Collaborative Forest Management

Practical Guidelines

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Executive Summary

Indonesia’s forests are disappearing at an alarming rate, and over 40% of the country’s total forest cover was lost in the past 50 years\(^1\). Forest resources have been reduced by unsustainable logging practices and the poor management, resulting in the loss of biodiversity, devastating forest fires, land degradation, conflicts between loggers and communities, and the pressure on local livelihoods.

Due to the urgency of such environmental issues, these guidelines aim to provide practical guidance to achieve sustainable forest management through Collaborative Forest Management (CFM), the integrated program initiated by the Nature Conservancy (TNC). They draw on the experience of TNC’s work from 2003 to 2008 with the government, communities and a forest concessionaire in 100,000 hectares of lowland tropical forest covering the Segah watershed in Berau District, East Kalimantan, Indonesia.

Collaborative Forest Management is a dynamic approach to solve environmental, social, economic, and political issues among stakeholders including governments, concessionaires, communities, and national and international organizations. The conflict of interests makes the processes highly complex: Governments seek to generate revenues and employment opportunities from the natural resources industry; Concessionaires aim to maximize profits from timber extraction; Communities depend on forest resources for their livelihoods, employment, and cultural/spiritual enrichment; and NGOs are interested in the environmental protection.

Effective Collaborative Forest Management will reduce such resource use conflicts between communities and timber companies, and consequently minimize overall management costs. By building good partnerships among stakeholders, TNC aims to create effective management tools, which may be used in Forest Management Units throughout Southeast Asia.

Followed by the background information and basic requirements of Collaborative Forest Management, these guidelines provide practical how to steps to be taken: preparation and consultation; process design; negotiation of agreements; and monitoring and evaluation. Potential pitfalls and lessons learned from the past CFM activities are also given for the improvement of program implementation. In annex, a sample CFM agreement (Memorandum of Understanding) is attached.
Introduction

Collaborative Forest Management (CFM) is a dynamic approach to promote sustainable and equitable forest resource management. In order to achieve this goal, the program brings together the diverse interests and skills of government agencies, timber companies, non-governmental organizations (NGOs), and forest-dependent communities.

In many regions throughout Southeast Asia, forest management decisions typically do not reflect the traditional understanding of land tenure and resource rights. Moreover, commercial interests generally outweigh other importance such as local livelihoods or biodiversity conservation. In conflicts over natural resources, the needs of poor and less powerful parties are often ignored, thus resulting in escalated antagonism and environmental degradation.

Collaborative Forest Management (CFM) works in partnership with all stakeholders in decision making processes. The goal is to ensure the sustainable management of forests to reflect the diverse interests of all forest users. This partnership aims to create a forum in which all views are considered, and decision-making processes are fair and transparent. By implementing good practices through CFM, the negative social and environmental impact of logging activities will be minimized and illegal logging will be prevented.

These guidelines draw on the experience of The Nature Conservancy's work with the government, communities and a forest concessionaire in 100,000 hectares of lowland tropical forest covering the Segah watershed in Berau District, East Kalimantan, Indonesia (see Box 1). Since 1998 the forest resources have been reduced by unsustainable logging practices, forest fires, and the poor management. Due to the urgency of these issues, these guidelines are intended to provide practical guidance on steps to be taken to achieve CFM.

Box 1 The Nature Conservancy & CFM

In 2002 The Nature Conservancy (TNC) first visited Segah watershed in Berau District, Indonesia to assess the potential for implementation of regional ecological planning in an area of environmentally valuable lowland tropical forest.

TNC is a conservation organization that focuses on protecting areas of ecological importance for people and nature. The value of areas outside national parks is emphasized as TNC believes that conservation of natural resources by creation of protected areas or nature reserves alone is not the best long-term solution. TNC is concerned about the wider value of forests and natural resources and proper management at a local, regional and global level. Often the areas in which TNC activities are focused are not legally protected even where conservation is of clear importance.

Berau District in Indonesia contains large areas of forests having no legal protection and designated for timber harvesting and mining. To prevent continuing loss or degradation of these natural resources TNC formed a partnership with the local government, which eventually led to successful CFM involving local communities and the logging concessionaire.
2. Objectives

2.1. Overall objective

The objective of these guidelines is to provide clear steps on operational implementation and direction to achieve the goal of Collaborative Forest Management. These guidelines should be used by forest managers (timber concessionaires), community members, facilitators, and all parties who have a vested interest in the future of forests in Southeast Asia.

2.2. Specific goals of Collaborative Forest Management

In order to build a partnership among all stakeholders with the goal of sustainable and equitable forest resource management, Collaborative Forest Management aims to:

- Minimise conflicts with logging companies over access to and use of forest resources;
- Protect sites of cultural, spiritual and subsistence importance to local communities;
- Develop more equitable distribution of benefits resulting from logging operations;
- Increase coordination between the parties on community development issues;
- Increase community participation in forest management activities;
- Increase monitoring of logging operations;
- Prevent illegal activities.

3. Justification of Collaborative Forest Management Program

3.1. Background of Collaborative Forest Management

Different stakeholders have different priorities and perceptions about sustainable forest management. Some people have direct dependency on forests for the collection of food, medicines, building materials, or simply as a source of income. Others are interested in conservation because forests provide ecosystem services. Businesses aim to maximize profits from the extraction of timber products, and the government hopes to increase tax revenues and employment level. The views of rural communities are often excluded from the decision-making processes of forest use that have a fundamental impact on their livelihoods. Failure to recognize all legitimate interests can lead to conflicts and may harm the long-term goal of responsible resource management (see Box 2).
A lack of information and weak negotiation capacity may lead to an agreement which only benefits a select group of community members or reflects short-term incentives rather than long-term communal benefits. Under Collaborative Forest Management, equality, honesty, legality, transparency, mutual respect, and active participation are emphasized in every step of decision-making processes. The approach requires a formally structured management institution in which all parties are represented and management decisions are influenced by different viewpoints, thus avoiding dissatisfaction that may escalate into direct conflict.

3.2. Benefits of Collaborative Forest Management

There are good reasons why local communities, timber companies, and the local government should participate in Collaborative Forest Management. Some of the most common benefits of CFM are as follows.

