

Decentralized and Strengthened Natural Resources Management

FY 1999 – 2000 Annual Report

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I. Introduction

This Annual Report is a requirement of the NRM/EPIQ contract with USAID/Indonesia (Task Order 833). This contract is Phase 2 (1999 – 2001) of a four-year activity begun in 1997 under the USAID/Indonesia and Indonesian Government strategic objective of decentralized and strengthened natural resources management. The report details NRM/EPIQ's activities over the past year, describes progress against workplan targets and outlines plans for the next year, within the context of dramatic political and social change across the country. However, because this contract was explicitly designed to deal with the process of transition to a more decentralized and democratic system of governance in Indonesia and the place of natural resources management in that transition, we have chosen to describe and analyze the political and institutional context somewhat more than might be the case for a typical contract progress report.

This report is organized so as to provide the reader with an overview of the decentralization process and its impact on Phase 2 to date along with the NRM/EPIQ Team's view of near term trends and issues. A section follows this on substantive and methodological lessons learned and management issues in Phase 2. This will be an important theme for the next and last year of NRM/EPIQ as well. Following these sections, we present narratives on progress to date in the principal focus provinces, the national level activities and the secondary provinces. More quantitative and tabular information on these subjects is available in the annexes. Finally, we describe our plans for the coming year in meeting the objectives of Phase 2.

Since the decentralization process is very much still a work in progress and because we have a range of readers with variable knowledge of the system as it is unfolding, we are including, below, a brief introductory note on the new structures of government in Indonesia.

Levels of Government in Indonesia

As decentralization gets underway across Indonesia, a wide range of powers and responsibilities is shifting from central government to different administrative levels around the country. The situation remains dynamic as the start of the full implementation phase approaches on January 1, 2001, with new provinces still being proposed and created, and new decentralization laws being drafted and old ones amended.

The levels of government can be broadly defined as follows:

Government Level	Executive	Legislative	Administrative
<i>pusat</i> /central	president	DPR	ministries, line agencies
<i>propinsi</i> /province	governor	DPRD - Propinsi	gov't. services offices
<i>kabupaten</i> /district	<i>bupati</i>	DPRD - Kabupaten	gov't. services offices
<i>kotamadya</i> /municipality	<i>walikota</i>	DPRD - Kota	gov't. services offices
<i>kecamatan</i> /subdistrict	<i>camat</i>		some services/extension offices
<i>desa, kelurahan</i> /village	<i>lurah</i>	BPD	self-governance/some services

The central government's agencies have long exercised almost complete control over all other levels of government in Indonesia. Line agencies such as Agriculture and Education ran their own offices in every province and major town, acting largely under the direction of their Jakarta-based department heads rather than local government officials even after limited decentralization began in the late 1980s. Hence, a dual administrative system usually existed with centrally controlled "regional offices" (*kantor wilayah*/Kanwil) providing direction and guidance to local counterparts who were nominally responsible to the governor. Virtually all of the Kanwil offices outside Jakarta will be closed or transferred, and many central government workers will be reassigned to new local offices. These transferred offices will come under the authority of district and provincial governments. The impact of this center to regional shift will be wrenching with considerable uncertainty as to programs, regulatory regimes and budgets. However, in reality, the shift is likely to be drawn out and implemented in stages in many regions, especially the resource poor regions.

Government offices and administrations outside Jakarta are usually collectively referred to as 'the regions.' This all-encompassing expression includes Indonesia's current 27 provinces, their nearly 400 districts/*kabupaten* and municipalities (*kotamadya*), and the thousands of subdistricts (*kecamatan*) and villages (*desa/kelurahan*). During the Suharto era, the provinces exercised the highest level of administrative authority outside Jakarta, but they had no autonomy or reserved powers such as state governments in the U.S. possess. Under the new autonomy laws, the *kabupatens* will gain substantial authority, in some cases taking on many of the prerogatives of the provinces, making them far more powerful than county or township governments in the U.S.

However, provinces will continue to exercise important coordination and planning functions, especially for multi-jurisdictional issues such as many natural resource management matters.

In this report, “region” refers to governments below national level, including the levels of province, municipality and *kabupaten*. Instead of “district”, this report uses *kabupaten* to highlight the greater authorities and responsibilities exercised by the *bupatis* (district heads). English terms are used for other levels of government.

II. Midpoint Perspective

This section of the annual report reviews the past year from the standpoint of Phase 2 overall. It focuses chiefly on two important topics:

- what does the task order actually contribute to the rapidly changing and evolving nature of Indonesia's experiment in decentralized natural resources management, and
- what important internal issues, achievements and lessons have affected the implementation of the task order to date and are likely to determine its final impact.

Deliverables measure some of the milestones of Phase Two of NRM/EPIQ. Progress on deliverables is charted both in Annex 1 and in text boxes like this one throughout the report.

Indicators are the agreed measures of progress.

Activities & Impacts describe how NRM/EPIQ's national and regional efforts translate into better natural resource management.

A. Prospects for Decentralized and Strengthened Natural Resource Management in Indonesia

1. Background

Among the main assumptions of the design of Phase 2 of the NRM/EPIQ was that “real” decentralization—the devolution of governance and fiscal powers and responsibilities to Indonesia's lower levels of government—would, on balance, be better for natural resources management and economic development generally than the current centralized and non-democratic system. It was also assumed that autonomy would proceed reasonably systematically and on schedule in the context of new, freely elected, and thus popularly legitimate national, provincial and local governments. The language and implementation schedules of the two framework devolution laws on Local Government (U.U. 22/1999) and Intergovernmental Fiscal Balance (U.U. 25/1999) that are the leitmotifs of Phase 2 also largely reflect this expectation.

Hence, it is worth recalling that these two fundamental framework laws were pushed through by the centralistic government and legislature of Suharto's New Order in a rush to stave off a perceived wave of secessionary movements and threats of more radical local legislation. They were not the product of a broad, deliberative constitutional assembly as would seem to befit such fundamental legislation. As a result, these two laws, though a great improvement on much existing sectoral and governance legislation, also have many weaknesses, contradictions and constitutional problems.

Under the new legislation, kabupaten (district) governments are allocated the main share of income from the use of forestry, fisheries, and general mining resources to be distributed by the central government (Article 6, U.U. 25/1999), but they also are obliged to maintain the sustainability of those resources (Article 10, U.U. 22/1999). Corporate and personal income tax collection, which is normally the fundamental fiscal foundation of developed countries and those with real local autonomy, is extremely weak in Indonesia and as a result, the government is forced to depend largely on resource rents and taxes, foreign aid and excise taxes and licenses for nearly all of its revenues. Such a fiscal setting is not a recipe for the NRM Program's strategic objective of decentralized and strengthened natural resources management since it encourages rapid and indiscriminate resource exploitation to meet revenue expectations and, in the past, has encouraged monopolistic and corrupt practices. The demands for decentralization are at least partly based on popular expectations of a much larger share of revenues staying or being generated in the regions to meet long pent-up popular demands for development and welfare. This is especially the case for the resource rich provinces.

At the same time, most provincial and kabupaten governments lack either the experience or institutional incentives to carry out sound environmental management and usually have ignored the environmental and social costs of their resource policies, permitting decisions and fiscal rules. Clearly, this situation represents a significant potential threat to the implementation of sustainable development, especially at the kabupaten level in this new Autonomy Era.

Given this limitation, some members of the national government and even regional officials have assumed that NGOs and other non-governmental institutions would play a significant role in advising, educating and training communities and local government authorities in environmentally sound natural resource management. However, there are no institutional structures in either of the two autonomy laws or in most other legislation (with the exception of some environmental laws and regulations) to make this happen. Indeed, for the most part, Bupatis are seizing the initiative to create new permitting and licensing of natural resources with little or no reference to environmental sustainability or the potential for social conflict. This means that resource management stakeholders (government, NGOs, communities, private sector) must seize or create opportunities to innovate such structures and relationships locally. As will be seen in the next section, NRM/EPIQ has had to develop rather different approaches to assisting local partners and counterparts in the large, resource rich and quite heterogeneous province of East Kalimantan in contrast to the smaller, relatively resource poor and more homogeneous province of North Sulawesi.

2. Marching Towards Autonomy

The implementation schedule for regional autonomy is perhaps the most ambitious in modern world history, given the complexity of the tasks and the huge size of the country. One year (May 1999 to May 2000) was to be devoted to the creation of implementing regulations, harmonizing other sectoral legislation and preparing kabupaten and municipal governments for autonomy. Then the second half of 2000 was to be spent in administratively transferring powers, assets and people to the regions to carry out their new responsibilities and powers in an orderly fashion. A Home Affairs Ministry circular in early September reconfirmed January 1, 2001 as the starting date for full implementation of administrative autonomy, but the Ministry now effectively acknowledges that this will be limited to those kabupaten and municipalities already prepared to implement full autonomy.

This raises the possibility that on January 1 some kabupaten and municipalities will be fully managing their own affairs while others—perhaps neighboring jurisdictions—will continue to be managed by provincial or national governments. It is not clear whether this “rolling” devolution process will also hold true for individual functions or services within a jurisdiction, so that for example, the kabupaten agriculture office might exercise full autonomy but kabupaten education office might not. Fundamental questions remain: Who determines whether a jurisdiction or a service is ready for autonomy? How ready is ready? Where are the performance standards? By many estimates, capacity building needs for good governance in the regions will be a generational task. Will regional governments, in effect, exercise a condominium management with the national government or its agencies until such capacity is reached?

Steps for implementing full autonomy by 1 January 2001 include:

- clarifying the allocation of functions or authorities between various levels of government,
- restructuring institutions based on those functions/authorities,
- modifying the personnel structure accordingly,
- reallocating assets and files between jurisdictions,
- determining the rules for fiscal decentralization as captured in the General Allocation Fund, and
- strengthening regional capacity to manage full autonomy.

Though not mentioned by Home Affairs, the enabling of elections to create and legitimize assemblies and elected government officials in those newly created provinces, kabupatens and municipalities also should be included in this list.

The Home Affairs guidance of course does not acknowledge the reality that it is impossible to accomplish these tasks within such a short timeframe, apart from simply declaring them achieved by ministerial decree. Hence, it is a safe assumption that many of these basic decentralization tasks will, in fact, continue for several years at least. This reality and the accompanying institutional instability is bound to affect the NRM/EPIQ Phase 2 and any follow-on activities, and we have adjusted our workplan to react to this situation.

As described in the workplan progress section, NRM/EPIQ is facing demands for basic governance and management advice and training while also having to meet counterpart and partner expectations that are based on a narrower set of resource and environmental activities. As already noted, while good governance and management is a pre-requisite for environmental sustainability they also encompass a much broader set of skills, tasks and challenges than the resources of a few environmental groups can address. To date, the Indonesian Government has failed seriously to prepare regional governments to handle their new responsibilities.

3. Autonomy for Whom and To Do What?

The discussions and activities concerning autonomy until now implicitly have assumed that only governmental institutions and processes will be affected by decentralization since these are the only ones that have been addressed by the various laws, regulations and governmental guidance. In fact, much of the initiative and political force behind autonomy came from civil society and even private sector entities demanding more accountability, transparency, efficiency and participation in decisions affecting economic development and the use of revenues from regional resources. The NRM Program partners, including NRM/EPIQ, helped to support several of those initiatives in Phase 1, for example, the National Congress of Adat Communities, the formation and regional activities of NGO networks working on NRM and governance and other similar activities.

However, Home Affairs, the DPR and even local governments have largely been silent on the specific roles of private and civil society entities in governance under autonomy—whether this takes the form of co-management partnerships, watchdog functions, advisory bodies, public consultation mechanisms, service providers or other roles. There has been a lot of populist rhetoric, to be sure, but neither legislation nor policy address how those old and new authorities

and new procedures and institutions devolving to the regions will affect the citizenry and citizens' roles in such authorities.

Meanwhile, major debates continue even over the very first of the topics of the Home Office guidance mentioned above: what are the functions and authorities to be devolved? This means that formal authorities, budgets, personnel and decisions on the use of natural resources (via land use plans, tenure rules, permits and licenses) will likely remain the subject of protracted conflicts, especially in the resource-rich provinces and kabupatens.

4. The Impact of Do-It-Yourself Decentralization

This tension between the center and the regions, as well as within regions themselves, also means that the resource-wealthy regions will increasingly feel able to disregard the rules and policies emerging from Jakarta, which anyways often is considered to be more a center of political intrigue than the fount of serious policy. As a result, economic deterioration is likely to become more serious as resource and revenue flows to Jakarta start to dry up.

Since the fall of the Suharto regime, a number of regional governments have begun a steady, *de facto* and largely unorganized take-over of many functions and authorities previously held by national departments, well in advance of autonomy. In other cases, local governments apparently remain confused and paralyzed, allowing private sector, military and community groups to seize assets and resources, and to carry out unauthorized activities. While these patterns are perhaps most notable in the resource-rich provinces, they are hardly confined to them. These encroachments are directed, partly, by a desire to control the disposition of natural resources locally and to keep as much of the revenue flows as possible in the regions and partly by existing national and regional elites seeking to exploit as many resources and the revenues associated with them in a period of political and institutional turmoil.

Regional and local governments in particular have begun making new land use plans and issuing new permits and licenses even where these are still nominally the prerogatives of the national government or one of its departments, as in protected areas and forestry. This erosion of central authority has also resulted in the tolerance of illegal resource exploitation (terrestrial, sub-surface and marine) and land conversion. Whether these actions are spurred by local populism, opportunism or greed, the immediate impact on natural resources has been disastrous.

The impacts of this informal, "do-it-yourself" autonomy process include cumulative and irreversible impacts on-site and off-site, downstream impacts from upstream land use decisions,

interruption of trade and resource flows between jurisdictions, and social and economic conflicts between neighboring resource users and communities.

In the absence of rules governing transparency, accountability and public consultation, opportunistic permitting and other *ad hoc* regulation of natural resources is more than likely to lead to serious economic losses to the nation in the forms of diverted tax revenues, unforeseen and expensive infrastructure or access costs, illegal tax holidays, free land titles and other subsidies.

Enterprises or individuals engaged in illegal resource exploitation or holding permits granted in the absence of due diligence, existing spatial plans or public comment also become vulnerable to opportunistic local agents (government officials, police and others) demanding extra payments. Not only does this system of extortion perpetuate a culture of corruption and lack of respect for the rule of law, but it also leaves legitimate and well-managed businesses vulnerable to similar demands. This will have the effect of driving away long-term employment and income-generating investments.

With the clear prospect of continued weakness and conflict within all levels of government, the prospects for good governance and strengthened natural resources management lie with the imaginative creation of partnerships between civil society organizations, local governments and the private sector. These partnerships should focus on the aspects of resource management that are agreed to be the most important, whether from economic, social-cultural or ecological viewpoints. Clearly, the immediate need is to reinforce habits of consultation, cooperation and accountability between government and civil society. Such mechanisms and emergent institutions will be locally specific and continually evolving over a long time. In many developed countries, governance is not the exclusive domain of government but is also the responsibility and right of civil society institutions. Moreover, good governance and resource management cannot be enacted through a mountain of legislation, decrees and edicts—Suharto's New Order proved that. NRM/EPIQ's strategy in Phases 1 and 2 has been to broaden the sphere of governance in natural resources management and adopt "multi-stakeholder" management regimes. Our experience (see next section) and that of others strongly suggests that donors should focus development assistance at least as much or more on support for these local institutional experiments and the broader mix of government and non-government collaborations, especially in natural resource management than on the large national sectoral agencies.

B. The Impact of Phase 1 and NRM Program History on Phase 2 To Date

1. Phase 1's Achievements in Relation to the Design of Phase 2

As of the end of the first year of Phase 2, NRM/EPIQ has been in operation for three years. During that time, it has made significant progress in the locations and partners with whom it has worked in towards the NRM Program's strategic objective, both despite – and in some cases – because of the changed political conditions in Indonesia. This is the case for several reasons. **First**, since at least the early 1990s, when the USAID/Indonesia NRM Program began, the fields of conservation and environmental management have developed a strategic paradigm of focusing on public participation, co-management of important ecosystems with surrounding communities, and integration of environmental values into planning and resource management, all of which are also very relevant to a decentralized democracy. **Second**, the economic costs of bad resource management have become a more politically visible issue, following the recognition in many developed countries that well-managed enterprises are usually also environmentally sound and that the economic costs of resource degradation often greatly outweigh the benefits of careless exploitation both now and in the future. Here in Indonesia, during the period of NRM/EPIQ's Phase 1 (1997 – 1999) and Phase 2 (1999 – 2001), bad resource management has certainly become a significant political as well as economic issue.

Because the NRM Program, from relatively early in its history, emphasized resource and environmental policy and the development of democratic and decentralized resource management institutions, the Program has developed considerable credibility with partners and counterparts in these subject areas that are also critical to the democratic transition. NRM/EPIQ has developed a body of tools such as resource valuation, empirically-based policy analysis, conservation finance techniques, collaborative management partnerships, participatory planning and others that are both crosscutting and practical for local policymakers and planners. It is important to note that NRM/EPIQ's Phase 2 was able to make an immediate contribution to the decentralization process and achieve significant impacts in forestry industry policy, conservation finance, protected areas governance and other difficult areas because it had spent a lot of time in Phase 1 in developing the appropriate tools, approaches, staff expertise and both national and regional counterparts and partners. In this case, due to good strategic design by USAID and a flexible and knowledgeable implementation approach by NRM/EPIQ and other NRM Program partners, the NRM Program and Phase 2 were able to make immediate and useful contributions to the decentralization with good governance challenge.

NRM/EPIQ also has developed a philosophy of supporting the work of Indonesian organizations, especially in the NGO sector, rather than promoting the project itself. Through the experience of Phase 1, NRM/EPIQ also found the role of facilitator and intermediary, especially between public and private entities, to be a more effective means to change and develop new resource management institutions than attempting to do so through proffering academic advice or foreign models.

Because of the impact of the decentralization process on natural resources management, Phase 2 activities are located much more in the regions and are much more cross-sectoral in nature. To meet these challenges, NRM/EPIQ has changed the composition of its staff, created new capabilities, notably in environmental communications and outreach as well as change some of the types and styles of technical assistance offered, notably fewer purely technical forestry or other sectoral expertise and more economics, other social science and skills such as marketing and surveys. An even greater premium has been placed on strong Indonesian language skills for international consultants. The need to deal with communications challenges, in a time of change in many of the “rules of the game”, as noted, has become paramount. NRM/EPIQ is continually searching for flexible mechanisms for achieving cross-component synergy and integration of effort. This would be far more difficult within the short timeframe of Phase 2 were it not for the accomplishments and the staff brought over from Phase 1.

Finally, NRM/EPIQ has been especially fortunate in gradually assembling a strong group of Indonesian policy analysts, technical experts and facilitators in both its Jakarta and field offices. These specialists are given the flexibility to innovate and explore different approaches and to work with a wide variety of partners in various resource and government sectors. Maintaining this flexibility while avoiding dissipating resources and impacts across too many activities is a recurring challenge, especially in this period of very dynamic politics.

2. The Role of the Regional Governance Initiative Offices

The work and functions of the Provincial Liaison Specialists proved to be one of the most innovative and useful aspects of the Phase 1 NRM/EPIQ design. Through this decentralized structure and presence, NRM/EPIQ was able to identify successful field approaches, provincial strategies, and effective/efficient resource management practices to be disseminated to other locations or to inform central government policies and programs. These offices have been used to further promote information exchange, integration of activities, cross-fertilization of good ideas from one place to another, and wider participation in NRM decision-making process at the local level.

The technical teams at the Jakarta office work both at the national and field levels but the drivers of the Phase 2 workplans are the two primary field offices: the East Kalimantan and North Sulawesi regional governance initiatives. Although NRM/EPIQ focus provinces staff do not often refer to their offices as Regional Governance Initiatives Offices, this was the original formulation for these offices and effectively describes the evolution of their role in those provinces.

NRM/EPIQ field offices, in Phase 2, are demonstrating their effectiveness in working directly with provincial and district governments to develop:

- Participatory approaches
 - o facilitating and providing field support for multi-stakeholder partnerships
 - o bringing together government and non-governmental groups for planning and issue resolution
- Regulatory strategies
 - o helping provide a bridge between kabupaten executive offices, planning agencies, local legislative committees and NGOs in the formulation and review of policies and local regulations
 - o supporting the emergence of public consultation mechanisms to ensure better accountability, transparency and informed planning and permitting
- Capacity building/training approaches
 - o offering technical assistance and training in integrative and governance related skills and methodologies
 - o providing grants to community service organizations that are working to provide management capacity to protected areas and in collaboration with government entities
 - o supporting the development of skills in outreach, advocacy and citizen watchdog functions, especially with local NGOs
- Synergy and information exchange

- o synthesizing lessons learned and case studies for use by national policymakers, donors and research institutions
- o supporting the use of empirical and verifiable information for local public awareness, education, spatial planning and policymaking.

NRM/EPIQ regional offices have developed different approaches that have great value as models/demonstrations for comparison and learning lessons (see regional sections below). In North Sulawesi, the office there has benefited from a long history of NRM Program activities, especially in Bunaken National Park and the activities of CRMP/Proyek Pesisir and BSP/Kemala. There we are developing two different kinds of models for natural resource governance learning. The first is the integrated field site, similar to the model used by the Coastal Resources Management Program (CRMP). In this model, Bunaken National Park has been developed as a learning laboratory for policy/institutional, finance, ecological, CBNRM and protected areas planning innovations.

The second model is one of collaborative natural resource management. At the kabupaten and provincial levels, we are providing technical assistance to help local parties define priorities and come up with strategic approaches and management structures that reflect collaboration with communities, NGOs and the private sector. This process enables stakeholders to deal with challenges currently well beyond the planning and management capacity of local government acting alone. In this second model, smaller, more specific field case studies are used to demonstrate the capacity of decentralized and democratic solutions to critical problems (see section below on Workplan Progress).

In East Kalimantan, the NRM Program has more limited experience, especially working with the various regional governments. Because of the large size of the province and the creation of several new sub-provincial entities, our approach focuses on the kabupaten level and includes multilateral engagement with local legislatures, government agencies and civil society organizations. The process involves setting up rules, establishing policy-enabling frameworks and working through the practical implications of decentralized natural resources management in a resource-rich province characterized by extensive resource degradation and social conflicts.

By working with a wide range of stakeholders, NRM/EPIQ can take a multisectoral, crosscutting approach, incorporating such issues as gender, education, health and information access in approaches to natural resources management. In addition, our crosscutting outreach and

awareness activities have a major impact on the institutional environment, especially at the regional level.

The Workplan Progress section (see below) and Annex 1 of this report describe in greater detail the current tasks, achievements and status of various activities in the final year, including where we will do more, where we will do less and where activities have been completed.

C. Lessons Learned From Implementation of NRM/EPIQ Phase 2 To Date



Figure 1. NRM/EPIQ Offices across Indonesia. East Kalimantan and North Sulawesi are focus provinces; West Kalimantan, Central Sulawesi and West Papua are secondary provinces.

1. Substantive Issues and Lessons

1.1. Decentralization and New Natural Resource Management Responsibilities

As noted in the first section, *de facto* decentralization is already taking place in many of the regions. Because responsibilities for natural resource management are lodged at different levels, and also because of budgetary and personnel limitations, some local governments are beginning to restructure their government service agencies and other functions to address crosscutting needs, including spatial planning and watershed management. In other cases, local governments are realizing that they lack certain basic management tools, such as complete and up-to-date maps, databases of resources and infrastructure. This information may simply not exist, it may be available only at the national agency level, or it may be out of date and inaccurate.

In NRM/EPIQ's experience, government officials have tended to be hesitant or unwilling to exercise their new responsibilities in the absence of adequate institutional support in the form of information, basic infrastructure and detailed guidance or training. Greater attention clearly needs to be given to the basic "packet" of information, support services, training and facilities to make decentralization work. However, such a support "packet" can only work with a more rational and well thought out division of roles and responsibilities between the various levels of government and between government, civil society and the private sector.

