Annual report

Project

Mahogany and teak furniture: action research to improve value chain efficiency and enhance livelihoods

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1 Progress summary

The project began with a kick-off workshop held at the CIFOR campus on 11 - 12 August 2008 (Annex 1). The 37 participants in attendance included project partners, representatives from the Ministry of Forestry, the Ministry of Cooperatives and Small and Medium Enterprises (SME), local government agencies, Perhutani, local NGOs, the Indonesian Furniture Industry and Handicrafts Association (ASMINDO), small-scale furniture producers and other related stakeholders. During the workshop, a memorandum of understanding was signed between CIFOR, represented by Dr Bruce Campbell, and the Jepara District Government, represented by Jepara District Head, Drs Hendro Martojo (Annex 2).

A livelihood survey was undertaken to gain an overview and understanding of people’s livelihood strategies in Jepara, particularly those living in areas that rely on the furniture industry. The questionnaire (Annex 3) covered data on demography, assets, and income from different sources as well as respondents' perceptions of the furniture industry. The survey commenced in October 2008 by collecting secondary data at the village, subdistrict and district levels. Findings revealed that incomes earned by furniture producers were generally higher than those of average households, while urban and semi-urban areas have varied sources of income.

A furniture workshop study aimed to determine the efficiency of small-scale furniture producers in Jepara District and identify the constraints they face. A questionnaire (Annex 4) was developed to collect data for efficiency and constraints analyses. The data collected covered workshop characteristics, production, capital, labour, inputs, growth, credit and support, constraints, marketing and networks. Findings revealed that around 30% of the workshop owners surveyed in 2005 had abandoned their businesses as a result of high input costs and low selling prices for their products. Many workshop owners were unaware of how to calculate production costs and profits, and none kept financial accounts.

An international market survey (Annex 5) identified seven main export destinations - France, the United Kingdom, Australia, the Philippines, the United States of America, Hong Kong and Spain - accounting for 91% of wooden furniture exports from Jepara. Marketing and raw material supplies were identified as the main problems facing exporters. A domestic market survey revealed a potential opportunity for Jepara’s furniture industry, free from the problems caused by fluctuating exchange rates.

Project partners have produced a number of papers; the Faculty of Forestry at the Bogor Agricultural Institute (IPB), for example, produced a background paper entitled “Domestic and International Market of Indonesian Wooden Furniture” (Annex 6). Teams and individuals from the Jepara Multi-stakeholder Forum (Forum Rembug Klaster (FRK) have written their own personal stories, which provide a different perspective of Jepara’s furniture from that of its real actors (Annexes 7 - 11). The Ministry of Forestry’s Forest Research and Development Agency (FORDA) has produced papers relating to value chain studies.

A multi-stakeholder workshop was held in Jepara on 22 - 23 December 2008 to communicate the ongoing results of project activities to Jepara stakeholders, (Annex 12). At the request of participants during the workshop, and supported by results of the study, we facilitated the establishment of the Association of Jepara Small-scale Furniture Producers (APKJ).

To ascertain appropriate roles for APKJ and develop scenarios for more equitable power and income for sustaining both forests and the furniture industry, we carried out a value chain study. The research used ILO’s Guide for Value Chain Analysis and Upgrading in identifying the nature of relations between actors within the chain. Study findings revealed
finishing companies/exporters and producers to be involved in a hierarchical type of value chain governance, as indicated by vertical integration and extremely limited autonomy for making decisions at the producer level. Exporters, however, are driven by importers and global brokers, which are in directed network relationships with international retailers. Small-scale producers too are in directed network relationships with domestic brokers, as indicated by their main customers taking at least 50% of output; customers defining products and providing technical assistance; and an information imbalance. On the other hand, mechanised furniture producers are in a better position and have balanced network relations with those higher up the chain, indicated by intense information flows in both directions between producers and buyers, problem solving through negotiation, and both sides having capabilities which are hard to substitute. Four scenarios were devised to improve the furniture industry in Jepara for the benefit of small-scale producers. These were called: Collaborating Down, Moving Up, Green Product and Small-scale Association, the last of which is being implemented at the moment by small scale producers in Jepara.