For timber concessionaires:
- Smoother logging operations with fewer conflicts with communities;
- Improved management of timber resources;
- Easier control of the inventory/tracking of trees;
- Increased trust from buyers for the legality of forest resources;
- Greater market access for certified wood products;
- Better access to consultation and support for certifications (e.g. Forest Stewardship Council);
- Establishment of more sustainable forest management system through technical training.

For Communities:
- The development of greater decision-making power and skills (community empowerment);
- Improved livelihoods because of the good environmental condition (e.g. cleaner water, more fish, less soil degradation and erosion, and more biodiversity);
- More employment opportunities and new sources of income (e.g. employment with...
concessionaires, small-scale rubber plantations, and micro-credit);

- Better understanding of natural resources management;
- Greater gains from economic activities (e.g. sale of logs, non-timber forest products, and other forest products);
- More rights for indigenous peoples and greater protection of their cultural heritage;
- Better control over land tenure issues;
- Minimized conflicts with timber companies.

**For local governments:**

- Improved management of regional natural resources;
- Greater control over illegal activities;
- Increased tax revenue from legitimate logging activities;
- Better sustainable forest planning for the future;
- Less burden to deal with livelihoods security, land tenure, and resource use conflicts at the local level.

### 4. Target Project Sites

Collaborative Forest Management requires that all participants understand and appreciate potential benefits from cooperation. Target areas for CFM are:

- Sites where conflicts over resource use between local communities and concessionaires exist or are likely to occur;
- High Conservation Value Forests;
- Forests on which local communities depend for their livelihoods;
- Sites where all stakeholders are committed to conflict resolution;
- Sites where Forest Management Units (FMU) are trying to achieve third party forest management certification especially under the Forest Stewardship Council (FSC).

Any forestry operations are likely to have an impact on surrounding populations. CFM is thus appropriate in any forest areas with potential conflicts between local communities and other stakeholders. Moreover, principles of CFM may be applied to other sites of natural resources management such as mining or agricultural plantation development.
5. Basic Requirements for Collaborative Forest Management

While different parties may demonstrate different levels of willingness to collaborate, certain preconditions must be met to achieve successful collaboration.

The basic requirements for Collaborative Forest Management:

- All parties are agreed on the need to achieve responsible forest resource management;
- All parties must respect the interests of others and adopt proactive and equitable approaches towards institutional arrangements;
- There has to be a facilitator who has a clear understanding of interests of all stakeholders and is trusted by all parties;
- All parties agree on a common approach to CFM implementation through legal agreements.

Developing a good partnership built on trust and mutual understanding is essential, but this requires continuous effort of negotiations, especially where the history of conflict exists. In Segah, negotiations between the concessionaire, government authorities and communities took almost a year before it was possible to reconcile conflicts and establish a common basis for CFM.

6. Implementation processes

There are four basic processes to be taken to achieve Collaborative Forest Management successfully.

**Figure 1  CFM Implementation Flow**
6.1. Preparation and Consultation

6.1.1. Key Stakeholder Analysis

The first step of CFM implementation is to know all parties who have a stake in forest resources so that effective targets can be set. Necessary steps are as follows.

**Step 1: Observe the project site**

This is a preliminary observation in order to understand the whole picture of stakeholder relationships in and around the target area. This helps to identify who the main stakeholders are and where they are located. All parties including communities, government officials, logging companies and other organizations that have a vested interest in the future of forests should be considered as stakeholders.

**6.1.1. Step 1: Observe the project site**

- Visit the target site and conduct casual focus group interviews with the village and adat (customary) leaders to learn about the area.
- Find out which company holds the concession right in the area and talk with the forest manager.
- When conducting focus group interviews, explain the intention and benefits of Collaborative Forest Management in order to gain support from all parties.
- Create a stakeholder map to make their positions visible.

**Step 2: Identify target groups and participants**

The identification of target groups and participants is necessary in order to specify key actors because forest managers need to know who they will work with to implement CFM. Participants of CFM should fairly represent the interest of their groups.

**6.1.1. Step 2: Identify target groups and participants**

- Conduct in-depth personal and focus group interviews with the village head, adat leaders, male villagers, and female villages separately. In interviews, identify who the local representatives are and who wish to participate in Collaborative Forest Management.
- If there is more than one ethnic group (e.g. Punan Dayak, Gai Dayak, and trans-migrant communities) in the same area, make sure to consider all groups equally as key actors.
Step 3: Identify stakeholders’ social roles
It is important to clarify specific responsibilities each participant has within a community, company, or institution. This is because some participants have more than one role within a given locality – a community member working for a timber company, or a local resident serving as a district government officer, for example. Such different identities create vertical and horizontal relationships among actors. Therefore, these relationships should be clearly recorded before implementing CFM.

6.1.1. Step 3: Profile stakeholders’ social roles
✓ Conduct in-depth personal and focus group interviews with all participants.
✓ Collect and document the information about their social roles for further analysis.

Step 4: Collect social and cultural information
Social and cultural factors are complex and deeply rooted in history, often creating tension between different stakeholders. Therefore they must be studied when designing CFM because they often shape people’s perceptions.

6.1.1. Step 4: Profile social and cultural factors
✓ Conduct focus group discussions and learn about the cultural orientation of each social group.
✓ Document social and cultural tradition that is important to be understood when communicating with the group.

Step 5: Identify power structures
The study of power structures of all participating parties contributes to smoother implementation of Collaborative Forest Management. It helps to know who has the authority in what respect. Also useful is the analysis of political affiliation each group may have. This is to ensure that decisions are made, reflecting the interest of all parties rather than the select few who may have political backing.

6.1.1. Step 5: Identify power structures
✓ Through focus group interviews, identify how power structures exist within and across stakeholders, who the dominant and minority groups are, who has the authority in what within the community.
✓ Find out if participants of CFM have any political affiliations with the government agencies. If there are, make the relations clear and visible in documents.
6.2. Process design

6.2.1. Facilitator appointment
The role and responsibilities of the facilitating organization, the appointment of appropriate staff and their conduct must be clear. Underpinning the approach there must be trust, understanding, transparency and commitment. Key steps to be followed are as follows.