2. Clarification of Roles and Responsibilities

The strict division of powers and authority, as in the "checks and balances" of the U.S. constitution, is alien to traditional Indonesian and especially Javanese notions of how power should be exercised. Checks on national executive authority by the legislature or sharing power among branches or levels of government is generally not understood or accepted. Hence, the central government's legal approach to decentralization has frequently been hesitant and contradictory. The real allocation of powers and fiscal responsibilities among the national, provincial, kabupaten and village governments remains unclear and has shifted several times in the last two years. In a number of regions, this has led to a collapse of regulatory or management authority, especially over natural resources and to a significant increase in illegal activities. In other regions, local authorities and DPRD's are writing new local regulations to resolve this confusion, though not always to the benefit of the environment.

The lesson here is that roles and responsibilities won't really be clarified until the political balance between Jakarta and the various regional governments is sorted out. This task is less a legal process than a political negotiation and, as a practical matter, different arrangements are

likely to be made with various provinces, depending upon their strategic resource importance or political tendencies (e.g. in the cases of Aceh and West Papua). As a corollary, leaving the decentralization debate to the sectoral bureaucrats, particularly at the national level, risks diverting the process away from a necessary participative and more transparent course. Finally, advocates of sustainable development must ensure that sympathetic voices are clearly heard. NRM/EPIQ has developed through its field offices in both primary and secondary provinces and the activities of its technical teams a range of activities to make this advocacy possible, including policy dialogues, facilitation, advocacy campaign training and others summarized below.

3. Democratic Management Skills

Policies and programs to facilitate and nurture democratic processes can be invaluable to the resource management sector, provided the instruments of democracy are extended to policymaking. Promoting democracy and the management skills associated with democracy are often exactly what is needed for good resource management. These skills include risk and cost-benefit analyses, life cycle or even basic cost accounting, techniques for open and consultative decision-making, mechanisms for eliciting public comments on policies and individual projects, and improved dissemination of environmental information, including health risk and economic information. NRM/EPIQ's experience indicates that these crucial skills and processes are exactly what are missing at the regional level and also that government officials are often unaware that they need such skills to get their jobs done.

Policy Dialogue, through a series of interchanges involving policymakers, policy analysts and/or stakeholders to review and discuss information, issues, analysis and options associated with each stage of the environmental policy process, has proved successful in bringing together parties who rarely interact with each other but whose interaction is essential to good natural resource management.

NRM/EPIQ has found policy dialogues useful for:

- helping identify and involve key stakeholders and economic/cultural parties who may be affected by existing policy or planned reforms so their legitimate concerns can be addressed,
- creating an opportunity to “ground truth” policy options, fill information gaps and provide a wider array of perspectives on problems and their solutions, and

- fostering expectations that broader groups of stakeholders have a right to engage in policy formulation. This may have the added benefit of engaging stakeholders who played a role in the policy process in the implementation of those policies. They are more likely to react constructively to new incentives and disincentives than they would if new policies were developed in the absence of such participation.
- building on this last point, NRM/EPIQ's field work has frequently found that, even where the policy dialogue – or other activity – is not able to yield immediate results, the process of carrying out the dialogue is still a very useful and educative one and starts to build new habits of mind and new expectations more conducive to democratic accountability and inclusiveness.

4. Land Tenure, Land Use and Sectoral Resource Management Policies

In a country where the economy is based overwhelmingly on the extraction, processing and sale of natural resources and where national income is largely dependent upon resource revenues, it is hardly surprising that the key issues of decentralization revolve around the control of resources. By limiting the decentralization debate essentially to administrative and procedural issues and failing to open up a series of dialogues on how the nation's resource base is to be used and who makes those decisions, the government has elected to delay the inevitable fight over resource control and income. This policy default may simply worsen current resource conflicts, especially in the forestry sector. Little progress has been made over tenure, concession ownership, conversion policies and the roles and responsibilities of national versus local governments. Indeed, the national government and DPR have barely raised these fundamental issues, and the Consultative Group on Indonesia has, to date, not elected to apply any serious policy leverage in the forestry sector, including industrial restructuring, despite its verbal posturing. As a result, local governments are taking these matters into their own hands in a largely uncoordinated fashion. The lesson learned here is apparent. Avoiding the tough questions of resource ownership and share allocation simply creates a policy vacuum that has allowed freelance exploitation of those resources at great cost to the national patrimony.

5. Addressing Cross-Sectoral Natural Resource Management Issues

Natural resource management is inherently cross sectoral in nature. Not only do natural resource exploitation activities reflect social, economic and political institutions, incentives and behavior but the impacts of such exploitation can be wide-ranging. As in many other countries, natural

resource exploitation and management have generally tended to be rigidly sectoral with all the weaknesses associated with such a system. Decentralization may have the effect of significantly reducing such sectoralism as lower-level jurisdictions grapple with activities with local impacts that have to be managed in a more integrated manner.

Two of the most important cross-cutting issues that have engaged our partners and counterparts in the regions and that exert a strong demand-pull effect on the NRM/EPIQ technical teams are community-based natural resources management (CBNRM) and resource valuation. Both of these are good examples of cross-sectoral activities or methodologies that are very important to the decentralization process in NRM regions.

6. Community-Based Natural Resource Management Activities

Forestry and land use policy issues and the role and rights of communities are fundamental matters of debate in the current climate of reform and decentralization. The rapidly changing natural resource policy environment provides an opportunity for stakeholders to develop and test new approaches to CBNRM. However, the lack of legal precedents, practical management models and confusion over local resource use rights have limited the ability of communities to take advantage of new policies and legal enabling conditions (though even these are still very limited). Nevertheless, many stakeholders now have significant experience, which should be used to inform the broader natural resource policy dialogue going on at many levels.

The efforts of stakeholders to share CBNRM experience through networks, seminars, publications and meetings with decision-makers have met with only limited success in reforming policies. Some organizations are engaging more directly with provincial and kabupaten-level governments to create local legal reforms and CBNRM models. This approach will result in an even wider variety of CBNRM models adapted to local conditions and interpretations of decentralization. In the last year, NRM/EPIQ has sponsored two experts on CBNRM issues to work with our own specialists to develop a plan to improve analysis and information sharing on CBNRM across Indonesia. They have proposed an information system as a means to compile and consolidate the results and lessons learned from these widely dispersed, field-level CBNRM initiatives.

With help from NRM/EPIQ, a wide range of stakeholders is supporting the development of this CBNRM information-sharing system through a participatory and collaborative process. NRM/EPIQ is working with several other partners, including Ford Foundation, RICOFT and VSO to follow up on the recommendations. They have been surveyed about their need for this

type of information and their willingness to participate in its design. Staff and consultants are currently working toward:

- developing and establishing agreement on a framework and content for a CBNRM Information System,
- documenting a number of case studies from secondary sources to illustrate how the organizing framework works, and
- sharing these preliminary results and evaluating the success and usefulness of the system with potential users.

Depending on results and level of interest among users, a third phase could seek well-documented case studies to add to the system.

7. Environmental Economics and Resource Valuation

Environmental economics is central to many government decisions that affect land use, livelihoods, and overall societal benefits derived from resources even where government does not consciously recognize that it is using such a calculus. Through training and case studies, NRM/EPIQ and some of its partners have emphasized the importance of analyzing and understanding the economics (specifically, the costs, benefits and impacts) of different resource management systems. By quantifying information about environmental and economic impacts, efforts to promote community agro-forestry and forest management systems as an important and viable alternative to large-scale commercial exploitation can be better informed, more strategic and more effective. With better training and locally relevant applications, both government agencies and natural resource sector stakeholders can begin to use resource valuation to see how land use, policy and development decisions affect people, resources and the regional economy. NRM/EPIQ's program of training and participatory case study development contributes to strengthening local natural resource management constituencies, increasing participation in regional government planning decisions and developing outreach and education materials on a topic of essential importance to improved natural resource management decision making.

Over the past year, NRM/EPIQ has provided introductory training on resource valuation to more than 150 participants from regional governments, NGO partners, and academic institutions. Participants came mainly from working groups and grantees that are key partners of our regional offices. The training workshops not only provided valuable information to key constituents, but also provided another point of interaction for the working groups and supported the regional

offices' efforts to build a process of improving governance at the regional level. The training workshops provided an overview of the environmental economic tools used in developing resource valuation information and presented four real Indonesian case studies (on protected areas, coastal ecosystems and development pressures) drawn from activities in the first task order period. This training program illustrates the high level of demand for this kind analytical approach among regional officials who are eager to analyze local natural resource issues using these new tools.

Over the next year, we will continue the training effort, but make it more localized, participatory and “hands on” by working through real local examples with the participants using an interactive approach. The important lesson here is that participants need repeated and different exposures for such training to be effective. Presenting theory and general cases needs to be followed by practice in real life and the collection of subsequent case studies that can then be used to refine and particularize the techniques to local legal, cultural and other constraints.

Over the past year we have also developed several new, important case studies of resource valuation that will contribute to more advanced and interactive training efforts over the next year. One case study done in close collaboration with SHK Kaltim, a partner of the Biodiversity Support Program, illustrates land use values in a traditional agroforestry system in East Kalimantan. Another related case study focuses on the issue of investment in oil palm plantations and compares the environmental economic costs and benefits with alternative land uses, including continued traditional or small-scale agro-forestry activities. Though efforts will shift over the next year from developing case studies to disseminating the results and the tools, we intend to assist West Papuan environmental and planning officials and their NGO partners in developing a case study of the Cyclops area adjacent to Jayapura. This case study will help build skills while it addresses critical development threats to both biodiversity and local livelihoods.

8. The Role of the Jakarta Secretariat in Building Synergy

The NRM Secretariat is the basic management unit for the NRM/EPIQ contractor team. In addition, it provides specific services to other NRM partners and to the USAID Mission itself. The Secretariat provides facilities and telecommunications and computer network support to BSP/Kemala and CRMP/Proyek Pesisir. It also assists all of the NRM partners in reporting their annual achievements to USAID and helps USAID in the analysis and reporting of those achievements. Network maintenance and achievements reporting are quite labor- and skill-intensive activities, and they consume a significant part of the time of the CIM team in particular. However, these activities also promote communication and through the intensive sharing of

information provide opportunities for synergy. For example, NRM/EPIQ's field teams work with many of the BSP/Kemala network of NGOs involved in community forestry.

Early in the current task order, the NRM Secretariat moved from its old house site to the current location in an office block. Not only did this save money by consolidating personnel in one location, but also it also greatly improved productivity by having more reliable electricity, telecommunications and other utilities and was significantly more secure than the previous site. The concern that NGO partners would be reluctant to use the facilities of a modern office building proved to be largely unfounded. Moreover, the large workshop/conference room is now very popular and useful for all of the partners as well as USAID itself.

In addition to the functions described above, the Secretariat also manages the large amount of correspondence and procedures required for contracting short and long-term employees, procurement, reporting to USAID and logistical and administrative support for the field operations. Finally, the Secretariat performs an important liaison function, supported strongly by the Jakarta technical teams (POL, PAF and O&E). This involves providing information, advice, contacts, informal consultation and other support to the U.S. Embassy, other donors (bilateral and multilateral), private sector agents and the government of Indonesia on issues and matters not directly related to workplan implementation but relevant to decentralization and natural resource management.

These functions are important to note because they are not always readily visible and recognized, and also because configuring designs for new activities that might include minimal Jakarta support (compared to regional support) means consciously giving up certain functions or benefits (or putting them elsewhere) in addition to gaining other benefits, such as making more resources physically available in the regions.

III. Workplan Progress and Synergy

A. The Challenge of Managing Transition

The NRM/EPIQ goal for 1999 and 2001, as stated in its Task Order, is to support a policy and planning process related to natural resource management that is more transparent, accountable, inclusive and empirically based. Hence, Phase 2 is focused on assisting the government of Indonesia and civil society organizations, especially at the regional level, to develop improved governance relationships with respect to natural resource management. This goal is elaborated in the Task Order into four broad objectives or tasks in NRM/EPIQ's contract. These are to:

- Clarify the roles and responsibilities of government, non-government, communities and private sector parties concerned with utilization and management of Indonesia's forests, protected areas, and coastlines
- Creation of a broad-based constituency for sustainable use of natural resources at the local level
- Local planning processes that impact on natural resource utilization and management are made more transparent, accountable, inclusive and empirically based.
- Synthesize and disseminate information regarding the conditions under which decentralized natural resources management has led to sustainable management of forests, coastlines and protected areas. Use these examples to inform natural resources policy and planning, to promote replication of good practices.

As a practical matter, these broad objectives are subsumed into a number of field sites and task groupings that allow NRM/EPIQ's teams to communicate and plan specific technical assistance activities with partners and counterparts. Organizing our workplan this way, rather than by specific task order objectives, also allows us to achieve more synergy and coherence in our technical assistance activities, especially in the regions. This synergy and coherence are described in the sections below. For more detail about field office activities, partnerships and deliverables please refer to the annexes.

B. North Sulawesi Regional Governance Initiative

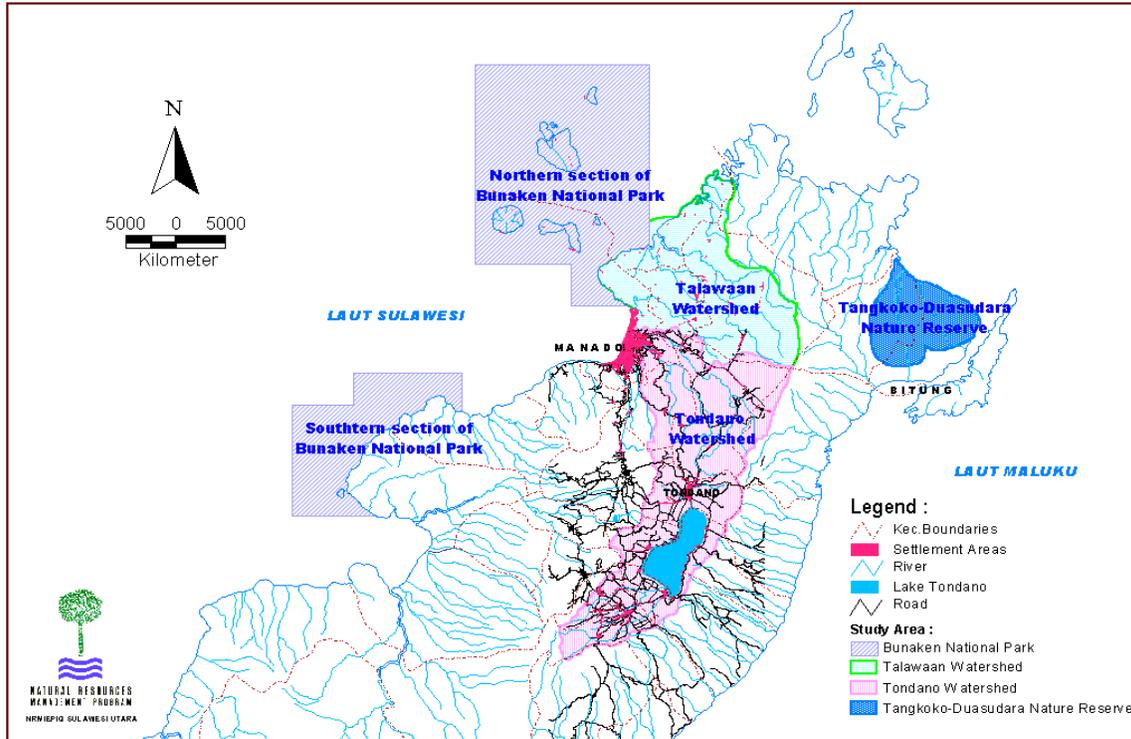


Figure 2. The North Sulawesi Regional Office is working in Bunaken National Park, the Tangkoko-Dua Saudara Nature Reserve and in the Tondano and Talawaan watersheds.

1. Strengthening Participatory Management of Bunaken National Park

North Sulawesi's Bunaken National Park was formally established as a marine national park in October 1991, and has since become one of Indonesia's most famous marine ecotourism destinations. Encompassing 79,056 hectares of land and sea, the park is divided into two sections: the southern mainland Arakan-Wowontulap coastal area, set aside primarily for its old-growth mangrove forests and

Deliverable: Functions of regional field office as information clearinghouse and training and meeting center devolved to other regional entities.

Indicators: Spontaneous use of field office facilities by local partners for meetings, information gathering, etc. Development and recognition by local stakeholders of independent regional field office.

Activities & Impacts in North Sulawesi:

- Expanded field office fully operational in Jan. 2000.
- Successful clearinghouse function.
- Regular use by threats assessment teams, NGOs and government agencies.

dugong (a kind of manatee) population, and the northern island area with five islands famous for their drop-off fringing coral reefs. The NRM Program was extensively involved in management planning for Bunaken National Park throughout the early 1990s, culminating in the formulation of the Bunaken National Park Management Plan in 1996. NRM/EPIQ has been involved since 1997, working with government, non-government, private sector and local community stakeholders to strengthen participatory approaches for marine protected area management. The following section highlights important achievements in three inter-related activities over the past year: park zonation revisions, monitoring and enforcement, and development of the Bunaken National Park Advisory Board.

National Park Zonation Revisions

Zonation is a fundamental tool for protected areas management, especially for parks with heavy interaction from local communities and/or tourism. When designed and managed effectively, a zonation plan balances conservation management of important habitats and ecosystems with opportunities for economic development based on sustainable resource management. Until this year, Bunaken’s zonation plan was ineffective. Two conflicting versions of a similar zonation plan were approved by the central government, and neither of these plans was adequately supported by park stakeholders. As a result, there has been increasing conflict among stakeholders for resource utilization rights. At the same time, National Park management has lacked the tools to resolve these conflicts. Park management asked NRM/EPIQ to facilitate a revision of the zonation plan, requesting that such a plan be based on active Bunaken National Park stakeholder participation.

Deliverable: At least two Community Conservation Agreements will be created that can act as models for performance-based resource rights and responsibilities agreements.

Indicators: Two CCAs in focus provinces; recognition of CCAs as models by regional/national governments.

Activities & Impacts in North Sulawesi:

- Bunaken zonation yielding CCAs in progress; participatory zonation agreement completed.
- Threats assessment will result in CCAs in Tondano and possibly Telawaan.

Over the past year, remarkable progress has been made on achieving consensus on the perceived ‘core’ of the park: the reefs surrounding Bunaken Island. Over a six-month period, more than forty formal and informal meetings were held in churches, government offices, people’s homes and on the reef flat itself. Meetings (both open and focal group meetings) were facilitated in order to effectively elicit residents' concerns and suggestions on improving the current zonation

and boundary demarcation and setting detailed regulations on activities allowed in each zone. This latter process was considered of primary importance because vague regulations about “sustainable” fishing methods are of little practical use to either residents or enforcement officers. Rather, a list of all possible activities that are normally undertaken on Bunaken’s reefs (e.g., tuna bait fishing on shallow reef flats with seines, collection of reef invertebrates by women at low tide, etc.) was constructed through community consultation, and then each of these activities was discussed with respect to its appropriateness in each zone.

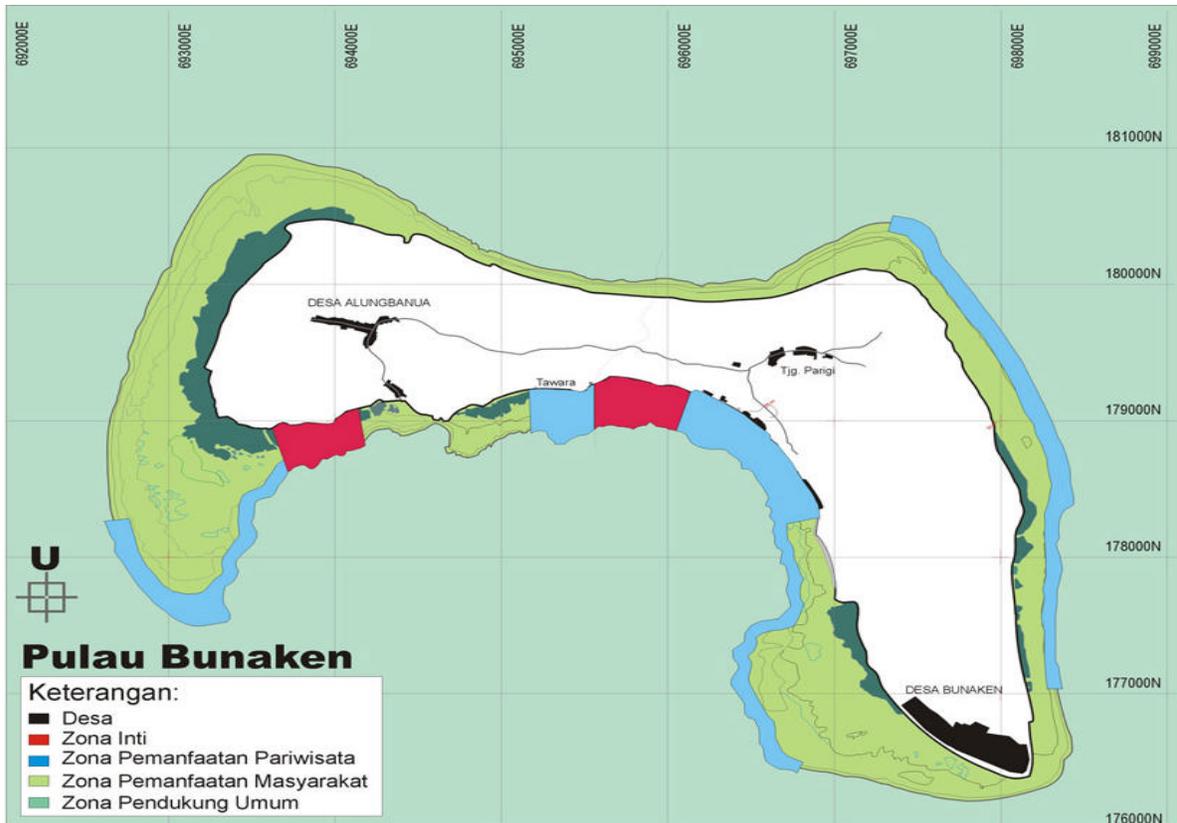


Figure 3: The revised zonation plan of Bunaken Island shows simplified zones associated with clearly-delineated permitted activities.

Parallel meetings were also conducted with a zonation committee from the North Sulawesi Watersports Association (NSWA), a group of environmentally-concerned marine tourism operators in the area. Results of meetings with each of these two main constituencies were shared with each other as well as with both local and central government officials. Local communities and NSWA achieved a consensus in July 2000.

Local government officials and Bunaken National Park managers have recognized this as an effective zonation plan for Bunaken Island and a basis for concluding a participatory revision for the rest of Bunaken National Park. A zonation map and corresponding rules and regulations have been approved and

signed by village leaders, the subdistrict head and the Bunaken National Park director. With additional government support, building from our experience this past year, and tapping into a growing network of NGO field workers and local community organizers, NRM/EPIQ anticipates completion of the zonation revision by September 2000.

Park Monitoring and Enforcement

As in many other protected areas in Indonesia, the on-going economic crisis and political turmoil has led to increased illegal activities and decreased government budgets for monitoring and enforcement. Illegal fishing practices, particularly the use of bombs and cyanide, became routine practices across the park. Beyond destroying conserved habitats and ecosystems, the rapid escalation of illegal fishing was also threatening the livelihoods of local residents and damaging dive sites.

Deliverable: Policy analysis, demonstrations and workshops/training that clarify roles and responsibilities in decentralized NRM.

Indicators: At least three workshops, seminars or conferences in each focus province; at least three training courses in each focus province.

Activities & Impacts in North Sulawesi:

- Resource valuation training (Apr. 2000).
- Gender training (Sept. 2000).
- Series of informal meetings and negotiations from governor to local agencies has resulted in decree on formation of inter-jurisdictional management institution for Bunaken NP.

Deliverable: Small grants awarded that directly support progress in achieving four Program Objectives.

Indicators: Ten completed grants with complete documentation.