On 22 December 2008, CIFOR officially launched the local Furniture Value Chain (FVC) project office, located in the Jepara Trade and Tourism Centre (JTTC) building, to facilitate research activities and stakeholder engagement. The office is an in-kind contribution from the Jepara District Government.
2 Achievements against activities and outputs/milestones

Project achievements during the first year of the project are presented below in successive tables arranged according to project objectives and activities due in the first year.

Objective 1: To enhance the structure and function of the furniture industry for the benefit of small-scale producers

<table>
<thead>
<tr>
<th>No.</th>
<th>Activity</th>
<th>Outputs/ milestones</th>
<th>Completion date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Supply chain, SWOT, cluster and scenario analyses for teak and mahogany furniture</td>
<td>Document on survey plan (PC)*</td>
<td>First Value Chain survey was conducted in November 2008</td>
<td>Survey data cross-checked, compiled and finalised in April 2009. Questionnaire in Annex 13</td>
</tr>
<tr>
<td></td>
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<td></td>
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<td></td>
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<tr>
<td></td>
<td>Spatial/GIS database of Jepara furniture workshops (PC)</td>
<td>Updated GIS database available by November 2008</td>
<td>The database was previously developed by the EU-LPF (Levelling the Playing Field) project</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Report on wood sources and constraints to timber acquisition (PC)</td>
<td>Survey on wood sources conducted in April 2009. Report available in Annex 14</td>
<td>Detailed surveys on forest stand structures to be carried out in Jepara and Pacitan in May 2009</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Report on supply chain dynamics and future scenarios identified (PC)</td>
<td>Paper on value chain governance and scenarios available in Annex 29</td>
<td>The study is currently focusing on value chain governance, SWOT, leverage points and future scenarios. The paper version of this study has been submitted to the 2009 World Forestry Congress in Argentina</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Value chain analysis to identify constraints and intervention points</td>
<td>Literature review on furniture value addition in distribution (PC)</td>
<td>Literature review completed in January 2009 (Annex 18)</td>
<td>The review covers Asia and Africa</td>
</tr>
<tr>
<td></td>
<td>Report on furniture actors and value addition in distribution (PC)</td>
<td>Studies conducted in November 2008 and April 2009. Report available in Annex 19</td>
<td>Preliminary findings were presented to local stakeholders in Jepara in December 2008</td>
<td></td>
</tr>
</tbody>
</table>
Under objective 1, in the first year we focused on furniture workshop surveys to update existing data, and on supply and value chain analyses. The results of studies were then discussed with key furniture actors and policy makers. Interaction and communication between researchers and local actors became key to achieving this objective.

We presented and discussed study outcomes with producer representatives, local government and local project partners during the multi-stakeholder workshop on 22-23 December 2008. Discussions covered the livelihood survey, the furniture workshop survey, lessons learned from related studies by IPB, FORDA’s value chain analysis, and stories from key actors in Jepara’s furniture industry. Local stakeholders established the APKJ during the workshop. They realised the importance of a small-scale industry association in improving their chances of survival in the furniture industry and bargaining power vis-à-vis bigger players. Strengthening small-scale producers should improve the structure of Jepara’s furniture industry.

**Objective 2: To improve marketing by small-scale producers and their organisations**

<table>
<thead>
<tr>
<th>No.</th>
<th>Activity</th>
<th>Outputs/ milestones</th>
<th>Completion date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Analyses of domestic and international furniture markets, marketing networks and premium markets for small-scale producers</td>
<td>Document on survey plan (PC)*</td>
<td>Document available in Annex 20</td>
<td>The study on customer preferences is focused on Bogor and Jakarta due to the heterogeneity of customers and their diverse purchasing power. A detailed report will be available in June 2009.</td>
</tr>
<tr>
<td></td>
<td>Report on furniture market demand, networks and competitors (PC)</td>
<td>Report on furniture market in Jepara available in Annexes 21 and 22</td>
<td></td>
<td>We concentrated on analysing domestic and international markets before focusing on premium market/certified furniture.</td>
</tr>
<tr>
<td></td>
<td>Report on premium market access constraints for small-scale producers (PC)</td>
<td>The study is ongoing, and a report will be available in June 2009</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.2 Workshops and facilitation to adapt to market demand and certification

