



A Portrait of Changes in FORCLIME

Monitoring the Impact of the Forests and Climate Change Programme
(FORCLIME), Technical Cooperation Module

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Forests and Climate Change (FORCLIME)

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TABLE OF CONTENTS

Foreword	v
Acknowledgements	1
About FORCLIME	2
MSC as a monitoring technique in FORCLIME	3
A portrait of changes in FORCLIME	4
Theme 1. Forestry and Climate Change Policy	5
Theme 2. Development of Forest Management Units	11
Theme 3. Integration of Conservation and Development – Green Economy	17
Theme 4. Human Capacity Development for Forestry Education and Training Institutions	24
Theme 5. Improving Forest Governance through Conflict Resolution and Participatory Mapping	30
Theme 6. Gender	35
Theme 7. Lessons Learned	40
Way Forward	48



LAMIN ADAT
ADJANG LIDEM
DESA SETULANG
KEC: MALINAU SELATAN
KABUPATEN MALINAU



FOREWORD

With development cooperation oriented towards impacts, joint international development cooperation programmes today aim to be more effective and transparent in achieving impacts and utilizing funds. Such demand requires a monitoring and evaluation (M&E) method that is able to reflect this progress and provide lessons learned about the transparency, efficiency and impacts of the implementation of activities at all levels.

GIZ and the Ministry of Environment and Forestry are aware of the importance of learning lessons about the efficiency, impact and transparency of the activities they jointly implement. For this reason we initiated a learning process, focusing on improvements to quality and lessons learned as the goals of the Forest and Climate Change Programme (FORCLIME) Monitoring and Evaluation approach.

Within this context, FORCLIME TC conducted a qualitative monitoring approach using the Most Significant Change (MSC) technique. The MSC is a qualitative and participatory form of M&E which is based on the collection, systematic selection and analysis of the stories of significant changes in the lives of individuals (involved in the program) as a result of development activities.

The output of the monitoring approach to date contributed to the learning process of FORCLIME and its partners. It allowed us to look at the programme outputs and compare them with the existing planning framework. From the results of the programme monitoring using the MSC technique, FORCLIME and its partners were able to conduct a joint review of FORCLIME programme strategy to accommodate the priorities of FORCLIME partners and to ensure that all stakeholders hold ownership of the FORCLIME programme.

By using the MSC technique and the stories collected, FORCLIME is also able to communicate the perceived impacts that have been achieved by the FORCLIME programme to its partners through the voices of people who have been touched by FORCLIME. I hope you will enjoy the stories with expected and unexpected results as much as I did.

With best regards,



Georg Buchholz

FORCLIME Programme Director



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In particular, we thank all FORCLIME partners in Jakarta, West Java and Kalimantan, who offered their time and shared their stories and experiences with the programme. We also thank Consultant Company ResultsInHealth for its support in conducting the MSC process.

Our gratitude also goes to the German Federal Ministry for Economic Cooperation and Development (BMZ), as well as the Indonesian Ministry of Environment and Forestry, for its continuous support as an executing agency.



ABOUT FORCLIME

The Indonesian Government is targeting annual economic growth of 6% to 7% for the coming years. Part of this growth is expected to come from land-based economic development, such as oil palm plantations, forest concessions for pulp and paper production, and mining. At the same time, Indonesia has committed to reduce its greenhouse gas emissions by 29% (or 41% with foreign support) by 2030.

The dilemma here is clear. Expansion of the oil palm sector, the pulp and paper industry, and mining is a major driver of deforestation. However, achieving the targeted decrease in emissions requires a fundamental change in forest management – minimizing deforestation, peat decomposition and forest degradation, while increasing carbon stocks by planting trees and rehabilitating forests. So the issue is how to sustain development, which can improve the lives of poor rural communities, while at the same time strengthen sustainable forest management to prevent widespread deforestation and forest degradation. In short, the challenge is how to reconcile the twin targets of economic growth and emissions reduction.

The Forests and Climate Change Programme (FORCLIME) is a bilateral programme between the Indonesian Ministry of Environment and Forestry (MoEF) and the German Ministry for Economic Cooperation and Development (BMZ). The programme comprises a technical cooperation (TC) module implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and a financial cooperation (FC) module supported by KfW Development Bank.

The goal of FORCLIME is to reduce greenhouse emissions from the forestry sector while improving the livelihoods of Indonesia's poor rural communities. To this end, FORCLIME combines technical and financial cooperation in a multi-level approach, where TC focuses on forestry administration reform and human capacity development, while FC supports district-based pilot projects for Reducing Emissions from Deforestation and Forest Degradation (REDD+) in three districts of Kalimantan. This approach is in line with the MoEF's vision and mission as set out in its medium-term strategic plans.

The TC module implemented by GIZ supports the institutional and regulatory framework for sustainable forest management, nature conservation, and reduced greenhouse emissions from the forestry sector. Key elements of the FORCLIME-TC module focus on support for the establishment of improved operational and governance structures for sustainable forest management, such as Forest Management Units (FMUs) and collaborative management arrangements for protected areas. FORCLIME contributes to the development of policies, strategies and the necessary 'ingredients' for sub-national REDD+ implementation by providing practical experience from three pilot districts in Kalimantan: Kapuas Hulu (West Kalimantan), Malinau (North Kalimantan) and Berau (East Kalimantan). FORCLIME-TC works through six strategic areas:

1. Forestry policy, strategic planning and institutional development;
2. Development of Forest Management Units;
3. Sustainable Forest Management;
4. Integration of Conservation and Development (Green Economy);
5. Human Capacity Development;
6. Biodiversity and Management of Protected Areas.

MSC as a monitoring technique in FORCLIME

Today's development programmes, from planning to evaluation, are "oriented towards impacts" in response to international requests for more effectiveness and transparency. Also, programmes increasingly take place at macro-scale regional or national policy levels. Yet, at the same time, with international cooperation also being geared to the United Nations' Sustainable Development Goals, programmes are expected to produce impacts that are visible at the micro-levels of households or individuals. This requires a monitoring and evaluation (M&E) methodology that is able to reflect these developments and provide lessons learned on transparency, efficiency and impact orientation of development measures. German technical cooperation, implemented through GIZ, recognises these important challenges through its updated M&E policy, which promotes results-based monitoring, project progress reviews, and comparative assessment of partners' and target groups' perspectives as its three major pillars.

On this basis, FORCLIME-TC conducted a monitoring assessment using the Most Significant Change (MSC) technique. MSC is a qualitative and participatory form of monitoring and evaluation, based on the collection, systematic selection and analysis of stories of significant changes in people's lives as a result of development activities. This technique, which was developed by Rick Davis 20 years ago, is now widely used in community development programmes and institutions, including in Indonesia.

An international cooperation programme usually has a number of achievement indicators, framed during the planning phase. The progress of these indicators is monitored and evaluated regularly while the programme is running. One of the advantages of the MSC technique is that individuals can define their own achievement indicators, based on what they feel or experience, which may be very different from the indicators in the original planning framework. Therefore, unlike traditional M&E methods, the MSC technique asks programme beneficiaries to identify what they consider the most significant change, which may be positive or negative, as a result of being involved in a development measure. The significant changes identified can be very subjective and vary from individual to individual, group to group, or culture to culture. The MSC stories collected here are told from the perspective of the storyteller. This approach provides greater insight into how these changes came about. This process also gives everyone involved an opportunity to understand each other's values through dynamic dialogue. The participatory spirit of this technique is captured through the involvement of stakeholders in analyzing data and identifying the most significant changes reported. This enhances analysis of programme impacts, both wanted and unexpected.

The insights created through the MSC assessment have been a learning experience for FORCLIME and its counterparts to look beyond the expected planning framework and jointly review the programme's strategy to better accommodate priorities and ensure ownership of all participants. The MSC assessment also helps to convey the changes created by the Programme to its counterparts in the MoEF, to sub-national partners and beneficiaries, BMZ, as well as the wider public. By telling stories of change, MSC can help to bridge the gap between macro-policy level programme designs and desired impacts in the field.

The MSC monitoring assessment in FORCLIME was carried out through the following steps:

1. Informing programme partners about the planned activity, its aims and methodology.
2. Collecting MSC stories from all programme locations.
3. Conducting a story selection workshop in Jakarta with FORCLIME partners from national, provincial and district-level governments.
4. Primary and basic secondary analysis of data collected through stories.

Feedback to storytellers is an essential element of the MSC process. Feedback can include how the MSC stories were used by the programme within its M&E system, or why certain stories were selected by other stakeholders as the most significant changes. This book comprises a collection of MSC stories identified by the FORCLIME team, reflecting the most significant changes perceived by the people working in the programme.

A portrait of changes in FORCLIME

A great many changes were described during the process of collecting change stories. Changes, however small, are changes. They have been generated from a single endeavour or a series of efforts by the people involved in the process.

Reflecting the complexity of FORCLIME, the collection of MSC change stories included many different people as storytellers. They are stakeholders involved in or associated with FORCLIME such as national, provincial and district governments, Forest Management Units, forestry education and training centres, non-governmental organisations (NGOs), and community leaders and members. Storytellers were selected taking into consideration their representation of the areas where FORCLIME is implemented (Jakarta, Bogor, Samarinda, Pontianak, Berau, Malinau and Kapuas Hulu).

In this book, these portraits of change are presented according to seven themes, reflecting both the set up of FORCLIME and storytellers' priorities:

- (1) Forestry and Climate Change Policy
- (2) Development of Forest Management Units
- (3) Green Economy
- (4) Human Capacity Development for Forestry Education and Training Institutions
- (5) Improving Forest Governance through Conflict Resolution and Participatory Mapping
- (6) Gender
- (7) Lessons Learned

Theme 1.

Forestry and Climate Change Policy

FORCLIME supports the Ministry of Environment and Forestry to improve the regulatory framework for sustainable forest management through administrative reforms, including the establishment of Forest Management Units and preparation for a future REDD+ mechanism. The Programme works with the Ministry of Environment and Forestry and sub-national forestry agencies towards setting up necessary regulations and institutions in concordance with other development partners' programmes.

During the MSC process, mainly government representatives, from national and sub-national levels, reported most significant changes on forestry and climate change policy. These government officials are the change agents involved in the revision of policies, regulations and guidelines. They feel that interaction with FORCLIME has improved programme planning and implementation. The issue of climate change, previously ignored, has now become part of the government's strategic and budget plans. Formulation of local government programmes has become clearer and now includes performance-based indicators and targets. Cooperation with FORCLIME also spurred the establishment of the FMU policy framework, or a Safeguards Information System (SIS) for REDD+, as well as improved communication and coordination. The five stories below illustrate some of the changes in forestry and climate change policy.



Story 1: Building Strategic Planning Skills has Improved Performance

Storyteller group: Provincial and District Government

Location: Samarinda, East Kalimantan

“Bureaucrats have a particular mindset, and the information that FORCLIME gave me was not something I could have learned by studying.”

I think FORCLIME has brought about many changes. One of these changes is that the East Kalimantan Forestry Agency now has a strategic plan for 2014–2019 and this has enabled us to conduct budget planning. Prior to October 2014, climate change had not been included in the strategic plan, but now it is part of the plan. With FORCLIME’s support, one significant change I have seen as a result of the capacity building process is my own increased awareness and knowledge of climate change. Bureaucrats have a particular mindset, and the information that FORCLIME gave me was not something I could have learned by studying. Climate change really is a new thing, and I feel that I received information straight from the source and now I am able to implement the governor’s new regulation [on climate change].