Activities & Impacts in North Sulawesi:

- Community-based coastal zone and oceanic resource management program.
- Wider partnerships and additional POs and other support.
- Regional field office assists grantees in planning and implementation.

Local communities and dive operators first turned to the National Park management agency and were disappointed by the lack of response due to the scarcity of financial and technical resources.

With the help of NRM/EPIQ, local communities, dive operators, National Park management and the marine police have formed an important partnership that has pooled various resources and resulted in an effective monitoring and enforcement program. Dive operators collect donations from divers that contribute to operating expenses, and often contribute boats for patrols. Local community representatives work with National Park management and the marine police to ensure regular night patrols as well as occasional daily patrols. NRM/EPIQ has provided technical training in monitoring and financial support for the repair of National Park boats.

Results of the joint monitoring and enforcement program have been excellent. The number of reported incidents has dropped significantly now that illegal fishermen know they can no longer act with impunity. Support from the local community and dive operators has encouraged National Park management and the marine police to take firm action when enforcing park regulations. For

Deliverable: Multi-stakeholder informal working group formed that meets on a regular basis.

Indicators: Meets at least six times a year; decision memoranda; recognition by local government or NGOs.

Activities & Impacts in North Sulawesi:

- Bunaken National Park Management Council established and running.
- Formal Threats Assessment Working Groups formed at kabupaten (3) and provincial levels (1).
- Governor's office meeting regularly to act on findings of working groups and Council.

Deliverable: Advocacy campaign implemented that achieves significant progress in its objectives and demonstrates effective techniques for policy advocacy to NGOs.

Indicators: One major campaign on a significant issue at province level or two minor campaigns on issues significant at kabupaten level.

Activities & Impacts in East Kalimantan:

- Campaigns under active development with partner organizations.
- Environmental education in Sanghie-Talud, gold mining and mercury use in Telawaan watershed and Manado area, NGOs and local government.
- Community solid waste and building campaigns on Bunaken.
- Planned community soil and water conservation demonstrations with Tondano NGO.

the first time in the park's history, those violating laws and regulations are being arrested and turned over to the police. This boosts the conservation value of Bunaken National Park and further strengthens cooperation among stakeholders to work.

Bunaken National Park Advisory Board

With extensive support from North Sulawesi's governor, the Bunaken National Park director, local communities and dive operators, stakeholders have worked together to form the Bunaken National Park Advisory Board. Establishment of this board provides the legal and institutional framework for decentralized and participatory management of Bunaken National Park. While recognizing central government's authority over Indonesia's vast protected areas system, Bunaken National Park stakeholders recognize that central government's park management unit lacks adequate financial and technical resources for effective conservation management of the park. Working together to address immediate concerns of zonation and monitoring and enforcement, Bunaken National Park stakeholders have sought guidance in developing a sustainable, multi-stakeholder institution to support conservation management of the park at the local level.

The membership of the Bunaken National Park Advisory Board has been designed to support Bunaken National Park management in conservation and development activities in and around the park. The Board includes broad-based representation from local government, dive operators selected through NSWA, local universities, NGOs working in the park and community members. The Board has established a self-financing mechanism based on a scaled entrance fee system. International divers pay a higher fee than local day-tourists, thus capturing significant revenues from international tourism while subsidizing local ecotourism. Publicly audited on an annual basis, these funds, targeted at about \$125,000 per year, will go toward conservation management activities that the Bunaken National Park management is currently unable to fund. The Bunaken National Park Advisory Board does not fund routine operational costs, but rather augments additional operational and *ad hoc*

Deliverable: Four KAP surveys completed among key informant groups, as well as other selective surveys undertaken to assess progress in achieving Program Objectives 2 and 4.

Indicators: Two KAP (or similar) surveys in each focus province; at least four targeted surveys in each focus province; one-two targeted surveys in secondary provinces.

Activities & Impacts in North Sulawesi:

- KAP survey in progress (Sept. 2000)
- Small surveys done with RARE workshop.

management activities. Examples of activities scheduled for the next year are a conservation education program for villages in the park, plastic and solid waste management programs, increased participatory patrols to deter destructive fishing practices and illegal mangrove clearing, and village improvement projects such as building a jetty for Bunaken village.

The Bunaken National Park Advisory Board is important not only at the local level, where it helps ensure that the conservation value of the park is maintained, contributes revenues from an expanding tourism industry, and boosts the livelihoods of local communities living in and around the park. At the national level, the Bunaken National Park Advisory Board provides an example of a self-financing, decentralized protected area management model that successfully balances local and national roles and responsibilities for conservation management.

The current political transition toward decentralization and regional autonomy has provided essential enabling conditions for local government and other stakeholders to work together for effective conservation management of Bunaken National Park. Over the next year, NRM/EPIQ looks forward to working with Bunaken National Park stakeholders to continue this work and to share the lessons learned with other National Parks and other participatory natural resources management endeavors in Indonesia.

2. Building Local Capacity in North Sulawesi to Manage Natural Resources

To promote stakeholder involvement in natural resource management issues in North Sulawesi, NRM/EPIQ helped create a Regional Policy Working Group with representatives from key government offices led by the Provincial Planning Board, NGOs and other interested constituents. The Working Group recommended that several locations be used as learning sites by NRM/EPIQ to link policy analysis with practical experience in addressing natural resource management issues in the field. Follow-up activities are on going in three of these locations. Each of these sites is intended to demonstrate the

Deliverable: Informed and empirically based analyses and arguments are regularly used in briefings to government and other policy platforms.

Indicators: Documentation and minutes of meetings.

Activities & Impacts in North Sulawesi:

- Laying foundation for regular public meetings in focus kabupatens and municipalities.
- Use of empirical analyses at provincial NRM forum.
- Three-day RV training (Apr. 2000).
- Economic development analysis contributed to regional five-year development plan (Nov.-Dec. 2000).

role of democratic governance values, tools and processes in natural resource management. In the initial phase of fieldwork, NRM/EPIQ collaborated with local government agencies, NGOs and university specialists to review threats to the environment in these sites and to provide a framework for future work in these areas. NRM/EPIQ directly supported identification of threats in two of the learning sites: the Tondano and Talawaan watersheds. At the third site, the Tangkoko-Dua Saudara Nature Reserve, the Wildlife Conservation Society (WCS) took the lead role in completing the threats assessment.

The working groups used SWOT analysis as a framework to identify the threats to the environment of the study sites. Information on the economic situation in the areas was used to evaluate the impacts of current patterns of natural resource use. Data from the field sites is producing a wealth of information on the challenges faced by provincial, district and village institutions in managing natural resources in the reform era. The initial findings of the work are presented below.

Deliverable: A core group of analysts trained and regularly using basic techniques of resource valuation, etc., to advise government and public of the costs/benefits of proposals impacting on NRM.

Indicators: Three analysts in each focus province actually using resource valuation techniques.

Activities & Impacts in North Sulawesi:

- 25 government officials at RV training; follow-up, hands-on training planned.
- Threats assessment will support use of RV techniques in some cases.

Threats to the Environment in the Talawaan Watershed

Working with a local NGO, the NRM/EPIQ team found the main threat in the Talawaan watershed to be contamination from mercury used in processing gold ore. This contamination results in three major negative impacts on the region:

- metallic mercury is released directly into the environment in vapor form. This is an immediate health hazard to the workers in the processing units as well as local villagers.
- metallic mercury released into the local environment (about 14 tons/year) is converted to methyl mercury and becomes more concentrated through biomagnification and more hazardous to consumers of seafood.

- this release of mercury threatens have severe and wide-ranging negative impacts on exports of agricultural and fishery products from North Sulawesi as consumers become aware of the high levels of mercury in the local environment. The province's growing eco-tourism industry could also be severely affected.

to

Deliverable: Demonstrated improvement in the spatial planning process.

Indicators: One participatory, transparent and empirically based planning decision process in each focus province.

Activities & Impacts in North Sulawesi:

- Planning process and environmental threats analysis focusing in three areas as basis for improved spatial planning and multi-stakeholder action program.

The use of mercury in processing of gold ore is widespread in North Sulawesi and this learning site is expected to provide significant experience in how local governments and local communities can address this serious problem.

Threats to the Environment in the Tondano Watershed

Investigators identified four main threats the environment of the Tondano watershed:

- land use practices that increase sedimentation in Lake Tondano and coastal areas.
- community waste disposal methods that threaten the productivity of the lake and coastal marine environments.
- potential contamination of the watershed with mercury, which threatens the terrestrial and marine environments as well as the health of area residents.
- eutrophication of Lake Tondano, which reduces the productivity of the lake for fish, increases the cost of maintaining hydroelectric facilities on the Tondano River and reduces the tourism potential of the lake.

Threats to the Environment in the Tangkoko-Dua Saudara Nature Reserve

Building on several years' experience in the Tangkoko-Dua Saudara Nature Reserve, WCS completed a comprehensive analysis of the threats to the environment of this protected area. This report was presented to representatives of the local government in Bitung and NGOs. The main threats identified are:

- loss of habitat through agricultural encroachment including cattle grazing
- timber cutting
- fires
- mining
- harvesting of plants and hunting of animals
- unclear legal status and unmanaged tourism
- lack of a management system, supporting budget and effective patrols
- low public awareness of boundaries and unauthorized use of the protected area.

3. Priority Activities through September 2001

The threats analyses for all three learning sites indicate that many of the threats to the environment originate from low level of awareness of local communities regarding the nature and severity of the impacts of their practices on the environment and a corresponding weakness in the government's regulatory framework and its enforcement. Discussions with local government and non-government counterparts concluded that efforts to overcome these threats should initially be focused on community-based initiatives. As a result NRM/EPIQ is giving the highest priority to promotion of community-based management of resources in all sites in collaboration with local government and non-government stakeholders. These activities have the highest priority:

- Public Consultations – to discuss environmental threats in eight rural villages in the learning sites and to test approaches to reduce threats to the environment with the active participation of these communities.
- Community Mapping – to help the local communities in the eight villages to map their resources, prepare village spatial plans and enact community conservation agreements to support community-based natural resources management.
- Public Awareness – to test the best approaches to increase public awareness and simple preventive and management actions on critical environmental issues such as the hazards

of mercury, inappropriate trash disposal methods, and damaging land use practices. This will be done in cooperation with NRM/EPIQ's Outreach and Education Team.

- Surveys/ Monitoring of Water Quality – to better evaluate hazards to public health and to determine points of origin of contamination from mercury and solid wastes.
- Training – to enhance the understanding of government and non-government personnel on topics relating to environmental threats, focusing on community-based natural resources management, community mapping and village spatial planning, monitoring water quality, and waste disposal options. This will be carried out in cooperation with all NRM/EPIQ teams.

These activities will benefit not only the eight targeted villages in the learning sites but will also support the efforts of the Regional Policy Working Group and other local groups to formulate appropriate provincial, district and village initiatives, policies and regulations to improve natural resource governance throughout North Sulawesi. The way the North Sulawesi approach is structured is intended to reinforce the practical value of public participation and transparency for local government and to make the public more aware of its obligations to the environment and the value of positive actions to their livelihoods. To achieve maximum impact from the experience of the learning sites, a series of workshops and seminars will be held to present the findings from the field and to promote discussions in line with the three program objectives of NRM/EPIQ.

C. East Kalimantan Regional Governance Initiative

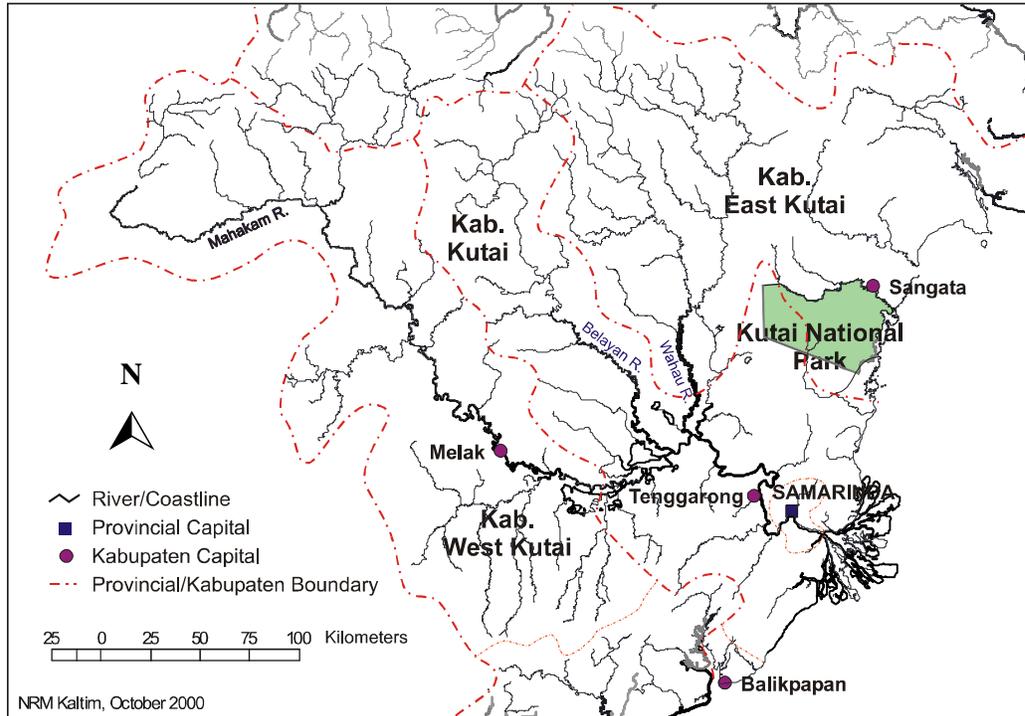


Figure 4. The East Kalimantan Regional Office in Samarinda is focusing its activities in the kabupaten of West Kutai, Kutai and East Kutai.

1. Introduction

NRMP/EPIQ expanded its East Kalimantan regional office in March 2000, and it is now a widely-recognized center for distribution of information and meetings on natural resource management issues. Good working links have also been developed with other international donor agencies (most notably with GTZ) working in the province.

The initial efforts of the office focused on identifying key issues and opportunities to improve the processes for natural resource management in the province. It quickly became clear that the province is in a period of dynamic transition, and local developments there have major implications for natural resource management. The full implications and opportunities for improved natural resource management under the new autonomy laws were only relatively recently recognized locally. Furthermore, the splitting up last year of the two largest kabupatens of the province means that there are currently four new kabupatens, which have minimal government infrastructures and no legislative assemblies. The huge size of the province, the future importance of its kabupaten and municipal governments, and the limited personnel and institutional resources available mean that the E. Kalimantan office has had to focus its

Deliverable: Functions of regional field office as information clearinghouse and training and meeting center devolved to other regional entities.

Indicators: Spontaneous use of field office facilities by local partners for meetings, information gathering, etc. Development and recognition by local stakeholders of independent regional field office.

Activities & Impacts in East Kalimantan:

- Expanded field office fully operational in Jan. 2000.
- Successful clearinghouse operation.
- Used for IDF presentation at FKKM meeting (Feb. 2000).
- Informal headquarters for local association of NGOs.
- Used for meetings and coordination by other groups (e.g., trade unions).

Deliverable: Multi-stakeholder informal working group formed that meets on a regular basis.

Indicators: Meets at least six times a year; decision memoranda; recognition by local government or NGOs.

Activities & Impacts in East Kalimantan:

- Association of local NGOs monitoring and advising on resource policies, meeting at least bi-weekly.
- Position papers on draft regional regulations for Kutai produced for its legislature.
- Working group on spatial planning to assist bupati.
- Support for Friends of Kutai, a multi-stakeholder group assisting with management of Kutai NP.

activities geographically. Based on logistics and the field office chose the Kutai region, which includes the

In this very dynamic political environment, development is crucial. The E. Kalimantan office continues to deal with often conflicting interests (for example, forest concessions, officials and NGOs). Many local stakeholders are harder to quantify than the numbers of meetings are distributed.

2. The Kutai Region

The Mahakam River, one of the largest in Indonesia, is an ecological link for the three NRM/EPIQ target kabupatens and one municipality that are the focus of the field office activities. Its watershed drains nearly half of the land area of the province. Rising in West Kutai, the Mahakam flows west to east across Kutai to a large delta. The provincial capital, Samarinda, is on the Mahakam and its municipal boundaries lie completely within Kabupaten Kutai. The Wahau River, a major tributary of the Mahakam, rises in the western part of East Kutai before joining the main river upstream of Samarinda. Until November 1999, the three kabupatens comprised one very large kabupaten, with its capital at Tenggarong (about 40 km upstream from Samarinda). Because the division came after the general election of June 1999, the original legislature for the

larger Kutai now represents only the remaining, smaller Kutai. The two new kabupatens, West and East Kutai, will not have legislatures until at least November 2000. Appointed bupati handle day-to-day administration of the new kabupatens until the new DPRD elect new bupati.

The Mahakam watershed is rich in natural resources, although the natural forest has been severely depleted by both over-exploitation and forest fires, particularly in 1997/1998, when more than 5 million hectares, more than 20% of the land area of the province, suffered fire

Deliverable: Demonstrated improvement in the spatial planning process.

Indicators: One participatory, transparent and empirically-based planning decision process.

Activities & Impacts in East Kalimantan:

- Support for links between local association of NGOs and Bappeda I to improve transparency in planning process.
- STTA on spatial planning in Kutai and West Kutai, including GIS-based analysis.

Deliverable: Informed and empirically-based analyses and arguments are regularly used in briefings to government and other policy platforms.

Indicators: Documentation and minutes of meetings.

Activities & Impacts in East Kalimantan:

- Legal analysis of 14 draft regulations prepared by local association of NGOs; district legislature acted on this input.
- Supported national bupati meeting with briefings and analysis (Aug. 2000), resulting in new bupati organization.
- Three-day RV training (Apr. 2000).

damage. Non-renewable natural resources include major oil, gas and coal deposits. Economically, the watershed is clear. There is a major oil refinery and industry in the area with about 2.5 million inhabitants.

West Kutai comprises the watershed of large natural lakes along the midline. Mining/PT KEM, is situated in this area. Transport, communications and government tributaries are the major transport routes, especially inaccessible, due to difficult terrain. West Kutai still possesses large forest areas.

The acting bupati of West Kutai has initiated the development of the kabupaten. Spatial planning by the government having committed funds.

Deliverable: Four KAP surveys among key informant groups, as well as other selective surveys undertaken to assess progress in achieving Program Objectives 2 and 4.

Indicators: Two KAP (or similar) surveys in each focus province; and at least four targeted surveys in each focus province.

- Activities & Impacts in East Kalimantan:
- KAP survey in progress (Sept. 2000).
- Small surveys done with RARE workshop.
- Forest decentralization working group FGDs and survey in KalTim.

Deliverable: At least two Community Conservation Agreements will be created that can act as models for performance-based resource rights and responsibilities agreements.

Indicators: Two CCAs in focus provinces; recognition of CCAs as models by regional/national governments.

Activities & Impacts in East Kalimantan:

- Supporting local association of NGOs with development of government regulations, which could lead to CCAs.
- Social forestry regulations may lead to legal recognition of CCAs (in progress).

... achieves
... es effective

... ie at province

... level or two minor campaigns on issues significant at kabupaten level.

Activities & Impacts in East Kalimantan:

- RARE campaign training (May 2000).
- Working with SHK to develop additional social forestry/land conversion case studies.
- Campaigns under consideration/development for Sungai Wain, pesut/river dolphins, oil palm.
- Informational campaign for Sangkulirang Peninsula.

Deliverable: Small grants awarded that directly support progress in achieving four Program Objectives.

Indicators: Ten completed grants with complete documentation.

Activities & Impacts in East Kalimantan:

- Grant to Plasma to support local association of NGOs - strengthening participatory sustainable and decentralized NRM policy formulation process.
- Grant to Bikal - conflict resolution facilitation and training on participatory mapping.
- Regional field office assists grantees in planning and implementation.

assistance in evaluating prospective consultants to carry out the spatial planning and collate existing spatial data for the kabupaten, much of which is only available in Samarinda. The regional office is providing further assistance to help identify current and future spatial planning needs and prepare a medium-term capacity development program. One of NRM-EPIQ's partners, BSP-Kemala, has also funded a local NGO to facilitate community mapping and council development in one of the villages of one of the major tributaries of the Mahakam in West Kutai. NRM EK also facilitated a workshop to investigate the role of community mapping in spatial planning.

On the other hand, this same Bupati has been accused by the Ministry of Forestry of creating new, small-scale timber concessions in order to accrue funds for political purposes and which actions are deemed illegal by Jakarta though also possibly within an interpretation of devolved powers to the kabupaten. Certainly, in this climate of the absence of rule of law, these new mini concessions have a high risk of being environmentally disastrous.

Kutai Kabupaten stretches from the middle Mahakam (including Senayang and Melintang Lakes and the Belayan River, a major tributary) down to the large Mahakam delta. The kabupaten has large coal deposits and oil and gas fields, particularly in the delta area. The middle Mahakam bore the brunt of some of the worst fire damage in 1998; particularly the unique Mahakam lakes swamp forest ecosystems, which have been virtually destroyed. The upper Belayan still possesses some important forest areas. The bupati of Kutai, Syaukani H.R., is one of the most prominent proponents of regional autonomy and was recently selected to lead the Association of Kabupaten Governments of Indonesia. Of the three NRM/EPIQ kabupatens, Kutai has the most developed infrastructure and complete government apparatus. NRM/EK has developed good links with the bupati, his staff and leaders of the DPRD. Briefings have been provided to the Bupati on the new legislation on decentralization, and NRM/EK also has lobbied actively for other donor agencies to develop programs with the kabupaten. Through the intermediary assistance of NRM/EK, Kutai's DPRD signed an MoU earlier this year with an active alliance of NGOs and other groups and individuals interested in monitoring and influencing natural resources policy for this kabupaten. Both sides have made ample use of this arrangement to review local legislation and policies before they are enacted and to solicit local opinions and technical expertise unavailable to the kabupaten government. NRM/EK will continue to monitor and support this activity closely over the coming year and to identify possibilities for formalizing some of these arrangements as some sort of public consultation mechanism.

East Kutai is the largest of the three kabupatens. The extensive Wahau tributary covers its western half, while the watersheds of its eastern half drain into the sea north of the Mahakam delta. East Kutai is also home to Kutai National Park, one of the oldest in Indonesia. Besides large natural forest areas, the kabupaten also has major coal deposits and oil and gas deposits along the coast. The acting bupati, who was formerly head of the provincial Bapedalda (environmental management agency), has lobbied strongly for the degazettement of the coastal strip on Kutai NP, promising to maintain the integrity of the rest of the park. In reality, however, the bupati's comments have led to a massive influx of people into the park, including immigrants from other islands all of them staking land claims, and apparently backed by local officials. NRM/EK has provided a grant to a local NGO to facilitate conflict resolution within the park in an attempt to stabilize its boundaries,

and a new Karib Kutai network links a multi-stakeholder group, both physically and over the internet.

In the current political climate, and with the kabupatens and municipalities keen to exert the autonomy that will be granted under autonomy laws, the role of the provincial government in East Kalimantan has become ambiguous. Because of the ecological and economic links between the kabupatens and the municipality of Samarinda, the East Kalimantan provincial government could well play an

important role in integrating the planning of the three kabupatens and the capital city to ensure that their development plans do not conflict but this has not happened yet.

Deliverable: Policy analysis, demonstrations and workshops/training that clarify roles and responsibilities in decentralized NRM.

Indicators: At least three workshops, seminars or conferences in each focus province; at least three training courses in each focus province.

Activities & Impacts in East Kalimantan:

- Formal, multi-stakeholder community-based forestry communications forum held its fourth meeting (Feb. 2000), sponsored by NRM/EPIQ and Ford.
- CBNRM seminar (Feb. 2000).
- Newly published book, " Becoming Master of Your Own Land," based on seminar on decentralization (July 1999).
- Assisting SHK-KalTim on valuation techniques for land use planning and policy advocacy.
- Resource valuation training (Apr. 2000).
- Gender training (Sept. 2000).
- RARE training (May 2000).
- Support for first meeting of Indonesia's bupati (Aug. 2000) with policy analysis and presentations - policy recommendations go directly to national level.