Step 1: Appoint one lead facilitator
A facilitator, who is trusted by all parties, must have the capacity to understand the issues and lead the process. Ideally this person should remain as the facilitator throughout, thus ensuring retention of knowledge on discussions, problems and outcomes (see box 3). This will also provide a sense of stability and all parties will know who to approach.

6.2.1. Step 1: Appoint one lead facilitator

✓ Choose a facilitator who has a neutral position among stakeholders.

✓ Make sure that the facilitator has excellent leadership, communication skills, negotiation skills, the knowledge of forest government regulations, and good personality.

Box 3: The government’s role as facilitator
CFM helps the government to find the mechanism of conflict resolution. Also, it is advantage of the government to participate as one of the stakeholders since most of the local conflicts could be resolved and managed properly through CFM. Therefore, ideally, the government should have a role as facilitator to lead the process. However, in the case of Segah, this role has not been successfully fulfilled. This is partly because of the lack of interest and commitment from the local government. Furthermore, there is no specific government institution that is responsible for conflict mediation and resolution. In order to involve the government as a facilitator, institutional improvement must be made first.

Step 2: Provide support to the facilitator
For the smooth implementation of Collaborative Forest Management, the facilitator should receive continuous support for operational and technical needs. They may include logistics, legal and scientific knowledge, and GPS/GIS support.

6.2.1. Step 2: Provide support to the facilitator

✓ Provide the facilitator with staff members who have specialized skills and knowledge, and locally engaged staff who will support a sense of community involvement and good communication.
Step 3: Establish good relationships with all parties
Because the facilitator deals with all stakeholders and is responsible for mediating conflicts among them, he/she must have good relationships with and be trusted by each group. The facilitator is there to guide the process, not to influence it. Guidance should only be given by providing objective information, advice and expertise that are useful for informed decision making.

- Encourage different ideas, suggestions, and perspectives from all participants.
- Emphasize fairness throughout the implementation of CFM. Do not enforce rules or attempt to control the process. Remain objective when giving the facilitation role.
- Ensure that all communications are transparent and there is open access to all information and decisions.

Step 4: Show determination and commitment
A facilitator should show commitment to achieving objectives despite setbacks and challenges, thus creating a positive and supportive atmosphere that can help to motivate all participants.

- Be patient, and explain repeatedly if there is anything unclear to participants.
- Make regular visits to local communities, concessionaires, and the local government to keep the spirit of CFM alive. Throughout the process, emphasize the neutral position of the facilitator and motivate participants.

6.2.2. Rapid Rural Appraisal (RRA)
The purpose of RRA is to provide a snapshot of site information that should be noted before implementing Collaborative Forest Management. This does not need to be full analysis (more in-depth analysis will be done in 6.2.4. PRA), but rather it should give an idea about where to focus in later analysis.

Step 1: Landscape analysis
Landscape analysis should be done to understand how villagers use their lands. The purpose of this analysis is to give an idea about the area on which local livelihoods depend, and potential risks and opportunities for CFM.
6.2.2  Step 1: Landscape analysis

✓ Conduct focus group discussions with the community members and learn about what they do for their livelihoods and how they use their lands.
✓ Based on the discussion, create a land-use map for reference.

Step 2: Find communities’ basic needs
To understand if there are any overlapping basic economic, social needs or conflict of interests among different stakeholders, it is important to know what each community needs for their livelihoods. If there are overlapping interests within the same locality, more focus should be given to the area when planning for Collaborative Forest Management.

6.2.2.  Step 2: Find communities’ basic needs

✓ Conduct focus group discussions with community members and learn what their basic needs are.
✓ Document the information for further analysis.

Step 3: Document adat (customary) laws
In remote communities, adat laws are still considered important part of their social life and often shape people’s behaviors. Understanding informal laws and legal gray areas (see box 4) will provide the basic idea about how rules and regulations are practiced at the village level. This should not be ignored as they can effectively impose penalties for village rule violation when the local government does not do anything. In Segah, for example, the management body voted against gold mining and palm oil plantations because of customary laws.

6.2.2.  Step 3: Document adat (customary) laws

✓ Conduct discussions with adat leaders and the village head.
✓ Record adat laws of each village and make the report available to all stakeholders for their future references.
6.2.3. Conflict mapping
Finding exactly where, how, and why conflicts occur illuminates necessary steps to determine what is triggering conflicts and what possible options are to solve issues. This process also aims to prevent a potential conflict while it is still small.

Step 1: Identify areas of conflict among different groups
Specifying the exact location of ongoing or potential conflict zones is necessary in order to find overlapping territorial issues among communities and land-use conflicts with timber companies.

6.2.3. Step 1: Identify areas of conflict
✓ Examine the data collected in the stakeholder analysis (ref. 6.1.1.) and Rapid Rural Appraisal (ref. 6.2.2.) to find main actors and specific locations of conflicts.
✓ Based on this information, develop a spatial map using the GIS technology. This map should show the regional and district administration, forest land use plans, timber concessions, and local communities, and highlight conflict locations.

Step 2: Find the nature of conflicts
This step is helpful in order to learn about the dynamics and seriousness of conflicts so that effective approach may be used for resolution.
### 6.2.3. Step 2: Find the nature of conflicts

- Conduct focus group interviews and find out who are involved and how large the conflict is.
- Determine whether the situation is appropriate and stakeholders are ready to implement Collaborative Forest Management.

### Step 3: Find reasons for conflicts

Identifying what problems and concerns local communities have will show a direction to how to solve or prevent conflicts. It is important to gather information from all stakeholders so that each viewpoint will be equally considered.

- Conduct focus group interviews and find out who are involved and how large the conflict is.
- Determine whether the situation is appropriate and stakeholders are ready to implement Collaborative Forest Management.

### 6.2.3. Step 3: Find reasons for conflicts

- Through focus group interviews, record complaints and concerns about forest use practices undertaken by different groups.
- Input the information and data into documents (e.g. matrix and/or map) and identify social, political, economic, and ecological reasons for conflicts.

### 6.2.4. Participatory rural appraisal (PRA)

Participatory rural appraisal provides participants with an opportunity to informally discuss their concerns, share information, conduct self-analysis, identify solutions to specific issues and conflicts, and negotiate. The main benefit of participatory rural appraisal is that participants are faced with each other and can learn about the interests and needs of other stakeholders. This process is useful to understand more in-depth, village specific background of the target group and area. Information for these steps may be collected by interviewing individuals, but commonly village level focus group discussions are organized as a forum for people to express their views more freely.

