and provide benefits for generations.

Suadak, leader, forest rehabilitation group

ONE OF THE PROBLEMS we had was people from outside coming and taking bamboo and teak and other things from the forest. We were angry that they were taking things from our area, and we got nothing. Now that we have gardens here, we won't let those outsiders in.

Nawi, forest rehabilitation group

This tree, a symbol of the healthy forest to come, has been left to grow along with new seedlings of medicinal and non-timber species planted by forest rehabilitation group members.

◆ Supporting local institutions: The village information unit

A COMMUNITY GROUP CALLED the village information unit is another thing that has evolved as a tool for making joint resource management possible. The focus of this community group changes based on what the issues are. For example, mining interests are currently trying to get into the national park. The group is talking about this and will communicate with park staff. The group will invite government officials to come and discuss the problem. With any issue, this group can collect information, and discuss it in the village. Then they can help figure out what steps to take.

Dani, LATIN

AFTER OUR COOPERATION WITH LATIN, the feeling that we share ownership with the park has increased. The community has succeeded in rehabilitating degraded areas, and the park sees we can do it. And for us, we've gotten benefits.

Yono, leader, village information unit



The village information unit is a recently established community group that gathers and disseminates information and encourages transparency and accountability in decisions affecting the village. Such institutions are a fundamental component of both sustainable natural resource management and democracy.

◇ The case of LATIN: An NGO adapting to community reality

WHEN LATIN STARTED, WE were using the old conservation paradigm, asking how people surrounding the national park can use the forest resources, but not have permanent rights inside of the park. Now, we are changing the paradigm. We've come to think that to manage the park, it is better to give people access and rights to park lands so they have a vested interest in protecting the forest over the long term.

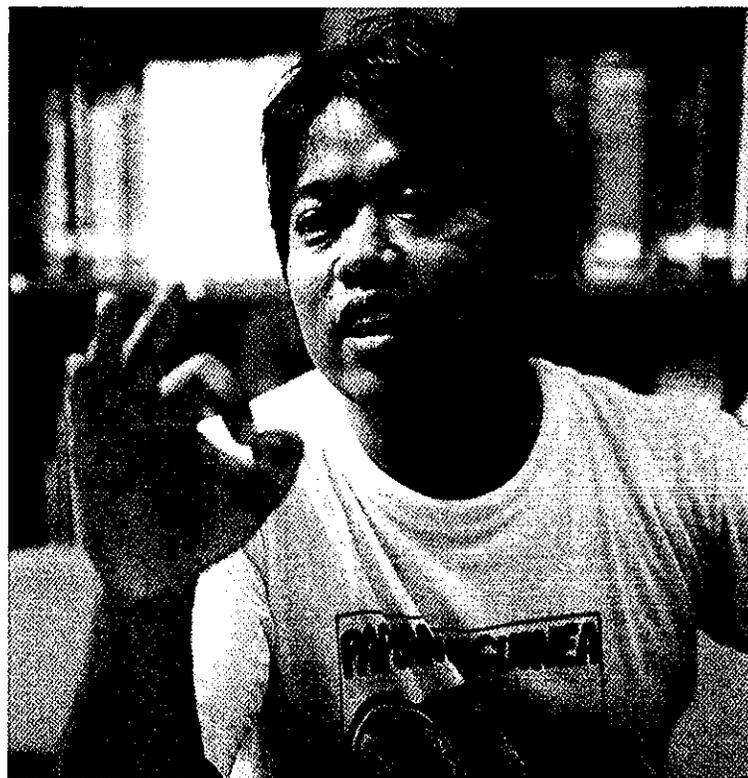
Dani, former Director, LATIN

AN IMPORTANT IMPACT OF our work is the changes that have happened with government and policies. We've secured official permits for our forest rehabilitation and medicinal plants research from the Department of Forestry and Plantations. We used the Reformasi political climate to expand the program and to secure new permits for co-management between the community and government. The park invited the communities and LATIN to expand the program. Before, local government authorities only got involved when there were conflicts between the park and the community over things like teak stealing. After our activities with the community, local government started to pay attention. This gave us the inspiration to develop partnerships. Our partners now include local government, academics, community groups, NGOs, businesspeople and park staff. It's still hard to get all these players on the same page, but we just keep trying at it.

Kas Winto, Meru Betiri Project Coordinator, LATIN

**Above: Dani, former
Director, LATIN.**

**At right: Kas Winto, Meru
Betiri Project Coordinator,
LATIN.**



◆ The KEMALA approach supports the NGO's ongoing learning

I DON'T THINK LATIN would have gone as deep with community-based resource management without BSP-KEMALA support. LATIN used to lead trainings about how to convert degraded forestlands into co-management areas, without having their own showcase example of how that actually works. KEMALA challenged them to start where they were working in the field. This coincided with LATIN's organic evolution into an organization staffed by social scientists as well as foresters.

Nonette Royo, BSP-KEMALA

LATIN STARTED OFF WITH quite a different purpose in Meru Betiri National Park than what they've actually ended up doing. They started doing research on medicinal plants in the area, and they ended up helping local communities organize themselves and make declarations to the local government and the national parks authority. We helped them develop tools like project mapping and monitoring, and encouraged networking with other NGOs who are dealing with similar issues.

Kath Shurcliff, Team Leader, BSP-KEMALA

KEMALA HAS HELPED US have more confidence in working with the middle layers of government to develop community forestry policy. The BSP-KEMALA team has also helped us strengthen our organization by helping us clarify our role, plan effectively and manage our finances.

Dani, LATIN



Forest rehabilitation group member Toni and LATIN community organizers joke around together outside LATIN's office in Anonredjo. Ongoing relationships and trust are fundamental for collaborative problem solving and sustaining motivation.

GIVING BIRTH TO A MOVEMENT

Participatory mapping as a tool for claiming indigenous land rights

REFLECTIONS

- The mapping process builds relationships and helps maintain traditions in communities.
- Maps are tools communities can use to negotiate land claims and resource rights with government.
- Apprenticeships and face-to-face exchanges transfer mapping and community organizing skills from one community to another.
- Networks are powerful mechanisms for scaling up local successes when they create opportunities for NGOs and communities to share skills and knowledge.

In this story, Pancur Kasih, a Dayak people's NGO in West Kalimantan, develops an approach for conducting participatory mapping of customary resources and lands. The approach includes teaching communities how to use the maps to get recognition of their rights to natural resources and to discuss responsibilities and develop local resource management agreements. Pancur Kasih proves that maps are useful tools for getting community claims and perspectives incorporated into district land use plans. Mapping leads to improved natural resource management on over half a million hectares of community land.

People from other ethnic groups across Indonesia come to West Kalimantan to do apprenticeships and training with Pancur Kasih. In addition, a national mapping network, JKPP, is established. This network facilitates these trainings and exchanges and is successfully adapting the approach for other communities, cultures and situations around Indonesia. BSP-KEMALA supports Pancur Kasih and JKPP with funding, technical assistance and training in response to their requests, travel grants, links to other NGOs with complimentary skills and interests, ongoing program planning, review and evaluation.

PARTICIPATORY MAPPING HAS PROVEN to be a powerful tool to strengthen communities' ability to protect their land rights and their unique way of life. Communication between genders has improved, as have the ties between the younger Dayak generations and their elders.

Ita Natalia, Community Mapping Trainer

COMMUNITIES HAVE BEEN STRENGTHENED through participatory mapping projects. Pancur Kasih facilitates community mapping to document Dayak land and natural resource use based on indigenous knowledge and wisdom. Community mapping enables the Dayak to speak out with greater clarity and strength about their natural resource rights, demanding that they be respected and protected.

John Bamba, Executive Director, Institute of Dayakology

A MAP WITHOUT ANALYSIS, a map without community organizing, is useless. It's just another poster on the wall.

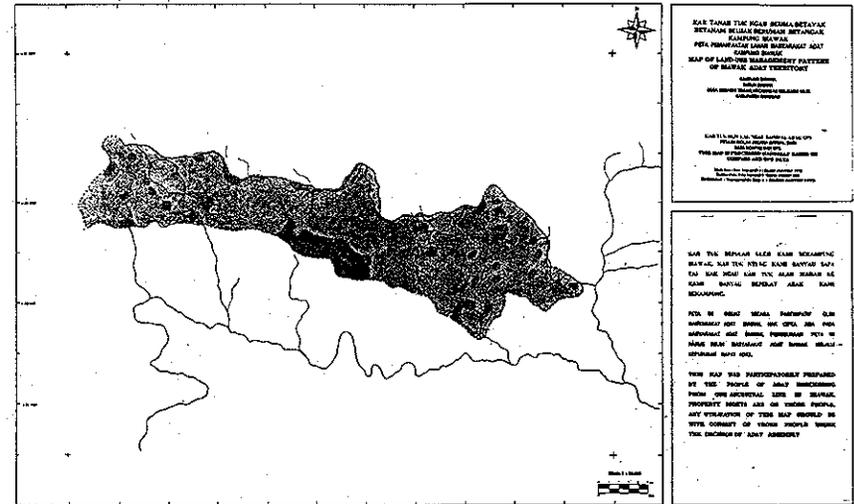
Eliakim Sitorus, Senior Program Officer, BSP-KEMALA



Dayak carving.



The customary head of Benung village uses a community map to show how the mapping process helped resolve boundary disputes between his village and a neighboring village.



Land use map, Blewak village, West Kalimantan. Community maps document village boundaries and customary land use. They are used in negotiations with neighboring villages, government and investors. In West Kalimantan, 149 communities have mapped more than 700,000 hectares of their lands, waterways and forests.



◇ Pancur Kasih: Supporting Dayaks and pioneering an approach

MAPPING HAS BEEN USED successfully to get provincial government to incorporate community perspectives into land use planning and to develop participatory management agreements. The planning and discussion process also helps address the threats from within the community. If you have a map that you use to prevent outsiders from coming in and taking over the resource, that's only part of the story. You can also use it to address internal conflicts, and create an agreement within the village that includes mechanisms and sanctions to enforce it.

Kathleen Shurcliff, Team Leader, BSP-KEMALA

THE RISE OF THE Dayak began with what is referred to as the Pancur Kasih Movement, by inventing a new strategy and approach in their struggle. Their integrative approach covers ten areas: critical education, participatory mapping, community organizing, cultural empowerment, community-based natural resource management, financial sustainability, community-based economy, gender, social security, and networking.

John Bamba, Institute of Dayakology

PANCUR KASIH STARTED WITH education and then went into credit unions, and then branched out to many other activities including research on Dayaks. Many Dayak who went to college joined Pancur Kasih after they graduated, so they have a huge base in the villages. They have tremendous organizing capacity because they know so many people all over the province.

Nonette Royo, Senior Program Officer, BSP-KEMALA

Although much of the old growth Dipterocarp forest in Kalimantan is claimed by indigenous communities, in the past the government gave concessions to logging, plantation and mining companies, with little or no regard for community rights and use patterns. Participatory mapping is a tool indigenous communities use in negotiating their claims and rights with government and outside parties, such as investors.



A. R. Mecer was a teacher when he and others founded Pancur Kasih in 1981. From the beginning, he has believed in Dayak self-reliance.

WE WANTED TO CREATE a model. We began in a small village to learn how to approach problems holistically, then expanded into other areas. By the year 2005, we want the entire district of Sangau to be a model where the communities are in power, with strong customary institutions that are able to play a critical role in the development and implementation of local government policies.

Pilin, Coordinator, Pancur Kasih mapping unit

Introduce the idea of community mapping.