3. Strengthening Civil Society's Role in Natural Resource Management

In the current transition to greater regional autonomy and decentralized natural resource management, the Mahakam watershed encapsulates many of the issues facing resource rich

regions of Indonesia. On paper, the rich natural resources and low population density mean that the kabupatens of the Mahakam watershed could be both prosperous as well as major contributors to the national budget. For this to occur, natural resources must be well managed to ensure a balance between the economic benefits of exploitation and conservation. Yet the current ambiguity over the rights and responsibilities of natural resources management, coupled with limited local expertise, mean that the situation is chaotic, with the more proactive local leaders (including the three bupati) pushing for greater control over the management rights and revenues from natural resources. For example, multi-stakeholder discussions about the issuing of small scale logging licenses are already underway at the regional level, while the national agencies responsible for natural resources management, and in particular Forestry, have to date made minimal preparations for devolution of management authority and, indeed, have threatened to prosecute the bupati issuing these small scale licenses.

Key to any improvement in natural resource management is the development of good governance mechanisms that allow for wiser management of natural resources. The characteristics of the current governance system in East Kalimantan still reflect much of the influence of the Suharto regime, in being non-transparent, exclusive and lacking in accountability. To change this, it is necessary not only to provide local government with better management and planning tools, but also to promote demand from the general public for the use of these tools. This involves strengthening civil society's role in natural resource management.

Through its small grants program, NRM/EK is actively involved in the development and funding the *Aliansi Pemantau Kebijakan Sumberdaya Alam (APKSA)*, an alliance of NGOs and other interested parties who recognize the link between policy and their own field activities, as well as the importance of developing political clout to effect policy changes. Successes to date include the above-mentioned signing of an MoU with the bupati of Kutai and an agreement with the Kutai DPRD to assist with capacity strengthening of the legislature, close involvement in the preparation of local legislation for community forests, and responding to a request from the DPRD for assistance with drafting local legislation for managing mangrove areas. NRM/EK has also been promoting the concept of public consultation mechanisms, and the DPRD has expressed interest in developing local legislation to ensure that government activities, including the formulation of legislation, are open to public participation.

The provincial government also requested assistance in developing mechanisms for public participation in the formulation of the provincial five-year development plan. NRM/EK has been actively involved with distributing drafts of this, and assisting the provincial Bappeda with developing the processes for ensuring public participation in provincial planning for the future.

Training also has been provided to provincial government officials in topics such as the use of resource valuation as a planning tool, GIS, community mapping and its role in spatial planning, and training trainers in Institutional Development Framework skills.

D. The National Level

1. Building Consensus for Decentralization of Indonesia's Forestry Sector

Facilitation of the Ministry of Forestry Decentralization Task Force

In many respects, Indonesia's current push toward decentralization has been triggered by regional pressures to redress inequitable distribution of wealth derived from the natural resources of the outer islands. It is no surprise, then, that decentralization of Indonesia's rich yet severely-degraded forest sector is one of the most contentious debates in the on-going decentralization process.

In an attempt to build consensus on decentralization of the forest sector in a manner that would contribute to sustainable forest management, NRM/EPIQ worked with the Ministry of Forestry & Estate Crops and other forest-sector stakeholders as part of the Task Force for Forest Sector Decentralization. This task force made important contributions to the decentralization process through specific contributions to implementing regulations and, more important, by demonstrating participatory approaches to help build consensus among diverse stakeholders. Formed in December 1999 and reporting directly to the Ministry of Forestry's Secretary General, the team includes NRM/EPIQ advisors and specialists from the POL and PAF teams, as well as representatives from each of the Ministry of Forestry's Director Generals and Bureaus and representatives from other donor agencies, including DFID, EU and GTZ. The task force has been charged with providing specific recommendations for decentralization, and then with assisting in the facilitation of early stages of the decentralization process.

From the start, the Task Force knew that decentralization of the forestry sector would be a politically charged debate. Because of this, the Task Force followed a multi-tiered approach to develop its recommendations, each based on the importance of forest sector stakeholder participation and consultation. The Task Force divided into three teams. The first team looked at the legal framework and political context of decentralization in Indonesia, the second team facilitated a forest stakeholder consultation, while the third team developed case studies and compiled lessons learned from decentralization experiences from other countries around the world.

One of the most innovative aspects of this work was the forest stakeholder consultation process. NRM/EPIQ and Ministry of Forestry staff worked with a Jakarta-based market research firm to develop a range of quantitative and qualitative survey instruments. This included self-completion questionnaires, open-ended interview guides and focus group discussion guides that were used to gather inputs regarding sustainable forest management, perceptions of the Ministry of Forestry

Deliverable: National level associations and forums develop regular channels for open and inclusive discussion of policy and legal proposals with concerned national departments, especially Forestry. *Indicators: One to two such forums created or actively strengthened; requires indicators to be developed.*

Activities & Impacts:

- National conference on NRM, organized by NRM/EPIQ and convened by President Wahid, resulted in stronger NGO coalition and venue for discussing policy/legal issues, bridging government, NGO and academic views.
- NRM/EPIQ provided coordination and design assistance and media liaison for organizing committee. Steering committee/NGO coalition still serves as focal point for strategy and activities to influence national policy direction through Propenas, UU-PSDA, etc.
- Facilitation of MoFEC decentralization working group, with wide representation of forest-sector stakeholders. Now informing process for determining plans to merge Forestry with Agriculture, and active conservation financing working group meets regularly with NRM/EPIQ and Kehati participation with KPA/MoFEC.
- Key initiator with World Bank of the Interdepartmental Committee on Forestry (ICDF) to address major multi-sectoral reform and restructuring issues (two formal meetings and five workshops to date).

staff and visions of decentralization from forest sector stakeholders at the central and regional levels. It also included government, non-government, community and private sector stakeholders. Geographical targets included Jakarta, Jambi and the NRM/EPIQ focus provinces of East Kalimantan and North Sulawesi. Besides providing excellent information and data sets capturing diverse stakeholder perspectives on forest sector decentralization, this provided an important training opportunity for Ministry of Forestry officials to use market research as a tool for facilitating policy discourse, something they have never done before. Indeed, this process provided the first ever opportunity to demonstrate the value of formal and open consultation.

Results from the Task Force have contributed to decentralization discourse in the Ministry of Forestry and beyond. Many government agencies and NGOs now support the participatory approach to the consultative process as a model for decentralization consultation in other government sectors. The process has also evolved into growing interest in the development of public consultation mechanisms at the regional and national level. Results from the Task Force also produced contentious debate within the Ministry of Forestry. While many recommendations were accepted, there was a tendency from some staff members argued for the retention of all income-generating authorities (such as the granting of permits and licenses) by Jakarta. This

debate continues, and it is clear that the Task Force is generating broader support for a more democratic decentralization process. Over the next year, it is expected that more of the Task Force recommendations will be accepted.

As this work demonstrates, successful decentralization of Indonesia's forest sector – and most other sectors as well – is rooted in a complex facilitation process linking top-down and bottom-up planning and coordination. While relevant laws and regulations are signed in Jakarta, the acceptability of these laws and regulations rests to a large extent in their reflection of diverse aspirations. These include those from the center as well as both resource-rich and resource-poor regions. They come from government, non-government, community and private sector stakeholders. Many voices have good ideas, and they all want to be heard. It is a big mistake for central government agencies to think that the regions will wait patiently for the new rules of the game. Quite the opposite, as mentioned in previous sections of this report, a number of regional initiatives have been developing simultaneously. This multi-track, so-it-yourself decentralization process becomes further obscured by widely divergent views on the fundamental concepts of decentralization and sustainable forest management.

While political pressure mounts for a rapid decentralization process, it is important to balance this with ensuring its successful outcome. As NRM/EPIQ learned during this work, it takes time to build consensus on even the fundamentals of definitions and principles. Once this is achieved, it takes more time to prepare strategies that accommodate diverse stakeholder aspirations from both resource-rich as well as resource-poor regions. The prevailing tendency of “crash programs” does not sit well with sustainability or democratic decentralization. Decentralization needs to contribute to more sustainable management of Indonesia's natural resources. This does not mean that the decentralization process should now stop. Quite the contrary, especially in the case of the forest sector, decentralization should be addressed more deliberately and with a great sense of urgency and crisis.

NRM/EPIQ's experience with forest sector this past year demonstrates that decentralization cannot happen all at once, but needs to be facilitated in an iterative, phased process. This process should not be measured in months or years, but rather targets and indicators of success. Success requires

- building consensus among Indonesia's forest sector stakeholders toward a clear meaning of decentralization and sustainable forest management,
- preparing a road map for restructuring the institutions to get there,

- establishing clear laws and regulations providing secure resource rights, and
- developing a strong public monitoring system to control this.

2. Environmentally Sound Economic Development in a Democratic Setting

As noted in previous sections, Indonesia historically and currently remains heavily dependent upon a narrow fiscal base of resource revenues for most of its government operations, social welfare and investment activities. Naturally, this puts great pressure on the natural resource base, and this pressure has been exacerbated rather than relieved by the decentralization process, at least in the short term.

Hence, a vitally important set of inter-related fiscal policy issues associated with decentralization centers on how to:

- broaden the tax base beyond resource rents and taxes to lessen the incentive to indiscriminately mine the resource base,
- use taxes more strategically to encourage investment in sustaining the resource base, and
- improve the efficiency of other tax collection and allocation mechanisms.

NRM/EPIQ has found that more experimentation and innovation at the regional level is needed to successfully tackle these issues.

Decentralization Finance and Green Taxes

Given the uncoordinated decentralization process, a major concern of local and regional governments is their ability to finance administration and development budgets. This is a concern both because of the budget cutbacks from sectoral budgets in Jakarta and because of the potentially large number of new tasks devolved to regional and local governments. Compounding these problems is the fact that what has been introduced in U.U. 22/1999 and U.U. 25/1999 is really administrative decentralization not actual autonomy. Most significant powers and the discretion to set tax rates and other budgetary parameters will continue to be set by the central government in Jakarta and not by the regions.

Aside from the two main autonomy laws, U.U. 18/1997 outlines and limits the taxation powers of regional governments, and also will be key to successful decentralization. U.U. 18 leaves local and regional governments with very little locally-derived revenue (street lighting taxes, hotel taxes, dog licenses, etc.) In terms of autonomous management abilities, regional governments not only lack local revenue sources, but also lack the economic policy tools such as tax rates, tax bases, and incentives that would enable them to manage, promote or control economic growth and development in directions that most benefit their citizens and build upon their comparative advantages, including resource base, location and skill base. It has been proposed by several groups of analysts that green taxes –

an economic instrument used for regulating behavior that impacts environmental quality or the use of natural resources – could be applied in the Indonesian decentralization context, both to help with locally derived revenue and to provide policy flexibility to regional governments.

NRM/EPIQ assigned a senior economist to work with partner/grantee, the University of Indonesia's *Lembaga Pendidikan Ekonomi dan Masyarakat (UI/LPEM)*, to prepare a synthesis paper on green taxes. The resulting policy paper reviewed the potential for providing the necessary authority to local and regional governments to implement innovative economic instruments that would broaden their revenue base while also promoting environmental and sustainable natural resource management objectives. The paper addresses how and where the experience of green taxation can provide some useful and practical models of economic instruments for local government finance and natural resources management. The paper also provides direct policy guidance to government officials. As pressure on local governments to increase locally-controlled revenue sources has become more acute, demand for this type of

Deliverable: Political parties and DPR will regularly demand briefings and hearings on NRM issues.

Indicators: Two to four briefings over life of Phase Two that involve NRM/EPIQ and partners.

Activities & Impacts:

- National Conference targeted DPR/MPR members and disseminated results to them.
- More comprehensive and deeper outreach materials reaching wider audiences through print, TV and radio media.
- Briefings on forest policy for National Economic Council, ICDF, coordinating ministry for Economics and Finance, mainly through CGI donor forum activities, etc.
- FKMM testified before DPR on community forestry issues and legislation (Sept.-Oct. 2000).
- MPR solicited NGO consortium views on constitutional amendments (Aug. 2000).
- DPR invited LSM/Walhi participation and briefings (June-July 2000).
- DPR members requested assistance at meeting on RUU-PSDA in Yogyakarta (Sept. 2000).
- Formation of bupati's organization after initial meeting in KalTim resulted in dissemination of information to national policy level.
- Ministry of Agriculture has requested involvement in consultative process for merger with Forestry modeled on MoFEC decentralization process.

information has increased, and we expect this to be a major topic of discussion in the interactive workshop session being planned for next year.

Other countries that have gone through the democratic transition process have found that the pent-up aspirations of the local people for rapid improvement in their lives has run up against acute shortages of investment capital, government operating budgets and solutions tailored for specific regions and needs. As a result, a country as large as Indonesia will need to emphasize more pluralistic approaches to revenue sharing and management in order to prevent political instability. Yet, of all of the national ministries, the one that is probably still the most centralistic and most reluctant to decentralize is the Department of Finance.

3. Supporting Democratic and Accountable Institutions and Policies

Faced with the daunting challenge of reinventing good governance at the local level, provincial and kabupaten leaders and public interest groups are scrambling for resources that will enable them to develop an active and educated constituency and involve the local citizenry in public issues and decision-making. NRM/EPIQ has targeted precisely this vacuum for natural resources management issues.

In the past year, NRM/EPIQ has helped to improve the quality of information at the provincial and national levels on natural resources management and empowered partner institutions to take leadership positions in issue advocacy and public awareness. Currently, we are providing the tools for better local governance of the natural resources occurring in particular jurisdictions or across several jurisdictions where the incentives for conservation might be complicated by arbitrary political boundaries and short-term profits. It is our intention to give citizens a voice through media, outreach campaigns, tools for participation (such as surveys) and other means to express their claims on local resources, be it forests, reefs, mangroves or indigenous animals. We are carrying the message of the NRM teams that regions will be better off exploiting their natural resources on a sustainable basis, yielding greater, longer-term gains, than they will from the one-time “sell off” that is happening in many places.

As was the case with many of our Indonesian partners, the personnel skill requirements for many of the activities in the Outreach and Education Team have not traditionally been found in the environmental community (compared with the natural and social sciences). NRM/EPIQ had difficulty in identifying an O&E Advisor not already employed elsewhere who could bring these skills to a two-year resident position. Eventually we did find such a person and also an

Indonesian specialist staff, but this component of the task order was delayed in getting off the ground for most of the past year.

Fortunately, the other teams, including the Communications and Information Management Team, the PAF and POL Teams and the Regional Offices, have been able to make significant contributions through their own activities, and so outreach activities and campaign training were able to go forward while the O&E team was being formed. By the same token, the O&E team has been able to pick up quickly on the well-developed field activities and relationships established by the other teams and, indeed, to provide critical press and other media support to the other technical teams.

Environmental Media Training

Print and electronic media are critical conduits for information about local natural resource issues. Recent research by NRM/EPIQ and others has shown that local radio and tabloid newspapers are the primary sources of news and information for most people in the provinces. Beginning with West Papua, NRM/EPIQ developed and implemented a media-training program in June in collaboration with a local NGO to increase the knowledge base and skills of local journalists to investigate and report on local environmental issues. Subsequent training programs will be developed and conducted in East Kalimantan and North Sulawesi in the coming year. NRM/EPIQ had expected to make more progress especially on radio media but was stymied when the USAID partner project with which it hoped to work suddenly ran out of money, which forced us to redesign this component.

Campaign Training

Working with the RARE Center for Tropical Conservation, NRM/EPIQ developed and facilitated a series of workshops with partners, government officials, and constituent groups in East Kalimantan, North Sulawesi, and West Papua. Each workshop included an actual conservation awareness campaign based on survey findings collected by the participants. The RARE methodology urges people to be proud of where they live and to protect what they care about because it is theirs and only theirs. Each campaign includes a survey of a targeted population to determine the key natural resource topics and the extent of awareness of these topics. Themes and slogans are used to exploit the pride and enthusiasm people feel about their environment and encourage them to protect it. In the coming year, NRM/EPIQ will build on these efforts with visits by a campaign technical advisor to work with partner organizations to

review what has been accomplished and to expand ongoing campaigns through additional media coverage and advocacy.

Campaign Toolkit

The campaign training workshops described above have been captured in a workbook as well as on videotape that, together with other components, form a toolkit for groups conducting their own conservation awareness campaigns. The workbook is in Indonesian with text and illustrations of workshop activities and products, beginning with the background and goals of any awareness campaigns. The Conservation Awareness Campaign (*kampanye peduli konservasi*) includes:

- a workbook with step-by-step guidance on how to set up and carry out a workshop,
- a simple, easy-to-use computer-based survey methodology from Survey Pro,
- a cassette of successful songs from previous workshops,
- a 24-minute video documentary of an awareness campaign in production, which also can be used as a recruitment tool, and
- a collection of drawings on CD-ROM to be used to illustrate campaign materials, as well as artwork and text for groups to create their own logos and campaign identities.

The toolkits are ready for distribution to qualified NGOs that have been successful in other conservation awareness activities. Press events and television programs will kick-off distribution in each focus province.

Surveys

In order to design meaningful conservation information campaigns and public awareness materials, it is important to begin with an understanding of the level of knowledge stakeholders have regarding local natural resources issues. Furthermore, understanding the attitudes and practices of stakeholders in relationship to their natural environment becomes a critical element in developing information strategies and establishing a baseline for determining the effectiveness of subsequent awareness initiatives. To acquire this information, NRM/EPIQ conducted the first Knowledge/Attitude/Practice (KAP) surveys among residents of North Sulawesi and East

Kalimantan. The surveys will be completed in October, and findings will be shared with local partner organizations for use in designing subsequent information and advocacy campaigns.

Headline News

NRM/EPIQ is now in its third year of publishing a weekly electronic newsletter. It consists of short descriptions of NRM Program activities, including contributions from all the USAID partner organizations (BSP, CRMP, CI, TNC and YWWF). The electronic newsletter now has two versions, one in Web-friendly format and another in text format for those partners in areas with slower telecommunications links. Circulation is currently 238 individuals and groups.

The NRM NEWS

NRM News is a quarterly newsletter shared by all of USAID's NRM Program partners. The newsletter has grown in sophistication and quality over the last three years. It is distributed widely to mid- and high-level government officials, environmental NGOs and the development community. The newsletter provides more in-depth discussions of NRM governance issues and successes in the field. Circulation is currently 1076 individuals and groups.

Web Page

The NRM Program web page contains most of the NRM publications in downloadable PDF files and descriptive information about NRM Program partner activities, as well as collaborating partners such as FKKM, ICEL, LEI and CEES. The web page also contains success stories from each of the NRM/EPIQ teams, a section on grants and past editions of the NRM Headline News.

Gender Issues

In collaboration with two leading gender organizations in Jakarta, *Rimbawan Muda Indonesia* and *Kapal Perempuan*, NRM/EPIQ recently launched the first of a four-part workshop series addressing gender issues in natural resources management in East Kalimantan and North Sulawesi. The first workshop raised critical awareness about the significance of gender roles in assessing natural resource use and decision-making, as well as in the design of programs and policies to address NRM issues. Subsequent workshops will introduce relevant analytical tools, train participants in their use and, finally, train future gender workshop trainers to market and communicate gender programs and concepts to a broader constituency. The first workshops in North Sulawesi and East Kalimantan proved to be very popular and have catalyzed a number of follow-on activities.

E. Other NRM/EPIQ Regional Sites

In addition to the two main “focus” provinces of East Kalimantan and North Sulawesi, the NRM/EPIQ Program also extends to three other provinces: West Kalimantan, Central Sulawesi and West Papua. The intensive focus on field level work in this task order and the nature of the tasks to support a wide range of governance activities made it infeasible to work at the same level of effort in all five provinces. Hence, the three secondary provinces have had more limited, though still important activities. Indeed, the NRM Program innovation of the provincial liaison specialists from Task Order 1 has continued to be a very useful element of the current task order.

1. The Provincial Liaison Specialist

The NRM/EPIQ offices in the secondary focus provinces are staffed with one Provincial Liaison Specialist (PLS) and an administrative assistant. The PLS’s duties and responsibilities are to:

- establish a liaison office in the province for the NRM/EPIQ program,
- act as NRM/EPIQ liaison with all relevant NRM partners in the province,
- collaborate with relevant partners to develop and implement an NRM/EPIQ provincial program,
- provide logistical support to NRM partners and clients as necessary; and

Deliverable: Three grants awarded that directly support progress in achieving four Program Objectives.

Indicators: Three completed and documented grants in each secondary province in the first year.

Activities & Impacts in West Kalimantan:

- Environmental education media program for students.
- Policy dialogue on NRM in Gunung Palung NP.
- Community-based development and awareness program.

Activities & Impacts in Central Sulawesi:

- Enhancing capacity of local government and community members in managing NRM.
- Incorporating indigenous rights and systems into national park management systems.
- Participatory study on community-based spatial planning and conservation awareness education.

Activities & Impacts in West Papua:

- Advocacy and research documentation on CBNRM.
- Participatory mapping, documentation of land use systems.
- Continuation and extension of environmental education activities from Phase One.
- West Papua Conservation Trust Fund – bridging and institutional development grant.

- collect and disseminate information on environmental and natural resources issues and programs in connection within the USAID reporting framework.

2. Small Grants Program

The NRM/EPIQ program in the three secondary provinces centers on the small grant program. To date, a total of 10 small grants have been given to local NGOs in West Kalimantan, Central Sulawesi, and West Papua. (For list of grants please see Annex 6). The small grant program in these provinces has been designed to accomplish a variety of project outcomes in the area of community conservation awareness, promotion of community/indigenous peoples' rights, environmental and natural resources education for high school students and teachers, and natural resource management policy.

Potential for Coordination with NGOs

In West Kalimantan, the three small grants include environmental and natural resources awareness/education for high school students and teachers, local community empowerment around Gunung Palung National Park, and policy dialogues for the sustainable management of the Gunung Palung National Park and its buffer zones. These small grants have become a good vehicle for the NGOs to coordinate their activities in the province – the PLS and the grantees meet monthly to review the grant program.

Deliverable: Demonstrated improvement in the spatial planning process.

Indicators: One participatory, transparent and empirically based planning decision process in each secondary province.

Activities & Impacts:

- **Central Sulawesi** - meeting of 31 government and NGO representatives to make recommendations to local government and regional legislature on spatial planning improvements (Mar. 2000).
- **West Papua** - cosponsored workshop on biodiversity strategy development (Mar. 2000), building partly on a Conservation International workshop in 1997.

Deliverable: A core group of analysts trained and regularly using basic techniques of resource valuation, etc., to advise government and public of costs/benefits of proposals impacting on NRM.

Indicators: One to two analysts in each secondary province actually using resource valuation techniques.

Activities & Impacts:

- Complete and evaluated resource valuation training in **West Kalimantan** and **Central Sulawesi** (July 2000).
- Advanced, interactive resource valuation training built around Cyclops protected area in **West Papua** (Sept. 2000).

In Central Sulawesi, although there are only three small grants focused on three geographical areas (Lore-Lindu National Park, Morowali Nature Reserve, Togean Islands), NRM/EPIQ is in fact working with seven NGOs because each grant is being undertaken collaboratively by two or three NGOs.

In West Papua, two grants focus on the Cyclops Nature Reserve, one on the Wasur National Park and one on province-wide interests. While the grants with specific geographical sites pose as a vehicle for effective collaboration among local NGOs, the province-wide grant to the Papua Conservation Fund has the wider potential for coordination of local and national as well as international NGOs. It is expected that the Papua Conservation Fund will become a powerhouse for the conservation of biodiversity in West Papua.

It should be noted that the PLS offices in West Kalimantan, Central Sulawesi, and West Papua are regularly used as information clearinghouses and meeting places for all grantees and other relevant stakeholders.