### Step 1: Identify the demographic nature of the village

In order to know who the participants are in each community, the first step is to find the number of residents, ethnicity, age, gender roles, education level, literacy, and the location of the village.

### 6.2.4. Step 1: Identify the demographic nature of the village

- Conduct focus group discussions with the village head and community members, and document the basic ethnographic background of the village.
Make sure that each focus group is representative of communities and includes not only dominant groups of people but also minorities, women, and the illiterate.

**Step 2: Record historical events and institutional structures in the village**
Knowing the history of communities helps all stakeholders understand the structure of the village and cultural and traditional practices.

### 6.2.4. Step 2: Record historical events and institutional structures

- Through group interviews, record village establishment and important historical events, and changes in forest use and dependence over the recent years.
- Identify village structures. Document what types of institutions exist, how they function, and their specific roles within and outside of the community.

**Step 3: Identify incentives**
All participants should learn about the benefits of Collaborative Forest Management in order to increase collaboration, governance, and long-term commitment. Identify the potential use of forest resources by each village and concessionaires, and provide clear direction to facilitate further project development. Also it should be recognized by all participants that illegal logging often makes a large portion of income for those who are involved and becomes part of their livelihoods. Therefore, realistic plans and strategies need to be discussed in order to stop illegal activities (see box 5).

### 6.2.4. Step 3: Identify incentives

- Through in-depth focus group discussion, identify what the incentives are to each participating group.
- Consider communal benefits rather than individual advantages.
- Find new sources of income for each actor to compensate the gains from illegal logging activities.
- Make benefits of CFM clear to encourage active participation and commitment. Share success stories of CFM to motivate them.
Step 4: Create seasonal calendar of village activities
Calendar is needed for creating meeting schedules, CFM work plans, and field visits, because most villagers have other obligations and jobs that need to be prioritized. When scheduling for CFM activities, busy seasons such as harvesting times and religious holidays should be avoided so that more people can participate.

6.2.4. Step 4: Create seasonal calendar of village activities
✓ Create a monthly or seasonal calendar and specify any special economic or cultural activities by community members. Share the calendar among all participants.

6.2.5. Participatory village mapping
Participatory village mapping is to visualize how the village territory is being used today. Mapping should be carefully and fairly drawn by village participants. Following steps should be taken when mapping.

Step 1: Collect database from the government
The government and/or research institutions own a library of maps and data for infrastructural development record, land-use planning, and administration by the government. These data are needed as background information to support Collaborative Forest Management.

Box 5: Lessons learned from CFM – Illegal logging
In Indonesia, illegal logging accounts for an estimated 70-75% of total timber harvested. Local and transnational businessmen, timber companies, local communities, and local government officials often create a chain of illegal activities together. By understanding that corruption is one of the reasons why illegal logging continues, CFM must deal with this issue at each level.

- Recognize the benefits of environmental services (e.g. cleaner water and air, less erosion, more fertile soil, more biodiversity, reduced carbon emission, and greater livelihood security);
- Find a new source of income to compensate gains from illegal logging;
- Fight against corruption by strengthening institutional capacity and gaining commitment from the government;
- Develop effective penalty system for all levels of involvement;
- Patrol forest areas and tighten security at each entrance/exit check-point so that illegal loggers cannot go through easily.
- Increase transparency in every step of CFM.
6.2.5. Step 1: Collect database from the government

✓ Obtain spatial data for the topography of the target area, land ownership, land-use planning, hydrology, and dam from government agencies.

✓ If necessary data are not available from the government, they may be purchased or given by research companies or partner NGOs.

Step 2: Collect village data

Village specific data are also needed to find important areas within communities and compare them with the database from the government (ref. 6.2.5. Step 1). This type of information is necessary to show how forests are used for the subsistence of local people today.

6.2.5. Step 2: Collect village data

✓ Conduct focus group meetings and collect data on village land-use, adat laws (ref. 6.2.2. Step 3), traditional territorial boundaries, residential areas, sites for cultural importance, hunting, and areas for basic needs and high economic value tree species.

✓ Based on the data collected, create a map using GPS/GIS.

Step 3: Obtain concession map

This step is necessary in order to find overlaps between concession and village land-use areas. The map should be carefully studied with the village data (ref. 6.2.5. Step 2).

6.2.5. Step 3: Obtain concession map

✓ Obtain a concession planning map from the timber company, and make clear the company’s immediate and long-term logging plans with maps and time-lines.

Step 4: Discuss borderlines and current land-use practices among all stakeholders

Once data are collected from the local government, communities, and the timber company, it is time to have a roundtable discussion in order to hear opinions from each party.

6.2.5. Step 4: Discuss borderlines and land-use practices among stakeholders

✓ Organize multi-stakeholder forum to openly discuss overlapping land-use practices and concerns about borderlines.
Facilitate workshop to give local communities an opportunity to learn about land tenure and current territorial lines defined by the government.

**Step 5: Share the result of discussion and workshop among all participants**
It is important to make the output of discussion and workshop available to all interested parties to ensure transparency among stakeholders.

6.2.5. Step 5: Share the result among all participants

- Document what is discussed in the forum and workshop, and share the report among all concerned parties.
- Incorporate spatial data on today’s land-use by the government, local communities, and the concessionaire into one map by using GIS technology.

6.2.6. Village land-use planning
Land use planning is a village-level participatory process that leads to an agreement on future farming practices, forest production and protection within a village boundary. Additionally, logging concessionaires and local communities should come up with mutually agreeable land-use plans in this process. Collecting data and mapping should be done by using GPS and GIS.

**Step 1: Determine future farming areas**
It is important to first set aside farming areas because agriculture is a major part of villagers’ livelihoods and these areas should be well defined.

6.2.6. Step 1: Determine future farming areas

- Find where the appropriate farming area is within the territory.
- Determine how to allocate the area among community members and organize it (e.g. cooperative or private ownership), and choose main crops to plant.

**Step 2: Determine community forest production area**
Local communities often harvest trees for sale to supplement their income. Therefore, land use for forest production areas should be clearly defined in the planning process.
6.2.6. **Step 2: Determine forest production area**

- When zoning, map the location, record tree species, and determine the maximum number of trees allowed to be cut within a community forest production area.