During the introductory phase, community organizers from Pancur Kasih's mapping unit explain the mapping process to the entire community in a meeting. This meeting begins with a discussion concerning the problems and threats the community is facing. The community organizer then describes the community mapping process and what the maps produced can do to help the community address these problems constructively.

Communicate mental maps.

During the discussion, the community divides into a number of groups based on age and gender. Each group delineates their mental maps of their territory into sketches. These sketches are presented to the community and discussed. This exercise provides an important learning process for the young to gain a better understanding of their lands. It also bridges the gender gap.

Discuss the idea with neighbors.

Before actual mapping begins in a community, another discussion is held. The elders from all neighboring communities are invited to receive an explanation about the plans to map the community's lands. This important phase needs to be carried out with care, goodwill and openness, in order to avoid conflict over boundaries in the future. The mapping unit facilitators are always careful to ensure that all parties fully understand what they are getting into before commencing the mapping process.

Map the lands.

Everyone (old and young, male and female) is involved. The facilitators from the mapping unit introduce and explain all the different tools that will be used in the community mapping process. Using technical tools such as the compass and GPS (Global Positioning System), they revisit their mental maps physically.

Develop the maps accurately.

Data from the mapping exercise are taken to the mapping unit workshop. Using the workshop facilities and with assistance from the facilitators, community representatives finalize the maps.

Clarify the results.

Once the maps are completed, they are taken back to the community to be presented. The community checks the accuracy of the map. Have any places been overlooked? Are any place names incorrect? If mistakes are found they are corrected.

Sign the maps.

When the maps have finally been completed, a meeting is held to sign them and deliver them into the hands of the community. At this point the facilitator from the mapping unit is to remind the community once again that they hold the rights over these maps, that they made the maps of their own lands.

Use the maps to resist encroachment.

After completing the community process and producing modern maps, the community is better prepared to deal with outside forces encroaching on their lands. They know exactly what the outside maps are saying and have their own maps to inform newcomers about where boundaries should be.

Use the maps to plan ecological and economic improvements.

Armed with community maps, communities are facilitated by the mapping unit to carry out Natural Resource Management Workshops. Using the maps, the community can readily identify which areas can still be improved to produce more cash, and which areas need more active protection, conservation, or rehabilitation.

Adapted from Natalia, Ita. Protecting and Regaining Dayak Lands Through Community Mapping. Indigenous Social Movements and Ecological Resilience: Lessons from the Dayak of Indonesia, ed. J. Alcom and A. Royo. Washington DC: Biodiversity Support Program. 2000.

◇ Participatory mapping success stories from West Kalimantan



Map of dwelling sites, Empajak village customary territory. Pancur Kasih has refined its mapping process so that it costs only two U.S. dollars per hectare to map an area and facilitate a cooperative management agreement among community members.

KOTIP VILLAGE HAS THIS land that the company P.T. Finantara Intoga wanted to take from us. They told us it was "waste land," because there were no trees on it. We knew it was Kotip land, because we had made our maps. We decided we must show them the land was being cultivated, so we planted thousands of rubber trees. Some people in the community wanted to give their land to the company. They even went so far as forging our signatures on a letter. Pancur Kasih came to us with a copy of this letter, and the rubber group went around the village and had a community discussion to decide what to do. We went to the district head and told him that only a few families wanted to hand over the land. Finally, we went to the company to clarify things with them, too. Now we have a formal agreement where they all recognize our rights. P.T. Finantara Intoga did not come to Kotip, because it was not worth it for them. In eight years, we hope this area will be a good rubber-based forest garden.

Alex, leader, Kotip Rubber Group

I USED TO DESPISE Pancur Kasih people. I thought they were out to enrich themselves by tricking us into joining the credit union. Over time, I have seen how dedicated they are. Now I join every meeting they hold. I am concerned about the rift in our community. Some people want to allow gold prospectors on their lands. This is something we must sit down and talk about. We need to develop a management plan—gold mining can pollute us all.

Barto, Village Government Secretary, Kotip

IN 1997, AFTER THREE years of mapping, Pancur Kasih made a presentation to the planning agency in Pontianak District. Village heads participated and presented some of the maps. Government people were very impressed. They issued a permit allowing Pancur Kasih to do even more mapping, because at that time, government had a mandate from Jakarta to develop their regional land use maps. Local government saw community mapping as a way to save them work.

Nonette Royo, BSP-KEMALA

◇ A national network adapts and spreads participatory mapping around Indonesia

JKPP, THE NATIONAL PARTICIPATORY mapping network, is a relatively new network. When we started in 1996, the community mapping movement was only happening in a few places. In particular, it was getting strong in West Kalimantan. After JKPP formed, this movement became relatively massive, and it spread to almost all the provinces in Indonesia. Communities and NGOs see participatory mapping as a tool that is really useful in supporting their goals, whether they are involved in community organizing, advocacy, land rights, or promoting community-based natural resource management systems.

Arianto Sangaji, Chair, JKPP Steering Committee

JKPP HAS USED WEST Kalimantan as a primary site for apprenticeships, where people from other locations in the country come in and spend a couple of months and participate in the mapping process in context. Their approach to training is excellent. They rely a lot on apprenticeships and training regional people.

*Kathleen Shurcliff,
BSP-KEMALA*



Ganden, executive secretary of national mapping network JKPP. In decision making, representatives from all the member regions take part as equals, discussing a range of subjects from budgets to theory to specific plans for action.



JKPP's secretariat is located on Java, where rice fields carpet the landscape.

IN CENTRAL SULAWESI, we started working with the Katu community in 1997 to draw maps of the boundaries of their traditional area and their traditional land use systems. When we presented the results to the head of Lore Lindu National Park, he acknowledged the territory of the indigenous people there and gave recognition and approval for customary use of resources in those areas. It was amazing because for the 20 years before that, the park authorities had been pressuring the Katu community to leave the park.

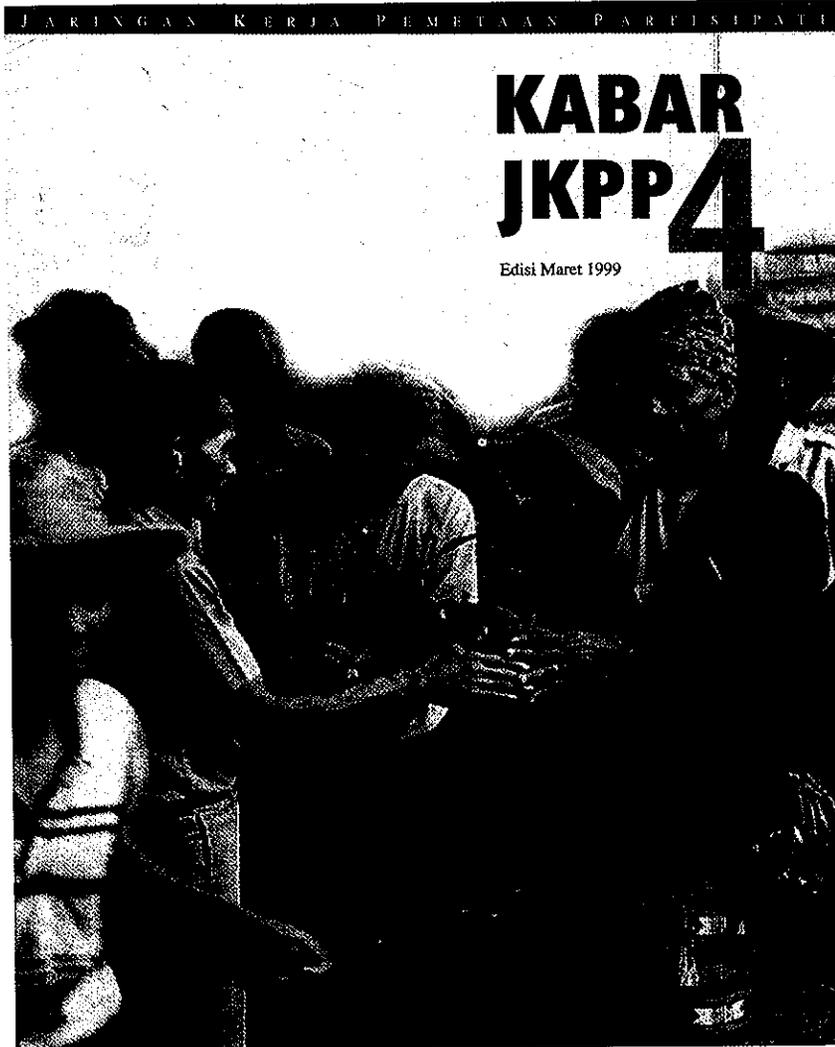
Arianto Sangaji, JKPP

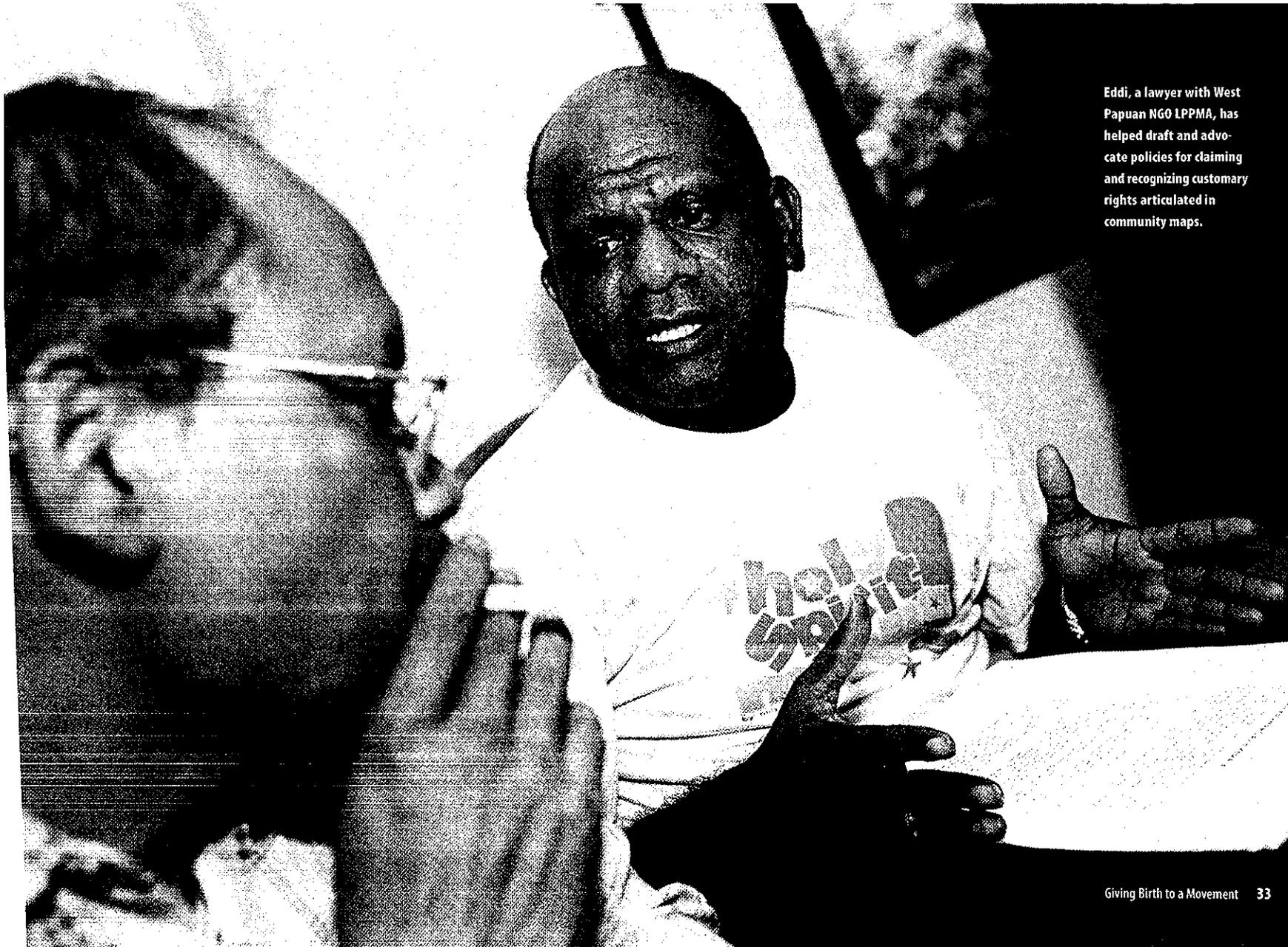
◇ National network JKPP responds to members' direction

JKPP'S TOP DECISION-MAKING body is the members' forum, which has 43 members. Most are NGOs, but we also have community people. We have a sharp focus and clear mandate. We provide a service that responds to a real need, and we've set up the structure so that those who use the services direct the activities and vision of the network. Over time, our work has evolved. At first, we thought we should spend more time on position papers and policy analysis and advocacy, but forum members wanted us to stick to strengthening and supporting mapping activities in the field. Our regional nodes will allow us to broaden our reach so that customary lands and cultures are not lost.