3. Other Workplan Activities

Besides the small grants, other workplan activities warrant mentioning here. These include:

- introductory resource valuation training in the three secondary provinces and a more advance interactive valuation training in West Papua built around a local case study on Cyclops Nature Reserve,
- a three-day workshop on decentralized community-based natural resources management in Central Sulawesi attended by more than 100 multi-stakeholder representatives,
- an environmental journalism training session and a follow-on interactive radio talk show in West Papua, where the governor, key legislative members, NGOs and private sector representatives participated, and

Deliverable: Informed and empirically based analyses and arguments are regularly used in briefings to government and other policy platforms.

Indicators: Documentation and minutes of meetings; at least two to three documented meetings per secondary province.

Activities & Impacts:

- PLS offices used as clearinghouses and meeting places.
- National Environment Day series of radio broadcast symposia on NRM issues for West Papua (June 2000).

- workshops on biodiversity strategy development and establishment of Papua Conservation Fund in West Papua.

In each instance, the PLSs themselves initiated the request, identified relevant local stakeholders to participate in workshops, training, or conferences held in the primary focus provinces or at the national level and provided feedback or organized requests for follow-on actions. In order to facilitate more informed decision-making, there is an obvious need in the next year to undertake more presentations to local stakeholders in secondary provinces on informed and empirically-based analyses done elsewhere, especially the focus provinces. As is the case now, individuals from the secondary provinces will continue to attend short courses, workshops and meetings held in the focus provinces.

IV. Perspectives on 2001: The Work That Lies Ahead

A. Consolidating the Achievements of Year 1

One of the most important activities in the final year of NRM/EPIQ will be to consolidate the achievements of both task orders in such a way that as many of the most important activities can continue either on their own or through support from some new USAID or other donor activity where that it is necessary. This consolidation component of the workplan has two parts: one is to review targets with partners and counterparts to identify a natural and practical endpoint or point of transfer to another funding entity for each key, long-term task grouping or sub-project that should continue. This exercise may need to be done more than once this year and we feel it is likely to involve close consultation with USAID/Indonesia, particularly once a replacement mechanism for NRM/EPIQ has been identified. The second part is to consolidate, refine and transfer the lessons learned and design recommendations to the community of interested parties in Indonesian sustainable development.

The first part is already underway in the form of a mid-term self-evaluation. This evaluation will review workplan results to date and the political and policy setting, and set these against the reactions of USAID, NRM/EPIQ partners, counterparts and other donors and interested parties. The self-evaluation will yield a set of changes to the contract and workplan that will enable the task order to support the transition to new USAID-funded activities starting in October 2001 or even before. The second part will be an ongoing activity for all teams, coordinated by the Outreach Team throughout the year.

B. Ensuring that Local Institutions Can Continue Post-NRM/EPIQ

Clearly, the decentralization process in support of sustainable natural resource management will be a long-term, even generational task. In this effort, Indonesia will need a variety of well-tested local institutions that can be used as potential models or local leaders for sustainable natural resources management. NRM/EPIQ's field offices have been critical to supporting local partners, especially in civil society organizations, but also in the private sector and government, and in helping to more effectively channel NRM/EPIQ's technical assistance and training. An important part of this process is the development of regional and sub-regional informal working groups that consist of multi-stakeholder (government, NGO, private sector) or sectoral groups (NGOs as a group or government agencies in the resource sector, etc.). To date, we have encouraged the development of a number of such groups or assisted ones that have emerged as part of the political reformation process. This includes NGO advocacy groups such as APKSA in East

Kalimantan, the provincial and kabupaten-level, Bappeda-led working groups in North Sulawesi and East Kalimantan (more important in the former than in the latter), the Bunaken National Park Advisory Board, the Friends of Kutai and other, smaller groups, mostly in the NGO sector.

The critical tasks of transition will be to try to ensure that these groups have a basic set of management skills, a coherent policy or institutional development strategic plan and individuals who can act as leaders or advocates for the groups. The Institutional Development Framework and other self-evaluative tools can help the more informal groups decide whether to become more institutionalized and how to refine their vision and mission. This is also an important function of the outreach activities in the workplan.

Local institutions that actively and effectively incorporate the skills and lessons learned available through the NRM/EPIQ technical teams and Regional Offices will be better positioned to access funding and support from other sources at the end of this Task Order. However, one of the challenges that the Phase 2 teams face, along with other donors, is the lack of solid local institutions – whether public or private - and a corresponding serious shortage of capable government staff and educated individuals generally in the regions in comparison with the large number of new duties and responsibilities associated with decentralization. This institutional paucity is complicated by the nature of Indonesia's government system. That system is generally highly bureaucratic, non-transparent and largely non-accountable. It was designed to control and limit access to licenses and permits to exploit resources and to administer a development process set mostly by Jakarta technocrats. Hence, there are not only too few qualified government officials but they are also not trained to work in a democratic governance environment.

Although the decentralization process calls for Jakarta civil servants to be transferred to the regions, it is not at all clear whether this will actually happen or whether such individuals would be accepted and integrated into local civil services. (Many local political leaders have rejected this notion outright even when they lack sufficient locally recruited staff.) Combined with the urgency local governments face in tackling many difficult governance issues relating to natural resources management, it is apparent that ambitious training programs for local government workers need to be thought through carefully to allow for highly limited absorptive capacity, difficulties in scheduling and great uncertainty as to specific job assignments for specific individuals. Moreover, this situation is very likely to continue for several years, at least.

With respect to local government capacity building, NRM/EPIQ has relied on a methodology of providing limited, introductory training for small groups of government workers followed by working with those groups in real management situations, e.g. NRM/EPIQ field sites. Based on

the results of this interaction we may provide follow-up training to the same group. Given the limited timeframe for Phase 2 and the institutional instability in the government sector, we continue to feel that this limited approach is the most appropriate one for the final year of NRM/EPIQ. In addition, it allows us to reserve resources for training of the civil society sector that we regard as the critical management partner in the coming era of democratic decentralization.

The challenge of training in the context of building new institutional structures is also complicated by the manifest need for general management skills relevant not only to natural resource management but other government functions in a democratic governance setting. Who should do this training? It is apparent that the central government has not come to grips with this issue. Sectoral activities like NRM/EPIQ can do service to general management skills development but only at the expense of their core missions.

Finally, our field experience in both Phase 1 and 2 has been that more emphasis on training and institutional capacity development of the civil society sector is essential since government cannot and should not manage natural resources by itself and continues to take a passive and non-transparent approach to its responsibilities.

C. Leveraging the Resources of Other USAID Partners and Donors

By establishing a network of contacts within local government and non-government institutions, NRM/EPIQ is better able to provide advice and assistance to these institutions as well as to coordinate with other donor projects and help partners prepare proposals for future funding.

In **North Sulawesi**, NRM/EPIQ is developing a working relationship with two JICA funded projects: the Integrated Coral Reef Management Project and the Study on Critical Land and Protection Forest Rehabilitation in the Tondano Watershed. It is also exploring relationships with a new ADB funded project aimed at encouraging participatory rural extension methods in the Tondano River Basin.

NRM/EPIQ funding for *Yayasan Sampiri* in North Sulawesi is expected to allow this local NGO to develop the capacity and experience to effectively use grant funding expected to be provided by the World Bank's Global Environment Facility (GEF) in 2001.

The Wildlife Conservation Society, with funding from NRM/EPIQ, has been requested by the provincial nature conservation agency to assist in formulating a proposal for GEF funding to

support improved management of the Bugani Watu Bone National Park and the Tangkoko Nature Reserve in North Sulawesi.

In **East Kalimantan**, the NRM/EPIQ office has hosted several teams from USAID and USAID-funded governance and decentralization activities to help them identify new funding opportunities, field sites, grantees and other partners. As noted above, NRM/EPIQ has developed a close working relationship with the German Technical Assistance Cooperation Agency (GTZ) on forestry-related activities in East Kalimantan.

NRM/EPIQ also has close relationships with the Indonesia programs of WWF, TNC, and CI involving joint or complementary activities at several field sites, with KEHATI on Conservation Finance, and with the EU, DFID, the World Bank and the ADB at the national level. In all of these instances, NRM/EPIQ has been able to use either its expert staff, field offices, grant funding or a combination of all of these to leverage equal (and frequently greater) resources to partners or counterparts in the field. In large part this is due to our long experience working at the field level, our flexibility to rapidly shift staff and financial resources to meet critical needs and our long-standing focus on decentralization, now a timely subject in natural resources management.

D. Consolidating and Transferring Lessons Learned

Both of the NRM/EPIQ task orders were conceived partly to develop a strong learning element focusing on lessons learned in decentralized natural resources management that were oriented mainly to the policymaking process and institutional strengthening.

In this final year of the Task Order, NRM/EPIQ will place considerable emphasis on consolidation of results and impact for the transition to a new activity. Thus, the “lessons learned” will, as indicated in the earlier sections of this report, have both substantive and methodological or design elements.

In addition to fulfilling the contractual obligations of the Task Order, the purposes of documenting lessons learned are:

- to share what we and our partners and counterparts have learned that is relevant to present and future resource management needs of Indonesian policymakers, managers and leaders, and the technical assistance needs of future foreign advisors, and

- to document and incorporate into our workplan innovative approaches to capturing and transferring lessons learned information to targeted audiences. Previous programs have not done a satisfactory job of this.

The contributors and the users of these lessons learned may sometimes be part of the same constituencies and sometimes not. At present, we are targeting the following stakeholders:

- government of Indonesia echelon II and III officials equivalent to managers, policymakers and leaders at national and provincial level who are most likely to use this kind of information,
- legislatures (DPR – national; DPRD – regional),
- NGOs, especially those involved with institutional development and governance related to natural resources management, and
- USAID and other donors.
- We are not targeting community groups or resource users directly. The job of NRM/EPIQ is to increase interest/capability of government officials and NGOs to reach resource users.

We will be looking for lessons that reflect NRM/EPIQ’s experiences rather than the experiences of others (except for comparative purposes). This way we can more confidently link up lessons learned and empirical cases in which we have been or are involved. Nevertheless, all lessons and especially those with implications for the development and strengthening of local institutions will need to look at the whole “life-cycle”, i.e. the long-term development path of successful institutions and their needs, including those steps that may occur after the life of the NRM/EPIQ contract. For governance objectives, short duration projects cannot expect to engender the type of relationships and perspectives that are necessary to make a significant impact.

Different groups may be interested in somewhat different lessons. For example, USAID and other donors may focus on project design and successful methodologies and approaches (including case studies and function analysis). For Indonesian-speaking audiences (e.g., government, legislature, NGOs), it is likely that relevant lessons learned will focus more on the implementation process and modes of behavior. For central government audiences, topics of lessons learned will likely focus on project implementation and the results of NRM/EPIQ’s facilitating and intermediary processes that offer new and relevant roles for national agencies in

the era of decentralization. For the regional/local government audiences, topics are likely to focus on tools, approaches and the field results of NRM/EPIQ activities.

One of the other challenges in this lessons learned component will be usability: how can we transfer program knowledge so that it is useful, relevant, and valuable to the target audience? How can we make it consumer-driven? At this time, the lessons learned component of next year's workplan will be implemented as follows:

1. Six focus group discussions (two each in Jakarta, E. Kalimantan and N. Sulawesi) will be conducted over the next month, using a "quick and dirty" approach to better understand partners and counterparts' information needs, and to pilot test several end products of lessons learned to determine which ones would be most useful in terms content and format.
2. The pilot test then will be used to improve and refine existing products, including re-testing.
3. The focus group may also be expanded beyond the immediate needs of lessons learned to capture other information about target audiences needed by the NRM/EPIQ team for information dissemination in this final year.
4. More comprehensive lessons learned "packets" will be developed for different audiences and will be discussed with them in various groups to get feedback for the purposes of fine-tuning and enrichment.

By ensuring that the lessons learned during this Task Order are useful and accessible, NRM/EPIQ will be offering the best available tools to stakeholders in the government, the private sector and the NGO community as they engage in the difficult and unmapped task of decentralizing Indonesia's natural resources management.

All of the lessons learned will be incorporated into the Final Report of Task Order 833.

Annex 1: Progress On Deliverables To Date

Table 1a. Tier One Field Office Progress Toward End of Task Order Deliverables: October 1999 – September 2000

Task Order Deliverable	Indicator of Achievement	WORKPLAN PROGRESS SUMMARY (NORTH SULAWESI)	WORKPLAN PROGRESS SUMMARY (EAST KALIMANTAN)
D.1. Multi-stakeholder informal working group formed that meets on regular basis.	Meets at least 6 x/year Decision memoranda Recognition by local government or NGOs	<ul style="list-style-type: none"> • Multistakeholder Bunaken National Park Management Council (Dewan Pengelolaan Nasional TN Bunaken – DPTNB) established and begun operations; • Formal Threats Assessment Working Groups formed at the kabupaten (3) and provincial (1) levels; • Governor’s office meeting occasionally to act on findings of working groups and Dewan – just beginning 	<ul style="list-style-type: none"> • APKSA (network of NGOs monitoring and advising on resource policy in east Kalimantan) meets on <i>ad hoc</i> but regular basis, at least bi-weekly. • Position papers on draft regional regulations (Perda) for KUIN (“central” Kutai Kabupaten) produced for its DPRD • Bupati-specific work w/ spatial planning involves working group • Support for Friends of Kutai (government – private sector Multistakeholder group for management of Kutai National Park
D.2. Functions of Regional Field Office as information clearinghouse, training and meeting center devolved to other regional entities.	Spontaneous use of NRM’s Regional Field Office facilities by local partners for meetings, information, etc. Development and recognition by local stakeholders of indep. Regional Field Office	<ul style="list-style-type: none"> • Expanded Field Office fully operational: January, 2000; Successful clearinghouse function • Regular use by threats assessment teams, NGOs and government agencies (e.g. KSDA). 	<ul style="list-style-type: none"> • Expanded Field Office fully operational since January 2000. Successful clearinghouse function. • Used for IDF Presentation at FKMM mtg. Feb. 2000. • Informal headquarters of the APKSA • Used for meeting and coordination by non-environmental governance oriented groups as well (e.g. trade unions

Task Order Deliverable	Indicator of Achievement	WORKPLAN PROGRESS SUMMARY (NORTH SULAWESI)	WORKPLAN PROGRESS SUMMARY (EAST KALIMANTAN)
D.3. Advocacy campaign will be implemented that achieves significant progress in its objectives & which will demonstrate effective techniques for policy advocacy to LSMs.	1 major campaign (provincially significant issue) or 2 minor campaigns (relevance to kabupaten)	<ul style="list-style-type: none"> • Campaigns under active development (with partner orgs): • Yayasan Sampiri – environmental education in Sanghie-Talaud islands; Illegal Gold mining and mercury use in Telawaan watershed and surrounding s of Manado NGOs and local government; • DPTNB – community solid waste and building campaigns on Bunaken; • Tondano NGO –planned community soil, and water conservation demonstrations 	<ul style="list-style-type: none"> • RARE campaign training program (May 1 – 10). • Developing additional social forestry/land conversion case studies for future campaigns: working with SHK • Campaigns under consideration and/or development for Sungai Wain (contract awarded), Pesut, (contract awarded) Oil Palm (under consideration) • Contract awarded for informational campaign for Sangkulirang Peninsula
D.4. Small grants given that directly support progress in achieving 4 program objectives.	10 completed grants with complete documentation	<ul style="list-style-type: none"> • Yayasan KELOLA Manado: Community Based Coastal Zone & Oceanic Resource Mgmt Program • Wider partnerships & add'l P.O.s & other support • NRM office assists grantees in planning & implementation 	<ul style="list-style-type: none"> • Plasma for APKSA: Strengthening participatory policy formulation process through dialogues, training, outreach to support sustainable and decentralized NRM • Bikal: Conflict Resolution Facilitation in Kutai NP & Training on Participatory Mapping in Balikpapan Bay • NRM office assists grantees in planning & implementation

Task Order Deliverable	Indicator of Achievement	WORKPLAN PROGRESS SUMMARY (NORTH SULAWESI)	WORKPLAN PROGRESS SUMMARY (EAST KALIMANTAN)
<p>D.5. Four surveys of K.A.P. among key informant groups as well as other selective surveys undertaken to assess progress in achieving program objectives 2 and 4.</p>	<p>2 KAP-like surveys in each focus province (begin & end) At least 4 targeted surveys in each focus province c) 1-2 targeted surveys in secondary provinces</p>	<ul style="list-style-type: none"> • KAP in progress, Sept 00 • Small Surveys done with RARE wkshp 	<ul style="list-style-type: none"> • KAP in progress, Sept 00 • Small Surveys done with RARE wkshp • Forest decentralization working group FGDs & Survey in Kaltim
<p>D. 6. At least 2 CCAs will be created that can act as models for performance-based resource rights and responsibilities agreements.</p>	<p>2 CCAs in focus provinces Recognition of CCAs as models by regional and/or national govts.</p>	<ul style="list-style-type: none"> • Bunaken zonation yielding community conservation agreements (CCAs) – in progress. E.g. Participatory zonation agreement completed for Bunaken island • Threats assessment will result in CCAs in Tondano, possibly Telawaan 	<ul style="list-style-type: none"> • Supporting APKSA on development of Perda. One or more of these could lead to CCAs • Hutan Rakyat (Social forestry local regulation → may lead to legal recognition for CCA's (in progress).

Task Order Deliverable	Indicator of Achievement	WORKPLAN PROGRESS SUMMARY (NORTH SULAWESI)	WORKPLAN PROGRESS SUMMARY (EAST KALIMANTAN)
D.7. Policy analysis, demonstrations and workshops/training done that clarifies roles and responsibilities in decentralized NRM.	<p>At least 3 workshops, seminars or conferences in each focus province</p> <p>At least 3 training courses in each focus province</p> <p>1 training course or workshop in each secondary site</p>	<ul style="list-style-type: none"> • Resource valuation (RV) Training, April 2000. • Gender Training, Sept. 2000. • Series of formal meetings and negotiations from Governor to local agency results in decree on formation of inter-jurisdictional mgmt institution for Bunaken NP (based on legal & policy analysis). This constitutes major innovation and demonstration of concrete local policy process result 	<ul style="list-style-type: none"> • Multistakeholder formal community based forestry communications forum (FKKM) Reg. Mtg. IV (Feb. 2000) sponsored by NRM/EPIQ and Ford. • CBNRM seminar (Feb. 2000). • Book “Menjadi Tuan Di Tanah Sendiri” (Becoming Master of Your Own Land) publication based on July 99 seminar on Decentralization. • Assisting NGO SHK-Kaltim on valuation techniques for use in land use planning and policy advocacy • RV training: April 2000 • Gender training: Sept 2000. • Rare Training: May 2000 • Supported National Bupati meeting (8/00) with policy analysis & presentations: →policy recommendations go directly to national level.
D.8. Demonstrated improvement in the spatial planning process.	1 participatory, transparent and empirically based planning decision process in each focus province	<ul style="list-style-type: none"> • Planning process & environmental threats analysis focusing in 3 areas as basis for improved spatial planning and multistakeholder action program 	<ul style="list-style-type: none"> • Supporting APKSA links to Bappeda/I to improve transparency in planning process. • STTA on spatial planning for KUIN (DPRD) and KUBA – West Kutai (Bupati) including GIS based analysis that will leverage additional German GTZ funds.

Task Order Deliverable	Indicator of Achievement	WORKPLAN PROGRESS SUMMARY (NORTH SULAWESI)	WORKPLAN PROGRESS SUMMARY (EAST KALIMANTAN)
D.9. A core group of analysts trained & regularly using basic techniques of resource valuation, etc...to advise govt & public of costs/benefits of proposals impacting on NRM.	3 analysts in each focus province actually using resource valuation techniques	<ul style="list-style-type: none"> • 25 GOI officials exposed to RV training. Follow up “hands on” training planned for delivery in FY 00/01 • Threats assessment will bridge toward use of RV info in some cases. 	<ul style="list-style-type: none"> • 25 exposed to RV training (4/00). Follow up “hands on” training planned for delivery in FY 00/01 • Partner SHK using RV in local planning processes with local government
D.10. Informed and empirically based analyses & arguments are regularly used in briefing to govt and other policy platforms.	Documentation and minutes of meetings	<ul style="list-style-type: none"> • Laying foundation for regular, public meetings in focus kabupaten/kotas; • use of empirical analyses at prov. NRM forum. • 3-Day RV Training presented 4/00 • Economic development analysis contributed to Repetada (regional five year development plan). Nov-Dec 2000. 	<ul style="list-style-type: none"> • Legal analysis of 14 Draft Perda (on village org. & governance) of KUIN prepared (APKSA). DPRD KUIN acted on this input. • Supported National Bupati meeting (8/00) with briefings & analysis resulting in new institution (APKASI) • 3-day RV training workshop presented. 4/00

Table 1b. NRM/EPIQ Tier Two Provinces Progress Toward End of Task Order Deliverables

Task Order Deliverable	Indicator of Achievement	PLS Activities, Tier 2 Provinces
In Each Tier Two Province:		
D.11. Three grants given that directly support progress in achieving 4 program objectives.	3 completed and documented grants in each province <i>(Have met or exceeded indicator by first year)</i>	<p>Kalbar</p> <ul style="list-style-type: none"> • Yayasan MADANIKA: Environmental Education Media Program for Students in West Kalimantan (grant extension) • YSDK: Policy Dialogue on NRM in Gunung Palung National Park through database information discussions and evaluation • Yayasan Bio Damar: Community Based Development and Awareness Program in Gunung Palung National Park Area • Sulteng • Yayasan Sahabat Morowali: Enhancing Capacity of Local Government and Community Members in Managing NRM in Kabupaten Morowali • Yayasan Tanah Merdeka: Incorporating Indigenous Rights and Systems into Lore Lindu National Park's Management Systems • Yayasan Toloka: Participatory Study on Community-Based Spatial Planning & Conservation Awareness Education for Stakeholders in Togean Island • Irja: • LPPMA: Advocacy and Research Documentation on CBNRM Systems in Cyclops Nature Reserve Area • Yayasan Wasur Lestari (YWL): Participatory Mapping, Documentation of Land Use System & Around Wasur National Park (grants extension) • YPLHC: Continuation and extension of environmental education activities from the first task order • Papua Barat Conservation Trust Fund: Bridging and institutional development grant to give organization to develop track record for other donor funding
D.12. Demonstrated improvement in the spatial	1 participatory, transparent and empirically based planning	<ul style="list-style-type: none"> • 31 GOI & NGO reps met in Palu, Central Sulawesi 3/00 & made recommendations to local

Task Order Deliverable	Indicator of Achievement	PLS Activities, Tier 2 Provinces
planning process.	decision process in each secondary province	<p>gov't & DPRD on spatial planning improvements.</p> <ul style="list-style-type: none"> • Co-sponsored workshop on biodiversity strategy development in Irian Jaya in March building partly upon the Conservation International spatial planning biodiversity priority workshop of 1997.
D.13. A core group of analysts trained & regularly using basic techniques of resource valuation, etc...to advise government & public of costs/benefits of proposals impacting on NRM.	1-2 analysts in each focus province actually using resource valuation techniques	<ul style="list-style-type: none"> • Completed & evaluated resource valuation training in West Kalimantan (Kalbar) (4/00) and Central Sulawesi (SulTeng) (7/00). • Advanced, interactive RV training in Papua/Irian: 9/00, built around local case study Cyclops protected area.
D.14. Informed & empirically based analyses and arguments are regularly used in briefing to government and other policy platforms.	Documentation and minutes of meetings. At least 2 –3 documented meetings per secondary province	<ul style="list-style-type: none"> • PLS office used as clearinghouse and meeting place. • National Environment Day series of radio broadcast symposia on NRM issues for Papua Barat (June 2000)

Table 1c. Jakarta-Based Teams (PAF, POL, CIM, O&E) Progress Toward Deliverables at National Level: October 1999 – September 2000

Task Order Deliverable	Indicator of Achievement	Workplan Progress to Date: Jakarta-Based Teams
D.15. National level associations and forums develop regular channels for open and inclusive discussion of policy and legal proposals with concerned national departments, esp. Dept Forestry.	1-2 such forums created or actively strengthened. Requires indicators to be developed	<ul style="list-style-type: none"> • National Conference on NRM, organized by NRM/EPIQ and convened by President Wahid resulted in stronger LSM Coalition & venue for discussing policy/legal issues, bridging GOI, NGO, & academic views • NRM/EPIQ provided coordination & design assistance & media liaison for Organizing Committee. Steering Committee/LSM Coalition still serves as focal point for strategy & activities to influence national policy direction through Propenas, UU-PSDA, etc. • Facilitation of MoFEC decentralization working group, with wide representation of forest-sector stakeholders. Now informing process for determining merger plans for Agriculture & Active conservation financing working group meets regularly with NRM/EPIQ & Kehati participation with KPA/MOFEC. • Key initiator with World Bank of the Interdepartmental Committee on Forestry to address major multisectoral reform and restructuring issues (2 formal meetings and 5 workshops to date)
D.16. Political parties, DPR will regularly demand briefings and hearings on NRM issues.	2-4 briefings over life of Task Order that involve NRM/EPIQ and partners	<ul style="list-style-type: none"> • NRM/EPIQ not in a position to directly manage demand from DPR/MPR, however, the following influences are noted: <ul style="list-style-type: none"> o National Conference targeted DPR/MPR members and disseminated results to them. o More comprehensive and deeper outreach materials reaching wider audiences through print, TV, radio media. o Briefings on forest policy for nat'l. Econ. Council (DEN), IDCF (see above), Coordinating Ministry for Economics and Finance (EKUIN), mainly through CGI donor forum activities, etc. o FKKM testifies before DPR on community forestry issues and legislation (9-10/00) o MPR solicited NGO Consortium views on constitutional amendments (8/00) o DPR invited LSM/Walhi participation & briefings during June-July 2000. o DPR members request assistance at meeting on RUU-PSDA, Yogya (9/00) o Results from Bupati meeting in Kaltim formed APKASI, results disseminated to national policy level.