**Step 3: Define areas of livelihoods and cultural significance**

As forest resources are important part of the local livelihoods and economy, areas which contain important tree species or cultural significance need to be protected and carefully managed.

- Based on the village data (ref. 6.2.5. Step 2), communities and concessionaires should determine important sites and tree species for protection.
- Map the area and record all species to be protected.

**Step 4: Determine infrastructural development areas**

Areas of infrastructural development have to be carefully planned in coordination with the local government and concessionaires because they will have a long-term impact on local communities’ economic and social welfare.

- Determine what infrastructural development is needed (such as irrigation systems, electricity, roads, schools, and clinics), and where the appropriate sites are.
- Choose areas where more villagers have easy access and where there is less impact on the quality of river and the surrounding environment.

**Step 5: Non-timber forest production areas**

Areas for non-timber forest production also may to be preserved for local communities because non-timber forest products are important part of income and livelihoods. They typically include the extraction or production of resin, rattan, incense, perfume, honey, cosmetics, gold, bird nests, and medicines.

- Identify important non-timber forest products in the community and specify species and areas for protection.
**Step 6: Develop mutually agreeable land-use plans**

After gathering land-use maps and village data, the last step of village land-use planning is to create a base of agreement.

<table>
<thead>
<tr>
<th>6.2.6. Step 6: Develop mutually agreeable land-use plans</th>
</tr>
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<tbody>
<tr>
<td>✓ Review the maps and data of community and concession land-use planning.</td>
</tr>
<tr>
<td>✓ Hold open discussions between community members and the timber company, and develop an informal agreement on land-use plans in overlapping areas.</td>
</tr>
<tr>
<td>✓ Share the agreed results with all participants to ensure transparency.</td>
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</tbody>
</table>

**6.3. Negotiation and agreement**

To ensure that all parties will observe agreed strategies and actions, a management body has to be established and be responsible for overall implementation. Legal agreements must follow. Before agreements can be finalized negotiations need to be initiated to ensure that content is acceptable to all parties. Circumstances and stakeholders’ demands are constantly evolving. Therefore, agreements must be re-evaluated and, if necessary, modified regularly.

**6.3.1. Establish a management body**

The management body is a board that consists of various stakeholders (communities, concessionaires, and the regional and provincial governments) to share the responsibilities of Collaborative Forest Management. The main goal of its formation is to facilitate effective and efficient implementation of sustainable natural resources administration. All members of the board are fairly and equitably represented and have the responsibility to do implementation, monitoring and reviewing of agreements.

**Step 1: Develop an institutional model**

In order to ensure the effectiveness, commitment and enforcement of Collaborative Forest Management, a management body needs to be established with a proper institutional structure, which has clear roles, definitions, and regulations.

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<thead>
<tr>
<th>6.3.1. Step 1: Develop an institutional model</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Based on the analysis of outcomes from previous steps, each party should have a discussion about the formal structure of the management body.</td>
</tr>
</tbody>
</table>
- Hold a meeting with all stakeholders and draft a structural model with specific definitions and roles of each position.
- Finalize the institutional structure and make it official.

**Step 2: Develop institutional laws and regulations**

It is important to develop institutional laws and regulations which all stakeholders can agree to keep order and provide participants with clear guidelines and directions.

<table>
<thead>
<tr>
<th>6.3.1. Step 2: Develop institutional laws and regulations</th>
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</thead>
<tbody>
<tr>
<td>✓ Through multi-stakeholder discussions, determine basic institutional laws and management regulations.</td>
</tr>
<tr>
<td>✓ Use a plain language and record them as detailed and clear as possible to avoid ambiguity.</td>
</tr>
<tr>
<td>✓ Make the document available to all participants.</td>
</tr>
</tbody>
</table>

**Step 3: Elect board members of management body**

Fair and transparent election is necessary to make the management body function effectively. If certain qualifications for candidates must be met, the condition should be clear before the election takes place.

<table>
<thead>
<tr>
<th>6.3.1. Step 3: Elect board members of management body</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Make a list of positions, the number of people for each position, roles, and qualifications.</td>
</tr>
<tr>
<td>✓ Pick an election date when a majority of people are available to attend.</td>
</tr>
<tr>
<td>✓ The process and result of the election must be shared with all participants for transparency.</td>
</tr>
</tbody>
</table>

**Step 4: Legalize the institutional model**

The last step of management body establishment is to legalize the institution to gain legitimate support from multi-stakeholders including the government and international communities.

<table>
<thead>
<tr>
<th>6.3.1. Step 4: Legalize the institutional model</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Gain legal consultation support (usually from the government) and follow the legalization processes that are required in each province, region, or country.</td>
</tr>
</tbody>
</table>
6.3.2. **Strengthening management body capacity**

Although board members may understand the important role of meetings in the decision making processes, they may have other obligations or priority and may not be able to participate regularly. Attendance by all must be encouraged and not restricted only to prominent members. To encourage active participation and empower the board members, following steps should be taken.

**Step 1: Identify the strength and weakness of the management body**

In order to find what needs to be done to empower the board members, first learn about the strong and weak points of the management body.

### 6.3.2. Step 1: Identify the strength and weakness of the management body

- Conduct open discussion to find what skills and knowledge are needed to run the management body smoothly.
- Make a strategic plan and schedule to achieve the goal.

**Step 2: Share knowledge and provide training**

Board members should be given the necessary skills and knowledge of forest management (see box 6) and the chance to speak in meetings, so that they are able to feel that their presence can have an impact.

### 6.3.2. Step 2: Share knowledge and provide training

- Share lessons learned from other sites of Collaborative Forest Management, and arrange a field visit to other CFM sites to learn about different benchmarking.
- Partner with organizations which may facilitate training on the ground.
- Provide training in management, financial report writing, monitoring, evaluation, GPS, GIS map reading, tree identification, and forest government regulations.
- Enhance the knowledge of the Management body members on benchmarking for concession companies and all activities from forest planning to timber sales. The Management members should be able to understand every step of concessionaires’ activities in their territory.
Step 3: Provide the right atmosphere and means for active participation

Even though villagers wish to participate in meetings, sometimes they are not able to do so because of the lack of logistical support. In order to involve as many people as possible in the process of CFM, meetings must be accessible and welcoming.