This increased awareness is significant because it affects my performance. I feel that it’s easier for me to answer questions from the inspectorate¹ about programme and budget planning. Previously, the planning for my programme didn’t really describe the changes from year to year because there were no clear indicators. Now, I understand strategic planning better because we prepared the plan from start to finish with FORCLIME, which enabled me to see how

¹ Regional Development Planning Agency staff who clarify local government agency budget plans.

long-term planning works. Obviously, this makes budget planning easier, and also allows me to identify programme changes from year to year, as we have targets.

This change happened because FORCLIME supported the preparation of the strategic plan. On urgent matters, such as data processing and presentation, I can always consult with FORCLIME staff, whose office is in the same building. Also, since four staff members of our forestry agency participated in training in Bogor (in West Java) they have been able to help me more, because they understand the programme direction and relationships in general.



Mr Duratma Momo is Head of Forest Planning and Land Use at the East Kalimantan Forestry Agency. He has been involved in FORCLIME since 2010, mainly in preparing strategic plans for the provincial forestry agency.

Story 2: Benefits of the REDD+ Safeguards Information System

Storyteller group: National Government

Location: Jakarta

“This cooperation was very effective. We worked together from the outset until we had produced the output to build the SIS for REDD+.”

We have done several activities with FORCLIME, but I think the most significant and fruitful one was developing the Safeguards Information System (SIS) for REDD+, which took place from 2011 to 2014. FORCLIME has acknowledged that this cooperation was very effective. We worked together from the outset until we had produced the output to build the SIS for REDD+ in Indonesia.

FORCLIME’s support here was really tangible. It was not just financial support; they also supported us at meetings or events and were active in discussions. And communication was also good.

Having the SIS means we have been able to implement the COP 16 mandate (from the United Nations 2010 Climate Change Conference), which requires all REDD+ implementing countries to have safeguards in anticipation of negative impacts arising from REDD+ activities. The SIS allows us to gather information about the implementation of REDD+ safeguards. Through these information-gathering activities, we got to know and communicate with REDD+ stakeholders and implementers, which meant that we got to know the ‘lifeblood’ of REDD+. We were also able to create general profiles and answer questions related to REDD+ administration. We have shared what

we have learned about the SIS with many other countries, particularly in Asia. At the moment, we are preparing the material for a summary of information on how REDD+ safeguards are addressed and respected. This will then be reported to the United Nations Framework Convention on Climate Change. So there have been many benefits from the development of the SIS.

Other benefits of the cooperation with FORCLIME are that we regularly share information about REDD+, carry out joint activities such as discussions on the economic climate, and review regulations related to REDD+. We have also received support to share with our partners. I think it’s very beneficial to have exchanges with forums that work in the same area.



This story was told by Ms Novia Widyaningtyas, who leads the REDD+ division at the Ministry of Environment and Forestry. She has been involved in FORCLIME since 2011.

Story 3: Policy Revision through Improved Communication

*Storyteller group: National Government
Location: Jakarta*

“This improved communication has promoted policy revisions to accelerate the operation of Forest Management Units.”

The most fundamental change from the cooperation with FORCLIME is having the instruments such as knowledge and work tools to improve communication with the Ministry of Environment and Forestry, and other stakeholders. This improved communication has promoted policy revisions to accelerate the operation of Forest Management Units. This change happened between 2012 and 2014. At that time I had studied conditions on the ground and analysed regulations. I realised that the Ministry of Environment and Forestry’s policies needed to be revised because they contained many weaknesses. After doing an in-depth analysis with support from FORCLIME, I then had strong arguments for revising these regulations. The mechanism of policy revision is stronger too, thanks to support from outside government.

This change is the most significant one for me because, as an academic, knowledge is my main asset. Also, the impact of this change is felt by all of the Ministry of Environment and Forestry’s directorate generals with close links to FMUs.

Another change that has occurred since 2013 is the FMU research and development study on revising systems and policies in 12 ministries, as well as setting up action plans for implementing the findings of this study. This change happened because there is now a mechanism available to make revisions more openly, and for them to be evaluated jointly. Naturally, these revisions are also important because they feed into the overall strategy. Also, the substance of these revisions is rational; it is grounded in facts and based on credible research. Revisions to the systems and policies in these 12 ministries have had an impact on the key players in forestry development, including local communities and business.



Photo of Hariadi Kartodihardjo taken from: https://i.ytimg.com/vi/_Pr1VJ54UA/maxresdefault.jpg

This story was told by Mr Hariadi Kartodihardjo, a researcher for Forest Management Unit (FMU) mainstreaming and author of a book on FMU development in Indonesia. He has been involved in FORCLIME since 2012.

Story 4: FORCLIME is One Entity

*Storyteller group: National Government
Location: Jakarta*

“The minister has put her trust in FORCLIME to make presentations at meetings.”

Learning from a mid-term review, we were led to consider how FORCLIME-Technical Cooperation (TC) and FORCLIME-Financial Cooperation (FC) could become a single body, and I took the decision there shouldn't be two offices in the region. This would unite FORCLIME under one name and from there it could build its identity. Before that, they appeared to be working separately: TC had to follow the FC annual work plan, and discussions about TC had to be followed by FC. As PEA, I was adamant that FORCLIME focus on three provinces as its working area: East Kalimantan, West Kalimantan and North Kalimantan. These three provinces were to be developed first, and if successful, the project would be scaled up to the national level.



In the past three years, I have seen important changes since the beginning of FORCLIME implementation. The minister has put her trust in FORCLIME to make presentations at meetings. From what I've seen, this GIZ partnership is an equal one and GIZ has the highest regard for its partners, which has made it easy for us to coordinate. So bonds of friendship have emerged in this partnership. I've also started asking for examples of FORCLIME projects' results from the field, such as honey (production). I then use these results to promote the programme. While TC is doing quite well, the achievements of FORCLIME-FC are starting to improve, and have to be improved even further. Also, the quality of coordination between the people responsible for the programme has improved.

For me, the most significant change that has happened since I've been involved in this programme is that FORCLIME-TC and FC have become a single unit in the field. There may still be some flaws, but the efforts to make FORCLIME one are perceptible. FORCLIME is FORCLIME (TC and FC). They share the same aim, but work to achieve that aim in different ways, in keeping with their respective mandates. It wouldn't be true to say that TC is GIZ and FC is KFW. FORCLIME is cooperation between three organisations: GIZ, KFW and MoEF. The first step that we must take to create a single FORCLIME is to have just one office, right down to the local level. This is important because it will make the programme integrated at the field level, and that's the key to the success of the programme at the national level, as the foundation for scaling up its projects.

This story was told by Mr Helmi Basalamah, Head of the Planning Bureau at the Ministry of Environment and Forestry, which is also the Project Executing Agency (PEA) for FORCLIME. He has been involved in FORCLIME since 2012.

Story 5: Joint Policy-Making

Storyteller group: National Government

Location: Jakarta

“For me, the most significant change is the adoption of policy-making processes. We have learned a lot from these processes.”

While being involved in FORCLIME, I witnessed several important changes. One of these changes was the many capacity building activities conducted for government staff in programme planning and implementation. These have now much improved the performance at the national, provincial, district and village government levels. Activities funded by GIZ are gap fillers, in the sense that they fill gaps that cannot be funded by the government itself due to financial constraints. Here, I learned that GIZ funds are managed differently from the way state budget funds are managed.

Being involved in FORCLIME, I also learned a lot about how to prepare medium-term development plans (RPJM) and participatory strategic plans, involving different stakeholders in the process – something which hadn’t been done this way before. I also learned that strategic plans and guidelines at the provincial and district levels must be in line with the ministry’s strategic plans. I think FORCLIME really supports policy-making at the national and sub-national levels, including the preparation of our most recent RPJM, which we had established for the Ministry of Forestry. When it was merged with the Ministry of Environment in 2014, this meant we had to revise the existing plan. FORCLIME provided technical support and funding to develop the new combined RPJM.

For me, the most significant change is the adoption of policy-making processes. We have learned a lot from these processes, so we don’t just look at the final result. I think this is the most significant change because if we adopt all the processes, then our goals will be achieved. For example, we now have key performance indicators, produced through a participatory process involving various stakeholders, which can be used as a reference for the next five years. This means that these documents are not just documents but they are references that we can use in implementing programmes.



This story was told by Mr Waspodo, former head of general forestry planning at the Planning Bureau of Forestry. He was involved in FORCLIME from 2010 to 2015 as a member of the Project Executing Agency. He is now head of the Reclamation and Rehabilitation Sub-Directorate at the Ministry of Environment and Forestry. He has had considerable experience with GIZ programmes during his career.

Theme 2.

Development of Forest Management Units

FORCLIME supports the establishment and development of Forest Management Units (FMUs) in Indonesia at the national and sub-national levels. National support focuses mainly on FMU development and capacity building, while local support targets FMU design, planning and management. In particular, FORCLIME actively supports the development of model FMUs in three locations: Malinau District in North Kalimantan, Berau District in East Kalimantan, and Kapuas Hulu District in West Kalimantan.

The change stories in this theme are based on the extraordinary experiences of national and local government staff. The FMU, a concept that had long been ignored, has now become a focus of attention. The process of FMU establishment and development has become a medium for government staff to improve their skills. Staff have learned how to:

- prepare long-term forest management plans,
- network to share information,
- establish FMU and forestry technical competency and certification standards,
- manage and analyze databases, and
- consider the potential of forests to provide non-timber products and services.

In short, government staff have witnessed the birth, growth and development of FMUs; and they have grown along with them. The next five stories illustrate some of the changes related to FMU development.



Story 6: The Long-Term Forest Management Plan is Crucial

Storyteller group: Provincial and District Government

Location: Kapuas Hulu, West Kalimantan

“The most significant change, in my opinion, is the strengthening of the FMU. Because without this support, we wouldn’t have been able to prepare the Long-Term Forest Management Plan.”

One change that has happened since FORCLIME started working here is that there are lots of joint activities. One of them supported the establishment of the Forest Management Unit. In 2010, the establishment of the FMU was proposed and GIZ helped to fund it. FORCLIME’s support for the FMU was related to capacity building through training support for me as FMU manager and also for my staff. They also funded awareness-raising activities in several villages and sub-districts. In 2012, the Forest Management Unit didn’t yet have its own budget. So the budget we received from the local government was small, while the number of personnel in the FMU was relatively high. GIZ supported us so that we could carry out activities.

Another change is the strengthening of the FMU in terms of building its capacity for planning. Thanks to support from GIZ, we were able to prepare a Long-Term Forest Management Plan (RPHJP), which is the key for the FMU to implement its 10-year programme. The long-term plan is important because forest development needs preparation. It’s at this stage where we make preparations, such as preparing the land, developing a spatial plan and building the capacity of our staff. However, so far the RPHJP has not been signed by the provincial

government. But in fact, the RPHJP is crucial to the FMU. For instance, the Ministry of Environment and Forestry designates certain types of categories to FMUs. If an FMU’s RPHJP hasn’t been approved, the FMU gets a C, and it will receive only a small amount of funding. If the plan has been approved then you go up to type B or even type A, which means plenty of funding.

Another change from having FORCLIME is that we have become part of a network containing all Forest Management Units that are supported by GIZ in Kalimantan, as well as FMUs in other regions such as Yogyakarta and Bali. Through this network, we can share information and learn from each other.

Of all these changes, the most significant one, in my opinion, is the strengthening of the FMU. Because without this support, we wouldn’t have been able to prepare the Long-Term Forest Management Plan.



This story was told by Mr Welli Azwar, Manager of the Kapuas Hulu FMU, established in 2011. Before taking up his position in 2014, he had been involved in FORCLIME’s preparatory activities in Kapuas Hulu since 2009.