Task Order Deliverable	Indicator of Achievement	Workplan Progress to Date: Jakarta-Based Teams
		<ul style="list-style-type: none"> o Ministry of Agriculture requesting involvement in consultative process for Ministry merger with Forestry modeled on Forestry decentralization process.

Annex 2: Annual Financial Report

Annex 2 Annual Financial Report

Year 1 Expenditures vs. Budgets for Task Order 833*

Expenditure Analysis October 1, 1999 thru September 30, 2000

Budget Line Item	Budgeted	Billed thru August 31	Accrued thru September 30	Total Expended thru September 30*	Balance
Direct Labor	\$5,964,658.00	\$1,846,443.00	\$257,804.00	\$2,104,247.00	\$3,860,411.00
Travel and Transport	\$930,666.00	\$192,055.00	\$38,792.00	\$230,847.00	\$699,819.00
Allowances	\$780,404.00	\$168,990.00	\$70,362.00	\$239,352.00	\$541,052.00
Other Direct Costs	\$2,063,056.00	\$1,038,067.00	\$115,833.00	\$1,153,900.00	\$909,156.00
Commodities	\$247,500.00	\$153,039.00	\$6,538.00	\$159,577.00	\$87,923.00
Grants	\$930,600.00	\$415,487.00	\$0.00	\$415,487.00	\$515,113.00
Training	\$200,000.00	\$0.00	\$0.00	\$0.00	\$200,000.00
TOTAL	\$11,116,884.00	\$3,814,081.00	\$489,329.00	\$4,303,410.00	\$6,813,474.00

As of 30 September, NRM/EPIQ has spent 39% of its Life of Task Order Budget Ceiling

By September30 ,2000 NRM/EPIQ had expended 66% of our current obligation of \$6,516,000

Annex 3: Staffing And Organization

Annex 3 Staffing and Organization

No.	Position	Name
Expatriate Professional Staff		
1	Chief of Party	James Tarrant
2	Communications and Information Management Advisor	Andrew Curtin
3	Natural Resources Policy and Planning Advisor	Timothy Brown
4	Protected Area and Forestry Advisor	Reed Merrill
5	Outreach and Education Advisor	Kim De Ridder
6	Regional NRM Advisor - East Kalimantan	Graham Usher
7	Regional NRM Advisor - North Sulawesi	Alan Prouty
Locally Hired National Professional and Support Staff		
No.	Position	Name
Jakarta		
1	Deputy Chief of Party - (<i>Management</i>)	Adi Wiyana
2	Policy & Economic Specialist - (<i>P&P</i>)	Mubariq Ahmad
3	CBFM Specialist - (<i>P&P</i>)	Laurel Heydir
4	Forest Economic Specialist - (<i>P&P</i>)	Azis Khan
5	Resource Economic Specialist - (<i>P&P</i>)	Virza Sasmitawidjaja
6	MIS Specialist - (<i>Secretariat</i>)	Totok Budi Susilo
7	Communication & Publication Specialist - (<i>Secretariat</i>)	Asmoro H. Hadiyanto
8	Conservation Partnership Specialist - (<i>PAF</i>)	Retno Suratri
9	Sustainable Forest Management Specialist - (<i>PAF</i>)	Erwinsyah
10	Conservation Financing Specialist - (<i>PAF</i>)	Elfian Effendi
11	Public Outreach and Communication Specialist - (<i>Outreach</i>)	Elshinta Suyoso-Marsden
12	Environment Education & Training Specialist - (<i>Outreach</i>)	Mering Ngo
13	Chief Accountant - (<i>Secretariat</i>)	Sri Hudoyo
14	Accountant - (<i>Secretariat</i>)	Zainul Alim Syamsussalam

No.	Position	Name
15	Accountant - (<i>Secretariat</i>)	Wahyu Samudrastuti
16	Personnel Specialist - (<i>Secretariat</i>)	Machyanuarita
17	Administrative Management Assistant - (<i>Secretariat</i>)	C. Jasmin Tobing
18	Office Manager - (<i>Secretariat</i>)	Tetty Hutagalung
19	Administrative Management Assistant - (<i>P&P</i>)	Isti Rahayuni
20	Receptionist / Typist - (<i>Secretariat</i>)	Joyce C. Gerungan
21	Driver - (<i>Secretariat</i>)	Saman
22	Driver - (<i>Secretariat</i>)	Triyantoro
23	Driver - (<i>Secretariat</i>)	Slamet
24	Driver - (<i>Secretariat</i>)	Dariman
25	Office Assistant - (<i>Secretariat</i>)	Johana Satari
26	Office Assistant - (<i>Secretariat</i>)	Masri
27	Office Assistant - (<i>Secretariat</i>)	Sugito
28	Adm. & Publication Specialist - (<i>Secretariat</i>)	Nike Sudarman
29	Software Assistant - (<i>Secretariat</i>)	Anggoro Santoso E.W.
30	Administrative Management Assistant - (<i>PAF</i>)	Rahayuningsih
31	Junior Administrative Assistant - (<i>PAF</i>)	Endang S. Wahyuni
32	Office Assistant - (<i>PAF</i>)	Agus Hardiyono
33	Administrative Assistant - (<i>PAF</i>)	Vanda Mutia Dewi
34	Administrative Management Assistant - (<i>Outreach</i>)	Lidya Jalius
Pontianaak – West Kalimantan		
35	Provincial Liaison Specialist	Izefri Caniago
36	Administrative Assistant	Narita Isti
37	Office Assistant	Umar Abdul Rahman
Jayapura – Irian Jaya		
38	Provincial Liaison Specialist	Evie Adipati
39	Administrative Assistant	Manuella M. Kiriho

No.	Position	Name
Palu – Central Sulawesi		
40	Provincial Liaison Specialist	Mirza Indra
41	Administrative Assistant	Julpakar Djafar
42	Facilitation & Outreach Specialist	Zulhan Harahap
43	Community Development Specialist	Feiby S. Wewengkang
44	NRM Planning Specialist	TBD
45	Office Manager	Henky Rotinsulu
46	Bookkeeper	Femmi Rindengan
47	Administrative Assistant	Jacinta Juang
48	Office Assistant	Alexnader Kiraman
49	Driver	Decky Nender
Samarinda – East Kalimantan		
50	NRM Planning Specialist	Sugeng Rahardjo
51	Community NRM Specialist	TBD
52	Facilitation & Outreach Specialist	Satria Iman Pribadi
53	Office Manager	Rosleni Sudiono
54	Administrative Assistant	Annaliza Ismet Chaniago
55	Information Assistant	Ambar Ambrorowati
56	Bookkeeper	Niken Wulandari
57	Office Assistant	Matius Teguh S.R.
58	Driver	M. Hanafi

Annex 4: Draft Workplan Revisions

Annex 4: Draft Workplan Revisions

Table 2a. Matrix Of North Sulawesi Workplan Activity Progress And Status For Year 2

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities	Major Partners & Counterparts	Task Order 833 Objective	Status in Workplan	Comments
Decentralized NRM Enabling Framework	Encourage multistakeholder NRM policy issues identification, review and planning process	Workshops; threats analysis; surveys; focus groups; documentation of local processes; highlight points of access for stakeholders	NS, PAF, POL	1	More	Build results of threats assessments into regional policies and plans. Strengthen, support, and open up working groups Workshops completed. Less emphasis on legal drafting. Continue and consolidate Bunaken work and extend to other threat assessment sites where applicable. Continued and deepened support of working group process at provincial and district level
	Support participatory drafting of local reg's. for decentralized NRM based on UU 22/99 and 25/99	Workshops, training & outreach to inform and seek input on NRM implications of decentralization laws and regulations	NS, PAF	1	Less	
	Develop Community Conservation Agreements (CCAs) for Bunaken NP and possibly other Pas, e.g. Tangkoko Nature Reserve:	Participatory zonation process; conflict resolution (participatory mapping); extension of results/information to CBNRM activities and models	PAF, NS, POL	2	More	
	Strengthen understanding of NRM roles & responsibilities through participation in development of reg's and regional planning processes	Forums, training & outreach to inform & engage stakeholders in NRM policy making; Develop active NRM Working	NS, POL, PAF		More	
Cross-cutting NRM	Strengthen support for conservation in development planning (esp. National Park partnerships) through participation	Facilitate participatory field activities; strategic planning	PAF, NS NS, PAF	1 2	More Continue	A primary focus area of

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities	Major Partners & Counterparts	Task Order 833 Objective	Status in Workplan	Comments
Instruments	<p>of community groups, NGOs and local gov't agencies</p> <p>Develop monitoring (ecological & socioeconomic) skills for better understanding impacts of mgmt. decisions on NR</p> <p>Broaden participation in regular planning processes (annual budgets, Repelita, spatial planning) influencing NRM</p> <p>Broaden understanding of the roles of conserving ecological processes & regional development through resource valuation</p> <p>Broaden understanding of gender-based roles, impacts and activities in NRM locally</p>	<p>Training; on-going field activity development & monitoring; information dissemination.</p> <p>Document processes (flow charts, schedules) to make them more open, accessible; facilitate public forums; outreach; Link to Pro</p> <p>Collaborative fieldwork, technical analysis; case studies and training modules.</p> <p>Gender analysis techniques, training and phased field activities</p>	<p>POL, NS, O&E</p> <p>POL, PAF, NS</p> <p>NS, O&E</p>	<p>3</p> <p>3</p> <p>1,4</p>	<p>Less</p> <p>More</p> <p>More</p>	<p>all activities</p> <p>Mainly through work with specific partners/NGOs in the field</p> <p>Continue focus on spatial planning; no additional initiative economic plans and budgets</p> <p>Continue in context of threats analysis; use as examples for interactive Res. Valuation Training</p> <p>New activity to be carried out in phases</p>
Awareness, Information Sharing and Advocacy campaigns	<p>Build informed constituencies through targeted environment and conservation awareness campaigns:</p> <p>Document and disseminate information on the conservation awareness campaign process</p> <p>Develop and distribute resource valuation materials in case studies and training modules:</p>	<p>Identification of issues, target groups & agencies; training workshops, implementation, monitoring and follow-up; TA for NGO communications strategies.</p> <p>Production and dissemination of various reports, a possible 'how to' manual, and 30 minute video documentary. Linked to similar work in EK</p> <p>Combine resource valuation materials into a tool book targeted toward NRM policy makers at the provincial level. Link across</p>	<p>OE, NS</p> <p>O&E, NS</p> <p>POL, O&E, PAF, NS</p>	<p>2</p> <p>4</p> <p>4</p>	<p>More</p> <p>Continue</p> <p>More</p>	<p>Building on results of general KAP survey, disseminate results; identify issues for more localized targeted surveys.</p> <p>Collaborate with O&E and CIM in dissemination of materials from conservation awareness workshops and</p>

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities	Major Partners & Counterparts	Task Order 833 Objective	Status in Workplan	Comments
		regions.				networking with local partners. Collaborate in more detailed, interactive resource valuation training programs using "on the job" approach and building local examples and problems into the training experience
Field Learning Site No. 1: Bunaken Marine National Park	Build multistakeholder Park Management Authority for Bunaken National Park, integrated with local planning processes, with multistakeholder representation: Strengthen private-sector partnerships in conservation planning and PA management: Develop appreciation of the roles of PAs and conservation values in regional development through targeted awareness campaigns, valuation, & multistakeholder participation Encourage decentralization/diversification of financing for Protected Areas Analyze, document, and disseminate results on partnerships. Policy guidelines for use of partnerships in decentralized NRM	Workshops, forums, participatory field activities, and outreach Facilitation of field activities; coordination; conflict resolution; and information development and dissemination Planning, training, implementation and M&E of one campaign Analysis of user fees collection & distribution; on-going facilitation of DNS; exploration of regional conservation trust fund through provincial working groups Reports, fact sheets and press releases. National workshop (in NS or EK) to bring together 'partnership' practitioners	PAF, NS PAF, NS NS, O&E PAF, NS, POL PAF, O&E, NS	2 2 3 3 4	More consolidate More Continue Continue	Primary focus for institutional model development for potential replication at district level. Close coordination with Jakarta staff. Continue this in coordination with the Bunaken Management Institution strengthening activities (as above) Continue in context of Bunaken management institution and tie to work of O&E group on outreach campaigns and

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities	Major Partners & Counterparts	Task Order 833 Objective	Status in Workplan	Comments
						tools Continue documentation of Bunaken model for use as an example elsewhere. Continue documentation of the Bunaken model, the dive operators' association and their value as models for others in decentralization context.
Field Learning Site No. 2: Tondano Watershed	Analyze, document, disseminate participatory planning processes and conflict resolution approaches Analyze, document, disseminate CBNRM results	Develop reports, posters, fact sheets & press releases on lessons learned; target NS audience while contributing to National/cross-province efforts Develop reports, fact sheets, and press releases with CBNRM managers. National workshop (in NS or EK) to bring together CBNRM practitioners to share experiences & improve participation	O&E, NS, POL, PAF O&E, NS, POL, PAF	4 4	Continue Continue	Continue participatory planning process emerging from threats assessment Contribute to documenting CBNRM success stories together with national effort on inventory. Ensure representation of coastal experience.
Field Learning Site No. 3: Talawaan	Assess environmental health risks of illegal gold mining with local NGO and government agencies Work with local affected	STTA, field investigation, workshops STTA, LTTA, field work, workshops	POL, NS, local NGOs NS, NGO	1, 3 2,3 2,3,4	More More More	Critical environmental threat is also good governance case study,

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities	Major Partners & Counterparts	Task Order 833 Objective	Status in Workplan	Comments
Watershed	<p>communities/workers on avoidance of mercury use</p> <p>Regulatory, economic risk analysis & advocacy on illegal mining</p> <p>Public information dissemination on mercury and mining</p>	<p>STTA, workshops, advocacy campaign</p> <p>STTA, publications, other media</p>	<p>POL, NS, NGO</p> <p>POL, NS, NGO, local govt.</p>	3,4	more	<p>integrating NRM and industrial, trade regulation</p> <p>Aim of three tasks below is to focus public awareness and education on action to stop immediate threat and find alternatives</p>
<p>Field Learning Site No. 2:</p> <p>Tangkoko Nature Reserve</p>	<p>Watershed and nature reserve threat assessment completed and action plan developed</p> <p>Community mapping of borders and buffer areas, along with spatial planning action plan</p> <p>Selected management actions for Tangkoko Reserve and training, evaluation</p>	<p>LTTA, STTA, local government</p> <p>LTTA, KSDA, WCS</p> <p>STTA, WCS</p>	<p>NS</p> <p>NS, WCS, PAF</p> <p>NS, PAF</p>	<p>1,3</p> <p>3, 4</p> <p>1,4</p>	<p>Less</p> <p>Continue/consolidate</p>	

Table 2b. Matrix Of East Kalimantan Workplan Activity Progress And Status For Year 2

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities	Major Partners & Counterparts	Task Order 833 Objective	Status in Workplan	Comments
Decentralized NRM Enabling Framework	<p>Analyze implications of decentralization laws on province</p> <p>Link NGOs with local policy making processes</p> <p>Strengthen understanding and participation by involved constituencies:</p> <p>Document and publish local planning process information:</p>	<p>Disseminate & discuss results, develop policy feedback to national level & new legislation & implementing regs. (e.g., proposed NRM Law, Spatial Planning Law No. 24/92)</p> <p>Work with NGO grantees to link community policy initiatives with gov't decision processes, e.g., community mapping, values of community enterprises (developing advocacy capability).</p> <p>Provide bridging functions (regular joint meetings) between regional gov't and NGOs to improve standing of non-gov't institutions in local NRM planning processes.</p> <p>Develop flow diagrams and posters to clarify roles of gov't agencies and identify points of access and influence for stakeholder groups.</p>	<p>EK, POL</p> <p>EK, O&E, PAF</p> <p>PAF, EK, PAF, EK</p>	<p>1</p> <p>2</p> <p>3</p> <p>1</p>	<p>Continue</p> <p>Ongoing</p> <p>Continue</p> <p>More</p>	<p>Continue to collaborate with local gov't and NGOs on analysis of laws, local implications, develop feed back toward institutional arrangements for NRM at local level; possibly inputs to national laws (NRM, Spatial Planning)</p> <p>Building networks and capacity of NGOs to interact with local government. Grant to APKSA, community-mapping workshop.</p> <p>Build on existing networks and constituencies. Build toward general public participation in local NRM planning processes. Develop & promote public consultation mechanisms</p> <p>Develop and promote models for Public Consultation Mechanisms. New/added: Develop models for institutions and mechanisms for local-level NRM; Work with key district level govts to adopt holistic NRM approach, with leverage from other agencies</p>

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities	Major Partners & Counterparts	Task Order 833 Objective	Status in Workplan	Comments
Cross-cutting NRM Instruments	<p>Build experience and capability in resource valuation at regional level:</p> <p>Target grants and training to NGOs and universities to increase cooperation with regional gov't and to inform/educate public on roles and responsibilities related to NRM, including use of surveys and public opinion measurement</p> <p>Apply resource valuation in participatory, site specific setting: *</p> <p>Encourage multistakeholder NRM policy issues identification, review & planning process</p> <p>Broaden understanding of gender roles, impacts and activities in NRM</p>	<p>Use NRM valuation experience in training seminars to inform gov't agencies and constituencies about resource valuation issues, uses, cases, and role in NRM decision making</p> <p>Working groups help to decide criteria for grantees and training</p> <p>With SHK/Kaltim, study alternative land uses including traditional CBFM practices, oil palm conversion, & commercial forestry activity; relate to local planning processes at the provincial level. Link across regions.</p> <p>Direct participation, workshops and joint training toward formation of provincial-level, cross-sectoral, inter-disciplinary working groups on NRM issues.</p> <p>Gender analysis techniques, training and phased field activities</p>	<p>EK, POL, PAF EK, O&E, CIM POL, PAF, EK O&E, PAF, EK EK O&E, EK</p>	<p>2 2 3 3 1,4</p>	<p>More/New Added Continue More Consolidate More</p>	<p>Build on existing efforts to build capability in NR development planning at district & province level.</p> <p>Assist with participative planning processes; develop models for NRM institutions and mechanisms; promote RV as planning tool</p> <p>Target grants and training to NGOs and universities to increase cooperation with regional gov't and to inform/educate public on roles and responsibilities related to NRM, including use of surveys and public opinion measurement</p> <p>Study nearly completed. Has been socialized with SHK working group. Needs wider dissemination of larger lessons.</p> <p>Ongoing. Also see EK 2.2 above.</p> <p>Initial training underway followed by advanced training and field activities, evaluation of methodology</p>

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities	Major Partners & Counterparts	Task Order 833 Objective	Status in Workplan	Comments
Awareness, Information Sharing and Advocacy campaigns	<p>Assist NGOs/LSMs with advocacy or educational campaign, related to environmental awareness, governance processes, "watch dogging", or community based resource management.</p> <p>Build awareness of implications of decentralization law impacts, roles:</p> <p>Document and disseminate results of participatory planning processes</p>	<p>RARE workshop, specific, local campaigns (Sungai Wain, etc.)</p> <p>Media training in campaigns</p> <p>Conduct workshops on NRM implications; feedback issues to central reform processes, esp. regarding conservation and development issues.</p> <p>Focus on results of workshops and training events that bridge participation of GOI counterparts & stakeholders in making planning processes more open.</p>	<p>O&E, EK, PAF</p> <p>EK, POL</p> <p>O&E, PAF, EK</p>	<p>2</p> <p>2</p> <p>4</p>	<p>Continue</p> <p>Continue</p> <p>More</p>	<p>Ongoing support for APKSA, Sungai Wain conservation campaign, additional campaign support in cooperation with O&E group.</p> <p>Ongoing</p> <p>Addition of local O&E specialist will enable expansion of existing efforts</p>
Field Learning Sites No. 1: CBNRM Sites of NGOs/Others	<p>Apply CBNRM analytical framework to develop analysis and training</p> <p>Develop CBNRM case studies with NGO partners to inform policy & plans</p> <p>Develop CBFM/CBNRM lessons from field and successful practices</p> <p>Disseminate information about successful, participatory NRM & CBNRM field sites</p>	<p>Policy seminars, workshops on decentralization, economics of tenure & alternative land uses, and key economic issues.</p> <p>Evaluate impacts on land conversion, economic viability for small & medium enterprises, decentralization policies & new forestry law on forest land & communities.</p> <p>Document Kaltim examples in consistent analytical framework. Draw lessons for outreach & policy input at national level. Link with similar efforts in NS & Tier 2</p> <p>Coordinate study tours, cross visits to inform key officials and constituencies of successful NRM practices, approaches</p>	<p>POL, EK</p> <p>PAF, EK</p> <p>EK, O&E</p> <p>PAF, EK, POL</p>	<p>1</p> <p>2</p> <p>4</p> <p>4</p>	<p>Less</p> <p>Less</p> <p>More</p> <p>Continue</p>	<p>Activity mainly being done by NGOs, some EPIQ Grantees</p> <p>Activity mainly being done by NGOs, some EPIQ Grantees</p> <p>Addition of local O&E specialist will enable expansion of existing efforts. Coordinate with national effort in same area.</p> <p>Continue and expand this activity in collaboration with a range of NGOs. Coordinate with national effort in same area.</p>

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities	Major Partners & Counterparts	Task Order 833 Objective	Status in Workplan	Comments
		(with FKMM & Universities)				
Field Learning Sites No. 2 Protected Areas & Campaigns	<p>Assist local NGOs, local and national government agencies (KSDA/PKA) in identifying critical local nature conservation activities with multiple purpose governance aspects, including Sungai Wain, middle Mahakam River and Sangkulirang Peninsula</p> <p>Develop consensus on local action plans, spatial planning needs and roles and environmental awareness: Sungai Wain and Sangkulirang</p> <p>Training and grant or direct funding of awareness campaigns and selected protection and education activities: middle Mahakam (Pesut campaign) and Sangkulirang</p>	<p>STTA and/or grants to local NGOs, follow on workshops</p> <p>STTA, workshops, training</p> <p>STTA, training, campaign activities</p>	<p>EK, PAF, local NGOs and govt. agencies</p> <p>EK, PAF, local NGOs and govt. agencies</p> <p>EK, PAF, local NGOs and govt. agencies</p>	<p>1, 2</p> <p>2, 4</p> <p>2, 4</p>	<p>More</p> <p>More</p> <p>More</p>	<p>Three proposals received and/or workplans developed for three sites with similar methodological characteristics. These three sites would be used for comparative learning as well as to achieve sufficient public awareness and action to mobilize local governments, the public and other donors to continue support for these and similar types of activities</p>