<table>
<thead>
<tr>
<th>No.</th>
<th>Activity</th>
<th>Outputs/ milestones</th>
<th>Completion date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Small-scale furniture producer livelihood survey</td>
<td>Document of survey methods and sample size (PC)*</td>
<td>Household survey completed in December 2008</td>
<td>Survey documents have been shared with other similar projects in Nusa Tenggara (funded by ACIAR) and Africa. Questionnaires available in Annex 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Report on furniture producer livelihoods (PC)</td>
<td>Data analysis completed and working report available in Annex 28</td>
<td>Data cross-checking and compilation required more time than originally expected. However, some preliminary findings were delivered during the multi-stakeholder workshop in December 2008</td>
</tr>
<tr>
<td>1.2</td>
<td>Undertake monitoring throughout the project and feed results back to activities under each objective</td>
<td>Regular project newsletter</td>
<td>The first English newsletter was published in February 2009 (Annex 23). The first Indonesian newsletter is available in Annex 24</td>
<td>A draft of the second newsletter is available in Annex 25. The project brochure is available in Annex 26</td>
</tr>
</tbody>
</table>

*PC = partner country

Under Objective 2, in the first year we surveyed and analysed furniture market demand and constraints to accessing the premium market. Information on demand and market channels was used to keep small-scale producers updated on opportunities for potential new buyers.

**Objective 3: To monitor changes regarding the effects and early acceptance of innovations from objectives 1 and 2 and revise and / or enhance project strategies**

Under Objective 3, we conducted the livelihood survey and monitored changes. A local FVC project office, located at the JTTC building in Jepara, was opened to support the process, and to facilitate research activities and stakeholder engagement.
3 Impacts

3.1 Scientific impacts

The value chain approach has been disseminated to project partners and research institutions. As a result, FORDA will use the value chain analysis in a study on Reducing Emissions from Deforestation and Forest Degradation (REDD) payment and distribution mechanisms to ensure fair benefit distribution of REDD credits in case studies in Central Kalimantan and Jambi Provinces. FORDA and their project members argued that REDD crediting is a buyer driven ecosystem service, just like furniture, meaning buyers have a better position than REDD credit producers. Similarly, FORDA is considering using an action research approach in REDD institutional arrangement studies in Jambi and South Sumatra provinces.

This value chain approach has also been used for palm and pig commodity chains in East Nusa Tenggara province, fisheries in Indonesia (ACIAR project), and a non-timber forest product (NTFP) market chain in Burkina Faso. We shared the approach as well as the questionnaires, and now plan to draft a global framework for value chain analysis by December 2009.

The value chain approach has been taught to postgraduate and undergraduate students at IPB, some of whom are using it for their research.

3.2 Capacity impacts

The project has involved various partners as project members at the international and national levels, most of whom come from research and development agencies. Others are from local institutions, such as the district forestry office, or small-scale producers at the project sites. Project members, share and discuss their knowledge and experiences relating to the furniture industry, in particular approaches for improving value chain efficiency and enhancing livelihoods. The processes involved in implementing the various project activities have provided project members with valuable experience and helped improved their individual research capacities. We have also facilitated an international internship, with Norwegian University of Life Sciences student Anne Prestvik conducting furniture workshop research in Jepara.

The research has enhanced the capacity of Indonesian partners in conducting action research-based value chain analyses. These partners include students from the Jepara NU Design College (STDNU), the Jepara NU Economics College (STIENU) and IPB, as well as small-scale producers and individuals, who were all involved in the livelihood, furniture workshop, market, wood resources and value chain surveys. All were trained by project researchers before conducting the surveys. The experiences they gained improved their capacity in conducting surveys, dealing with people and understanding the furniture industry situation in Jepara.

We built key local partners’ capacity to document their own stories. This was the first time for them to write about their personal lives, their ideas, their survival strategies, and their power and business involvement.
3.3 Community impacts

The project has impacted upon the community on three scales; economically, socially and environmentally. The formation of the Jepara Small-scale Furniture Producer Association (APKJ) has delivered potential economic impacts, such as better marketing channels and negotiation of prices, and has also improved its members' business management capacity. Stakeholder workshops have impacted socially upon APKJ members by strengthening their network, their bargaining power, and information flow. Local students’ involvement in the surveys has also broadened their knowledge of people’s livelihoods in Jepara. Furthermore, some students have gone on to develop a documentary film festival, targeting high school students to produce short films on Jepara's furniture industry. On an environmental scale, some large companies and small-scale producers have begun developing their own teak and mahogany plantations.