Story 7: Overcoming Limitations through Partnership

Storyteller group: National Government
Location: Jakarta

“We have been exposed to valuable ideas. We have also learned that the government cannot operate alone. The lesson we have learned is to open our minds and listen in order to get valuable input from others.”

For me, the most significant change is the development of Forest Management Units, which despite being something new, have been developed intensively. Still, we are facing limitations in terms of finance, knowledge, and framework strategies.



With FORCLIME’s support for capacity building, technical advice and facilitation of other key activities for FMUs, such as developing FMU models, we have been able to make innovations to accelerate the development of FMUs, including, for example, the creation of the FMU National Secretariat. This is important because, given all our constraints, FMUs would not have developed as quickly as they have now without FORCLIME’s support.

The existence of the National FMU Secretariat enabled the development of the organisational structure and form of the Forest Management Unit. FMU coordination meetings, which national state budget funding could not have covered, were financed by FORCLIME, allowing the acceleration work to be coordinated and realised more quickly.

We have also been able to develop Forest Management Unit models to accelerate certain FMUs, such as those in Kapuas Hulu (in West Kalimantan), Malinau (North Kalimantan), Berau (East Kalimantan) and Gularaya (Southeast Sulawesi).

Through our partnership with FORCLIME, we have been exposed to valuable ideas. We have also learned that the government cannot operate alone. The lesson we have learned is to open our minds and listen in order to get valuable input from others.

This story was told by Mr Drasopolino, Director of Production FMUs at the Ministry of Environment and Forestry.

Story 8: Conception to Implementation of a Forestry Management Unit

Storyteller group: National Government

Location: Jakarta

“The most significant change, in my opinion, was FORCLIME facilitating the development of a Forest Management Unit from concept to grand design, and ultimately to its implementation.”

There have been many changes since we started working with FORCLIME, especially in the development of human resources in local governments. We have developed technical competency standards for forestry, and competency standards for high-level officials. Another change, involving the development of and support for local Forest Management Units, is building the capacity of their managers. This included developing competencies and certification of FMU managers through education and training, which is rather expensive but produces good competencies. Support for Forest Management Units also helped the FMUs to develop their business plans.

The most significant change, in my opinion, was FORCLIME facilitating the development of a Forest Management Unit from concept to grand design, and ultimately to its implementation.

This story was told by Mrs Wikan, Head of Human Resources Development Planning at the Ministry of Environment and Forestry.

I was amazed by the consistency of FORCLIME in initiating the FMU grand design, developing its human resources, producing competency standards and assessing competencies, as well as standardisation. This cooperation is excellent and very important because this process allowed ideas to flourish and develop.



Story 9: Generating Interest in Forest Management Units through Publications

Storyteller group: National Government

Location: Jakarta

“The most significant change for me has been the increased interest in the Forest Management Unit.”



This story was told by Mr Ali Djajono, Head of the Sub-Directorate for Formation of Forest Areas and Allocation of Forest Resources Utilization at the Ministry of Environment and Forestry. His role is to draft policies and regulations on Forest Management Units. He has been involved with FORCLIME since 2010.

In the context of my work, GIZ helps to fill in the gaps. For example, if I'm going to draft a policy that requires a series of meetings or focus group discussions, but I'm not able to hold the discussions or provide information myself, GIZ helps out. It seems piecemeal but it's support for us nevertheless. We process things together – the government and the national budget – with support from GIZ.

Having the GIZ programme has brought about several changes, such as in capacity building. But the most significant change for me has been the increased interest in the Forest Management Unit. With support from GIZ, we held regular focus group discussions involving experts and we also published books. These publications are where GIZ's role is particularly apparent and tangible. GIZ not only contributed to publishing costs but also assisted in the process of preparing the publications, which now can be used as learning materials for others. Several books have been published, including one on financial management for local public service units, one on FMUs, and another one on regulations and laws – a compilation of legislation. In addition to printed editions, these publications are also available online. The next book will be about the lessons learned from the Gularaya Forest Management Unit.

Through support from GIZ during the preparation of these publications, we were able to receive contributions from more resource people and experts, including academics, local government staff, FMU staff and other stakeholders. Because of these publications, people's interest in Forest Management Units has grown. The National Development Planning Agency and the Ministry of Home Affairs, for example, have started to pay attention, and now Forest Management Units have their own directorate in the ministry.

Story 10: A Change of Mindset Changes Everything

Storyteller group: Provincial and District Government

Location: Berau, East Kalimantan

“In my opinion, the change in mindset is the most significant change because it is this change that has brought about all the other changes that have occurred. If people don’t change the way they think, then it’s difficult for them to change at all.”

There has been a change in the mindset and commitment of Berau Forestry Agency with regard to Forest Management Units since the start of the GIZ programme in 2010. In the past, the forestry agency didn’t even agree with the concept of Forestry Management Units. Then GIZ provided support and facilitated activities intensively, and that changed the mindset and commitment of the forestry agency towards the Berau Forest Management Unit. Then came the proposed FMU model and the formation of the FMU as an institution.



This story was told by Mr Hamzah. Since 2015, he has been Head of Forest Planning at Berau District Forestry Agency. Previously, he managed West Berau Forest Management Unit for three years. His current duties include building databases and promoting development of FMUs.

Another change that I’ve observed was the building of a database. Previously, Berau Forestry Agency didn’t have enough data, but after mapping the social and cultural potentials of the local community, they collected geophysical data in the field, including spatial data. This process built the forestry agency’s capacity in database management and data analysis.

GIZ also helped us to collect and identify information related to non-timber forest products. This made us realise that forests are not just trees. Forests can produce other things, such as honey. Now, a number of communities cultivate forest honey, which they harvest sustainably. Community empowerment brought about change.

Companies supported by GIZ have also changed in terms of their attitude towards certification. Now, two companies are committed to obtaining Forest Stewardship Council certification, which they are doing voluntarily.

Then there is the resolution of forest land tenure conflicts. Although many forest areas are legal and licensed (for commercial activities), they are actually controlled by local communities and that causes problems. FORCLIME facilitated assessments and conflict mapping by recruiting people who were able to approach and communicate with the community through a series of meetings, which resulted in a common agreement to disseminate information, collect data and build partnerships. Achieving this change in conflict resolution was not easy because initially the conflicting parties pointed fingers at each other.

In my opinion, the change in mindset is the most significant change because it is this change that has brought about all the other changes that have occurred. If people do not change the way they think, then it’s difficult for them to change at all. Communication, dissemination of information, intensive meetings, and a shared commitment are factors that contributed to this change in mindset. In this process, we must make what we want sound rational to them, so they feel that they will benefit too.

Theme 3.

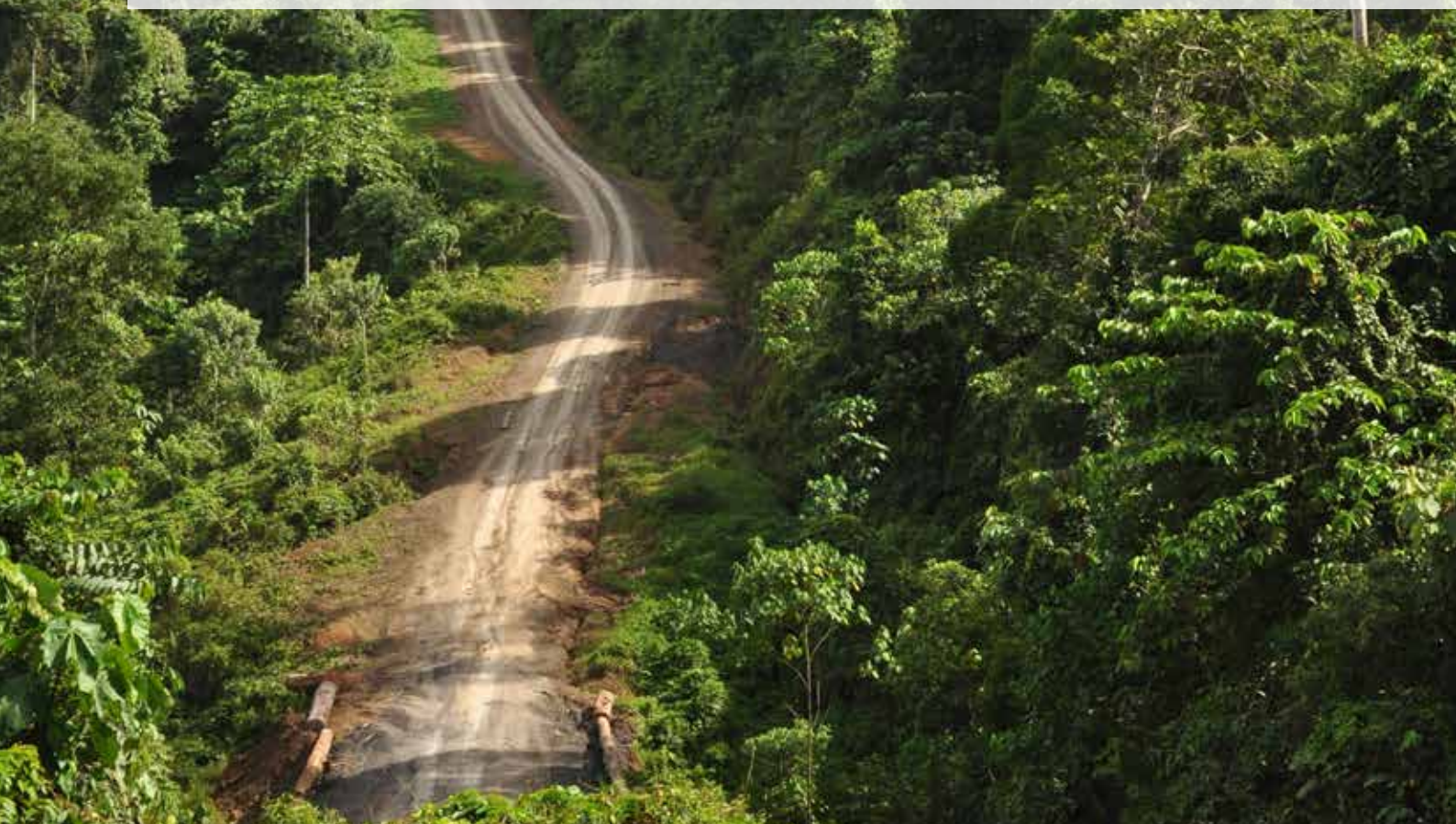
Integration of Conservation and Development – Green Economy

FORCLIME supports efforts to raise awareness of the Green Economy concept across communities and local governments. Key activities include disseminating Green Economy principles in development planning and enhancing sustainable livelihoods of communities in and around forests. For example, FORCLIME supports the development of local capabilities, promotes the economic value of non-timber forest products and encourages local stakeholders to participate in marketing and investment strategies.

The change stories in this theme discuss the sustainable use and management of resources – in this case, forests and agroforestry plantations, non-timber forest products such as honey and wildlife – and the resulting impacts on the livelihoods of local communities in FORCLIME’s pilot districts in Kalimantan. Farmers, for example, observed higher yields in their agroforestry gardens and better access to markets for their harvested products, while district government representatives noted the increased aptitude of village administrations to issue regulations and establish forest management plans.

FORCLIME and its partners conducted multiple training sessions and workshops, including hands-on demonstrations in the field, which made possible these changes, from raised awareness to improved performances and management practices.

The following eight stories show how FORCLIME and locals partners in Kalimantan are working together towards a Green Economy.