Table 2c. Matrix Of National Workplan Activity Progress And Status For Year 2

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities, NGO collaborators and Government Counterparts	Collaborating NRM/EPIQ Office	Task Order 833 Objective	Status in Workplan	Comments
Decentralized NRM Enabling Framework	<p>Analyze decentralization implications for local planning process, authorities, span of control, policy levers available to regional governments. Collaborate with local institutions. Present in workshops, seminars, and reports.</p> <p>Establish baselines for participation, accountability and constituent-group understanding and monitor performance at regular intervals.</p> <p>Use workshops and training to describe how regionally autonomous governments and constituent groups will be empowered in implementation of planning, budgeting, and land use decisions.</p> <p>Develop and present workshops, seminars and training activities, primarily at the provincial level, to inform about NRM implications of decentralization laws and regulations, role of conservation in development.</p> <p>Provide analytical input to proposed NRM Law (with ICEL/Walhi, & other stakeholders, & nat'l gov't). Focus on a few key important issues. Possible staff</p>	STTA, UI/LPEM, CRMP, Kemala, Bappenas, GOI, DPR	Pol, Provincial Offices	1,3	Less	<p>Shift from analysis and development to dissemination and presentation. Consolidate with training module program</p> <p>KAP surveys will provide baseline results to regions. IDF tool available to partners</p> <p>Consolidate existing materials, lessons, products into training modules with interactive components & regional focus</p> <p>Complete existing studies. Focus more on province-specific issues and actions</p> <p>Follow up with Bappenas, attend regional and NGO meetings on this subject. Potentially contribute TA</p> <p>Continue following legal discussions on CBNRM & tenure. Publish existing studies. Disseminate CBNRM database</p> <p>Contribute to ongoing Forestry Sector Policy dialogue: Workshop Series, CGI commitments, IDCF, NFP. Ensure voices from regions & communities are represented</p> <p>Existing work consolidated and fed into training programs or regional activities</p> <p>Forestry Law is no longer primary focus. Shift to regional focus on forest</p>
		STTA, Surveys, NGOs, Universities, Kemala Networks, All	Pol, O&E supporting Provincial Offices	2	Less	
		Workshops, publications, grants, Kemala (SHK, Plasma, Latin), Bappeda, DPRD	O&E, CIM	3	More	
		Workshops and Training, UI/LPEM, Provincial Agencies, New Ministries	Pol, O&E supporting Provincial Offices	1,4	Continue/consolidate	
		STTA, workshops, Kemala Partners, ICEL	PAF, Provincial offices	1	Continue/consolidate	
		STTA, workshops, FKKM, ICEL, Universities	PAF, Provincial Offices	1	Less	
		Bappenas, Forestry, Regional Agencies	Pol, PAF, Provincial Offices	1,2	Less	
		STTA, workshops, NGO Partners, Forestry	Pol, PAF, Provincial Offices	1,3	Continue/consolidate	
		Workshops,	Pol, PAF, Provincial Offices	1	Less	
			Pol, O&E	2,3	Less	
			PAF, Pol, O&E	1	Less	
			PAF, O&E supporting Provincial Offices	3,4	Continue/consolidate	
			PAF, Pol, O&E		Less	
	PAF, O&E supporting Provincial Offices		Continue/consolidate			

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities, NGO collaborators and Government Counterparts	Collaborating NRM/EPIQ Office	Task Order 833 Objective	Status in Workplan	Comments
	<p>working group.</p> <p>Contribute to analysis & dialogue on UUK & regs. at national & regional levels; Publication and dissemination of legal, economic analyses to support sustainable forest management, with local participation.</p> <p>Inform constituencies for improved Forest Sector Policy. Dialogue with CGIF & donor community. Contributions to "100 Day" working group, Dephutbun.</p> <p>Use multistakeholder workshops to identify institutional weaknesses and strengths in planning processes that will be targeted for improvement through outreach to constituent groups.</p> <p>Contribute to analysis & drafting proposed regs from UUK, focusing on a few targeted issues. Use economic & legal analysis to inform policy process & stakeholders: workshops & training.</p> <p>Provide analysis and guidance for conservation financing options through user fee collection & distribution systems as well as alternative mechanisms such as debt-for-nature swaps & trust funds</p> <p>Assist process for participatory drafting of new regulations with</p>	<p>publications, grants, Kemala (SHK, Plasma, Latin), Bappeda, DPRD</p> <p>STTA, workshops, FKMM, CGIF, NGO Partners, Forestry, DPR</p> <p>STTA, Workshops, UI/LPEM, CRMP, Kemala, Bappeda, Bappenas, GOI, DPR</p> <p>Workshops, NGO Partners, Forestry/PKA</p>				<p>management institution, with NGOs</p> <p>Shift from analysis and development to dissemination and presentation. Consolidate with training module program mentioned above.</p> <p>PKA effort is finishing up. Forestry Law is no longer primary focus. Some effort will shift to NGOs</p> <p>Consolidate existing work into training materials. Focus on specific regional issues</p>

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities, NGO collaborators and Government Counterparts	Collaborating NRM/EPIQ Office	Task Order 833 Objective	Status in Workplan	Comments
	<p>PKA and other gov't and non-gov't stakeholders, regarding conservation policy under decentralization</p> <p>Inform policy through quantitative analysis of impacts of decentralization on forests, coasts, parks, as well as revenue streams from these resources</p>					
Cross-cutting NRM Instruments	<p>Apply quantitative analysis to inform policy & law on forest enterprise viability, impacts of scenarios, roles & responsibilities of community based & other forest managers.</p> <p>Support NGO and university efforts to monitor and report on public NRM attitudes through surveys, focus groups. Invite DPRD officials/journalists to observe focus group process.</p> <p>Support local efforts to develop environmental education through funding, materials, cross-site visits. Support diffusion of these materials through outreach efforts & support for NGO communication</p> <p>Use technical assistance, training and selected grants to transfer good governance techniques, communication strategy skills, and outreach techniques to NRM related civil society institutions.</p>	<p>STTA, Workshops, UI/LPEM, CRMP, Kemala, Bappeda, Bappenas, GOI, DPR</p> <p>STTA, workshops, Kemala, FKKM, SHK, Universities, Bappenas, Forestry</p> <p>STTA, Workshops, FGDs, NGOs, Universities, Kemala Networks, Bappeda, Bappenas</p> <p>STTA, Workshops, FGDs, NGOs, Universities</p> <p>Workshops, Grants, STTA, CRMP, Kemala partners, Kaltim NGOs, UNMUL, Bappeda, Bapedalda</p> <p>Training, Cross</p>	<p>Pol, PAF</p> <p>O&E. CIM, EK, NS</p> <p>O&E, EK, NS &E, Provincial Offices</p> <p>PAF, Pol, O&E</p> <p>O&E, Provincial Offices</p> <p>O&E, EK, POL, NS</p>	<p>3</p> <p>4</p> <p>2,4</p> <p>2,3</p> <p>2,3</p> <p>2,3</p> <p>2</p>	<p>Continue</p> <p>More</p> <p>Continue</p> <p>Combine with above</p> <p>Continue/consolidate</p> <p>Continue</p> <p>More / consolidate</p>	<p>May need greater EPIQ involvement after CGI & IDCF determine future plans</p> <p>Follow up on KAP surveys, disseminate results, and build capacity among partner organizations. Add gender awareness efforts through grantee partners</p> <p>Some support for small grants, cross visits, campaign materials</p> <p>Develop and disseminate Natural Resource Governance Press Kit for all partners, mainly through regional offices</p> <p>Continue supporting grantees through workshops, training opportunities, gender awareness, conflict resolution</p> <p>Resource Valuation training becomes more interactive, with local presenters. Support emerging Ass'n of Environmental Journalists/Press Institute</p> <p>Combine next 3 items into broader</p>

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities, NGO collaborators and Government Counterparts	Collaborating NRM/EPIQ Office	Task Order 833 Objective	Status in Workplan	Comments
	<p>Capitalize on existing training in coalition and consensus building, conflict resolution, women's roles in NRM, resource valuation, and promotion of replication of good decentralized NRM.</p> <p>Invite representatives of NGOs, universities, and community groups to participate in and make presentations at formal and informal workshops and training events through outreach program mailing list, individual contacts.</p> <p>Develop outreach program that engages stakeholders in NRM policy and planning processes through electronic and print media.</p>	<p>Visits, PEG/IRIS, CEPI, UI/LPEM, UGM, Kemala Partners, Bappenas, Forestry, Regional Gov't agencies</p> <p>Workshops, Grants, STTA, CRMP, Kemala partners, Kaltim NGOs, UNMUL, Bappeda, Bapedalda</p>				O&E activities. TA to partners on campaigns, outreach programs and tools, with Regional offices.
Awareness, Information Sharing and Advocacy campaigns	<p>Strengthen NGO and other organizational capabilities to communicate their own message and communicate their constituents' messages to NRM regulatory bodies and the public.</p> <p>Inform and advise regional efforts to conduct public environmental awareness campaign involving local-group members as campaign managers and workers</p> <p>Document and disseminate information about the conservation awareness campaign process and information on sustainable management</p>	<p>STTA, Workshops, NGOs, Universities, Kemala Networks, Bappeda</p> <p>STTA, Grants, NGO Grantees</p> <p>STTA, Workshops, NGOs, Universities, Kemala Networks</p> <p>STTA, Publications, NGOs, Kemala Networks, Press agencies,</p> <p>Workshops, publications, grants,</p>	<p>O&E,</p> <p>O&E, PAF</p> <p>O&E, PAF, NS, EK</p> <p>O&E, CIM, supporting other groups</p> <p>O&E supporting Provincial Offices</p> <p>Pol, PAF</p> <p>O&E, EK, NS</p> <p>Pol, Provincial</p>	<p>2</p> <p>2,4</p> <p>4</p> <p>4</p> <p>4</p> <p>4</p> <p>3</p> <p>4</p> <p>1</p>	<p>Continue</p> <p>Continue</p> <p>Consolidate</p> <p>More</p> <p>More</p> <p>Continue/consolidate</p> <p>Continue/consolidate</p> <p>Continue/consolidate</p> <p>Less</p>	<p>TA to partners. Training for NGO partners and journalists on communicating NRM governance issues</p> <p>Support extending Conservation Awareness Campaign training with dissemination of tool kit</p> <p>Distribute conservation campaign tool kit. Provide some additional training. See below approach to "lessons learned" documentation.</p> <p>Develop "lessons learned" fact sheet series based on felt needs (survey, format testing). Produce integrated series aimed at key target audiences. Natural Resource Governance Press</p>

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities, NGO collaborators and Government Counterparts	Collaborating NRM/EPIQ Office	Task Order 833 Objective	Status in Workplan	Comments
	<p>Document lessons of successful NRM practices; use these to develop workshops and training events that inform and improve local planning processes.</p> <p>Plan and coordinate study tours, cross visits across provinces and regions to inform key officials of successful, sustainable NRM, with examples from Indonesia and from other countries.</p> <p>Inform policy & plans regarding impacts on land conversion, economic viability for small & medium enterprises, decentralization policies & new forestry law on forest land & communities.</p> <p>With stakeholders, identify key issues of local natural resources management concern. Assess institutional strengths and weaknesses of government and NGOs, ascertain level of relevant knowledge.</p> <p>Develop policy contributions (economic analysis and issues papers) on NRM implementation issues in decentralization process, with regional institutions, as input to regulatory process.</p> <p>Provide institutional support for FKKM grant: Promotion of CBFM</p>	<p>Kemala (SHK, Plasma, Latin), Bappeda, DPRD</p> <p>Workshops, publications, grants, Kemala (SHK, Plasma, Latin), Bappeda, DPRD</p> <p>Workshops, publications, Kemala NGO Partners, FKKM, SHK, Universities, CIFOR, Bappenas, Forestry, DPR, National Spatial Planning Board</p> <p>STTA, Workshops, NGOs, Universities, Kemala Networks, Bappeda</p> <p>STTA, Workshops, UI/LPEM, CRMP, Kemala, Bappeda, Bappenas, GOI, DPR</p>	<p>Offices</p> <p>POL, PAF, Grants</p>			<p>Kit</p> <p>Plan/implement comparison/contrast between 2 focus provinces. Document lessons/approaches for replication</p> <p>Focus on Regional implications, specific cases</p> <p>Consolidate around regional office efforts, build on KAP survey results. Develop partner profiles: gaps and opportunities</p> <p>Emphasize getting the messages to the regions by contributing to lessons learned, workshops, outreach efforts</p> <p>Leveraged FKKM Grant to OTI. Continue involvement in meetings, networks. Promote database</p>

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities, NGO collaborators and Government Counterparts	Collaborating NRM/EPIQ Office	Task Order 833 Objective	Status in Workplan	Comments
	issues in mass media; FKKM Web & Net; Evaluation of UUK & its process of creation					
National Learning Site/Grantee : CBNRM & NGO Roles	<p>Provide grants for policy advocacy, constituency building, awareness raising (with technical staff back up): FKKM: Outreach, networking, policy advocacy. LEI: Certification, monitoring.</p> <p>Provide grants for: Telapak: Citizen "watchdog" activities. Plasma: CBFM advocacy, forest watch. Pancur Kasih: Community mapping & planning process; Gunung Palung: CBFM field lessons; CIFOR: outreach on SFM.</p> <p>Inform constituencies for improved Forest Sector Policy. Dialogue with CGIF & donor community. Contributions to "100 Day" working group, Dephutbun.</p> <p>Sponsor, with other constituencies, national conference on NRM issues in decentralization combining issues papers, press reports concerning implementation of decentralization laws.</p> <p>Develop cooperative links between NGOs and regional governments to inform and educate public on roles and responsibilities. Feed back institutional lessons learned to national NGO networks, e.g.</p>	<p>Grant, STTA, FKKM and its partner orgs.</p> <p>Grants, FKKM, LEI.</p> <p>Grants, Telapak, Plasma, Pancur Kasih, Gunung Palung, CIFOR</p> <p>Coordinate study tours, cross visits to inform key officials and constituencies of successful NRM practices, approaches (with FKKM & Universities)</p> <p>STTA, workshops, NGO Partners, Forestry</p>	<p>PAF, Grants</p> <p>PAF, Grants</p> <p>PAF, NS, POL</p> <p>PAF, Pol, O&E</p> <p>Pol, with support from all groups</p>	<p>2</p> <p>4</p> <p>4</p> <p>1,2</p> <p>1,4</p>	<p>Less</p> <p>Less</p> <p>Continue</p> <p>Continue/consolidate</p> <p>Less</p>	<p>Continue monitoring and training with existing grantees. Fewer new grants.</p> <p>Continue monitoring and training with existing grantees. Fewer new grants.</p> <p>Continue and expand this activity in collaboration with a range of NGOs. Coordinate with national effort in same area.</p> <p>Contribute to ongoing Forestry Sector Policy dialogue: Workshop Series, CGI commitments, IDCF, NFP. Ensure voices from regions & communities are represented</p> <p>Main activity completed. Continue participating in follow up meetings, linking to national initiatives</p>

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities, NGO collaborators and Government Counterparts	Collaborating NRM/EPIQ Office	Task Order 833 Objective	Status in Workplan	Comments
	FKKM, WALHI, Konphalindo, ICEL, others.					
National – Provincial Feedback	<p>Develop and disseminate issues papers, press reports concerning conservation & development issues, success stories, as well as implementation of decentralization laws</p> <p>Develop case studies and provide training in resource valuation as a planning tool for better understanding the potential of conservation of protected areas, e.g. tourism and ecological functions</p> <p>Network and support conservation advocacy organizations in addition to media and other environmental information outlets.</p> <p>Collaborate with NGOs on field work, technical analysis, economic scenario analysis will contribute to making planning decisions more transparent and empirically based (e.g., CBNRM and valuation).</p> <p>Present analytical results at venues (workshops, seminars) to explain new authorities, opportunities for NRM governance improvements (coordinated through other initiatives).</p> <p>Sponsor participatory workshops and TA for NGOs and community</p>	<p>STTA, Workshops, UI/LPEM, CRMP, Kemala, Bappeda, Bappenas, GOI, DPR</p> <p>STTA, Workshops, UI/LPEM, CRMP, Kemala, Provincial Agencies</p> <p>Workshops, Publications, NGOs, Kemala Networks, Bappenas, MOF,</p> <p>Field work, workshops, UI/LPEM, CEPI, UGM, SHK, Kemala, CIFOR, Bapedal</p> <p>STTA, Grants, Grantees, Kemala Networks</p> <p>Workshops, publications, grants, Kemala (SHK, Plasma, Latin), Bappeda, DPRD</p>	<p>O&E, PAF, NS, EK</p> <p>PAF, O&E, Pol</p> <p>PAF, Pol, Provincial Offices</p> <p>O&E, Grants</p> <p>Pol, O&E supporting Provincial Offices</p> <p>Pol, O&E, Provincial Offices</p>	<p>1,4</p> <p>4</p> <p>2,3</p> <p>2,4</p> <p>2,3</p> <p>1,3</p>	<p>Less</p> <p>Continue/consolidate</p> <p>Less</p> <p>Continue/consolidate</p> <p>Less</p> <p>Continue</p>	<p>Shift focus to regional offices.</p> <p>Disseminate information through fact sheet series, partner profiles.</p> <p>Develop "lessons learned" fact sheet series based on felt needs (survey, format testing). Produce integrated series aimed at key target audiences.</p> <p>Natural Resource Governance Press Kit</p> <p>Consolidate and focus on deeper, interactive training in 3 sites. Package materials for use by existing institutions</p> <p>Continue brokering connections among NGOs and Press on environmental/NRM outreach and campaigns. Some small grants. NR Governance Press Kit.</p> <p>Existing work consolidated and fed into training programs or regional activities</p> <p>Shift from analysis and development to dissemination and presentation. Consolidate with training module program mentioned above. Keep emphasis on supporting regional offices in this ongoing activity</p>

Major Workplan Thematic Focus	Task Objectives	Types of Interventions and Activities, NGO collaborators and Government Counterparts	Collaborating NRM/EPIQ Office	Task Order 833 Objective	Status in Workplan	Comments
	groups to improve their information base and ability to provide tech, econ, social, or env input to decision processes. Couple with cross region visits.					

Annex 5: Workshops, Trainings, Seminars And Conferences

Annex 5 Workshops, Trainings, Seminars And Conferences

National Level* Name and purpose of event	No of participants	
	Women	Total
Campaign training in East Kalimantan	6	28
Campaign training in Papua (Irian Jaya)	9	28
CBFM Seminar presenting Hasanu Simon & Bill Hyde products on CBFM in Samarinda (Feb. 2000)	3	20
Closing of Heavy-Debt Wood Industries - National Forest Workshop Series #1	17	90
Coordination Meeting with International Project discussing on support provided to decentralization process in MOFEC	1	9
Data Base Presentation	5	73
Decentralization Meeting (Jambi)	4	20
Decentralization Meeting (Kaltim)	4	20
Decentralization Meeting (Sulut)	4	20
Discussion on Revenue Sharing with Kutai Regent & LPEM	2	12
Diskusi Desentralisasi	1	10
Diskusi Desentralisasi	1	9
Diskusi Desentralisasi	1	7
Diskusi Desentralisasi	0	4
Diskusi Desentralisasi	2	13
Diskusi Gugus Tugas Kelembagaan	6	24
Diskusi Wood Industry Analysis & Seminar	0	6
Environmental journalism training in Papua (Irian Jaya) - JUMPING	9	23
Evaluasi dan Rencana Kegiatan NRM Program/EPIQ	6	21
Forestry Policy Workshop I: Moratorium of Forest Conversion & Closing Heavily Indebted Industries (Aug. 2000)	10	80
Friends of Kutai National Parks	5	25
Gender Training in East Kalimantan	17	27
Gender Training in North Sulawesi	23	29
Interactive Training Workshop and Cycloops Case Study in Jayapura (Sept. 2000)	5	18
Kaltim One Day Meeting	3	20
Laporan Pertanggungjawaban Kegiatan Mitra TN. Kutai, & Usulan Kegiatan & Komitmen tahun 2000	3	19

National Level* Name and purpose of event	No of participants	
	Women	Total
Lokakarya Kelembagaan kehutanan Dalam Rangka Desentralisasi	5	88
Meeting dgn Baplan, Persiapan Workshop Moratorium Konversi Hutan Alam	0	7
Mini Workshop on DNS (Wisma PKBI)	1	4
Mini Workshop on DNS (Wisma PKBI)	1	6
Moratorium of Forest Nature Conversion - National Forest Workshop Series #1	19	106
National District Heads Congress	2	289
NRM National Conference in Jakarta (May 2000)	90	300
Panel Discussion on Gugus Tugas work	6	34
Pembahasan Draft Akhir Kerjasama BBR	4	17
Pembahasan Naskah Kerjasama Kemitraan Bukit Baka Bukit Raya	6	23
Pembahasan RPP Hutan Adat	5	13
Penandatanganan Komitment Mitra TN Kutai Tahun 2001	5	30
Penyusunan TOR Tim I Gugus Tugas Kelembagaan	1	8
Persiapan "Pertemuan Regional Pengelolaan TN se-Kalimantan)	4	10
Persiapan Regional Meeting Kalimantan	7	21
Persiapan Seri Lokakarya I, Moratorium Konversi Hutan Alam & Penutupan Industri Pengelolaan Kayu Sarat Hutang	0	6
Persiapan Seri Lokakarya I, Moratorium Konversi Hutan Alam & Penutupan Industri Pengolahan Kayu Sarat Hutang	0	11
Persiapan TOR Regional Meeting Kalimantan	3	6
Persiapan TOR Regional Meeting Kalimantan	5	6
Persiapan Workshop Moratorium Konversi Hutan Alam & Penutupan Industri Pengolahan Kayu Sarat Hutang	3	12
Persiapan Workshop Moratorium Konversi Hutan Alam & Penutupan Industri Pengolahan Kayu Sarat Hutang	5	16
Persiapan Workshop untuk tindak lanjut "8 point"	0	8
Plywood dan Sawn Timber di Indonesia	1	17
Presentasi Database Keuangan Taman Nasional dan Analisis Keuangan Taman Nasional	6	36
Presentasi Kegiatan RARE di Jayapura	7	16
Presentation on Community Based Forest Management and Forest, by William Hyde	9	34
Pre-Workshop of NRM National Conference in Bogor (March 2000)	14	40
Rapat Gugus Tugas Kelembagaan	0	8

National Level* Name and purpose of event	No of participants	
	Women	Total
Rapat Gugus Tugas Kelembagaan	0	4
Rapat Gugus Tugas Kelembagaan : Persiapan Penyusunan Position Paper	1	5
Rapat Tim Fact Finding Gugus Tugas Kelembagaan	2	9
Rapat Tim Gugus Tugas Kelembagaan	1	9
Rapat Tim Gugus Tugas Kelembagaan	0	8
Rapat Tim Gugus Tugas Kelembagaan	4	4
Rapat Tim Kecil untuk Lokakarya Pengelolaan Kawasan Konservasi se Kalimantan	2	3
Resource Valuation Training in Pontianak (April 2000)	5	25
Resource Valuation Training in Samarinda (April 2000)	4	25
Resource Valuation Training in Yogyakarta (June 2000)	3	20
Seminar "Hasil kajian Prof. Dr. Hasanu Simon %Team)	9	32
Seri Lokakarya I, Moratorium Konversi Hutan Alam	19	106
Seri Lokakarya I, Penutupan Industri Kayu Sarat Hutang	17	90
SHK Workshop in Samarinda (June 2000)	2	10
Tindak Lanjut DNS	0	6
TOR preparation for policy, regulations & Financing in support of MOFEC Meeting	2	16
Training of Trainers of Institutional Development Framework (IDF) to FKMM members in Samarinda (February 2000)	4	25
Working Group Meeting	3	14
TOTAL	434	2238

Focus Provinces Name and purpose of event	No of participants	
	Women	Total
East Kalimantan		
GIS Training	8	34
IDF Training	7	23
Lokakarya Pemetaan Partisipatif	7	65
PP 25 Discussion	9	82
RARE Training	6	29
Regular Meeting FKMM	31	188
Scenario Planning Regional Kaltim	11	39
Seminar Kehutanan Masyarakat	11	57
Seminar Desentralisasi Pengelolaan SDA	27	233
Valuasi Ekonomi SDA	5	37
North Sulawesi		
Local Government Regulation and Policy on Coastal Resources Management	8	35
Natural Resources Economic Valuation Training	6	30
NGO Seminar on the Impact of the Use of Mercury in Gold Mining	5	30
Rare - Conservation Campaign Training Workshop	6	27
Training of Forest Rangers (Tangkoko Nature Reserve and Bugani Watabone National Park)	0	25
Training of Park Rangers (Bunaken National Marine Park)	4	29
Training on Gender Perspective in Natural Resources Management (Series 1 for North Sulawesi)	18	23
Yayasan Sampiri Training of Teachers on Conservation Awareness	5	15
Community Participatory Zonation Formal Meetings for mapping and agreement on activities in zone: 39 meetings from March – September, 2000	300	780
Total	474	1781

Note that these tables are organized according to the office and/or team that organized and carried out the workshop or training not according to where and with whom these activities were carried out. Hence, the totals of the regional and national workshops and trainings do not reflect the actual distribution of the trainings and workshops by location. As the tables indicate, many of the national team's activities were actually carried out in the focus regions for local participants.