Ganden, Executive Secretary, JKPP

Network JKPP members use the JKPP newsletter in adapting Pancur Kasih's approach across Indonesia.





Eddi, a lawyer with West Papuan NGO LPPMA, has helped draft and advocate policies for claiming and recognizing customary rights articulated in community maps.

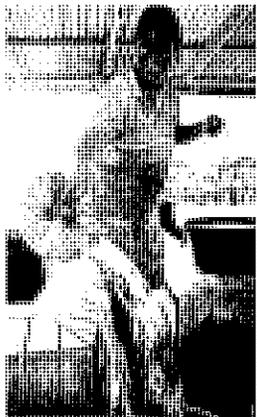
COMING TOGETHER TO GET AHEAD

An island community takes the lead

REFLECTIONS

- Community action can protect reefs, when people realize the benefits of establishing their own management rules.
- NGOs can stimulate change over a large area by nurturing community self-reliance and networking.
- Apprenticeships and village-to-village exchanges build skills, foster critical questioning and help communities work together to solve their problems.

In this story, Nain, a densely populated, bicultural island community in Indonesia's first national marine park, gives up destructive fishing practices in favor of seaweed farming, which has lower ecological impact and brings higher profits. With support from FPK, a network of community self-reliance groups and NGOs in North Sulawesi, Nain islanders establish a seaweed farmers cooperative, thereby removing one company's monopoly on seaweed marketing. They also learn, via apprenticeships with another island community, to organize a self-reliance group, conduct participatory community mapping, and start a credit union. FPK responds to requests from 14 local communities, adapting its support accordingly in an ongoing learning process. BSP-KEMALA supports FPK's work with training to address self-assessed needs, technical assistance, ongoing program planning, management and evaluation, funding, and links to other groups and communities that have relevant skills and experience.



Although fresh water is scarce on Nain, when visitors first arrive, they are customarily welcomed and honored with an invitation to wash their hands and face at the community well.

NAIN IS IN A national park buffer zone. The island is very crowded. There are two ethnic groups that live there, and they've been there for generations. The Bajonese are Muslim, and the Sangirese are Christian. The two groups have a good relationship. The people there try to make their own solutions; they've successfully moved from one source of income to another, from fishing to seaweed farming, and they've reduced the pressure on the land and coral reefs.

Eliakim Sitorus, Senior Program Officer, BSP-KEMALA

THERE'S A GROWING INTEREST in developing democracy in the village. This goes along with a sense that people's destiny is in their own hands; if things get better or worse, it's up to them and nobody else.

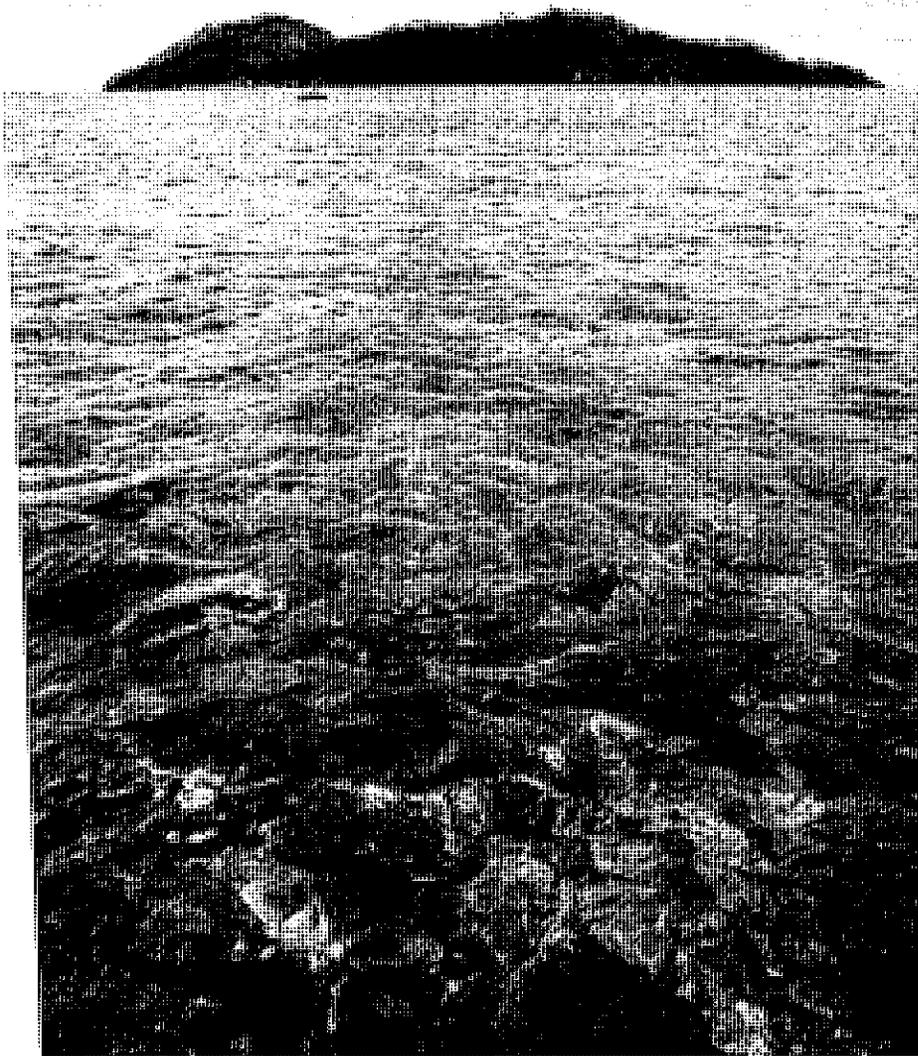
Petrus Polii, Coordinator, FPK

THE TWO MOST EXCITING things I've seen with Nain are skills exchanges between villages and local people becoming community organizers. Local people have knowledge that they are sharing with other local people, and new community leaders are emerging.

Lily Djenaan, former Community Organizer, FPK

FPK HAS SUPPORTED THE seaweed farmers' cooperative. The self-reliance groups from other islands, not the NGOs, have mostly worked with Nain, so it's a case of villages helping other villages through an exchange of skills and information. With help from organizers from other villages, they've established a community organization and come up with resource management rules including where they can plant seaweed, what are legitimate sources for wood, and where they can fish.

Eliakim Sitorus, BSP-KEMALA



Left: Nain is in Bunaken National Park, which is among the most biologically diverse marine areas in the world.

Above: Main Street, Nain Island. With over 1,000 residents on a small island, sustainable resource use is a challenge.

◇ Seaweed farming: An alternative to destructive fishing practices

WHEN I WAS THERE back in 1993, Nain was the only community that had a strong cash economy lifestyle compared to communities on the surrounding islands. They relied on fishing. Sometimes, they used cyanide and bombs. We helped broker a meeting with a businessman in the city who then invested money for seaweed farming and provided a market for it. Nain people saw it as more lucrative. I saw it as an alternative to destructive practices.

Arief Wicaksono, Senior Program Officer, BSP-KEMALA

OUR SEAWEED FARMING HAS reduced impacts on corals and fish. Now we see many more fish and don't take the coral. We have agreements not to hurt the coral because seaweed grows better over healthy coral; they need each other. We're always out on the water, so we guard the area.

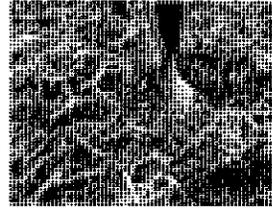
Albet Nejo, leader, Nain seaweed farmer groups

ONE PROBLEM WITH SEAWEED farming in the past is that Nain islanders used a lot of mangrove wood as stakes to hold the lines their seaweed grows on. They stole it from neighboring islands like Monte Hage, and this caused disputes. Now, they've found a new way to farm the seaweed using plastic water bottles as floats. For 99 percent of the people, seaweed farming is the main form of livelihood. They are the biggest producers in the province, because they have a huge reef flat that provides the right conditions.

Ismael, Community Organizer, Rap Rap

TOURISM IS NOW SEEN as a threat to seaweed beds over which Nain islanders don't have tenure. The national park or someone else could claim rights and the people of Nain would lose their main income source. So they want to secure their rights.

Edmond, Information Officer, FPK



Seaweed, the islanders' main income source, is farmed over Nain's large reef flats and sold to national and international markets.



Mangroves on Nain. Nain islanders formerly used mangrove stakes to anchor the lines on which they grow seaweed. Depleting mangrove forests caused disputes with neighboring islands. NGO-facilitated dialogues led to agreements to change this practice.



Nor, an island resident, prepares lines and plastic bottle floats for seaweed cultivation.

Tending seaweed lines. Seaweed farming provides an income-generating alternative to destructive fishing and over-harvesting, thereby protecting coral reefs.





◊ Nain islanders end a seaweed marketing monopoly

Albet Nejo is the leader of Nain's seaweed farmer groups. There are 37 groups that meet regularly, some with as many as 70 members.

Right: C.V. Sumber Rejeki Seaweed Purchasing Center. Sumber Rejeki was granted a monopoly for seaweed purchasing by local authorities until community members organized a cooperative and, with FPK support, negotiated changes in regulations and secured higher prices.

A FEW YEARS BACK, the market for seaweed was controlled by only one company—C.V. Sumber Rejeki. They got the government to officially make them the sole buyers for seaweed in the province. FPK helped the community to investigate and protest this situation. We complained about price controlling and that we couldn't sell to other buyers. After Reformasi, government was more open to hearing these complaints. They responded positively to the community's suggestion that they be able to sell to the highest bidder. Nain seaweed farmers set up a marketing cooperative to sell to other buyers; the bargaining position of the seaweed farmers increased and prices went up.

Ismael, Community Organizer, Rap Rap

NOW, WE DON'T HAVE a problem working with the marketing cooperative. At first there was friction, but now we have a free selling system. With two buyers it's better for the community. Information on prices and marketing is more open and the community has more information, they have more options.