Story 11: Community Appreciates Relationship between Honey and Forest

Storyteller group: Community members and leaders

Location: Kapuas Hulu, West Kalimantan

“If the forest is good, the honey will also be good. If there are forest fires, honey will be scarce.”

GIZ is a support provider. They give us support for producing honey and for the Village Forest. GIZ has been involved ever since the Village Forest was established in 2013. Actually, we were overwhelmed by the notion of having the right to manage the Village Forest ourselves. They said we had the right to manage it for 35 years. At first I didn't understand the management process. But GIZ staff members and the District Forestry Agency have really helped us by providing information about the Village Forest and the honey.

By decree of the District Head, five villages are receiving support for honey production. As far as I'm aware, in my village the only support comes from GIZ, Fauna & Flora International and the Kaban branch of Indonesia Organic Alliance (AOI Kaban). There were also training sessions and practice sessions on sustainable honey harvesting. Sustainable harvesting involves taking honey that has its wax cap removed. The equipment to do this came from AOI Kaban. GIZ support has been quite good, even though the distance between locations makes it difficult to communicate. I hope that in the next honey season, GIZ will come here to talk to the community about how to produce good honey. So when we need GIZ support, somebody will be available to help.

One of the changes I observed as a result of the information sharing was that the community learned how to produce good quality honey and how to press the honey, as well as about the benefits of a Village Forest and its importance for our future. The community has started

adopting sustainable harvesting practices rather than the traditional methods they used before. The only drawback is that the Village Forest's development is slow. The Village Forest is often talked about but the community is rather slow to respond. We don't have enough information about the Village Forest, such as how to manage it and make it a proper one. Also, the community here still thinks that the village head is selling a local lake. I hope that we'll be able to discuss this, so that they understand the situation.

Honey and the Village Forest cannot be separated; they are one and the same. If the forest is good, the honey will also be good. If there are forest fires, honey will be scarce. In my opinion, the most significant change is the increase in the community's awareness (of the relationship between the forest and honey) because it can be a plus for the community. If they understand the relationship between honey and the Village Forest, it will be easy for us to talk to them about the benefits of the Village Forest.



This story was told by Mr Supirman, who has been Nanga Lauk Village Secretary since 2009. Nanga Lauk is part of the government's Village Forest scheme, in which local communities are granted management rights of state-owned forest areas.

Story 12: Local Rule Banning Smoke in Honey Collection

Storyteller group: Provincial and District Government

Location: Berau, East Kalimantan

“The local community believed in lots of myths about honey management that were actually detrimental to the sustainability of honey production. But now ... they are accepting the idea of forest conservation.”

I saw lots of changes in the community after GIZ provided training on bee cultivation ecology. These changes were the first stepping stone of positive changes in attitude, behaviour and mindset to adopt sustainable forestry principles in cultivating honey. For example, locals used to harvest all the honey at once, taking the larvae and

pupae as well; but to promote sustainability they now only take the honey. Also, locals used to believe the myth that honey must not be collected during the day because the yields would be low; now they understand that collecting honey in the daytime is fine, as long as they don't use fire or smoke. In one settlement, they now even have a rule banning the harvesting of honey using fire or smoke. As a result, the amount of honey produced each year has risen from 400 litres to 750 litres.

I think the change in the way honey is managed under the new rules is the most significant change. In the past, the community simply refused to believe what the Forest Management Unit told them, but now they have even made a new village regulation based on the information they received from the Forest Management Unit. For me, that's important and also surprising because the local community believed in many myths about honey management that were actually detrimental to the sustainability of the honey. But now, the fact that the new honey management method has been enshrined in a regulation in one village shows that they are accepting the idea of forest conservation. This change was brought about by community empowerment and support through training and institutional strengthening. The approach I adopted was cultural, and I approached individuals. This boosted the community's trust in the Forest Management Unit.

The changes in the honey farmer communities have had an impact on me as well. I am now convinced that conserving honey is conserving the forest and the local culture. The Forest Management Unit also benefitted from the comprehensive assessment of forest management, which had a positive impact on programme planning.



Mr Haerudin worked at the West Berau Forest Management Unit from March to June 2014 under the Young Professional Forester Programme. During his involvement with FORCLIME, he helped the Forest Management Unit to assess honey potentials and support forest honey farmers in Berau District.

Story 13: Learning by Seeing is More Motivating

Storyteller group: Community members and leaders

Location: Kapuas Hulu, West Kalimantan

“From the moment we started raising seedlings, lots of people began to get interested and asked me where they could get the seedlings. Having the demonstration plot motivated the local people. Lots of them want to get involved.”

Since September 2014, a few of us who wanted to start growing cocoa have received support from GIZ to make a cocoa demonstration plot. To begin with, in November, my friends and I received assistance to visit cocoa farms and research centres in Jember (in East Java) and Bali to learn about cocoa cultivation, so we could then transfer what we had learned to others in the village. In Bali, we saw cocoa farms first-hand and learned directly from the cocoa farmers about how to care for the cocoa. We were on the actual farms, not in a room. It's no use doing it in a room. In Jember, we saw the whole process, from how they raised seedlings to how they processed the cocoa, and we were able to taste the cocoa they made right there. So the information was easy to remember.

In December 2014, we received from GIZ superior cocoa seedlings, which had come from Jember. After that, GIZ staff provided support, starting with the process of raising the seedlings. In February and March 2015, we started to plant the cacao seedlings. GIZ staff continued supporting us, for example, by providing reading materials. They supported us in the fields, not just at home. They even showed us how to make compost from locally available materials. During this support process, we learned about the concept of

agroforestry. Actually, we had already been practicing traditional agroforestry before. We had planted a variety of plants on the land, but without taking into account the ideal spacing or the combination of plants that would provide ideal growth on a plot of land.

From the moment we started raising seedlings, lots of people began to get interested and asked me where they could get the seedlings. Having the demonstration plot motivated the local people. Lots of them want to get involved.

But for me, the change in mindset after visiting Jember and Bali was the most significant change because it motivated us to be able to do what they were doing. Without seeing it first-hand, it would have been difficult to change. If the visits had just been in a building they would have been useless. These visits made us believe that cocoa could be profitable. We have the land, so why shouldn't we be able to manage cocoa intensively?



This story was told by Mr Petrus Derani, a farmer who is a member of the Agroforestry Team. He describes the changes he experienced since taking part in cocoa demonstration plot activities that started in September 2014.

Story 14: New Ways of Managing Farmland

Storyteller group: Community members and leaders

Location: Malinau, North Kalimantan

“For me, the increase in production is the most significant change because it means I can meet market demands. GIZ has also helped me with marketing. GIZ put me in contact with several chocolate producers.”

First, the way I deal with pests and weeds has changed. Previously, I used herbicides to kill off the grass and stop it from growing. Now I use a lawnmower instead to avoid the negative effects of chemical inputs. Ever since I started doing that, I’ve not been swayed by offers of chemical fertilisers and other chemical inputs for my farmland.



This story was told by Mr Mika Yusup, a cocoa farmer in Malinau District. He has grown cocoa for many years, but only began farming it intensively after retiring from Malinau District Development Planning Agency.

I wanted to try out the new methods I’ve been taught by GIZ because they make sense. For example, planting cover crops to prevent the soil becoming hard and barren. Then I tried planting *koro* beans. As a result, the cocoa trees thrived because the *koro* bean leaves fell onto the soil and fertilised it. GIZ adopts traditional farming methods that prioritize soil conservation. So now I no longer have to bother about pruning plants that have lots of leaves.

Having shade plants means that the leaves on the cocoa trees stay green. In the past, they would quickly turn yellow and dry because there were no shade plants. I still prune the shade plants if they get too bushy, so that the cocoa trees are not in an environment that’s too damp. This has affected production. For example in the past, one harvest would produce 20 kilos, and now it produces about 60 kilos.

Before GIZ taught me I didn’t grow fruit as shade trees. I just focused on the cocoa trees. Now, by growing other productive plants like fruit, my income has increased and my consumption pattern has changed. I used to buy fruit and now I pick it from my own garden. Actually, I don’t think the method of growing cocoa is new but I’ve learned new methods of taking care of the land, which also has an impact on soil fertility.

For me, the increase in production is the most significant change because it means I can meet market demands. GIZ has also helped me with marketing. GIZ put me in contact with several chocolate producers in Bali, Java, Sumatra and Lampung. For example, a chocolate company in Sumatra ordered 200 kg of cocoa beans at IDR 45,000 per kilo, compared to a price of IDR 21,000 from other buyers. That motivates me.

Story 15: The Community has Removed Snares

Storyteller group: Provincial and District Government

Location: Kapuas Hulu, West Kalimantan

“The community’s behaviour changed. For example, they removed snares that had been placed in the forest to catch animals. For me, this is the most significant change because our goal is forest diversity conservation.”

What I know about GIZ activities is that they involve forest boundaries and land use. About eight months ago, they did a carbon inventory to calculate carbon potential. There has also been training. Just recently, GIZ staff provided GPS [global positioning system] training. I have gained a lot of practical experience in forestry, such as how to collect data in the field and use it to produce maps.

There has also been capacity building for the Forest Management Unit. To be frank, last year the FMU wouldn’t have operated without GIZ. Last year, its funding was minimal. Lots of FMU activities in the field were supported by GIZ and the FORCLIME-FC District Programme Management Unit because the FMU Long-Term Forest Management Plan hadn’t been approved yet and the FMU therefore wasn’t able to implement its work programme. For example, GIZ helped with establishing the forest boundaries. GIZ indirectly helped the FMU because we were able to use the data they had gathered inside the FMU. GIZ provided funding and technical support.

In early 2015, GIZ also helped us with participatory conservation planning training that involved the community. We looked at the animals and plants in the forest, the causes of declining numbers of some animal and plant species, and what we need to do. After that training, the community’s behaviour changed. For example, they removed snares that had been placed in the forest to catch animals. For me, this is the most significant change because our goal is forest diversity conservation.



This story was told by Mr Kasmin. He works in forest conservation at the Kapuas Hulu Forest Management Unit, which has its office in Mataso Village. He has been working there since March 2014.

Story 16: Building the Capacity of Forest Managers

Storyteller group: Community members and leaders

Location: Malinau, North Kalimantan

“I think that a significant change is the increased capacity of the village administration, especially the Village Forest Management Board. For example, they are now able to identify village potentials and prepare work plans.”

I think FORCLIME has brought about several changes. First, the Village Forest Management Board is now more focused since the number of managers was reduced. Second, the decree on the Village Forest has strengthened the status of the forest because it has a legal foundation. We no longer worry about people bothering us because we have the legal umbrella from the ministry. We used to worry about national government interference because, although Setulang has a customary forest, the national government had no data on this. For example, if someone wanted to mine there, they would obtain national government approval because they didn't know that Setulang has a customary forest. Third, the capacities of the village administration, in particular the Village Forest Management Board, have increased.

I think that the most significant change is the increased capacity of the village administration, especially the Village Forest Management Board. For example, they are now able to identify village potentials and prepare work plans. The capacity of the Village Forest Management Board has also improved since the new management was formed in 2013.

There used to be lots of forest managers and some were also part of the village administration. Now the board is more focused on managing the forest. Before FORCLIME activities started, the village

administration lacked the capacity to prepare work plans. Although Setulang had a draft of the functions of the areas of the Village Forest and a draft regulation about the Village Forest Management Board, these drafts were never implemented because the village administration was too busy. Then when we got support from a consultant sent in by FORCLIME, the Village Forest Management Board focused on completing the draft of the forest area functions and the village regulation, and even held meetings that went on until late at night. After the training, a different approach was adopted to deal with problems in the village. For example, problems in the past were dealt with by mobilising the masses (such as demonstrating outside a company's office) because there was no strong legal umbrella. That doesn't happen anymore.