6.3.2. Step 3: Provide the right atmosphere and means for active participation

- Inform all villagers of the meeting by the most acceptable means of communication so that every villager should be informed of CFM meetings so that nobody feels excluded (e.g. word of mouth, individual invitations or announcement on a community board).

- Provide transport or allowances to encourage attendance for joint village meetings where people are required to travel. Acknowledge that those who choose to attend a meeting may lose opportunities for other daily activities (e.g. farming, labor or household work, and food gathering.).

- Hold meetings in a communal setting (e.g. school building and village meeting hall) to emphasize the public nature of discussion, and conduct meetings in a relaxed atmosphere.

- Make an effort to include less dominant groups (e.g. women, the illiterate, ethnic minorities). In a project site where local elites have dominant power, special attention should be paid to make the meetings more fair and inclusive.

6.3.3. Collaborative management agreement

One of the immediate goals of Collaborative Forest Management is to nail down a legal agreement to realize sustainable resource use on the ground (see box 7). The content of agreement must fair
and representative of major concerns. Also, responsibilities of each participant are specific and clear to everybody.

Box 7: Potential pitfall - Weak law enforcement
Decisions made through Collaborative Forest Management are legal agreements. However, they sometimes lack binding commitments in practice. This is partly because there are no penalties for the violation of agreements. If penalties are large enough, participants will have fewer incentives to break the regulations.

**Step 1: Develop a model for fair distribution of benefits**
It can be challenging to distribute financial benefits of Collaborative Forest Management fairly among community members. In order to avoid potential disagreement, how benefits should be distributed need to be decided before the agreement is signed. In Segah, for example, each community member who was born before the agreement was signed has a right to receive equal portion of fees collected from the timber company.

**6.3.3. Step 1: Develop a model for fair distribution of benefits**

- Build consensus for the transparent distribution of benefits between communities and logging companies.
- Include how benefits should be distributed among community members in an agreement.
- Include how and what benefits should be provided by logging companies in an agreement.

**Step 2: Draft a Collaborative Forest Management agreement**
Drafting an agreement gives an opportunity to all participants to objectively review what has been discussed and agreed. This step should be done with assistance from the facilitator to maintain fairness and accountability.

**6.3.3. Step 2: Draft a CFM agreement**

- Draft an agreement with assistance from the facilitator and the government.
- Separately conduct focus group discussion by each stakeholder in order to gain input from each party.

**Step 3: Sign the agreement**
Second draft should be made in order to reflect different opinions and input from each party. Final version will be kept as MoU (Memorandum of Understanding) and distributed to all stakeholders.
Although the time needed to achieve Collaborative Forest Management varies from place to place, in case of the Segah watershed project site, it took 3 years to reach the final process of MoU with authorized signatures.

6.3.3. Step 3: Sign the agreement

✓ After reviewing the second draft, sign the agreement in front of all stakeholders to legalize it and ensure transparency.
✓ Distribute copies of the agreement to all participants and stakeholders.

6.4. Monitoring and Evaluation

6.4.1. Execution of work plan

Collaborative Forest Management requires commitment and continuous work to ensure equitable and sustainable forest management. Therefore, work plan must be regularly updated in order to meet the current social and environmental needs. Following through the plan with strong commitment from all stakeholders is the key to keep CFM projects moving forward.

6.4.1. Execution of work plan

✓ Hold regular management body meetings to discuss detailed work plans, and create a calendar and agenda.
✓ Make the goal, expected results, and the timeline of each agenda clear.
✓ Produce financial and production reports, and share them among the management body.

6.4.2. Monitoring and evaluation of Collaborative Forest Management

Monitoring and evaluation is the last step to check the effectiveness of Collaborative Forest Management projects. Management body is responsible for monitoring if all parties are following the agreed responsibilities and making sure that the implementation of CFM is making a positive impact. This process is conducted through following steps.

Step 1: Create a monitoring and evaluation model

A good monitoring and evaluation system designed by all stakeholders is required to achieve the
goal of CFM. It is important to build a consistent monitoring and evaluation model so that the process may be replicated, and fairness and efficiency are maintained.

### 6.4.2. Step 1: Create a monitoring and evaluation model

- Conduct management body meetings and develop a model with performance review checklists, monitoring and evaluation methods, and a list of expected outcomes.
- Ensure both communities and concessionaires understand the forest government regulations in order to build monitoring capability and assess the legality of logging operations.

### Step 2: Set schedule for monitoring

Setting a schedule for the monitoring of CFM is important so that it will encourage participants to keep motivated and committed. In this step, the seasonal calendar should be carefully reviewed to avoid conflicts of schedule (ref. 6.2.4. Step 4).

### 6.4.2. Step 2: Set schedule for monitoring

- Create a timetable for monitoring schedule.
- Using the land-use map, indicate specific locations to check.
- Assign a monitoring team for each location. Make responsibilities of the team clear.

### Step 3: Conduct monitoring in the field

Once the model and schedule are set up, observe the field performance to check how CFM is conducted. Cross-checking of logging activities should be done by both the management body and the timber company to verify the compliance of the agreement. Also it is suggested that timber companies share financial reports with the management body so that all transactions are transparent. In this step, timber companies may provide a monitoring team with necessary transportation, infrastructure, and equipments.

### 6.4.2. Step 3: Conduct monitoring in the field

- Randomly check the number, species, areas and the diameter of trees harvested by timber companies.
- Make sure if logging roads are constructed in appropriate sites and far enough from the river so that the environmental impact on local livelihoods will be minimum.
✓ Report any activities that disrupt their livelihoods and cultural sites.

✓ Build necessary infrastructure (e.g. monitoring towers and ranger stations) and check any illegal activities by stationing BP members and forest rangers.

✓ Review financial and production reports to ensure accuracy and transparency.

**Step 4: Evaluate the result of Collaborative Forest Management**

Evaluation process is important to learn lessons from the past activities and to share the information of progress among all stakeholders (see box 8). All stakeholders should be encouraged to voice their opinions freely and openly in this step.