Akrim Hasim, local buyer for C.V. Sumber Rejeki

THERE IS A CHANGE in many community members' thinking. They know now that their land and place belong to them and they have rights, so if a project or activity from outside comes in that's not appropriate, they will reject it. They are not afraid to question or even criticize the NGOs.

Rico, Community Organizer, FPK



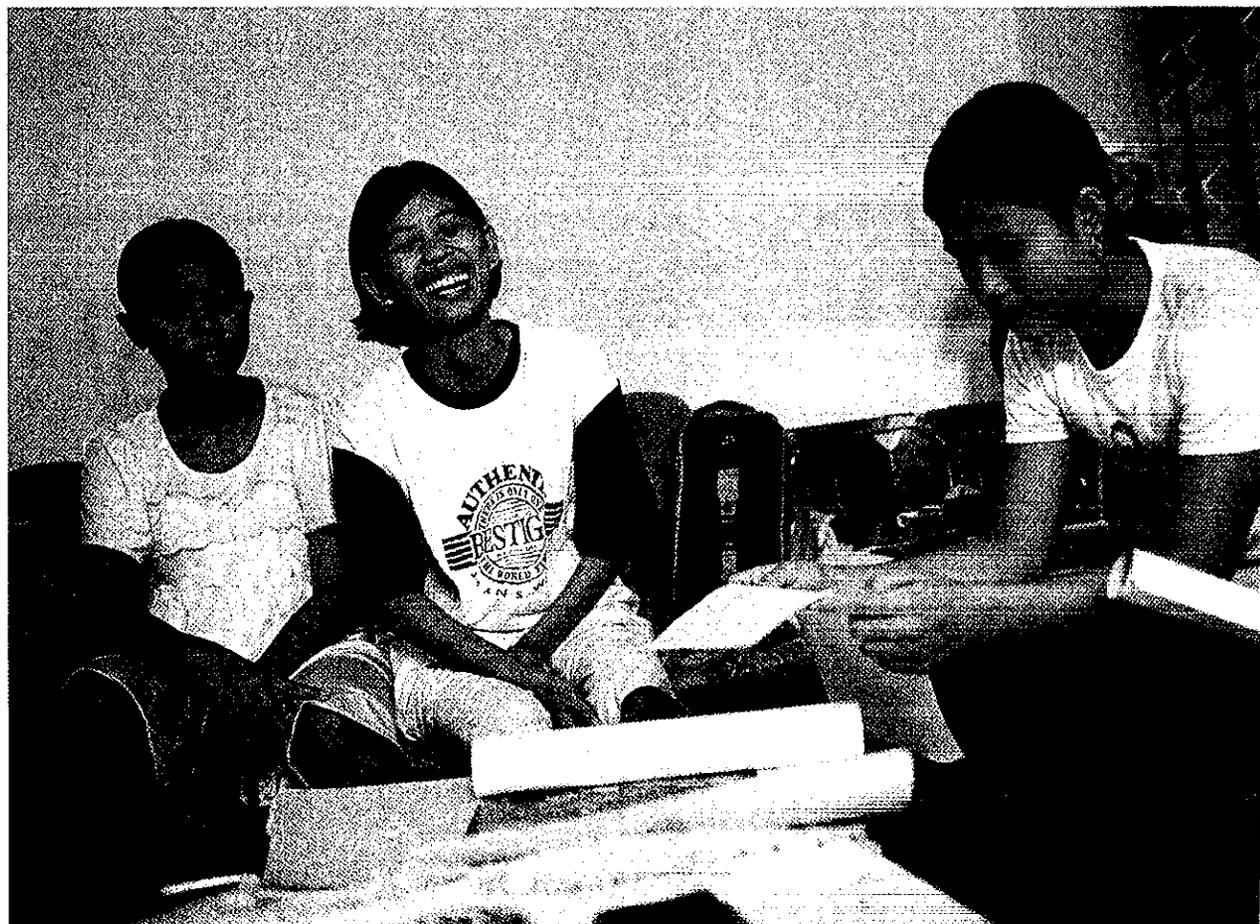


Top: Most farmers can make 1,000,000 rupiah (US\$100) per seaweed harvest. They can harvest three to five times a year.

Left: Coca-Cola and globalization. After serving Coke and cookies to his guests, Akrim Hasim requested assistance to find new markets for Nain's seaweed: "I've heard about the global village, and we'd like to use the internet to market our seaweed, so we can have direct links to buyers and get better prices for the community and the company."



Hamid, Village Head, has found that the Nain self-reliance group and FPK have made his job easier.



Many island youth participate in the self-reliance group. They said community mapping was a lot of fun and helped them learn from their elders. Community members used the map of seaweed cultivation sites to establish rules for where seaweed is allowed. They also used the maps in negotiating with Bunaken National Park authorities regarding a planned tourist development that would have threatened a prime seaweed farming zone.

◇ Village-to-village exchanges lead to a new self-reliance group

WE WANTED COMMUNITY ORGANIZING in Nain to be done by local people so that activities could be more focused on serving the community. Then we received an invitation from FPK to attend a training course. FPK friends trained me to organize and help the people on Nain toward self-reliance. When I returned from the training, I started to conduct community organizing activities. To form the Nain self-reliance group, we held meetings and discussions. FPK sent three people here who taught strategy and provided us with information and training.

Ona, Community Organizer, Nain

THE NAIN SELF-RELIANCE GROUP has improved cooperation on the island. Now, people from both sides meet and talk and work together more. It's also encouraged community mapping and cultural activities, and we're starting to teach the little ones our traditional languages.

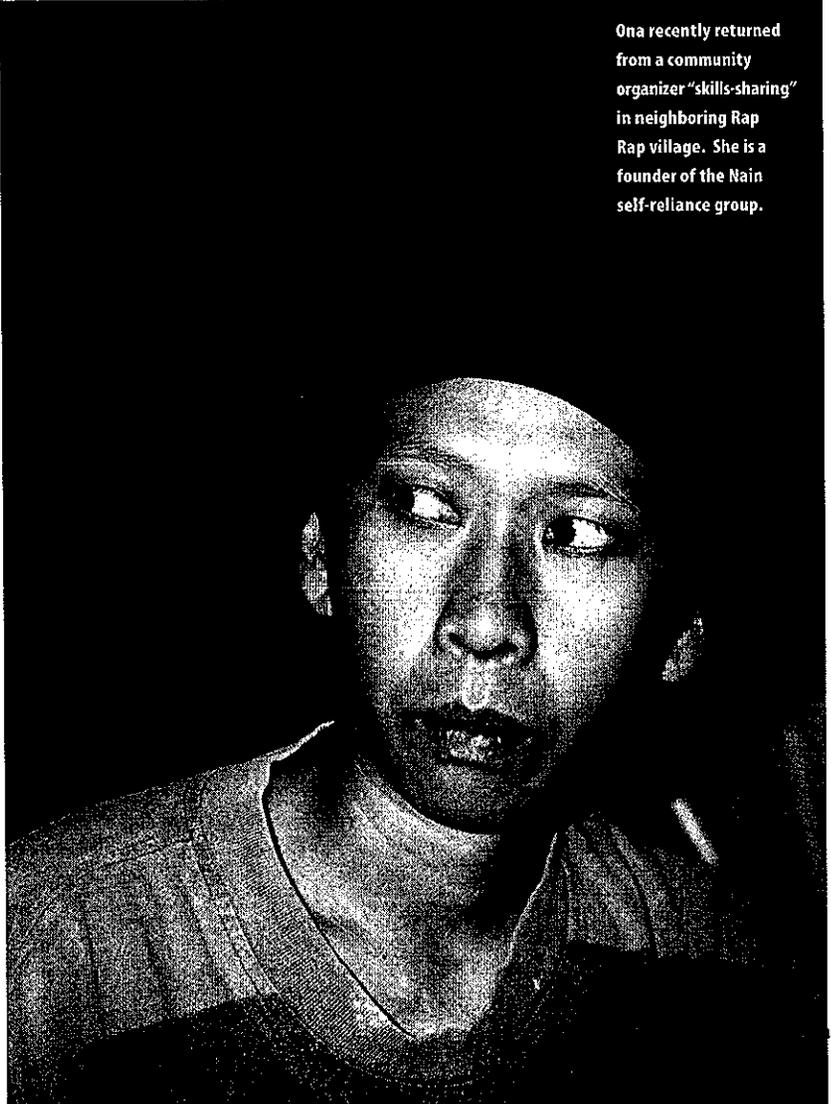
Hamid, Village Head

THEY ARE USING THE maps to fight outside threats, like a tourism operator moving in with support of the national park, as well as internal issues like doing resource management planning. Already they've made agreements about mangrove harvesting and restricting areas where seaweed may be grown.

Ismael, Community Organizer, Rap Rap

RECENTLY, AN INVESTOR BOUGHT some of the land on a small island just off Nain. The national park gave them permission to develop tourist facilities. We resisted because it was an important seaweed area and would threaten our livelihood. The developers were scared and stepped back. Before, our village government took decisions without any participation from the community. We used to blindly accept whatever decisions came down. Now, when there is a decision to take, we ask for a meeting first to prevent being excluded from the process. We, the community that will have to implement and bear the impact of the decision, should be involved in the process. This is progress.