This strengthening of the village administration, and especially of the Village Forest Management Board, is important because it has enabled the board members to deal with any problems regarding the Village Forest.



This story was told by Mr Saleh, who has been Head of Setulang Village, Malinau District, since 2011. He has been involved in FORCLIME activities since the initial assessment and discussions about Setulang Village Forest. He participated in training sessions and in the preparation of documents for requesting the Village Forest decree from the government.

Theme 4.

Human Capacity Development for Forestry Education and Training Institutions

FORCLIME assists human resource capacity development at the national and sub-national levels to support sustainable forest management. In turn, this benefits communities and reduces greenhouse gas emissions from the forestry sector. FORCLIME's assistance focuses on:

1. Developing policies with regard to human capacity development;
2. Strengthening the managerial capacity of forestry training and educational institutions at the national level and in Kalimantan;
3. Training related to Forest Management Unit development and climate change mitigation.

The following five stories illustrate some of the changes experienced by FORCLIME's partners at the Centre for Forestry Education and Training in Bogor, and at forestry vocational high schools. Positive changes include the adoption of e-learning methods and greater competence of teachers and trainers. Attitudes among high school students are now changing, while training institutions are enjoying improved results.

Story 17: Paradigm Change in Learning Methods

Storyteller group: Forestry Education and Training Centres

Location: Bogor

“By working with FORCLIME, this paradigm change has started within and outside the Forestry Education and Training Centre.”

The most significant change has been in the learning paradigm, which has shifted from the conventional teaching method to e-learning. This turned out to be a process in itself. Developing the systems, capacities and facilities is important, but without changing the mindset of those involved in planning and delivery of education, there would be no significant change.



This story was told by Mr Erfan, Head of Planning at Bogor Forestry Education and Training Centre, and Mr Suherdi of the centre’s e-learning team. Their stories are combined, as both experienced the same change.

By working with FORCLIME, this paradigm change has started within and outside the Forestry Education and Training Centre. We already had a learning management system. And coupled with our new knowledge on e-learning, we have been able to develop e-learning modules using software introduced by GIZ. And now, other institutions such as the Ministry of Women’s Empowerment and Child Protection, state-owned forestry company Perhutani and Forest Management Units have a serious interest in implementing e-learning. This is very pleasing because we’ve only been developing e-learning for the past few years.

This paradigm change has brought about other changes, including in policy. Although this is still underway and we don’t yet have any higher policy from the Ministry of Environment and Forestry, internally we already have units for evaluation planning and e-learning development. This means that e-learning has already become part of our nomenclature, and therefore has to be implemented.

There have been other notable changes, such as building our understanding of communication tools, how to make interesting PowerPoint presentations and how to develop enjoyable learning methods. Our meetings are no longer conventional affairs. Senior instructors are involved in e-learning and no longer stick rigidly to conventional teaching and learning methods.

We also have an e-learning portal at www.pusdiklathut.org. We have a separate e-learning team, and our instructors are able to develop e-learning modules.

Story 18: A Better Forestry Education and Training Centre

*Storyteller group: Forestry Education and
Training Centres*

Location: Bogor

“E-learning makes the delivery of education and training very efficient. This is significant because it will allow us to achieve the target of the National Medium-Term Development Plan, which we’d initially thought was too ambitious.”

The most significant change from the partnership with FORCLIME is the accelerated performance of the Forestry Education and Training Centre. Our target in the 2015-2019 National Medium-Term Development Plan is a three-fold increase in education and training delivered by the Education and Training Centre compared with the previous period. This target is quite ambitious because we did not receive any significant increase in facilities and equipment.

Since the end of 2014, we have done a lot with FORCLIME for e-learning. Starting with structured planning or a roadmap, we’ve developed education and training systems and facilities, and built the capacity of instructors, managers and decision makers. GIZ has provided assistance through technical experts and there is ongoing close and intensive communication between us.

Now we can see how much the performance of the Forestry Education and Training Centre has improved thanks to e-learning. In one e-learning implementation cycle, we can train 822 people. This is far more than the conventional, classroom-based teaching and learning we did in the past. E-learning makes the delivery of education and training very

efficient. This is significant because it will allow us to achieve the target of the National Medium-Term Development Plan, which we’d initially thought was too ambitious.

There are other changes that I’ve witnessed from the partnership with FORCLIME. Video conferencing facilities are developing and the use of video conference calls is growing. I don’t need to be physically present when opening or closing a meeting. Forestry vocational schools have developed not only in Kalimantan but across Indonesia. Although this has attracted some criticism, it is something that we are proud of. There has also been a change in the mindset of the teachers and instructors who were initially resistant to e-learning. Now they have accepted it.



This story was told by Mr Agus Justianto, a strategic partner of FORCLIME, who headed the Bogor Forestry Education and Training Centre for about four years. He describes the changes during his time as head of the centre.

Story 19: Support Assists Forestry Vocational Schools

Storyteller group: Forestry Education and Training Centres

Location: Bogor

“The competencies of the teachers in all these schools have improved. Previously, we had no plan for developing the vocational schools; now we have a roadmap for their development.”

Originally, there were five vocational schools under the guidance of the Bogor Forestry Education and Training Centre. Since FORCLIME started helping us, we’ve been able to increase this number to 20 schools over a period of two years. That’s very significant, in my opinion. Why? This support has been crucial to our support of the 15 additional schools. Our budget is very small, but with support from FORCLIME the competencies of the teachers in all these schools have improved. Previously, we had no plan for developing the vocational schools; now we have a roadmap for their development.



This story was told by Mrs Rita from the Forestry Education and Training Centre in Bogor.

With this support, we’ve also been able to develop standard competency tests for pupils. You can imagine how much things have moved forward, because in the past these schools had no modules, curriculums or teaching materials. The teachers had little knowledge of forestry and lacked teaching skills. All the schools operated separately, without any common standards.

With the increase in the number of supported schools and the competency of their graduates, the pupils coming out of the schools we support are now in demand from private companies and government institutions, such as the Ministry of Environment and Forestry, state-owned forestry company Perhutani, Sinar Mas, and Forest Management Units. Before the schools had these competencies, their pupils found it hard to find secure jobs after graduating. Now I often hear stories from former pupils and their parents, who are very grateful because they (the former pupils) didn’t have to wait long after graduation before getting a job.

Schools that were almost shut down due to a lack of pupils have grown and significantly increased their enrolments. All the forestry vocational schools that have been supported are now highly appreciated by the public, and there has been growing interest from other pupils in applying for these schools.

We have also seen changes in behaviour among the parents of our pupils. In West Nusa Tenggara Province, parents who used to be involved in illegal logging aren’t anymore. In Tuban and Mojokerto (in East Java), parents who caused damage to the forest now understand about conservation. In Rangkasbitung (Banten), parents who used to be involved in illegal mining have stopped doing that.

Story 20: Increased Interest in Forestry Vocational Schools

Storyteller group: Forestry Education and Training Centres

Location: Across Indonesia

“Of all these changes, we feel that the most significant one is the increased interest of prospective pupils and parents in forestry vocational schools.”

Before we received support and guidance from the Forestry Training and Education Centre and FORCLIME, we didn't have any study materials at all. We had to find and create whatever materials we needed, by ourselves; so the learning and teaching materials at forestry vocational schools differed from one school to another. Teachers rarely received any capacity building; at most, once every five years. As a result of all that, our schools had few pupils.

Now we have learning materials in the form of comprehensive, good quality modules. Intensive capacity building activities have really helped the teachers. They have education and training opportunities up to six times a year. This has improved the quality of learning and teaching. And with the support of the Forestry Education and Training Centre, many of our graduates have been able to get work straight away because we have links with companies and government agencies that need graduates of forestry vocational schools.

Of all these changes, we feel the most significant one is the increased interest of prospective pupils and parents in forestry vocational schools. This change is most significant because our schools used to have next to nothing and very few pupils. Now we even have to limit the number of pupils we accept in order to maintain the quality of graduates from our schools.



This story was told by the headmasters of 18 forestry vocational schools from across Indonesia during a discussion at the Jamboree Forestry Vocational School in Cibodas, east of Jakarta. This is the story of the most significant change agreed upon by the headmasters.

Story 21: Participants Now Dare to Dream

Storyteller group: Forestry Education and Training Centres

Location: Bogor

“Most significant, in my opinion, is the change in the attitude of our pupils. They used to just turn up ... now, many want to go on and study at university.”

Since I received capacity development training at the Forestry Education and Training Centre, many unexpected changes have occurred. For example, a headmaster in Bogor wanted to be a teacher at my school because he was interested and wanted to learn about what I'm doing in my school.

Another example is when fighting broke out among pupils of most of the very well-known vocational schools in Bogor – in particular the technical schools – people were amazed that our pupils were not involved. It's because all their energy is taken up with learning and practical activities.

Of the many positive changes that have occurred, the most significant one, in my opinion, is the change in the attitude of our pupils. They used to just turn up; the only important thing was graduating, finishing school. With the guidance, competencies and networking with the working world that our school now offers, many pupils now want to go on and study at university.

You may ask, why is this significant? It is significant because the school has managed to drive a change in the attitude of its pupils. From having no expectations and never imagining they'd be able to change their lives, they now have the courage to pursue more ambitious dreams.

This story was told by Mr Juan Rachman, Headmaster of Bakti Rimba Bahari Forestry Vocational School in Bogor, West Java, during a discussion at Jamboree Forestry Vocational School in Cibodas.





Theme 5.

Improving Forest Governance through Conflict Resolution and Participatory Mapping

FORCLIME has been supporting participatory mapping in several villages in Kalimantan since 2010. In FORCLIME's pilot districts, where most of the rural poor rely on natural resources for their livelihoods, clear and secure land tenure is the basis for sustainable economic development as well as forest conservation. Yet, due to poor governance of forests and land, this is often not the case. Community-based forestry schemes can empower rural communities by granting access rights to forest management and settling existing conflicts, such as overlapping land claims. GIZ has teamed up with skilled partners, such as the Working Group on Forest-Land Tenure (WGT), to support improved forest governance by addressing conflict resolution between communities or between communities and timber companies, through mediation.

The following stories highlight how greater knowledge of village and forest boundaries, land use potentials and conflict resolution dynamics can make a difference to the lives of villagers in Kalimantan.

Story 22: The Importance of Third-Party Mediation

Storyteller group: NGOs

Location: Kapuas Hulu, West Kalimantan

“Through the participatory mapping process, the local communities not only identified the village boundaries but also the potentials in their village. They now know the spatial land use patterns in their village.”

I know a little about GIZ activities, such as participatory mapping, where communities were taught to use GPS to map their territory. There was also a micro hydroelectricity programme in Menua Sadap Village, but that failed because of flooding. GIZ also initiates Village Forests and promotes non-timber forest products; and although for the latter there hasn't yet been any community training,

the initiative is in place. The last I heard, GIZ was promoting the Kapuas Hulu Forest Management Unit, which also works in one of our indigenous communities. Moreover, GIZ staff are also involved in several forums concerned with forestry in our district.

I've not directly joined in the mapping, but a Sebatopa member in one of the communities has been intensively involved. Through this participatory mapping process, the local communities not only identified village boundaries but also the potentials in their village. They now know the spatial land use patterns in their village. Since the village has been mapped, the people are also able to choose which locations they will open up to outside parties. As far as I know, it's like that. The only thing is that many communities do not yet understand how to use land properly. So they haven't put this knowledge into practice yet.