3.3.1 Economic impacts

Value chain initiatives have vertical and horizontal dimensions: the vertical dimension relates to the different stages of the chain, while the horizontal dimension relates to the same stage of the value chain. The researchers proposed three scenarios for the vertical dimension: Collaborating Down, Moving Up, and Green Product, and one scenario for the horizontal dimension called the Small-scale Association scenario. The project is currently acting on the latter. The scenario suggested organising small enterprises locally and helping them to access financial institutions and markets. Through association the economic scale of furniture products could improve, as the association could organise marketing channels and negotiate better prices, to challenge exporters and brokers. The main challenge to this scenario was members’ commitment to common rules and institutions. The scenario had been mentioned by many local actors, particularly small-scale producers.

Establishing the APKJ was a way to implement this scenario. As of April 2009, sixty small-scale producers had joined the APKJ, with more set to follow suit. The local Jepara government has recognised APKJ and is committed to funding APKJ in future furniture fairs and exhibitions. ASMINDO also acknowledges the importance of APKJ as a forum for improving producers’ capacity to fabricate better quality furniture, for fixing their internal management and cost and benefit calculations, and accelerating their delivery times. APKJ is interested in forging strong contacts with buyers and financial institutions such as the KUR programme with its low-interest loans for small-scale businesses. We believe APKJ has the potential to improve incomes for small-scale producers.

3.3.2 Social impacts

Several workshops were held during the first year of the project. The kick-off and multi-stakeholder workshops helped improve small-scale producers’ confidence, networks, optimism, and bargaining power. Interaction between small-scale producers, researchers, large companies and policy makers has facilitated information flow and will improve networking.

APKJ has improved cohesion among small-scale producers, and acts as a forum where they can interact, improve their influence and set targets for the future. APKJ can stand up to and negotiate with other associations in Jepara such as the Indonesian Furniture Industry and Handicrafts Association (ASMINDO) and the Jepara Wood Traders Association (HPKJ). ASMINDO aims to improve the bargaining power of exporters, finishing companies and mechanised furniture producers, while HPKJ aims to improve collaboration between wood retailers and tree growers. The Jepara District Head has acknowledged the important role APKJ has to play (see Annex 27).
Local students’ involvement in the surveys has changed their perceptions of producers’ living conditions. They now realise that small-scale producers are not as well off as they has considered them to be. This could have two possible implications: it might discourage them from becoming involved in the furniture industry; or motivate them to improve small-scale businesses.

The project has also inspired students to develop a film festival aimed at sustaining Jepara’s furniture industry and culture. On completing the household survey, student enumerators from local colleges STDNU and STIENU were inspired to form a committee to organise a Jepara Documentary Film Festival, and invite junior and senior high school students in Jepara to produce short documentary films.

### 3.3.3 Environmental impacts

People in Jepara District have developed the teak and mahogany furniture industry over many decades, as is apparent from the huge number of furniture workshops in the district. The project team has explained that wood resources are becoming increasingly scarce; therefore, actors in the furniture industry should consider growing trees in collaboration with forest farmers. Some evidence shows that big companies have invested in teak plantations and that it is in the interests of small-scale producers to have their own plantations. Indirectly, the sustainability of the furniture industry will result in a higher demand on wood sources, potentially meaning higher wood prices. This will provide greater incentives for people to grow trees and improve the environment.

Good wooden furniture can conserve carbon for many more years than paper can. New and recycled furniture will help reduce carbon emissions if it is good quality.

### 3.4 Communication and dissemination activities

A kick-off workshop was held in August 2008 in Bogor to initiate communication between project members prior to the implementation of project activities. Participants included project members, project advisory group (PAG) members, invited keynote speakers and the Jepara District Head.

The first major fieldwork activity was the household survey, involving 450 respondent households from seven villages in project sites in Jepara. Student enumerators were recruited from local universities (STIENU and STDNU Jepara), and communication was delivered to local stakeholders through interaction between enumerators and respondents.