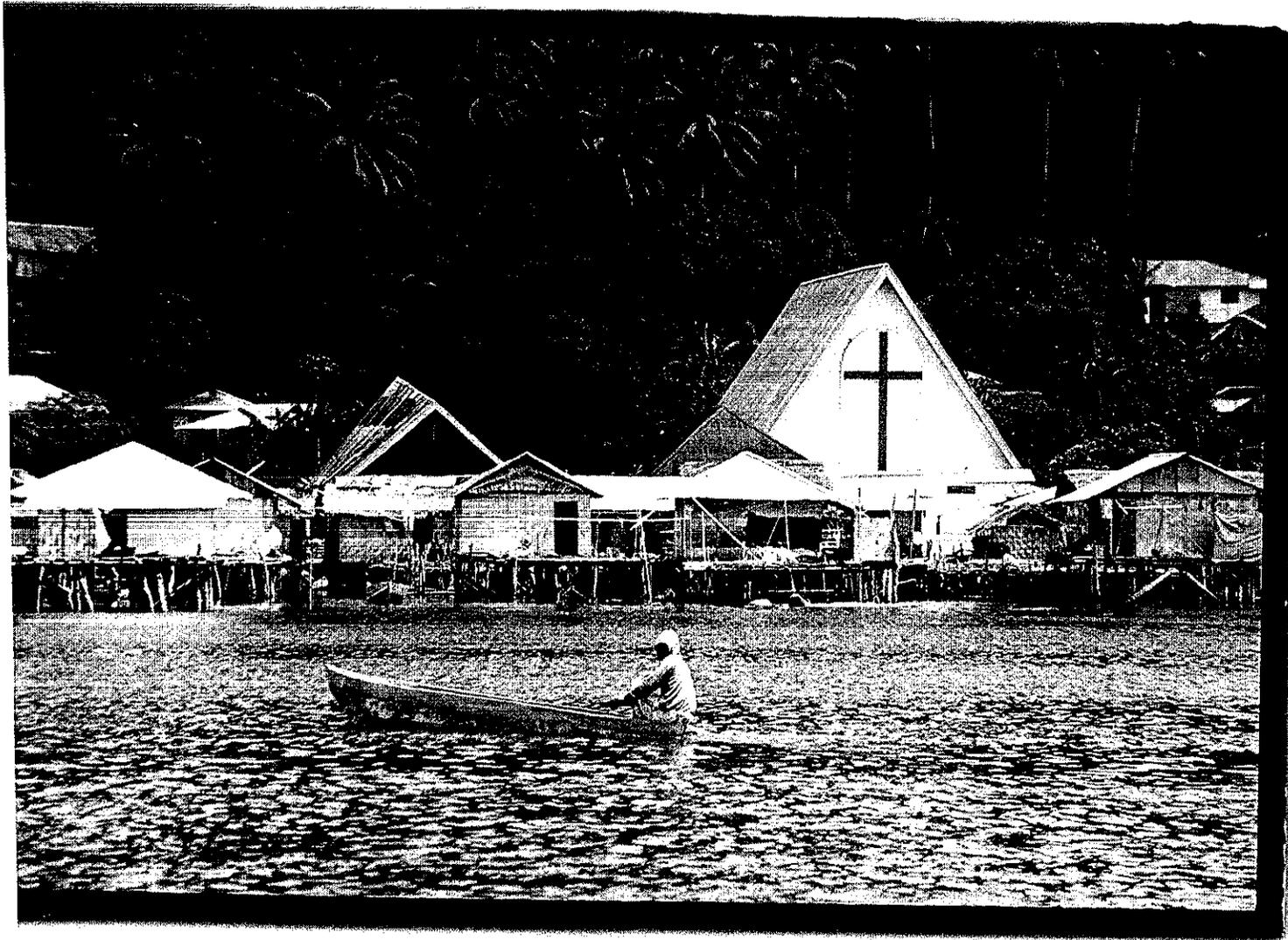
Ona, Community Organizer

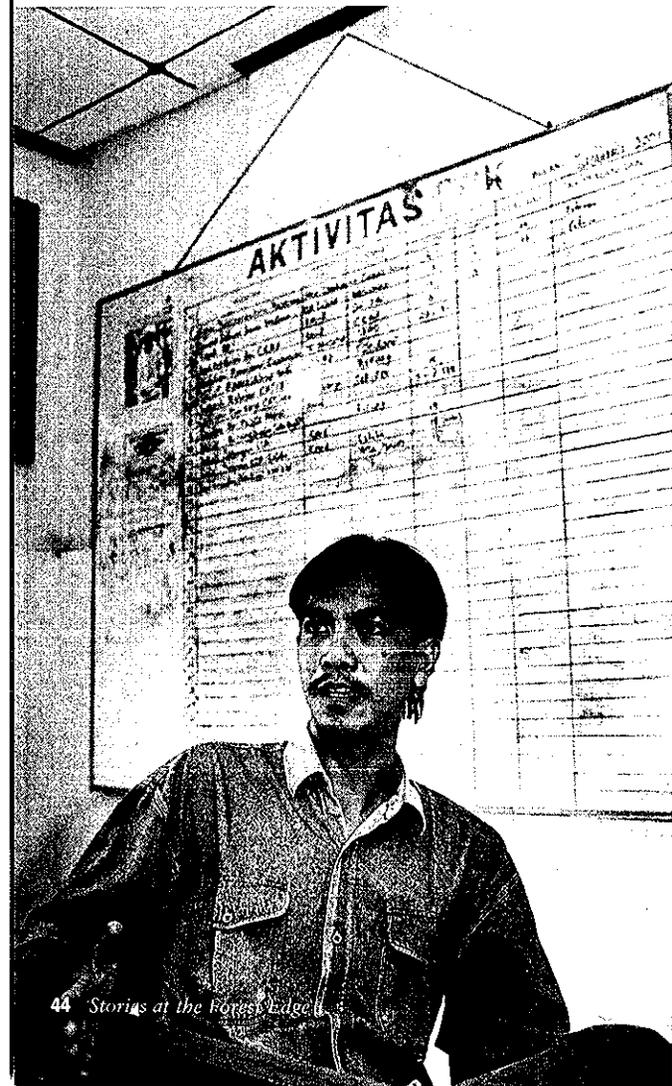


Ona recently returned from a community organizer "skills-sharing" in neighboring Rap Rap village. She is a founder of the Nain self-reliance group.

With a mosque on the left, a church on the right, and a community self-reliance group in the middle, the Nain community is cooperating effectively and managing differences.







Left: Andre Wala, Finance Manager and Community Organizer, FPK.

Top right: Lily Djenaan, a community organizer, left FPK a few months ago to start her own NGO that focuses on women's issues.

Bottom right: Petrus Polii, Coordinator, FPK.

◇ FPK: A forum driven by its members

FPK IS COMPOSED OF local NGOs and village-based community groups that are active in commu-

nity-based natural resource management. The FPK secretariat helps communities connect with other members or outside groups that can provide training and other assistance the communities request. Often, there are exchange visits between community groups, and NGO members will provide information or technical advice. You can see this at work on Nain.

Petrus Polii, Coordinator, FPK

WE SUPPORT A COMMUNITY organizing and empowerment process. This includes training local people who want to become skilled community organizers. They work with the community to ask questions and solve problems together. The village-based community organizers who have been active in their own villages are now training organizers in neighboring villages.

Andre Wala, Finance Manager and Community Organizer, FPK

FPK IS AMAZING BECAUSE of the strong cooperation between community groups and NGOs. It's the first time I've ever seen such a consortium where the NGO coordinator of the consortium was fired for poor performance by the forum members. There is real accountability of the NGOs to the communities where they are working.

Arief Wicaksono, BSP-KEMALA





◇ FPK: Learning from experience

AS FPK'S MEMBERS ARE taking more control, the secretariat's role is changing. An important and growing role for us is in the area of information and education. We're seeing an increased hunger for reliable and credible information that relates to everyday needs and problems in the village, whether this is the price of a product, information about policies and regulations, financial management or land use planning. We now have an information division and a newspaper, as well as the ability to respond to information needs and help communities collect and manage information they feel is important.

Petrus Polii, FPK

It is easy for outsiders to fool or use the community because the locals don't have access to information. The FPK network gives us access to information about what's going on in other areas and in other groups.

Ona, Community Organizer

Left: Bunaken and Manado Tuah islands as seen from Nain.

Below: Nain Community Organizer Ona (left), FPK Information Officer Edward and Nain self-reliance group member Rini (right) talk on the boat on the way to an FPK community organizers' workshop.



RECLAIMING RIGHTS AND RESOURCES

Strengthening governance and
natural resource management in
East Kalimantan

REFLECTIONS

- Indigenous land use systems offer firm foundations for sustainable natural resource management and livelihoods.
- Village institutions that are accountable and recognized by government are vital for negotiating solid agreements with outsiders.
- Strong local decision-making institutions enhance the chances for communities to gain government recognition of their rights and responsibilities in managing their natural resources.

In this story, SHK-Kaltim (hereafter referred to as SHK), an NGO in East Kalimantan, organizes communities and supports village decision-making institutions. SHK also conducts policy analysis and helps facilitate dialogue between West Kutai District communities and government. SHK has made a strategic decision to focus its efforts in one watershed in the district. In Besiq, the largest village in the watershed, the newly established village legislature is recognized by the district government and successfully rejects an oil palm plantation that would have converted 20,000 hectares of customary claimed land and undermined the local culture of sustainable land use.

SHK continues to strengthen village institutions to respond to new threats emerging from opportunities for communities to get quick cash. SHK and communities are exploring alternative income-generating activities to destructive small-scale logging practices. SHK is also linking village issues and ideas to policy analysis and advocacy, improving capacity and governance in the process. BSP-KEMALA supports SHK with ongoing program planning, review and evaluation, funding, needs-based technical assistance and training, travel grants for skills-sharing, and links to information and other NGOs working on similar issues.

SHK WORKS WITH DAYAK communities and government in Kutai Barat District's Kedang Pahu watershed area to gain recognition of community rights in managing natural resources. SHK started by working on improving income-generating activities. They changed their approach to focus on community organizing, institution strengthening and land use mapping and planning, after learning through their experience that these elements are prerequisites to good enterprise development. Working with BSP-KEMALA has enabled them to reflect on their experiences and adapt to what is relevant and effective for communities.

Lafcadio Cortesi, Senior Program Officer, BSP-KEMALA

IF WE DON'T INCREASE the role of the community in decision making and implementation, we'll never improve forest management and conservation. For the community to contribute to forest management, they have to organize themselves and have strong and open institutions. They also need to be able to collect and disseminate information to their constituents and to negotiate with outside parties on behalf of the community.

Ade Cabyat, Director, SHK-Kaltim



To honor departed family members, the Dayak carve ancestor figures and place them in front of family homes and longhouses.

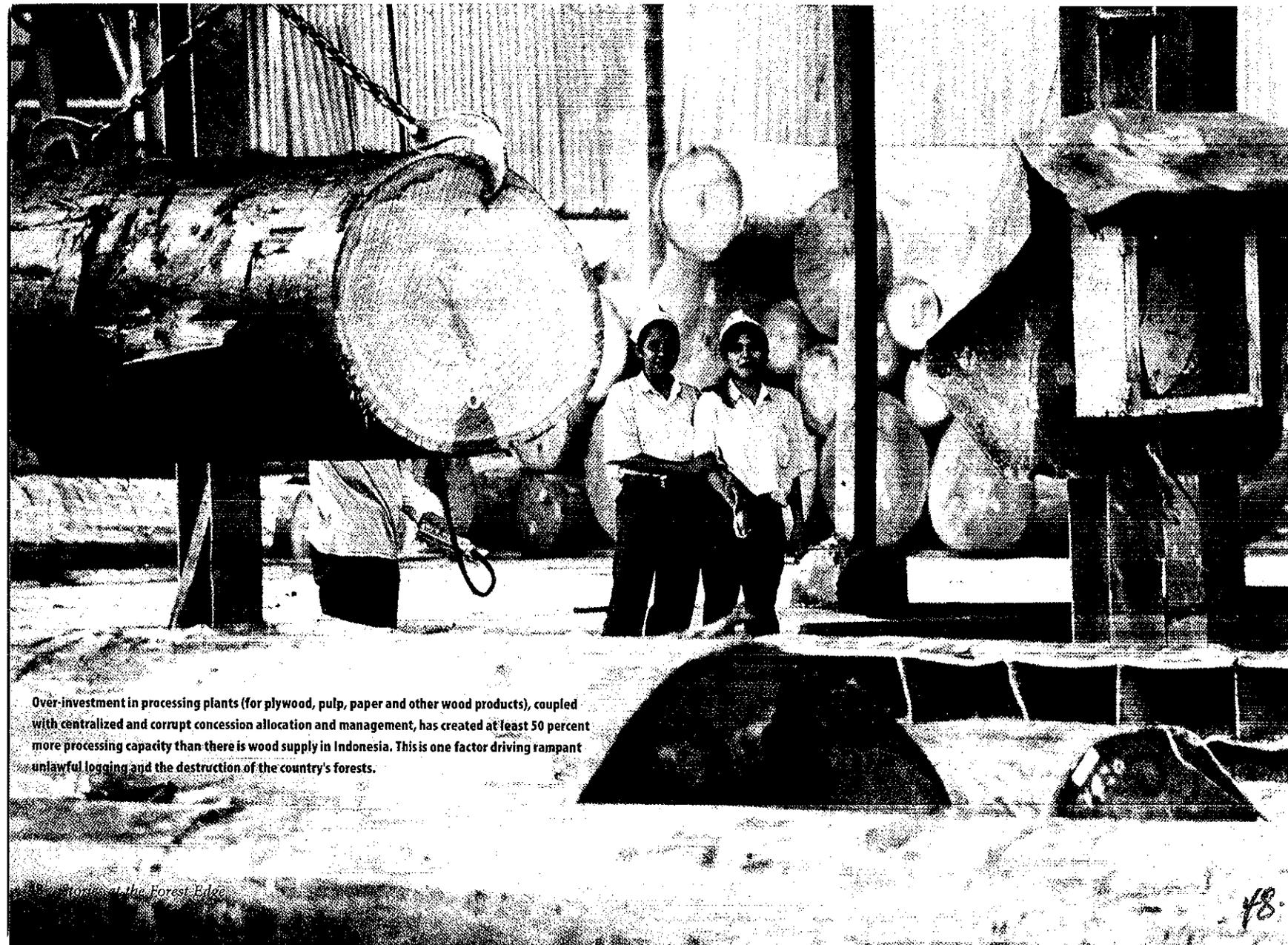


The traditional longhouse, where families live in adjacent apartments, supports Dayak culture. Longhouse living enhances opportunities for collaboration and fosters the transfer of knowledge between older and younger generations. Since the 1960s, the government has destroyed longhouses as part of Suharto's campaign to undermine cultural diversity.