As for the Forest Management Unit, I don't see an obvious contribution yet. As far as I'm aware, the Forest Management Unit programmes are good, and they focus on community empowerment and non-timber forest products. GIZ's role in developing non-timber forest products hasn't been noticeable, perhaps because they're still focusing on promoting the Forest Management Unit itself. There are no GIZ staff designated for non-timber forest products, and there aren't many GIZ staff in general. I know there's one GIZ staff member in Putussibau (the capital of Kapuas Hulu District). Others are here for only a few weeks and then have to go out of town because of other responsibilities. From time to time, German experts appear. Actually, if GIZ focused on developing one kind of non-timber forest product beneficial for the whole community, then certainly everyone would want to get involved.

During the participatory mapping in Pulau Manak and Menua Sadap villages, things were rather difficult. The map was completed and the process was good because it involved all components of the community. However, for some reason the map was never officially signed, even though GIZ had completed it. The dispute between Pulau Manak and Menua Sadap is longstanding. Many have tried to mediate, including me. Recently, the Working Group on Forest-Land Tenure (WGT), which is also supported by GIZ, became involved as well. I've been invited on several occasions, but I've been unable to attend. As far as I'm aware, there haven't yet been any changes as a result of the mediation by WGT.

But for me, the presence of WGT in this mediation process is a very significant change, as the communities understand and are aware of the conflict resolution process. They now know what to do if there's conflict; because there will always be conflicts, with companies, with the national park, and who knows, with other NGOs and the Forest Management Unit. I just hope that WGT will more intensively and holistically help the community. They could actually stay in Putussibau; not just come for a few days and then leave again.



This story was told by Mr Stepanus, founder of the NGO Sebatopa. Established in 2011, Sebatopa liaises between five indigenous communities in Kapuas Hulu District and Betung Kerihun National Park.

² Update: In March 2016, the two villages of Pulau Manak and Menua Sadap finally settled their longstanding conflict and agreed on the administrative boundary between their villages. The mediation was facilitated by WGT and supported by GIZ.

Story 23: Mapping is the Key to Seeing Village Potentials

Storyteller group: Community members and leaders

Location: Kapuas Hulu, West Kalimantan

“If we don’t get outside help, I think the problem will never be resolved properly. I learned how to resolve conflict, what has to be done.”

The GIZ activities that I’ve taken part in are mapping and introductory meetings. The mapping done by GIZ was different from the mapping done by the government. With GIZ, we – the local people – go directly to the location, so we can give names to places when we get there. The government just guesses, so often there’s a dispute over boundary markers. So if you look at the map made by the community and GIZ, and then compare it to the government map, there are differences. During this activity, we learned how to use GPS and how to make maps. Before that, I didn’t know how to read maps; I couldn’t see where the mountains were, for example.

The map hasn’t yet been officially approved because there are still disputes between the Iban and Embaloh ethnic groups concerning the boundaries. The most urgent thing now is resolving the conflict between these two groups. The Iban are not the same as the Embaloh. If we don’t get outside help, I think the problem will never be resolved properly. I learned how to resolve conflicts, what has to be done.

For me, the most significant thing was taking part in the mapping activities because, by going directly to the locations instead of looking at a map, we learned exactly where the village boundaries are. We know the extent of our area and what’s in it, so we know how to manage and make use of it.

This story was told by Mr B. Kosmas, customary leader of Pulau Manak Village. He has been involved with GIZ during participatory mapping activities and in resolving the boundary conflict between Pulau Manak and Menua Sadap villages.



Story 24: Reading the Characters of People Prevents Conflict

Storyteller group: Community members and leaders

Location: Kapuas Hulu, West Kalimantan

“Learning how to read the characters of other ethnic groups and other villages is the most significant change, because if we don’t know a person’s character, a problem can become a source of conflict.”

As a member of the village administration, I was involved in the mapping activities carried out by GIZ in 2009–2010. During these activities, I learned about mapping, village boundaries and spatial use. I became familiar with boundary markers, land use and the area itself. I recognised where the assets of my hamlet are.



So when I became hamlet head, I already had a little bit of experience in mapping, identifying spatial use, and boundary markers. I was able to share this knowledge with my community, which didn’t know about these things. These things are important, so that we know the boundaries between our village and neighbouring villages, and so that we know the location of our community gardens, the cemetery, roads, forests or habitats that need to be protected. Before I took part in this activity, I knew nothing at all about those things. However, some of the boundaries are yet to be finalised, as they have not been agreed on because of ethnic reasons.

As well as these mapping activities, I also took part in training on boundary conflict resolution organised by the Working Group on Forest-Land Tenure. I learned about the characters of the villages and their people. I know that people can be persuaded to compromise and that people want to move forward. That’s important, because if we don’t understand the characters of the villages and their people, we cannot make a decision or solve problems.

For me, the knowledge I gained in learning how to read the characters of other ethnic groups and other villages is the most significant change, because if we don’t know a person’s character, a problem can become a source of conflict. If we don’t know someone’s character and we force them, it can lead to conflict between villages.

This story was told by Mr Agustinus Unan, Head of Pinjauan Hamlet, Pulau Manak Village. He previously worked for the village administration for more than seven years. He was involved in participatory mapping activities conducted by GIZ in 2009–2010 and in resolving the boundary conflict between Menua Sadap and Pulau Manak villages (2014–2016).

Theme 6. Gender

The success of sustainable forest management is determined by the participation of all stakeholders. Men and women often have different roles and responsibilities in forest management. Consequently, their diverse needs must be taken into account, so they can benefit equally from programmes such as FORCLIME.

Promoting gender mainstreaming in the often male-dominated forestry sector is part of FORCLIME's activities in the pilot districts of Malinau, Berau and Kapuas Hulu. This includes integrating gender issues in the development of Forest Management Units, REDD+ Readiness, Community Based Forest Management and Forest Strategic Planning.

The observed predominance of men in the forestry sector is reflected in this book, as most of the stories are told by men. Nevertheless, women also experience changes, some of which are recounted here.

There are stories about women no longer fearing for the safety of their husbands after adopting sustainable honey harvesting practices. Other positive changes include increased willingness by a village head to involve women in meetings, so their specific needs can be heard. Training on gender mainstreaming has helped to raise awareness of the issue and accelerate its practical implementation.



Story 25: New Honey Harvesting Method Lets Women Sleep Easily

Storyteller group: Community members and leaders

Location: Kapuas Hulu, West Kalimantan

“The most significant change for us is the way we harvest and process the honey. The men no longer have to go out at night for harvesting, which means we don’t have to worry about their safety. We also get extra money for shopping from selling the honey, because we produce better quality honey now.”

We start our activities early in the morning. Some of us collect rubber sap, some go to the lake to catch fish and some go to the fields. Others go to the forest to gather rattan. If it’s the season for going to the fields, like it is now, we have to wake up at four in the morning. Women do the same activities as the men, except harvesting honey.

We don’t know anything about GIZ, but we know Mr Ali Mustofa, who collaborates with the District Forestry Agency. He’s always going back and forth to meet up with the men. Sometimes Mr Ali asks the women to talk, but he doesn’t usually ask all the women. Usually Mr Ali talks about the Village Forest.

We usually go fishing and gathering rattan in the Village Forest. Before the Village Forest Management Board was set up in 2013, there was already a Village Forest, but it wasn’t very well organised. Now there are lots of rules, but actually it’s just the same as it was before. Nothing was forbidden, everything stayed the same. The only condition is that everything found in the Village Forest will be managed, used, gathered and protected by the community itself. One of the forest products we gather is rattan, to make baskets and mats. If we gather wood, it’s just firewood; nobody sells it to people outside the community. Now there are regulations. This means that if we want to sell wood, we have to do it as a group, using village funds, and manage the process together until the wood is sold.

The women here aren’t usually involved in harvesting honey, but sometimes we help if there’s no one else. The men gather the honey because it involves climbing and because they did it at night. But since we’ve had the new equipment, the men can gather honey during the day. We don’t worry about them having to go out at night to gather honey anymore. The equipment makes our honey better quality too. We used to sell it for IDR 50,000 to IDR 60,000 a kilo, now we can get IDR 90,000. The new way of processing also means that our hands aren’t swollen from pressing the honey.



The most significant change for us is the way we harvest and process the honey. The men no longer have to go out at night for harvesting, which means we don't have to worry about their safety. We also get extra money for shopping from selling the honey, because we produce better quality honey now.



This story was told by Mrs Nurhayati, Mrs Epi, Mrs Nurma, Mrs Erniwati and Mrs Laila. These five women are from Nanga Lauk Village, located on a remote stretch of the Kapuas River in Embaloh Hilir Sub-District. The village can be reached only by a two-hour boat journey. Residents live closely with the river and forest. Several villagers have received training in sustainable honey harvesting, which was facilitated by GIZ, while harvesting tools were supplied by the Kaban branch of Indonesia Organic Alliance (AOI Kaban).

Story 26: More Flexibility in Bringing in Experts

*Storyteller group: National Government
Location: Jakarta*

“They have gained an understanding of gender mainstreaming more quickly and they are better informed.”

The most significant change that I have experienced from having support from FORCLIME is flexibility in bringing in experts. The Ministry of Environment and Forestry has standard rates that sometimes preclude bringing in experts. With support from GIZ, there is more flexibility in hiring more competent experts at higher rates, which makes activities in the field more flexible too. Using only state budget funds, it would be impossible to pay experts who can provide day-to-day support over a long period of time. Having this flexibility means that activities can be planned in more detail,

and they can be varied and repeated; which also helps for better knowledge sharing. For example, in the context of gender mainstreaming in Berau, with GIZ support, we brought in an expert and have since been able to hold meetings with stakeholders, including local Forestry Agency work units, village administrations and communities. They have gained understanding of gender mainstreaming more quickly and are better informed. In Berau, they are even trying out a gender tool kit, also with support from GIZ.

Other changes have to do with publications. We had done many things related to gender mainstreaming but had never published them. GIZ helped us to publish our work in the form of handouts and flyers, which we distributed at forums.

GIZ also helped to develop gender-responsive activity models in Agam in West Sumatra, East Sumba [East Nusa Tenggara] and Berau [East Kalimantan]. These models have been adopted by the Ministry of Women’s Empowerment and Child Protection.



This story was told by Mr Teguh Prio, Administrative Coordinator at the Planning Bureau of the Ministry of Environment and Forestry. He has been involved with FORCLIME in his role as data coordinator of the ministry’s Gender Working Group.

Story 27: Gender Training Wasn't Wasted On Me

Storyteller group: Community members and leaders

Location: Berau, East Kalimantan

“Women here used to be underestimated, but now they enjoy being involved in making decisions about local development.”

After taking part in the gender training, I realised that women's participation is crucial to development of settlements and villages. Since then, I've regularly invited women to development planning meetings and accommodated their specific requests. Women here used to be underestimated, but now they enjoy playing a part and being involved in making decisions about local development, such as the tourism potential of waterfalls in the village. It gives them dignity. Previously, I had only invited women who held positions in the village to these meetings.

As well as involving women in village meetings, I also told the local community not to differentiate between boys and girls in education and work. I told them that both boys and girls could go to school and do housework. I explained that there was nothing stopping either the boys or the girls.