Annex 6: List Of NRM/EPIQ Small Grants To Date In Task Order 833

Annex 6 List Of NRM/EPIQ Small Grants To Date In Task Order 833

No.	Name of Organization & Title of Grant	Major Activities/Expected Outputs	Relevant Technical Backstop	Life of Project
1	<p><u>West Kalimantan</u> Yayasan Madanika Environmental Education Media -- Phase II</p>	<p><u>Major Activities:</u> Publish and disseminate environmental education media (<i>Ekopedia</i>) for high school students and teachers in West Kalimantan (grant extension). <u>Expected Outputs:</u> Monthly <i>Ekopedia</i> publication for high school students; Documentation and analysis of the whole process as an evaluation; A network of students who monitor environmental issues in the province; Recommended environmental education for high schools in support of their curriculum.</p>	<p>PLS West Kalimantan O&E team</p>	<p>January 1, 2000 – June 30, 2001</p>
2.	<p>Yayasan Swadaya Dian Khatulistiwa -- YSDK Natural Resources Management Dialogues on the Gunung Palung National Park</p>	<p><u>Major Activities:</u> Conduct policy dialogues on NRM in Gunung Palung National Park through database information discussions and evaluation. <u>Expected Outputs:</u> Report on investigation results and analysis of policy framework on the management of Gunung Palung National Park; NRM policy dialogues on the Gunung Palung National Park, including policy decisions made in these dialogues.</p>	<p>PLS West Kalimantan The Policy team as a whole</p>	<p>January 1, 2000 – June 30, 2001</p>
3.	<p>Yayasan Bio Damar -- YBD Local community awareness and empowerment in the Gunung Palung National Park buffer zones and Gunung Juring Protected Forest, District of Ketapang</p>	<p><u>Major Activities:</u> Conduct workshops, training, extension, surveys, community mapping, and technical assistance (pendampingan) for the local community and government towards improved human and natural resource management for the betterment of those living around Gunung Palung. <u>Expected Outputs:</u> Empowered local communities and government through the above activities as evidenced through, among others, the following: Establishment and functioning of community self-reliant groups; Strengthened Lembaga Pemangku Adat (Indigenous Law Enforcement Groups); More rigorous indigenous knowledge and practices; and</p>	<p>PLS West Kalimantan Policy team, especially the CBNRM specialist PAF team, especially the partnership specialist</p>	<p>January 1, 2000 – June 30, 2001</p>

No.	Name of Organization & Title of Grant	Major Activities/Expected Outputs	Relevant Technical Backstop	Life of Project
		Preliminary community conservation agreements.		
4.	<p><u>East Kalimantan</u> Lembaga Pengembangan Lingkungan dan Sumber Daya Manusia -- PLASMA (for APKSA)</p> <p>Strengthening participatory policy formulation process through dialogues, training, publication and video documentation.</p>	<p><u>Major Activities:</u> Consolidate APKSA movement; conduct internal dialogues among members; conduct training for members, monitor public policy and conduct public dialogues, publicize materials.</p> <p><u>Expected Outputs:</u></p> <ul style="list-style-type: none"> *Number of dialogues held and the outputs disseminated to policy makers. *Number of community residence and institutions received skills training in NRM techniques. *Percentage of trainees reporting skills enhancement. *Number of member communities with established NRM programs. *General publication and video package. *Covered success/failure stories and led to documented stability or improvement of the targeted decentralized NRM. 	<p>East Kalimantan team</p> <p>Planning and Policy</p>	<p>January 1, 2000 – June 6, 2001</p>
5.	<p>Lembaga Bina Kelola Lingkungan Kalimantan Timur -- BIKAL</p> <p>Conflict resolution facilitation in Kutai National park areas and training on participatory mapping in Balikpapan Bay.</p>	<p><u>Major Activities:</u> Facilitate meetings among Kutai National Park stakeholders for alternative conflict resolutions; conduct community-mapping training in Balikpapan with CRMP.</p> <p><u>Expected Outputs:</u></p> <ul style="list-style-type: none"> *Project management capacity in participatory mapping established. *A complete mapping survey of the natural resources produced. *Focus made on current practices and known problems. *Number of villages trained by type of training. *Types of natural resources and areas in sq. km covered. *Sustainable natural resource management practices adopted in Kutai National Park. *Number of demonstration/work -shop and training/publication provided clarified roles and responsibilities in decentralized NRM. *Community initiatives in conflict resolution and regional policy making established. 	<p>East Kalimantan team</p>	<p>January 1, 2000 – June 30, 2001</p>

No.	Name of Organization & Title of Grant	Major Activities/Expected Outputs	Relevant Technical Backstop	Life of Project
		*Number of agreed upon decisions implemented. *Database of environmental, social and economic condition of community produced. *Lessons learned to promote good conservation practices disseminated.		
6.	<u>North Sulawesi</u> Yayasan Kelola Community based coastal zone and oceanic resources management program activities.	<u>Major Activities:</u> Conduct training for staff and community groups; facilitate community processes; conduct PRA and community mapping; conduct environmental education and monitoring; create village network; conduct stakeholders meeting. <u>Expected Outputs:</u> *Several workshops to enhance skills and knowledge of community groups. *Number of village meetings to formulate a cohesive group of environmental stewards. *Number of community maps produced. *List of community participants in participatory rural appraisal by district. *Areas of collaboration determined with community. *Data of participatory environment and monitoring efforts disseminated. *Effective info flow between participants of coastal community congress. *Number of declaration of actions and agreement by the conference presented to regional policy makers. *Number of coastal and oceanic synthesized and shared by Yayasan Kelola office at local stakeholders meetings. *Number of recommendation on Mediation and Advocacy by policy working group presented to government policy makers. *Number decisions of the stakeholder meeting on coastal zones and creation of local rules in participatory areas.	North Sulawesi team PAF team	January 01, 2000 – June 30, 2001
7.	<u>Central Sulawesi</u> Yayasan Sahabat Morowali -- YSM Integrated Conservation and Development Program	<u>Major Activities:</u> Strengthen the capacity of local government and the indigenous people of Wana; conduct environmental awareness campaign around Morowali. <u>Expected Outputs:</u> *Number of seminars and workshops convened in support of Kabupaten	PLS Central Sulawesi PAF team O&E team	January 01, 2000 – June 30, 2001

No.	Name of Organization & Title of Grant	Major Activities/Expected Outputs	Relevant Technical Backstop	Life of Project
	in Morowali Nature Reserve.	<p>Morowali and functions of Morowali Nature Reserve.</p> <p>*Policy analysis and participatory planning system on roles and responsibilities of community member and local government in centralized NRM clarified.</p> <p>*Number of surveys on local government and community perceptions on Morowali Natural Reserve environmental and NRM issues considered.</p> <p>*CCAs created to act as model for performance-based source Adat rights and responsibilities.</p> <p>*Workplan on conservation motivators convened.</p> <p>*Database on test result of community-based conservation compiled.</p> <p>*Number of publication on Morowali Nature Reserve disseminated.</p>		
8.	<p>Yayasan Tanah Merdeka - YTM</p> <p>Promoting Indigenous Peoples' Rights and Knowledge into Lore Lindu National Park Management system.</p>	<p><u>Major Activities:</u> Conduct community mapping of <i>adat</i> areas; help strengthen <i>adat</i> rights; conduct survey on local food crop potentials; conduct study on local medicinal/herbal plants utilization.</p> <p><u>Expected Outputs:</u></p> <p>*Number of documents on land tenure and agrarian resource management distributed.</p> <p>*Number of community (villages) received alternative skills in local food crops potential and herbal medicines.</p> <p>*Basic techniques of resource valuation and economic opportunities advised to Taman Nasional Lore Lindu and local government.</p> <p>*Percentage of client villages expressed satisfaction with the provided services.</p> <p>*Number of policy dialogues on TNLL management and management plan/agreement recognized by the stakeholders.</p>	PLS Central Sulawesi PAF team	January 01, 2000 – June 30, 2001
9.	<p>Yayasan Toloka</p> <p>Participatory study on community-based spatial planning and conservation awareness education for all stakeholders in Togean Island.</p>	<p><u>Main Activities:</u> Conduct community mapping of terrestrial and coastal areas in Togean islands; study to explore community-based management through the PRA approach.</p> <p><u>Expected Outputs:</u></p> <p>*Participatory mapping on land and terrestrial areas of Togean Island clarified roles and responsibilities of the community and local government.</p> <p>*Demonstrated improvement in the spatial planning process achieved.</p>	PLS Central Sulawesi PAF team POL team	January 01, 2000 – June 30, 2001

No.	Name of Organization & Title of Grant	Major Activities/Expected Outputs	Relevant Technical Backstop	Life of Project
		<p>*Revised version of RDTR as a guidebook produced and distributed to all stakeholders.</p> <p>*Number of member communities with established NRM program.</p> <p>*Total covered areas where condition of natural resources improved for regional development.</p>		
10.	<p>West Papua Yayasan Wasur Lestari -- YWL</p> <p>Participatory mapping, documentation of land use system and CBNRM within the buffer zone of Wasur National Park.</p>	<p><u>Main Activities:</u> Conduct community mapping and planning; conduct institutional strengthening of the Yei, Kanum, and Maori peoples; facilitate meetings with relevant stakeholders.</p> <p><u>Expected Outputs:</u></p> <p>*Participatory mapping of Wasur National Park completed.</p> <p>*Total areas covered in the planning activity of NRM.</p> <p>*Number of rural ethnic groups participated in CBNRM.</p> <p>*Percentage of traditional community by-laws documented.</p> <p>*Mapping of CBNRM recognized by the local and district level authorities.</p> <p>*Good mapping practices and lessons learned disseminated.</p>	PLS West Papua PAF team	January 01, 2000 – June 30, 2001
11.	<p>Lembaga Pengkajian dan Pemberdayaan Masyarakat Adat --LPPMA -- Irja</p> <p>Advocacy and research documentation on community based natural resources management system in Cyclops Nature Reserve area.</p>	<p><u>Main Activities:</u> Conduct a series of workshops (with communities, NGOs, wider stakeholders) for the better management of Cyclops and for strengthening community rights.</p> <p><u>Expected Outputs:</u></p> <p>*Number of workshops convened on forestry management system.</p> <p>*Number of workshops convened on conservation area management.</p> <p>*Semi workshop on forest management policy held.</p> <p>*MOU agreement between stakeholders reached which recognized by the local government.</p> <p>*A draft local government regulation (PERDA) formulated on Deponsero/Cyclops Forestry Management.</p> <p>*Number of villages affected by the well planned sustainable NRM system.</p> <p>*Total area in which MOU participatory agreement tested.</p>	PLS West Papua PAF team	January 01, 2000 – June 30, 2001

No.	Name of Organization & Title of Grant	Major Activities/Expected Outputs	Relevant Technical Backstop	Life of Project
12.	Yayasan Pendidikan Lingkungan Hidup Cycloops YPLHC Papua Developments and utilization of the Cyclops Nature Reserve as Media for Environmental Education.	<u>Major Activities:</u> Revise the Bhayangkara-Angkasa trail; Publicize Papua Folklores compiled by teachers and students; document biodiversity potentials in the Bhayangkara III-Angkasa Area; document Cyplop's forest resources and water conservation for educational purposes. <u>Expected Outputs:</u> *Revision of the Bhayangkara III-Angkasa Trail. *Publication of a Papua Folklores book compiled by teachers and students. *Documentation of biodiversity potentials in the Bhayangkara III-Angkasa Area. *Documentation of Cyclops's forest resources and water conservation.	PLS West Papua O&E and PAF teams.	September 1, 2000 – June 30, 2001
13.	Yayasan Dana Konservasi Papua –YDKP (Papua Conservation Fund) Raise trust funds for the conservation of the rich biodiversity in the province.	<u>Major Activities:</u> Conduct various activities to operationalize the PC Fund office; produce and disseminate fund raising kits; conduct fund-raising activities within and outside of country. <u>Expected Outputs:</u> *Legalized bylaws and formal registration of the Fund. * Term of Reference for hiring the Executive Director and support staff. *Completion of operational guidelines. * Improved capacity of the Board of Trustees as well as the Director and support staff. *Rent of office space equipped with procured equipments.	PLS West Papua PAF team	September 1, 2000 – June 30, 2001
14.	National Level Indonesian Center for Environmental Law ICEL Environmental and natural resources law teaching materials design for the state university.	<u>Main Activities:</u> Develop environmental and natural resources management law course for higher education, including collection and/or development of textbooks. <u>Expected Outputs:</u> One comprehensive curricula of environmental and natural law, textbook, and package of web site on Indonesia environment provided.	O&E team POL and PAF teams	January 01, 2000 – June 30, 2001
15.	Telapak Indonesia Institutional database information system and monitoring network	<u>Main Activities:</u> Operate FWI Secretariat in Bogor; strengthen FWI sub-nodes in Medan, Samarinda, and Jayapura; report on the state of forest development; develop and run FWI website; conduct forest policy reform monitoring and dialogues.	POL and PAF teams O&E team	January 01, 2000 – June 30, 2001

No.	Name of Organization & Title of Grant	Major Activities/Expected Outputs	Relevant Technical Backstop	Life of Project
	development.	<u>Expected Outputs:</u> *Number of local capacity institutions to carry out forest investigation and monitoring resources established. *Data and information on sustainable utilization of natural resources used for advocacy and policy reform. *Incentives for sustainable NRM increased. *State of Forest Development report on forest cover and condition produced. *Number of media outreach products for policy dialogue determined. *Forest Watch web site provided public access to natural resources information.		
16.	LPEM-UI Dissemination of Natural Resources Management decentralization process in Indonesia.	<u>Main Activities:</u> Develop econometric model of decentralization; Conduct survey of local opinions on new decentralization laws; Develop prototype models of natural resources decentralization; conduct literature review on alternative decentralization schemes; conduct workshop and seminar to disseminate results. <u>Expected Outputs:</u> *Number of researches on impact of new autonomy law, provided. *Number of local surveys on decentralization completed. *Research on micro aspects of decentralization of natural resources on pricing policy and management and fiscal implication made public. *Natural resources information system for provinces and national agencies provided. *Number of conferences on decentralization helped in coordination of NRM policy reforms with government.	POL team.	January 01, 2000 – June 30, 2001
17.	Lembaga Studi dan Advokasi Masyarakat ELSAM (for AMAN) Strengthening AMAN's advocacy on indigenous right and resource management through a clearinghouse, publications	<u>Main Activities:</u> Strengthen indigenous organizations and networking; strengthen indigenous peoples' rights and customary law and institutions; develop customary-based economy and support indigenous women and youth. <u>Expected Outputs:</u> *AMAN's bargaining position strengthened. *Customary law system and structure as main element of autonomous local government supported.	POL and PAF teams.	January 01, 2000 – June 30, 2001

No.	Name of Organization & Title of Grant	Major Activities/Expected Outputs	Relevant Technical Backstop	Life of Project
	and regional meetings.	<p>*Alternative economic opportunities for indigenous population developed.</p> <p>*Joint-venture community initiatives between customary-based institutions and private sector resulted in income generating projects.</p> <p>*Indigenous women and youth supported through gender and political awareness.</p>		

Annex 7: Short-Term Technical Assistance Used To Date

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As of September 22, 2000

Labor Category / Position	Contractor Name	Consultant Name	Approval		Status
			LOE (days)	Period	
Policy and Planning					
Economist	Winrock	Christopher LaFranchi	90	Nov 1999 - Sept 30, 2000	On going
Economist	Winrock	Christopher LaFranchi	80	Sep 2000 - Mar 30, 2001	On going
Economist	IRG	William Hyde	80	Nov 1999 - Sept 30, 2000	On going
Economist	IRG	William Hyde	50	Sep 2000 - Feb 28, 2001	On going
Environmental Planning	Winrock	Bienvenido Eusebio	60	Dec 1999 - June 30, 2000	Done
Economist	Winrock	Budy Resosudarmo	108	Jan 1 - Sep 30, 2000	On going
Forest Economist	Winrock	Togu Manurung	108	Jan 1 - Sep 30, 2000	On going
Forest Economist	Winrock	Togu Manurung	25	Sep - Oct 30, 2000	On going
Forestry Policy Analyst	IRG	Juan Seve	40	Apr 2000 --	On going
Forestry Policy Analyst	IRG	Juan Seve	75	Aug 14 - Dec 30, 2000	On going
NR Planning Specialist (Manado)	IRG	Daniel Limbong	110	Apr 15 - Sept 30, 2000	On going
Land Use Planning Specialist (Manado)	IRG	Joko Purbopuspito	90	Apr 15 - Sept 30, 2000	On going
Economist (Manado)	IRG	Alvon Jusuf	75	Apr 15 - Sept 30, 2000	On going
CBNRM Expert	Winrock	Carol Stoney	60	Jun 7 - Dec 30, 2000	On going
Environmental Economic Policy Expert	Winrock	Michael Rock	20	Jun 13 - 30, 2000	Done
CBNRM Expert	IRG	Upik Wira Djalins	90	Jul 1 - Dec 30, 2000	On going
Environmental Planning	Winrock	Bienvenido Eusebio	60	Aug, 2000 - Feb, 2001	On going
Protected Areas and Forest Management					
Data Information Entry & Management	DAI	Vanda Mutia Dewi	70	Oct - Dec, 1999	Done
Conserv. Educ. and Awareness Com.	DAI	Don Bason	40	Feb - Apr, 2000	Done
Marine Protected Areas Management	DAI	Mark V. Erdmann	100	Jan - Sep, 2000	On going
Marine Protected Areas Management	DAI	Mark V. Erdmann	140	Sep 2000 - Aug 2001	On going

Protected Areas Management	DAI	Mochamad Indrawan	60	Jan - Apr, 2000	Done
Data base Management	DAI	Yeremiah Tjamin	72	Feb - Jul, 2000	Done
NRM Policy & Law Analyst	IRG	Sulaiman Sembiring	90	Apr 1 -- Sep 30, 2000	On going
NRM Policy & Law Analyst	IRG	Sulaiman Sembiring	200	Sep 2000 -- Aug 2001	On going
Terrestrial Biodiversity and NRM Cons.	IRG	Robert Lee	175	Mar 2000 - Mar 2001	On going
Protected Areas Management Spec.	IRG	Jonathan Riley	30	Mar 2000 - Mar 2001	On going
Protected Areas Management Spec.	IRG	Herman Teguh	60	Mar 2000 - Mar 2001	On going
Forest Watch Ind. and Marine Pol. Dev.	IRG	Charles Barber	60	--- Aug 2001	On going
Geographic Information Specialist	DAI	David Craven	48	mid-May -- mid-July, 2000	On going
Conservation Finance Specialist	IRG	Idham Hoesin Arsyad	60	Apr - July 2000	On going
Conserv. Educ. and Awareness Com.	DAI	Don Bason	4	May 8 - 11, 2000	Done
Community Participatory Process Facilitator (Manado)	IRG	Meity Mongdong	66	Apr 15 - Sept 30, 2000	On going
Geographic Information Specialist	DAI	David Craven	10	mis-Jul - August 2000	On going
Conservation Finance Specialist	IRG	Idham Hoesin Arsyad	100	August 1 - Dec 30, 2000	On going
Geographic Information Specialist	DAI	David Craven	100	Sep 2000 - August 2001	On going
Outreach and Education					
Outreach and Education Advisor	IRG	Wendy King	26	Feb 15 - Mar 15, 2000	Done
Conserv. Educ. and Awareness Com.	IRG	Paul Butler	38	Jan 31 - Mar, 2000	Done
Conserv. Educ. and Awareness Com.	IRG	Paul Butler	16	Apr 28 -- May 16, 2000	On going
NRM Information Specialist (Manado)	IRG	Ridwan Yunus	85	Mar 15 - Sep 15, 2000	On going
Anthropologist/KAP Survey Specialist (Manado)	IRG	Albert Kusen	75	Apr 15 - Sept 30, 2000	On going
KAP Survey and Behavioral Change Communication Cons.	IRG	Victor Manayang	40	Jun 26 - Sept 30, 2000	On going
Outreach and Education Strategy Implementation Cons.	IRG	Kim deRidder	25	Jun 26 - Jul 31, 2000	Done
Conservation Campaign Specialist (Samarinda)	IRG	Gabriela Fredriksson	96	Jul 2000 - May 2001	On going
Government Liaison Assistant (Samarinda)	IRG	Sopialena	96	Jul 1, 2000 - May 31, 2001	
Conservation Campaign Assistant	IRG	Aji Eka Qamara YDH	96	Jul 1, 2000 - May 31, 2001	

(Samarinda)					
Secretariat, Monitoring/Communication					
Secretariat	IRG	David McCauley		Oct 3 - 12, 1999	Done
Secretariat	IRG	Judy Webb		Nov-99	Done
WID	IRG	David Gambill		Dec 8 - 19, 1999	Done
CIM - Writer / Editor	MSI	Sharon Lumbantobing	48	Dec 1, 1999 - Jan 31, 2000	Done
CIM - additional	MSI	Sharon Lumbantobing	75	Feb 1 - Sep 30, 2000	On going
CIM - additional	MSI	Sharon Lumbantobing	100	Oct 1, 2000 - Sep 30, 2001	On going
Secretariat	IRG	Pradeep Liyanamana		Feb 15 - Apr 1, 2000	Done
Secretariat - CIM - Database Specialist	IRG	Trias Hermanu	18.75	Dec 1, 1999 - Feb 29, 2000	Done
	MSI	James Fremming	15	Oct 11, 1999 --	Done
	MSI	Patricia Vondal	2		Done
Environmental Writer / Editor	DAI	Daniel Rothberg	10	Apr 2000	Done
CIM	MSI	Bill Thomas	20	May 8 - 26, 2000	Done
Grants Advisor	IRG	David Morid	10	June 7 - 19, 2000	Done
Environmental Writer / Editor	MSI	Lisa M. Rogers	60	August - Dec 30, 2000	On going
Manado, North Sulawesi					
Environmental Toxicologist	IRG	Rini Sulaiman	40	Sep 2000 - Jan 2001	On going
NRM Specialist	IRG	Moiria M.M. Moeliono	70	Sep - Dec 30, 2000	