A traditional healing ceremony in Besiq village. Despite growing outside influence and an increasing desire for commodities and cash, traditional practices are still strong in many Dayak communities.



The Dayak hold traditional knowledge of sustainable natural resource management practices. Land use within a community's territory is based on traditional values related to sustainability, collective kinship, biodiversity and subsistence.



Over-investment in processing plants (for plywood, pulp, paper and other wood products), coupled with centralized and corrupt concession allocation and management, has created at least 50 percent more processing capacity than there is wood supply in Indonesia. This is one factor driving rampant unlawful logging and the destruction of the country's forests.

◇ Industrial resource extraction and processing: Creating inequality and destruction

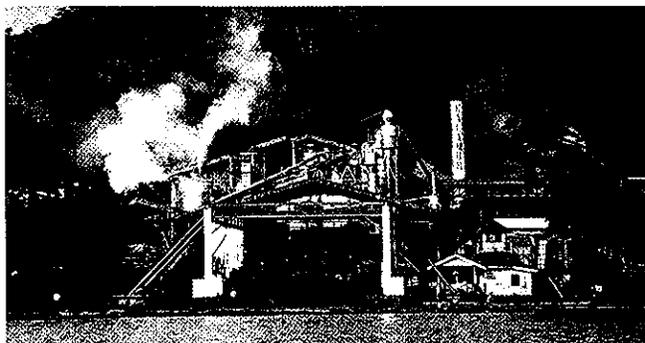
BEFORE REFORMASI, LOCAL PEOPLE were rarely consulted at all about a pending project. It was solely up to the village head. Even though the village head was chosen by the community, after he was chosen he was not responsible to the people who chose him but to the district government that paid him. There were no mechanisms to ensure that decisions were in line with community needs or interests.

Nasir, Community Organizer, SHK

I TRY TO LEARN from problems we had before Reformasi. I don't want to promote investment in a way that will create conflicts. I'm demanding that investors have public consultations about their proposals not only with government but also with affected communities. The communities need this information to weigh the proposal and decide whether they will receive it or not, so they will not just be passive observers as a project takes place in their area....

...The companies may have the money, but the communities have the land, their culture and the manpower. They had these things even before Indonesia existed. The state must not crush these basic rights. Communities understand the value of their forest resources. When permits are given for forest exploitation, conflicts arise around boundaries and how the income from forest exploitation will be divided. This is a real problem that I have to deal with every day in my office. I've got people coming in expecting me to resolve these disputes.

Rama, Kutai Barat District Head



Bottom Left: Plywood factory, Samarinda.

Top Left: Old growth forest in East Kalimantan. Indigenous peoples' traditional land and resource rights were ignored under Suharto. Government gave permits to exploit resources on customary lands to large, politically well-connected companies. As a result, only a few areas of old growth forest remain in Kalimantan.

Top Right: East Kalimantan's forests are threatened by conversion to plantations, logging, mining and over-exploitation. Nasir, SHK community organizer, inspects an industrial log pond in the Kedang Pahu watershed.



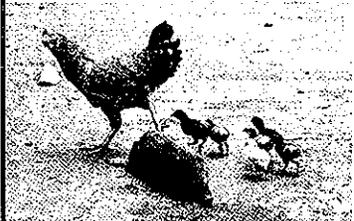
In Kalimantan, rattan is traditionally cultivated as part of a mixed agroforestry system. This system preserves ecological functions and biological diversity while providing ongoing income and cultural continuity for community members. With SHK's support, Besiq rejected a company's bid to convert the community's rattan gardens to oil palm plantations.

A COMPANY WANTED TO buy 20,000 hectares of our rattan gardens for an oil palm plantation. The district head came here for a meeting, and we informed him that we rejected the oil palm offer. He supported us. If we give up our rattan gardens for oil palm, we'll lose a main source of our livelihood. We've had rattan gardens here for centuries.

Tuen, Besiq village legislature

THERE WAS A MEETING in Besiq for the government, the company and the community. Almost all the important government officials in the district attended that meeting. The community put on a full night of cultural events and welcome celebrations. Unfortunately, the company only sent some minor officials. The company did not take them seriously. After hearing the community's opposition both at the general meeting and in a letter, District Head Rama canceled the project.

Rudi, Community Organizer, SHK



People, forests and livestock are the basis of sustainable livelihoods in Dayak forest culture.

◇ Besiq village rejects an oil palm plantation

THE COMPANY USED SOME local people to try to convince the community to accept the project. SHK gave us information about what's happened in other places with oil palm, and we used community maps to see that it would have destroyed a lot of our rattan and fruit tree gardens, rice fields and forest.

Sahadi, youth leader, Besiq

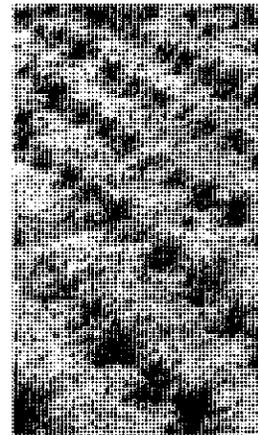
WITH OIL PALM, THE company holds the license. We become workers for the company and are given rights to only two hectares. The company takes the rest of the land. Oil palm does not agree with our culture. It is a monoculture and it just doesn't fit here. We are rattan farmers.

Adrianus Liter, Customary Head, Besiq

WITH THE PROPOSED OIL palm plantation at Besiq, I saw that community members there are clear about what they need. They are capable of weighing the pros and cons quite objectively and have concluded that their forest and their current land uses are more beneficial than oil palm. Also, they are more familiar and feel safer with their customary ways than with plantation life.

Rama, District Head

An oil palm plantation outside Samarinda. In contrast to the complex traditional Dayak land use systems (including fruit tree, rattan and rubber forests, shifting rice fields and untouched areas of primary forest), oil palm monoculture provides no ecological or biodiversity benefits. Oil palm is also less economically beneficial to community members and more vulnerable to outside price fluctuations than rattan and other subsistence activities.





In Besiq, people depend on the river as their main source of water and transport.

◆ The village legislature: Making collective decisions respected by outsiders

A VILLAGE LEGISLATURE IS a type of community institution that has come out of the recent drive for decentralization and autonomy in Indonesia and is set forth legally in the new regional autonomy law. These institutions are a legally recognized way for villages to organize themselves to make collective decisions. They have the role of making policies for the village. They provide community control and checks so that the village head doesn't play around. Its members are actually selected by the wider community to work on their behalf.

Rama, District Head

SHK BROUGHT US INFORMATION about the new regional autonomy law. After the consultation process, the community got excited and formed a committee to set up elections and explain the process to the people. We then met and established initial rules and structure and working committees. We sent a letter and proceedings to the district government, which supported the idea.

Sinardi, Chair, Besiq village legislature

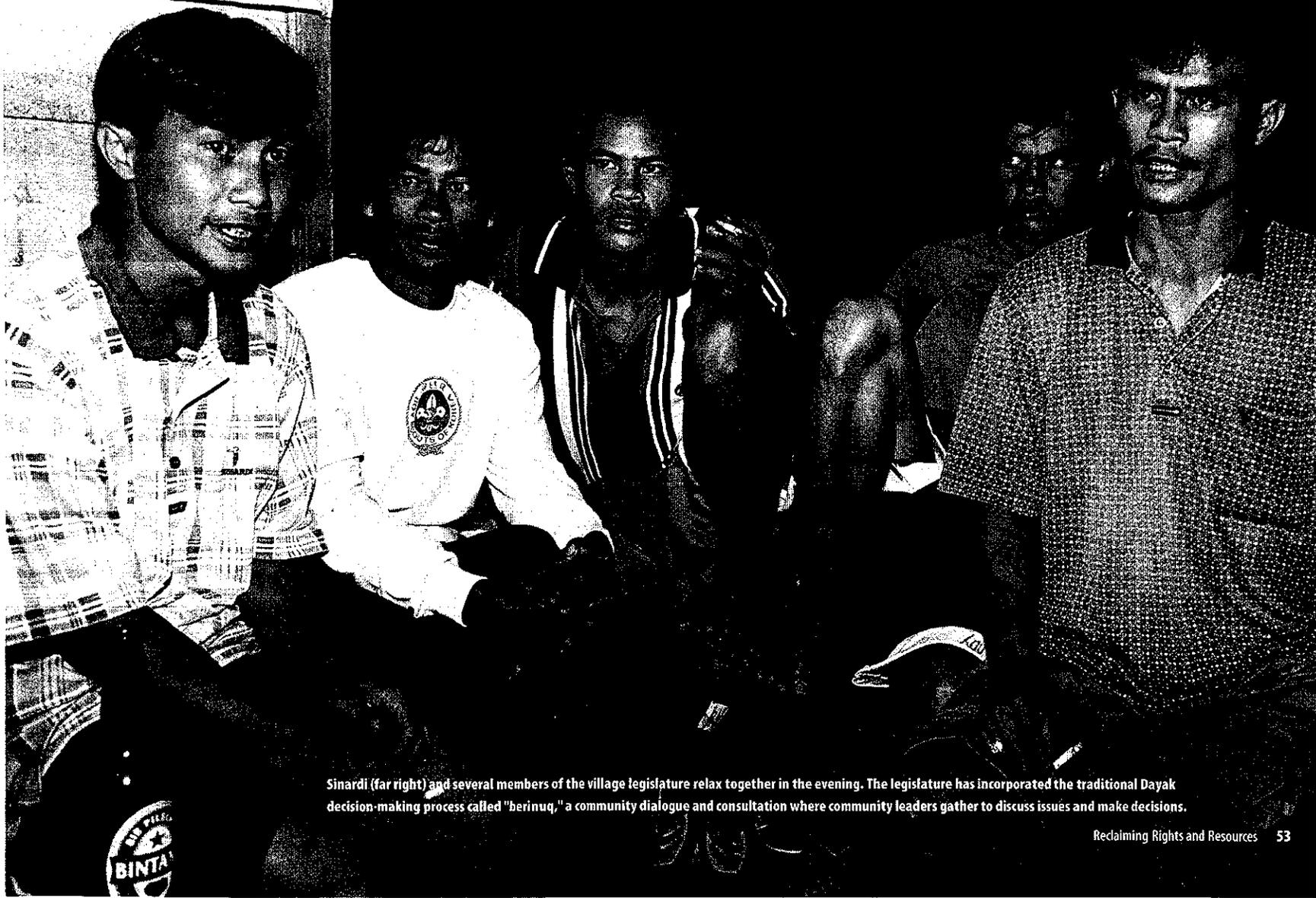
BECAUSE THE VILLAGE LEGISLATURE actually voted on the oil palm project, the wider community could see who represented their interests and who did not. They saw who had acted on their concerns about the oil palm's impact on their rattan, rice fields, rubber and fruit gardens and who had not. The community is taking the initiative in shaping its own future, and the village legislature is an important part of that.