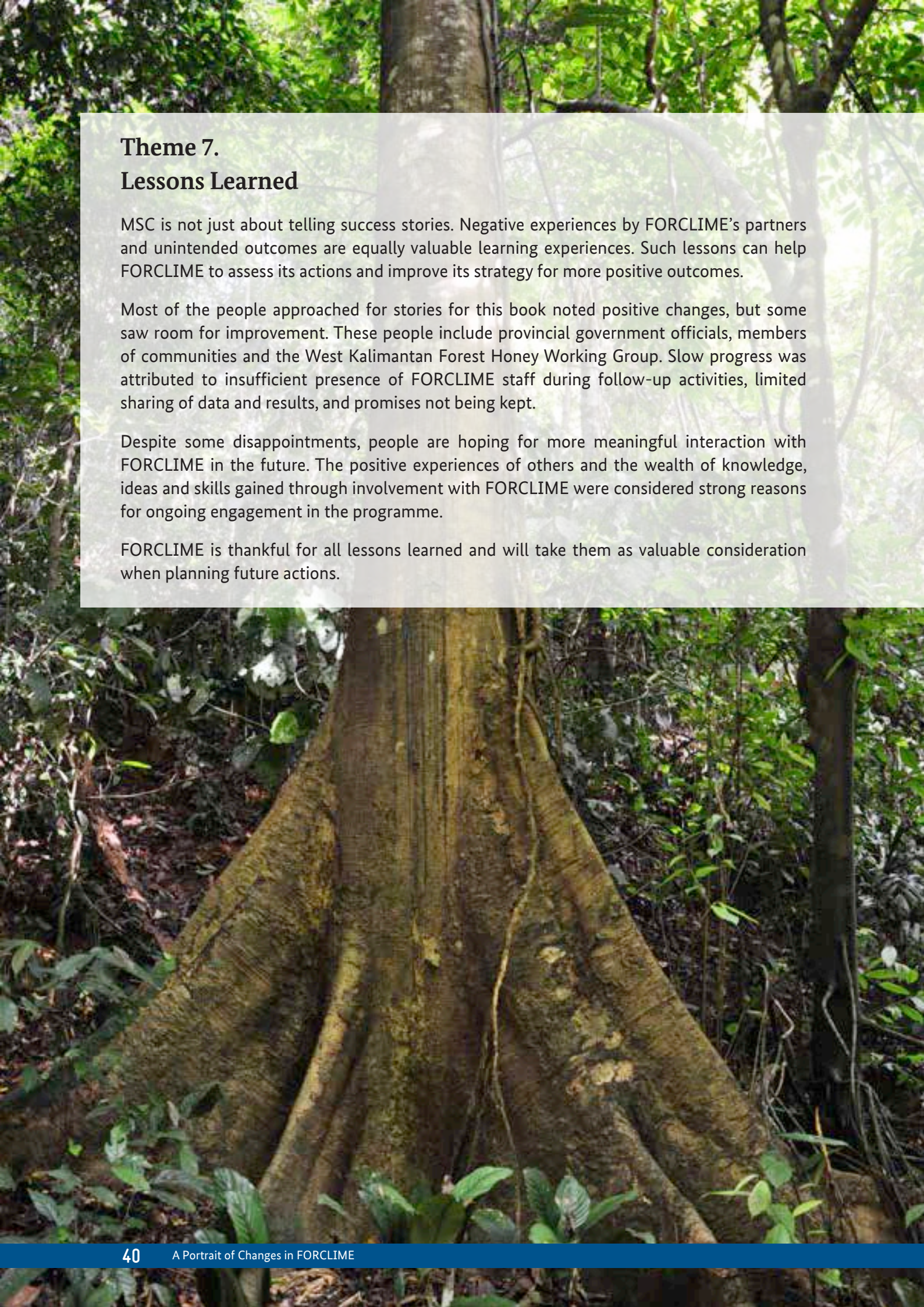
Differences in the roles of girls and boys persist even today in the village, but I make use of every meeting to explain gender equality. In the past, boys weren't allowed to wash and fold the clothes, and girls were reluctant to help collect wood. Now, that's all started to change.

The change has been rapid because the community values and respects its leaders, what their leaders say and what they do. I also try to be a leader who sets an example. I've adopted equality of roles in my own family.

Before I did this training, I thought gender was just about women. But it turns out that gender is about men and women, depending on their roles. That's what sticks in my mind from the gender training; that and the importance of women's participation. It turns out gender has a broad definition.

For me, the most significant changes are those that I see in so many people in my community. This means that being chosen by the Forestry Agency for the training wasn't a waste; I feel it was worthwhile.

This story was told by Mrs Surya Emi, Head of Tepian Buah Village, Berau District. In February 2015, she took part in gender training organised by the Ministry of Environment and Forestry with support from FORCLIME.



Theme 7.

Lessons Learned

MSC is not just about telling success stories. Negative experiences by FORCLIME's partners and unintended outcomes are equally valuable learning experiences. Such lessons can help FORCLIME to assess its actions and improve its strategy for more positive outcomes.

Most of the people approached for stories for this book noted positive changes, but some saw room for improvement. These people include provincial government officials, members of communities and the West Kalimantan Forest Honey Working Group. Slow progress was attributed to insufficient presence of FORCLIME staff during follow-up activities, limited sharing of data and results, and promises not being kept.

Despite some disappointments, people are hoping for more meaningful interaction with FORCLIME in the future. The positive experiences of others and the wealth of knowledge, ideas and skills gained through involvement with FORCLIME were considered strong reasons for ongoing engagement in the programme.

FORCLIME is thankful for all lessons learned and will take them as valuable consideration when planning future actions.

Story 28: Communication is Crucial to Change

Storyteller group: Community members and leaders

Location: Kapuas Hulu, West Kalimantan

“A lot of the data about our Village Forest is not up to date.”

Before I became village head, I wasn't really involved in GIZ activities. I only got involved in FORCLIME activities after I had become village head in 2012. I took part in participatory mapping activities concerning the boundary conflict. This has been a longstanding problem. The participatory mapping was good, but the community is rather sensitive about the whole thing.

Taking part in this activity gave us experience. It was all new to me. We learned that the participatory planning approach we used was not only about plotting or making maps, but that we also had to know the boundary markers of our village. We can't use the draft plan yet because the boundaries haven't been agreed upon. As far as I could see, not all the leaders were involved in this activity. That's because in one hamlet there are lots of key leaders.

The NGO Lanting Borneo had been dealing with this boundary issue before, and WGT only recently got involved. That's why the sub-district head initially had reservations about WGT, about whether they were complying with procedures or not. We also had no idea who was representing WGT to communicate with the sub-district. I could see the situation was becoming increasingly tense between the villages, so I took anticipatory action by communicating with the police and the local military base to deal with it. That's why the sub-district head contacted me, because he had seen the reaction of the local people, myself included.

Being involved in the process with WGT has had many benefits. For example, I know now how to handle conflict, how to explore history, how to resolve issues with various parties. There are many different interests in this village, such as government interests, the interests of Betung Kerihun National Park, the interests of the Forest Management Unit, and the interests of companies. The process taken by WGT to resolve this problem has been very useful to us. We still lack a lot of information and experience, especially when it comes to the outside world. This conflict mapping activity was crucial because it really helped us to avoid more friction between the communities.



GIZ has also promoted and assisted the Village Forest since 2010. I once went to Lampung Province to see how Village Forests are managed. There, we saw people in the community making handicrafts, and we visited the plantations and their business enterprises. We want to adopt what we have learned from the visit, but we've not yet been granted the official right to manage the Village Forest. The villages are far away from each other, so it's difficult to organise activities that involve community participation. Another challenge is that the local people see lots of meetings going on but nothing being done, so they're reluctant to get involved. The process of getting a permit to manage the Village Forest has been very time-consuming. It started in 2010 and the license still hasn't been approved. There are no funds to do activities, even though we have been called on to start implementing.

Our relationship with GIZ is fine, but communications need to be improved so that the programme in our village runs more smoothly. For example, some of our data is with Mr Ali Mustofa, some is with Mr Ismet Khaerudin and some is with Mr Yan. And they don't meet very often because they are so busy, so a lot of the data about our Village Forest is not up to date. It also seems as if there is no confidence in the capacity of the Village Forest Management Board to manage finances.

For me, taking part in GIZ activities has given me a lot of experience and new knowledge, especially about conflict resolution. But for the community, I haven't seen any significant changes yet because our expected targets have not been achieved.



This story was told by Mr Husen, who has been Head of Menua Sadap Village since 2012. The boundary between Menua Sadap and neighbouring Pulau Manak Village had long been disputed. GIZ and the Working Group on Forest-Land Tenure (WGT) initiated a mediation process to resolve the issue.

Story 29: Nanga Lauk Honey Sub-Centre is Two Steps Behind

Storyteller Group: NGOs

Location: Kapuas Hulu, West Kalimantan

“Systems are important because GIZ won’t be in Kapuas Hulu forever.”

My interaction with GIZ is mainly in the context of the Forest Honey Working Group, in which both GIZ staff and I are members. This working group is part of a regional initiative led by the head of Kapuas Hulu District. The aim is to get innovative grassroots ideas that the government then brings to fruition. Members of the Forest Honey Working Group include the local Plantation and Forestry Agency, GIZ, AOI (Indonesia Organic Alliance), Riak Bumi Foundation, the local Development Planning Agency, and the local Cooperatives and Trade Agency. There’s no additional interaction between our institutions because GIZ focuses on the area covered by the Forest Management Unit, and we’re outside that.

As well as being in the working group, we’ve worked with FORCLIME in Nanga Lauk Village. When the Plantation and Forestry Agency and GIZ organised training for sustainable honey harvesting, we took part and received equipment. Nanga Lauk is a part of the Forest Honey Sub-Centre, but because Nanga Lauk is a GIZ-supported village, our NGO is not active there. We are holding ourselves back to avoid overlaps. In total, we support only four villages. Our involvement in Nanga Lauk is limited; we take part if there are activities, but if there are no activities, then our role is a passive one.

Another thing is that GIZ staff contributed significantly to the preparation and approval of the proposal we submitted to the Tropical Forest Conservation Act (TFCA) Kalimantan (a debt-for-nature swap scheme between

Indonesia and the United States). This project is a huge leap forward for the development of forest honey. The number of areas has increased from one to four. Previously, only 150 members had been trained in sustainable honey harvesting; now it’s 900 people. This was only possible because of support from our friends, including GIZ staff. TFCA Kalimantan was interested because of the ideas in the proposal and because of the lobbying by GIZ staff.

The most significant change stemming from the presence of FORCLIME in Nanga Lauk is the village’s slow development of forest honey management. Other forest honey sub-centres we’ve visited are two steps ahead of us. Those villages have organisations, managers, internal inspectors. In Nanga Lauk there’s none of that; we don’t even have systems. Systems are important because GIZ won’t be in Kapuas Hulu forever.



This story was told by Mr Irawan Sihombing, Director of the NGO Perkumpulan Kaban. He has been interacting with FORCLIME as a member of the Forest Honey Working Group in Kapuas Hulu District.

Story 30: Decrease in the Intensity of GIZ Staff Involvement

Storyteller group: District and Provincial Government

Location: Kapuas Hulu, West Kalimantan

“The decrease in the intensity of his involvement is the most significant change for me, because he was very active and had innovative ideas.”

To be honest, I don't know much about the FORCLIME programme in Kapuas Hulu. What I do know is that it's a collaboration involving several regional government units. My own interaction with FORCLIME was when we were setting up the Ecotourism Working Group. This is a multi-stakeholder working group. It has a common vision of ecotourism that prioritizes community-based environmental sustainability. The Ecotourism Working Group was set up in 2014 and has produced an Ecotourism Development Roadmap for Kapuas Hulu.