### 6.4.2. Step 4: Evaluate the result of Collaborative Forest Management

✓ Hold regular management body meetings to discuss if monitoring processes are effective and how Collaborative Forest Management is practiced on the ground.

✓ Also conduct focus group discussions inviting all stakeholders and report opinions and concerns about CFM.

✓ Analyze the results and document both positive and negative outcomes.

✓ Find out why certain activities were successful or failure, and examine potential problems and opportunities of CFM programs.

**Box 8: Lessons learned from CFM - Evidence of Impact**

Collaborative Forest Management requires a long-term commitment, which takes time and patience before its impact can be recognized. This may make participants feel exhausted, lose enthusiasm and motivation, cause economic burden due to time and labor engagement, and potentially fail the projects. In order to avoid this, impact assessment in the evaluation process must be conducted regularly and carefully. To make the result of CFM visible, it is advisable to deliver the impact of CFM with a before-and-after analysis. Whenever it is possible, this analysis should be readable with numbers and statistics (e.g. the amount of average local income, or the level of river water quality before and after CFM) so that the impact is clear to everybody.

**Step 5: Follow up the lessons learned from Collaborative Forest Management**

The last step is to follow up the results of evaluation in order to make a progress. Documenting the lessons learned from CFM is suggested so that they may be shared with stakeholders in other CFM project sites.
6.4.2. Step 5: Follow up the lessons learned from CFM

- Hold meetings with all participants and discuss how to improve the condition of CFM.
- Make plans for follow-up field visits.
- Set a new clear target and timeline to reflect what have been learned.

Box 9: Potential pitfall – Lack of funding and human resources

From planning to monitoring, following up the work of CFM requires sufficient number of workers who can make a long-term commitment. This is often a challenge when there is limited funding and human resources available. Participants of CFM also need to spare time for farming and other livelihood activities. Although CFM will improve local communities’ livelihoods without financial assistance from third parties in the long-run, enough funding to support participants is needed to keep projects moving in the short-run. This may cover the cost of salaries for rangers and management body members, equipment purchases, buildings, and project administration.
Annex 1: Collaborative Forest Management Standards
Annex 2: Sample Memorandum of Understanding (MoU)

NOTA KESEPAHAMAN

antara
MASYARAKAT KAMPUNG LONG DUHUNG
dan
PT. MARDHIKA INSAN MULIA
serta
THE NATURE CONSERVANCY

Mengenai
MODEL PENGELOLAAN HUTAN SECARA BERSAMA
DI AREAL PT. MARDHIKA INSAN MULIA,
KECAMATAN KELAY, KABUPATEN BERAU,
PROPINSI KALIMANTAN TIMUR.

MEMORANDUM OF UNDERSTANDING

between

THE COMMUNITY OF LONG DUHUNG VILLAGE
and
PT. MARDHIKA INSAN MULIA
and
THE NATURE CONSERVANCY

Concerning

A COLLABORATIVE FOREST MANAGEMENT MODEL IN PT. MARDHIKA INSAN MULIA'S CONCESSION AREA, KELAY SUB-DISTRICT, BERAU REGENCY, EAST KALIMANTAN PROVINCE

Pasal 1
TUJUAN

Tujuan umum dari kerjasama antara Masyarakat Kampung Long Duhung selanjutnya disebut Masyarakat dengan PT. MARDHIKA INSAN MULIA selanjutnya disebut MIM, dan The Nature Conservancy selanjutnya disebut TNC untuk mempromosikan model pengelolaan kawasan hutan lestari dan konservasi hutan di kawasan MIM sehingga fungsi-fungsi penting dapat terpelihara dan terjaga.

Article 1
OBJECTIVE

The general objective of the cooperation between Community of Long Duhung Village, hereinafter referred to as the Community, and PT. MARDHIKA INSAN MULIA, hereinafter referred to as MIM, and The Nature Conservancy, hereinafter referred to as TNC is to promote a model of sustainable forest management and conservation in MIM’s concession area so that critical functions are preserved and protected.
This Memorandum of Understanding has been developed in the spirit of open cooperation and should be implemented in a similar fashion to achieve the collective objectives.

**Article 2**

**SCOPE**

A partnership to facilitate improved conservation and sustainable natural resource management in MIM’s concession area.

**Article 3**

**LOCATION**

Activities shall be implemented in MIM’s concession area in Kelay Sub-District, Berau Regency which encompasses part of Lamcin’s village area.

**Article 4**

**COMMUNITY CONTRIBUTIONS AND RESPONSIBILITIES**

1. Prevent social or operational disputes from occurring within MIM’s concession where possible. In the event that a dispute arises then representatives of the parties to this Memorandum of Understanding should strive resolve the issue(s) amicably.

2. The parties will be jointly responsible to protect and monitor MIM’s area from illegal logging.
3. The Community must adopt an active role in MIM’s planning, production and monitoring activities.

4. The Community agrees to manage critical areas of MIM’s concession wisely and ensure forest sustainability for future generations.

5. Prevent illegal logging by outsiders and ensure no community participation in such activities within MIM’s concession area.

6. In the event that new forest legislation or policies arise, the parties to this Memorandum of Understanding agree to inform and discuss these matters together.

7. Take a good care and maintain the existing facility.

Article 5

**MIM'S CONTRIBUTIONS AND RESPONSIBILITIES**

1. MIM and other related parties shall identify and recognize areas of high conservation value within the concession, and manage associated flora and fauna in accordance based on agreed model among with HCVF assessor, management unit, and local community which put sustainable forest management as the standard that agreed upon by all parties to this Memorandum of Understanding. The size and location of these areas should ensure MIM remains an economically viable forest management enterprise.

3. Berperan aktif untuk meningkatkan ekonomi, pendidikan dan kesehatan Masyarakat, sesuai kewajiban dan kemampuan perusahaan.

4. Memberikan kesempatan kepada masyarakat untuk meningkatkan kapasitasnya antara lain melalui pelatihan-pelatihan dan penyuluhan.

5. Memberi kesempatan kepada Masyarakat untuk dapat ikut serta pada kegiatan-kegiatan MIM sesuai kebutuhan perusahaan dan kemampuan Masyarakat.