Nasir, SHK

A Besiq village woman plays music at a traditional healing ceremony. Women play important roles in traditional culture, but they are still trying to find a place for their voice in the village legislature.



REC. DAMAI



Sinardi (far right) and several members of the village legislature relax together in the evening. The legislature has incorporated the traditional Dayak decision-making process called "berinuq," a community dialogue and consultation where community leaders gather to discuss issues and make decisions.



Logs from small-scale logging operations in Besiq are transported to be sold to industrial processors. Prices paid for such logs are well below market value and have allowed big companies to get access to Kalimantan's last old growth areas without the regulatory hassles of the highly bureaucratic and corrupt old system.

◇ An emerging threat: Local Forest Harvest Permits

LOCAL FOREST HARVEST PERMITS are a new type of permit opportunity created under the regional autonomy law. The district head issues these permits after advice from key departments. District governments in East Kalimantan have been quick to exert their questionable authority to issue the permits, because they provide an important source of quick revenue....

...In theory, the permits give local communities a chance to benefit commercially from forests in their territories and to improve their standard of living. The application of the permits in the field has not lived up to its intent, however. This is because even though permits are supposed to be issued directly to community members, they are not. They go through "brokers" who serve as go-betweens for the village, the government and the investor.

Rudi, SHK

OPPOSING VIEWS IN THE VILLAGE

WITH REGIONAL AUTONOMY WE'RE getting more rights to our lands. But many villages don't have the resources that we do. We have a lot of relatives who are starting to make claims and want to get part of our forests. They can play a lot of games trying to use the new system and get permits. A neighboring village has already tried to get a Local Forest Harvest Permit on our land. Some people only want to use autonomy to get money.

Danius, Kedang Pahu Watershed Group

I THINK LOCAL FOREST Harvest Permits are a good thing. Before, contractors would come and cut without even asking the people or compensating them. Now the community has a chance to enjoy the benefits of logging. It is going to be hard to get people together. I'm afraid that any investor coming in will be at an advantage, especially if they can bribe the government and some local people. An oil palm company was not able to get in, but a logging company might, and if we aren't unified it will be hard for us to agree on sustainable forest conditions to put on the company.

Tomas, small-scale logger, Besiq



A police officer docks at his office with unlawfully felled logs from a Local Forest Harvest Permit in the background.

THE CHALLENGE

WITH THE DAYAKS, DECISIONS about shifting cultivation lands and rattan and fruit gardens are usually made by families, and rights to the natural forestlands are held communally. With the current Local Forest Harvest Permit system I worry that the fate of Dayak communal lands will be decided by certain village elites and outsiders. The permits create pressure on communal lands, because the permits are given to individuals. Conflicts are coming up between families, and between villages. Customary checks on over-exploitation aren't working. The forest will be destroyed, and the community won't feel like they have shared benefits from something that belongs not just to one person but to everyone.

Nasir, SHK

◇ Promoting alternatives to destructive logging

WE ARE AFRAID ADVOCATING policy changes won't be enough because of opposition to changes from some segments of the community, investors and government. We're now thinking we have to have practical demonstrations of alternatives that supporters of Local Forest Harvest Permits can see and feel. Our work to improve rattan marketing and to pilot community-based ecoforestry (ecologically and socially responsible forest management) are two attempts to demonstrate such alternatives.

Nasir, SHK

IN TERMS OF THE environment, we're looking at ecoforestry, because right now, we're taking as much as possible as fast possible for just a little profit. We'd rather cut less and make more money.

Porit, Village Head, Besiq

SHK HAS BROUGHT TOGETHER community producers, middlemen, big buyers and government to discuss rattan issues and marketing. Now the government's taking interest and we've seen a rise in price.

Sinardi, Chair, Besiq village legislature

NOW, VILLAGES CAN USE mapping to draw their own boundaries and document land use, including rattan gardens. SHK has organized a multi-stakeholder rattan working group. They've been working on specific regulations with the district head to recognize rattan as a managed product and improve marketing conditions.

Kathleen Shurcliff, Team Leader, BSP-KEMALA

Harvested rattan on its way to the market. The Dayak have been marketing rattan for hundreds of years. A price-fixing monopoly and clearcut logging under Suharto dealt a severe blow to the thriving local rattan industry. Indigenous title to rattan forests will result in enhanced rattan production and forest protection.







Rudi, Nurita
and Fidelis,
SHK staff.

◇ SHK: Having a ripple effect

SHK IS AN NGO that works to strengthen and promote community forest management systems. Recognition of community rights to manage resources is fundamental to achieving just and ecologically sustainable natural resource management. Our main field activity is community organizing. We do institutional strengthening, land use planning and advocacy. Community organizers support what's already happening in a community with information, questions, training and tools. We help communities speak on their own behalf with government, investors and NGOs. In all this work we seek to establish a culture of critical

questioning. Our approach has evolved over time. We learned from what worked and what didn't, and we're sharing that information with others.

Ade Cahyat, SHK

I AM DAYAK. I saw SHK friends' commitment and felt I had to do something, too. I'm not doing this for the money, but because I see that we're having an impact. SHK is learning from experience and getting stronger. I've gotten threats from the brokers working for the logging companies, but I don't

care about the risks. As long as I see that we're going in the right direction and having an influence on companies, government and communities, I'll work to the best of my ability.

Rudi, SHK

SHK HAS DEFINITELY HAD an impact on the local level. They've made a contribution to village-level institution development, and the villages now have a voice in district-level government through the Village legislatures. They are recognized as a bona fide participant at the table. They're succeeding in getting the district head to buy into village-level institution development and the importance of community mapping.

Graham Usher, Advisor for East Kalimantan, Natural Resource Management Program/EPIQ, USAID

Right: SHK Director Ade Cahyat gives a presentation to district legislature members about problems current regulations pose for improving community welfare and natural resource management.

Below: District legislature members ask questions at a meeting with SHK about rattan marketing.



SHK has been effective in doing outreach and building relationships with local government.

It has built trust and credibility, and is viewed by both government and communities as a partner. This has helped SHK bridge the gap between communities and government and between grassroots realities and government policies and decisions.



◇ Linking grassroots reality and policy

To link policy and community work, we've organized two seminars on regional autonomy and village governance. The first one brought communities together with NGOs, district administration and the district assembly. Community members described the process of establishing village legislatures in their areas, NGOs provided analysis of the new law, and everyone discussed challenges and issues. In the second seminar the same parties came up with key elements for the new district regulation on village governance.

Rudi, SHK

Based on my experience, the most significant factor in sustainable natural resource management is not related to ecological factors but to justice and good governance, where every person has the right to be involved in those decisions that affect their lives. Decisions must be transparent and accountable. You can see in Besiq, Benung and Tepulang that more open and democratic decision making has resulted in decisions that have conserved natural resources, maintained customary values and ensured relatively fair sharing of benefits.

Ade Cahyat, SHK



Rama, Kutai Barat District Head.

◆ Feedback from villages and government

Having SHK has really been a big help, especially in developing our thinking. Before, we didn't have information and didn't know how to deal with problems coming from outside. Now we feel more confident and know what questions to ask and what to do when investors or government officials come.

Minang, resident, Benung village

I really value the role of SHK. The government is not capable of improving community welfare and achieving community empowerment and development on its own. Everyone needs to play a part: communities, NGOs, investors, government. And now, with Reformasi, the NGOs and the government share many goals. Working together is more efficient and effective.

Rama, District Head

Working with SHK has been good because they don't tell us what to do. They give us their perspective and we can take it or leave it. It's a partnership.

Danius, Chair, Kedang Pahu Watershed Group



Rumin tends her shifting cultivation land in Benung. Policies and practices that emerge out of the new circumstances of Reformasi will determine the future of the sustainable systems of traditional Dayak land use and resource management.

Danius, Chair, Kedang Pahu Watershed Group.



PEOPLE, PARTNERSHIPS AND WORKPLANS

*Implementing the
KEMALA approach*

Program staff, members of donor organizations and KEMALA partners discuss the aspects of the KEMALA approach that have contributed most to building coalitions of well-informed, technically competent, creative and politically active NGOs and communities. A crucial element is the way program staff listens to and supports the visions and needs of NGOs and communities. Second, ongoing review, reflection and strategic planning sessions between partners and program officers, combined with flexible grant agreements, enable partners to adapt quickly to changing conditions in the field. Third, networks and village-to-village exchanges and apprenticeships assist Indonesians to share skills and information with other Indonesians, resulting in collaborative programs and new relationships. The group cites the importance of having a well-managed, diverse and flexible team to administer and guide the program.

◇ How did KEMALA start in Indonesia?

IN THE PAST, WE'VE had problems. We haven't been going down to the grass roots and letting planning, design and implementation be driven from there; we've always started at the top. Now we are shifting to include bottom up as well as top down.

*Wouter Sahanaya, Program Officer for the Environment,
USAID/Indonesia*

USAID FUNDED NRM I, ITS program to improve natural resource management in Indonesia from 1991 to 1996. They spent \$50 million over five years in two sites, but at the end they had very little to show for it. Consultants did a lot of hard work, but planning was Jakarta-based and communities saw consultants coming in and out and writing reports that weren't useful to them. As a result, USAID became interested in trying a different approach. They turned to the idea of strengthening NGO institutions, and we worked with Indonesians to put together a proposal with the idea of KEMALA.

Nonette Royo, Senior Program Officer, BSP-KEMALA

◇ What's special about the KEMALA approach?

SUPPORTING THE VISIONS OF COMMUNITIES AND NGOS

KEMALA'S ROLE IS ONLY as facilitator, and that is perfect, because most donors interfere with the NGO organization and its management, but KEMALA is just facilitating, helping NGOs get stronger, and letting the NGOs and communities do the work in the field.

Wouter Sahanaya, USAID/Indonesia

KEMALA SUPPORT ISN'T RIGID. It's allowed us to accommodate changing needs and circumstances at the village level, or within FPK itself, and thus improved our effectiveness. Especially in the village, things are always changing. Things move on their own time line and aren't set.

Andre Wala, Finance Manager and Community Organizer, FPK

BSP-KEMALA HAS ASKED US what we really want to do, and helped us to get clear on this and on assessing what works and what doesn't. Over time, we've been able to respond to what our village-based members and partners are facing. Part of this is also the ability to reject an idea or project. We do this easily with BSP-KEMALA, because we know they won't stop working with us, and the communities know they can do this with us.

Petrus Polii, Coordinator, FPK



CREATING REAL PARTNERSHIPS

WE INVEST IN EXTENSIVE contact between program officers and partners. Each program officer manages between five and ten grants.

Kathleen Shurcliff, Team Leader, BSP-KEMALA

OTHER DONORS OFTEN SAY, "You must do this," or, "It has to be this way if you want support," like they know all the answers. With the KEMALA approach, it's more like the program officers give you motivation and help you get a perspective on your own work. It's like working with a friend.

Ade Cahyat, Director, SHK-KalTim

EVEN THOUGH I'M A program officer, I sometimes feel like I am an activist from an NGO. When I go to the field, I don't feel like a member of a donor agency, because the grant is only part of what we do. We also provide technical assistance and networking, and we provide information and communication. I feel like a donor and an NGO activist.