One of the people involved in the working group is a FORCLIME staff member. I communicate frequently with him. We discuss programmes that could be implemented. The FORCLIME programme is very relevant to the ecotourism programme. We don't have a grand design for the development of Lake Sentarum ecotourism as a key destination yet. It would be difficult to develop Lake Sentarum National Park if we only adopted partial policies. The responsibility for tourism has always been given to us, even though tourism development is multi-sectoral. GIZ once offered to help find a consultant for this, but it never happened.

We are the only district that has produced a tourism roadmap. One GIZ staff member contributed very actively with ideas. But in the past four months, he has been busy, perhaps with other duties. The decrease in the intensity of his involvement is the most significant change for me, because he was very active and had innovative ideas. Without him, it's like we've lost something. His presence gave colour to our discussions on local tourism development.



This story was told by Mr Darmawan Isnaeni, an official of the Kapuas Hulu Culture and Tourism Agency. He is the coordinator of the local district's Ecotourism Working Group, in which FORCLIME staff are also members.

Story 31: No Real Change So Far But Right Direction

Storyteller group: NGOs

Location: Pontianak, West Kalimantan

“The presence of GIZ in the district Plantations and Forestry Agency seems to have changed the attitude of the Kapuas Hulu district government towards NGOs.”

When talking about change, we look at the duration of the project intervention, which in this context is the GIZ project. As far as I'm aware, the first phase of the GIZ project was three years, then it was evaluated. Then came the second phase, using a different approach. In my opinion, in the first three years, there weren't any changes. I think that GIZ was experimenting to find out the best approach for implementation of the government-to-government programme by the Kapuas Hulu Plantation and Forestry Agency. For example, in the first three years, the Agency didn't understand the mechanism for budget use, which resulted in under spending. Then they tried a new strategy in the second phase, increasing the number of components from three to six. It was in this second phase when I saw the changes I'd expected, especially with regards to the approach and the involvement of village communities in FORCLIME. In the village communities I observed a process of learning and education, and because they were involved in the planning, they were able to express their needs.

This story was told by Mr Albertus Tjiu. Mr Albertus is the Programme Manager of WWF Indonesia West Kalimantan. Before taking up his current position, Mr Albertus was a WWF Kapuas Hulu Project Leader and based in Putussibau. He is not directly involved in FORCLIME, but has had frequent interaction with GIZ staff.

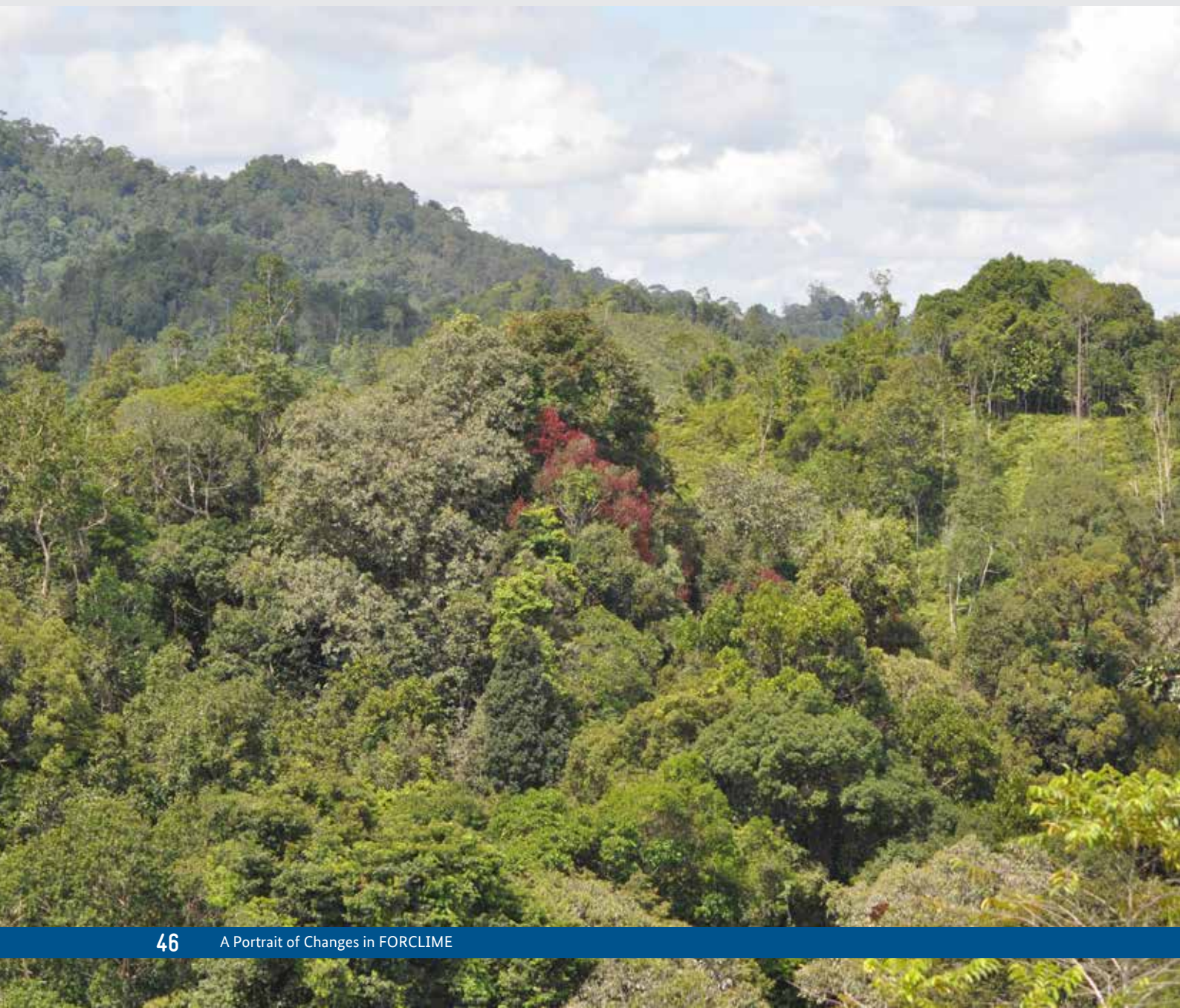
Besides GIZ, there are lots of other organisations working in Kapuas Hulu, and all of them have the same goal: to support the Heart of Borneo initiative. The presence of GIZ in the district Plantations and Forestry Agency seems to have changed the attitude of the Kapuas Hulu district government towards NGOs. Communication between the local government and NGOs is more open now and they listen to each other. The presence of GIZ has also caused changes in the ranks of government, especially of staff from the section head down to the ordinary staff, although not across the board. I think that most of the change has happened at the leadership level, not just at the very top but in the second layer as well. This second layer of management seems to be very strong and with the capacity to grow. Unfortunately, I haven't seen these changes in the ordinary staff. I don't know whether it's because they



don't really want to learn or because they haven't had the opportunity; but in short, I've not seen any significant changes here. So, in my opinion, if it's the aim of GIZ to build the capacity of government human resources, the lower staff levels in the district agencies should be getting special attention to ensure that there is a selection process based on skills, and also to ensure that when GIZ isn't here anymore they can continue its work.

Regarding the Forest Management Unit in Kapuas Hulu, it is developing fast and it should be recognised that this is thanks to GIZ. However, because of Law 23/2014 and

the distribution of authority between district and provincial level, Forest Management Unit development is not easy. But I do feel that although GIZ has optimised its role in supporting the Forest Management Unit, this has not been matched by the provincial government. The district government instead has done quite well thanks to GIZ support. As for the most significant change, I haven't seen any real significant changes yet, although things are going into the right direction for improved forest governance. I believe that the important thing is laying the foundations for developing the capacity of human resources.



Story 32: Training and Mindset Change Can Make a Difference

Storyteller group: Provincial and District Government

Location: Kapuas Hulu, West Kalimantan

“Building human resources is important because it changes mindsets and skills. For lower-level to mid-level staff, capacity building focuses on skills. For those at the policy-making level, the focus is on changing mindsets.”

I’ve seen significant changes in human resources brought about by the presence of GIZ. Although not many people have changed because of GIZ, from the small handful that have, we have built networks with other government agencies. For example, GIZ arranged for sub-districts from five districts to see first-hand the practices of the Forest Management Unit in Yogyakarta. After that visit, we were able to engage in discussions with them. Also, after discussing organisational matters, the head of the legal division understood the concept of the Forest Management Unit.

GIZ activities focus on training. Some have asked why spend so much money with nothing to show for it. But I believe building human resources can make things easier. For example, my colleagues from other local government agencies have received a lot of support, but their personnel don’t know how to do things in practice because they’ve had no training or support. Ultimately, that support is a waste.

This story was told by Mr Indra Kumara. He headed FORCLIME-Financial Cooperation’s Kapuas Hulu District Programme Management Unit from 2012 to 2015, while also working as a civil servant with the District Plantation and Forestry Agency. Since 2015, he has been a consultant for sustainable forest management. He has been involved in the development of FORCLIME since 2007.

Building human resources is important because it changes mindsets and skills. For lower-level to mid-level staff, capacity building focuses on skills. For those at the policy-making level, the focus is changing mindsets. And when that happens, it’s usually easier for the lower level personnel. Learning from experience is the key. When we’re under pressure to do things quickly in the community, and the policymakers hold back, ultimately the funds don’t materialize, and that’s an end to it all.

Now, things are better. When the mindset of the policymakers has changed, we can tell them how much budget we need and they’ll say, “OK, organise that for next year. If not this year, then next year.” Take the honey for example; things have improved in that respect. Since the district head gave the green light, we’ve produced various bits of evidence [that the project is a success], and the district head now actually encourages us to budget to buy this and that for next year. So, having a product with a clear economic value makes it easier to approach the policymakers. Because one day, the (FORCLIME) project will end, and where else is the money going to come from, if not from the government?



Way Forward

Change is like a tree: from a small seedling, it grows bigger. Its roots become stronger, it grows more branches, its leaves multiply. When the time comes, it flowers and bears fruit. Yet, changes do not just happen independently. They result from other changes. Changes are interrelated. A green economy would be impossible without improved forest management and development of FMUs. Development of FMUs requires regulatory forestry policies. Education and training centres, as sources of skilled foresters, must continually build their human resources. Ultimately, everything flows into the community, so that the people can all benefit by picking the fruits of change ripened by the FORCLIME programme.

Overall, 85 MSC stories were collected by FORCLIME in August 2015. Analysis of the stories collected across all stakeholder groups and project locations found the most common themes were human capacity development, organisational strengthening and mindset change. This indicates FORCLIME's strength in each of these aspects.

With this book, consisting of 34 selected stories, FORCLIME is sharing some of these voices with its working partners and funding institutions, and the wider public.

Conducting MSC has been a learning experience for the programme itself on how the work done by FORCLIME's many staff and partners has initiated important changes for people and forests in Indonesia.



This book is also a way of giving feedback to the storytellers. The selected stories reflect prioritized topics of change, indicating processes likely to be supported by the programme in the future. Additional feedback products, such as brochures or posters with change stories based on topic or location, may be developed to better address the information needs of groups involved in the MSC assessment and the FORCLIME programme.

The findings of this assessment will complement FORCLIME's results-based monitoring system. As the MSC assessment took place in August 2015, the stories reflect moments of action in time. Yet as long as the FORCLIME programme exists, changes will keep happening.

Conducting additional story selection workshops at sub-national levels, and making MSC an integral part of regular monitoring and evaluation cycles is one goal for the remaining years of the programme. By bringing new insights into the process of change, the right decisions can be made to promote positive change.