6. MIM akan mendukung implementasi kegiatan yang disepakati dalam Nota Kesepakatan ini khususnya untuk jangka panjang.

7. Bertanggung jawab untuk melindungi dan memantau kawasan MIM dari ancaman terhadap kawasan termasuk illegal logging.

8. MIM akan memperhatikan permintaan sarana dan prasarana dari masyarakat sesuai kondisi yang ada dan pemenuhan permintaan tersebut akan dibicarakan lebih lanjut berdasarkan skala prioritas masyarakat dan kondisi perusahaan.

9. Bekerjasama dengan para pihak untuk meningkatkan standar pengelolaan hutan menuju

2. Prevent social or operational disputes from occurring within MIM’s concession where possible. In the event that a dispute arises then representatives of the parties to this Memorandum of Understanding should strive resolve the issue(s) amicably.

3. Play an active role in improving the Community’s economy, education, and health in accordance with both the company’s legal obligations and its internal capacity.

4. Provide opportunities to the Community to improve their capacity through various means including training and extension.

5. Provide employment opportunities for Community members wherever possible in accordance with the company’s needs and the individual’s capacity.

6. MIM will support the implementation of activities agreed upon within this long term of Memorandum of Understanding.

7. The parties will be jointly responsible to protect and monitor MIM’s area from physical threats including illegal logging.

8. MIM will honour the Community’s requests as agreed to within the attached agreement. Support will be provided in accordance with further discussions based on the community’s priorities and the company’s abilities.

9. Work with stakeholders to improve the standard of forest management towards sustainable forest.
pengelolaan hutan lestari dan sesuai dengan aturan-aturan yang ditetapkan oleh pemerintah.

10. PT. MIM memenuhi permintaan sarana dan prasarana dari masyarakat yang telah menjadi kesepakatan awal mengacu kepada dokumen lampiran. Adapun jadual pemenuhan permintaan terhadap sarana dan prasarana akan dibicarakan lebih lanjut dalam rapat kampung, dan didasarkan atas skala prioritas masyarakat dan kondisi perusahaan.

11. Melaksanakan pengelolaan hutan dengan aturan-aturan yang ditetapkan oleh negara, pemerintah daerah dan kampung.

12. Transparansi dalam hasil produksi tahunan berdasarkan jenis kayu yang ditebang yang dikeluarkan oleh dinas bersangkutan, penyampaian kepada masyarakat RKT yang akan diproduksi.

13. HPH memiliki staf binadesa yang selalu berhubungan/ berkomunikasi dengan masyarakat dengan syarat “harus jujur”

Pasal 6
KONTRIBUSI DAN TANGGUNG JAWAB TNC

1. Meningkatkan kapasitas Masyarakat dan MIM melalui bantuan teknis dan transfer pengetahuan.

2. Mendukung perolehan dan pengembangan informasi penting yang berhubungan dengan pengelolaan hutan lestari.

management in accordance government regulations.

10. PT. MIM should fulfill the infrastructure and facility requested by local community which has been agreed in the initial agreement referring to the attached document. The deadline to fulfill the infrastructure and facility should be discuss in the village meeting considering the local community priority and company’s condition

11. Implementing the forest management based on the rules and regulation established by local and national government and villages authorities

12. Transparency upon annual production based on timber types issued by related institutions, inform local community regarding annual cutting plan.

13. HPH’s should assign staffs who regularly in touch/communicate with local community. He/she should be an honest person

Article 6
CONTRIBUTION AND RESPONSIBILITY OF TNC

1. Improve both the Community’s and MIM’s capacity via technical assistance and the transfer of knowledge.

2. Support the compilation and management of important information related to sustainable forest
3. Membantu penyelesaian secara adil dan seimbang apabila terjadi perselisihan antara Masyarakat dan MIM, mengacu kepada ketentuan dan peraturan yang berlaku.


5. Membantu penguatan kelembagaan Masyarakat untuk meningkatkan peran Masyarakat dalam pengelolaan hutan.

6. Membantu MIM dalam meningkatkan standar pengelolaan hutan untuk mempercepat tercapainya pengelolaan hutan secara lestari.

Pasal 7

PEMANTAUAN DAN EVALUASI

Pemantauan dan evaluasi terhadap efektivitas pelaksanaan kegiatan dalam Nota Kesepakatan ini dilakukan setiap tahun secara bersama-sama.

Pasal 8

JANGKA WAKTU

Nota Kesepakatan ini berlaku selama lima tahun, terhitung sejak ditandatanganinya dan dapat diperpanjang berdasarkan kesepakatan bersama.

Pasal 9

KETENTUAN TAMBAHAN

1. Kesepakatan terlampir merupakan satu kesatuan management.

3. Support resolution of disputes between the Community and MIM in a fair and balanced fashion and in accordance with prevailing laws and regulations.

4. Facilitate the development of a collaborative management forestry model with stakeholders.

5. Strengthen the Community Management Body to enable the Community to play an increasing role in forest management activities.

6. Support MIM to advance the standard of forest management towards the achievement of sustainable forest management.

Article 7

MONITORING AND EVALUATION

Monitoring and evaluation of the effectiveness of activities implemented under this Memorandum of Understanding shall be conducted jointly on an annual basis.

Article 8

TIMEFRAME

Upon signing this Memorandum of Understanding shall be valid for a period of 5 years and may be extended based on mutual agreement.

Article 9

ADDITIONAL CLAUSES

1. The appended agreement shall be considered an
yang tidak terpisahkan dari Nota Kesepakahan ini.

2. Setiap perubahan terhadap Nota Kesepakahan ini hanya dapat dibuat setelah ada konsultasi dan persetujuan terlebih dahulu antara ketiga pihak.

2. Amendments to this Memorandum of Understanding may only be made following consultation with and agreement between all parties.

Atas nama masyarakat kampung Long Duhung/
On behalf of the Community of Long Duhung

Signed by / Ditandatangani oleh:
Title/ Jabatan: **Kepala Kampung**
Date/ Tanggal: ______________________

PT. MARDHIKA INSAN MULIA

__________________
Signed by/ Ditandatangani oleh:
Title/ Jabatan: **Direktur Utama**
Date/ Tanggal: ______________________

The Nature Conservancy

__________________
Signed by/ Ditandatangani oleh:
Title/ Jabatan: **Terrestrial Program Director**
Date/ Tanggal: ______________________
References