Eliakim Sitorus, Senior Program Officer, BSP-KEMALA

Left: Nonette Royo.

Center: Eliakim Sitorus.

Right: Ichsan Malik.

Mediatips

Februari 1999

BSP-KEMALA Jl. Merdeka No. 5, Jakarta 16020, Telp (021) 816-1879, Fax 893-8883, email: kemalatips@indosat.net.id

Menyiapkan PRESS RELEASE

PRESS RELEASE

Press release dibagikan kepada media massa untuk memberikan data-fakta dasar (Data W dan Satu H). Press release harus jelas dan memberikan informasi paling mendasar yang dicari oleh wartawan.

Di atas segalanya suatu press release harus singkat dan akurat. Bastakan menulis paling tidak dua orang lah membaca dengan kritis press release yang anda buat. Para editor dan wartawan tidak punya waktu untuk menggali informasi yang paling relevan dari isu yang anda adakan. Penulisan press release anda sebaiknya mengikuti bentuk piramida terbalik, yaitu dengan menempatkan informasi yang paling penting di bagian awal, yang relevansinya dapat diikuti oleh latar belakang dan beberapa quote atau cuplikan.

Format dasar dari sebuah press release yang baik mencakup: dateline dengan lokasi dan tanggal, headline, nomor telepon/fax dan nama kontak, sekiranya "W", kadang-kadang satu atau dua quote, semuanya dalam satu atau dua halaman. Kalimat bisa satu halaman saja. Tulis paragraf lead yang kuat, karena biasanya seorang editor tidak akan membaca lebih jauh dari itu, bisa tidak dianggap menarik.

Wartawan yang baik tidak akan mengambil banyak informasi dari press release. Anda mesti mencoba untuk mengantisipasi kebutuhan wartawan. Sensitivitas baik anda terhadap hal ini, semakin besar kesempatan bagi informasi dalam release anda untuk diambil sebagai berita.

JENIS-JENIS PRESS RELEASE

1. RELEASE EVENT adalah laporan ke-sesuaiannya menjelaskan apa yang anda lakukan dan mengapa dalam program pertama. Berikan banyak informasi spesifik, seperti jumlah peserta, alamat, dan detail lainnya. Berikan informasi latar belakang untuk mempermudah substansi pada posisi anda, juga berikan detail mengenai upaya kelompok anda sebelum ini (misal: tolak, dll). Sebisa mungkin gunakan informasi yang independen. Juga sertakan solusi.

2. RELEASE REAKSI adalah cara yang baik untuk ditubuhkan kejadian berita atau isu yang

STIMULATING NETWORKS

BSP-KEMALA HAS HELPED us to conduct workshops and training on relevant issues and to facilitate the exchange of experience. The KEMALA approach also supported us in growing a movement of indigenous communities that aren't isolated and can speak together at a provincial level and with more power.

*Arianto Sangaji, Chair,
JKPP Steering Committee*

WE'VE GIVEN GRANTS TO our partners so they can get technical assistance from other NGOs in such areas as conflict resolution, gender issues, legal analysis and media and advocacy skills. They are developing trainings and manuals and then doing workshops for other NGOs, thereby

Kathleen Shurcliff, BSP-KEMALA

SHARING USEFUL PROGRAM MANAGEMENT TOOLS

ONE OF THE MOST important aspects of the KEMALA approach has been the management tools we've introduced. These tools enable partners to be even more effective at defining their programs and setting achievable goals, then assessing and modifying them based on whether or not they've achieved them. This is what we mean when we talk about learning organizations. Such organizations, whether at the village, provincial or national level, are key for improving natural resource management.

Kathleen Shurcliff, BSP-KEMALA

WE CAN EASILY ACCOMMODATE changes in activities, so long as they fit what the organization has said it wants to be focusing on overall. Our partners see that we are there to help them find their own answers. This process allows partners a chance to see changes in conditions and respond fluidly.

Nonette Royo, BSP-KEMALA

THE SYSTEMS OF REPORTING and of monitoring activities and achievements are not a burden. In fact, we've started using them at SHK. We now use a workplan to plan, review and adapt our activities and strategy as necessary. This has helped me in managing SHK's program.

Ade Cahyat, SHK-KalTim

Mediatips, a regular BSP-KEMALA publication distributed to NGOs and communities, helped readers learn how to use media for advocacy in the new democratic society. Media advocacy opened the way for legal and policy NGO partners to help government address environmental justice issues.

disseminating skills that are critical for all NGOs in Indonesia. Individuals in provincial and local NGOs are gaining skills they'll use for the rest of their careers.



Left: Lafcadio Cortesi.
Middle: Arief Wicaksono.
Right: Chandra Kirana.

The Indonesia Support Program (ISP) is a consortium of World Wildlife Fund, The Nature Conservancy and World Resources Institute, funded by the United States Agency for International Development (USAID). This communication materials were made possible through support provided to BSP by the Global Bureau of USAID under the terms of the contract number SP-97-0004-A-00004-00. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of USAID.



USING FLEXIBLE GRANT AGREEMENTS

HISTORICALLY, MOST DONORS HAVE operated by giving a grant and then two years later they come back to get the report. Of course, program officers make site visits to grantees, but they don't tend to give the kind of sustained input and regular technical support that we give. This allows us to be able to adjust. We are flexible and respond quickly to requests.

Nonette Royo, BSP-KEMALA

BSP-KEMALA is tight in administrative and financial matters, but at the same time flexible in terms of changing program and budget priorities. It's OK if we shift our approach or activities in relation to changing circumstances, but these changes and the money that is spent must be justified and accounted for.

Ade Cahyat, SHK-KalTim

THE GRANT AMENDMENT PROCESS helps foster a culture of accountability. We invest in intensive interaction with partners, improving their critical capacity and enabling them to do more relevant work in communities.

Lafcaadio Cortesi, Senior Program Officer, BSP-KEMALA

Left: Janis Alcorn,
Biodiversity Support
Program.

Right: Kathleen Shurdiff,
BSP-KEMALA Team
Leader.

Left: Wouter Sahanaya, USAID/Indonesia.



BSP-KEMALA's administrative team: Sakuntala, Neni, Luci and Sri.

CREATING A DYNAMIC PROGRAM TEAM

WHAT I'VE ENJOYED THE most has been working with this diverse team of people, very talented, committed, and eager to learn new things, and who can easily apply these things in the field.

Kathleen Shurcliff, BSP-KEMALA

TEAM MEMBERS NEED TO be clear about their roles and responsibilities. Good team management maintains that clarity and provides motivation.

Lafcadio Cortesi, BSP-KEMALA

WE COULDN'T DO WHAT we do without our administrative support. Because our support staff is so capable, I am free to be more creative and engaged with the work of my partners. There's a clear separation of responsibilities and duties between program officers and administration. I can't imagine having to be so focused on the ideas of so many partners, and also be responsible for all of their administration.

Nonette Royo, BSP-KEMALA

AS SUPPORT STAFF, WE'VE had the opportunity to be involved directly in working with partners. We've provided technical assistance, like financial management training, as well as doing ongoing program administration. We are part of the team. In the past, I haven't had a chance to participate directly in this way. With other groups, I've been separated and had no direct role in programs.

Sakuntala Tanudjaja, Finance Officer, BSP-KEMALA

FOR THE KEMALA APPROACH, an ideal team is made up primarily of nationals, who have experience strategizing with communities and who have the trust of their constituents, combined with one or two people with international experience. Together they have the knowledge, skills and flexibility to meet the demands of local and national situations as they change over time. The team leader should appreciate and support diversity. The team should be held accountable for supporting the direction chosen by local NGOs and communities, and for communicating their constituents' insights to the donor community.

Janis Alcorn, Biodiversity Support Program

◆ **KEMALA partners take the driver's seat**

USAID IS EXTREMELY INFLUENCED by the KEMALA approach. Other programs are considering shifting the way they do things to emulate KEMALA. They see the benefits of supporting the institution building of NGOs working in the field. We are relying on NGOs at the moment; we are not relying on government to do these things, especially in this new era...

...KEMALA partners are creating a new organization called KEMALA Foundation, which is designed and driven by KEMALA partners. We are hoping to fund KEMALA Foundation, but this is their creation, not our creation. We need to avoid working in the old USAID way, where we tend to interfere more and push our grantees in a particular direction.

Wouter Sahanaya, USAID/Indonesia

REGARDING KEMALA FOUNDATION, IT'S different than other cases where the development of local institutions is driven by an outside group. KEMALA Foundation is a genuine initiative that's come from the partners. At the annual KEMALA forum in 2000 the partners urged us to help create a spin-off, because they couldn't find a similar flexible and adaptive program. They said, "OK, this is the time to take over KEMALA," so instead of phasing out they are phasing in. They're taking over KEMALA. It is one of the most remarkable experiences I've had.

Arief Wicaksono, BSP-KEMALA



Robert Mandosir, Yali, West Papua, and Fachrurrazi Ch. Malley, Yayasan Leuser Lestari, North Sumatra.



Mia Sisawati, Program Coordinator, Rimbawan Muda Indonesia.



Waskito, KEMALA Foundation, and Benja Y. Mambai, Policy & Law Program Manager, WWF Indonesia.

GUIDELINES FOR ADAPTING THE KEMALA APPROACH

THE BIG PICTURE

- Start from grantees' vision and self-assessed needs.
- Create partnerships, rather than patron/client relationships.
- Choose an issue that concerns NGOs and communities and organize resources and programs around it, taking advantage of emerging political and economic opportunities.
- Support NGOs in their roles as trainers, information resources, campaigners and advocates.
- Select as grantees existing entities that are accountable to the constituents they serve. Avoid creating new institutions.
- Stimulate networking among NGOs with common foci and complimentary skill areas.
- Support NGOs' and community groups' work with government on developing policies and laws that acknowledge customary law and support local communities' rights and responsibilities in managing natural resources.

PROGRAM MANAGEMENT

- Assist partners to assess their own needs and provide technical assistance to support them. Encourage skills-sharing between organizations and use locally available technical assistance when possible.
- Provide flexibility with grants via regular planning and review sessions with program staff, amending grant agreements as necessary.
- Simplify reporting systems for grantees.
- Identify and use benchmarks and other indicators of progress with partners so that they can effectively monitor and reflect on their work.

- Use management tools that enable NGOs and program officers to review their experiences and adapt to what is relevant for communities they work with. Select tools aimed at improving organizational, financial and program management, and that foster accountability to the groups they serve.
- Pick partners based on their track record. Make field visits to communities served by candidate NGOs and conduct informal interviews. Avoid elaborate competitions based on written proposals.
- Assure grantees multiple-year funding, so they can focus their energies on improving their work over time, rather than on raising next year's funding.

WORKING WITH COMMUNITIES

- Start with goals and needs that communities have identified.
- Encourage local communities to use participatory mapping to document traditional knowledge and resource management practices.
- Link communities to relevant information, policy-making processes and markets so they can make well-informed decisions.
- Assist communities to claim their rights and recognize their responsibilities in managing their natural resources, in order to remove the uncertainty that discourages long-term planning and investment.

Honey tree, Mahakam River, East Kalimantan. KEMALA's approach has provided a solid trunk to link and support the diverse activities and institutional capacities of its partners. The partners have established a Foundation to take over the role that BSP-KEMALA played.



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To learn more about the KEMALA approach, please visit the BSP website at www.BSPonline.org, or contact Yayasan Kemala, Ratu Plaza 17th Floor, Jl. Sudirman 9, Jakarta 10270, Indonesia.