In December 2008, a project website (http://www.cifor.cgiar.org/furniture) was developed to communicate the project globally. The project and its findings were presented to the Ministry of Forestry in Jakarta in April 2009. During the CIFOR Annual Meeting in 2008 the project was presented verbally and through a poster session.

The project was also communicated during a USAID Senada furniture project workshop in November 2008 (http://www.senada.or.id/home.php?lang=en) and furniture exhibition in Jakarta in April 2009. Researchers from the Agency for the Assessment and Application of Technology (BPPT) visited CIFOR and discussed wood species used for furniture and timber construction.

The project has published a series of newsletters in English called Furniture Value Chain (FVC) News and in Bahasa called INFO MEBEL Plus. The first FVC News was published by CIFOR in February 2009, while the first INFO MEBEL Plus was published in March. The second edition of the FVC News and project brochure will be published in June.

Facilitated by the ACIAR country coordinator, in April 2009 the project leader was interviewed by ABC radio about the project and its findings. He told radio listeners about
Indonesian furniture exports, the condition of Indonesian and Jepara furniture industries, eco-labelled furniture, the aims of the project and expected project outcomes.
## 4 Training activities

The project and Indonesia’s forestry issues were presented during the ACICIS (Australian Consortium for 'In-Country' Indonesian Studies) training activities at CIFOR in January 2009. During the first year, significant steps were taken to assess the training needs of small-scale producers in Jepara. The following table presents training choices proposed for the forthcoming years.

<table>
<thead>
<tr>
<th>No</th>
<th>Training Topics</th>
<th>Aim</th>
<th>Method</th>
<th>Target participants</th>
<th>Facilitators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Business management strategies: (a) cost and benefit analysis; (b) marketing</td>
<td>To equip small-scale producers with professional management strategies, including financial and marketing techniques</td>
<td>Continuous in-class theory, discussion and practice</td>
<td>Small-scale producers, members of APKJ</td>
<td>CIFOR, Jepara District Government, Local Trade and Industry Service, Ministry of Cooperatives and Small and Medium Scale Enterprises</td>
</tr>
<tr>
<td></td>
<td>(internet, promotion and exhibition/fair, segmentation); and (c) selling</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(negotiation and communication skills)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2</td>
<td>Furniture design and changes in global trends</td>
<td>To equip small-scale producers with ready skills and knowledge on the changing trends of furniture design</td>
<td>Continuous in-class theory, discussion and design practice</td>
<td>Small-scale producers, members of APKJ</td>
<td>CIFOR, Jepara District Government, Local Trade and Industry Service, Ministry of Cooperatives and Small and Medium Scale Enterprises</td>
</tr>
<tr>
<td>3</td>
<td>Legal aspects of the furniture business</td>
<td>To equip small-scale producers with ready knowledge on contract development and access to legal aid and business permits</td>
<td>Continuous in-class theory, discussion and practice</td>
<td>Small-scale producers, members of APKJ</td>
<td>CIFOR, Jepara District Government, Local Trade and Industry Service, Ministry of Cooperatives and Small and Medium Scale Enterprises</td>
</tr>
<tr>
<td>4</td>
<td>Certification and access to premium markets</td>
<td>To enhance the knowledge of small-scale producers in certification, VLO, green markets, fair trade and intellectual property rights</td>
<td>Brief in-class theory followed by several continuous practical workshops</td>
<td>Small-scale producers, members of APKJ</td>
<td>CIFOR, Jepara District Government, Local Trade and Industry Service</td>
</tr>
<tr>
<td>5</td>
<td>Organisation and leadership</td>
<td>To enhance the knowledge of small-scale producers in managing APKJ and participating in political arenas</td>
<td>Continuous in-class theory, discussion and practice</td>
<td>Small-scale producers, members of APKJ</td>
<td>CIFOR, Jepara District Government, Local Trade and Industry Service, Ministry of Cooperatives and Small and Medium Scale Enterprises</td>
</tr>
</tbody>
</table>
5 Intellectual property

The project aims to improve small-scale teak and mahogany furniture enterprises in Jepara by enhancing the structure and function of the furniture industry. The outputs resulting from this project are regarded as public goods and are, therefore, expected to be applicable to stakeholders beyond the project sites. So far the project has shared livelihoods and VCA questionnaires with other similar projects in Indonesia and beyond. We consider these to be public goods (Annexes 3 and 13). Project implementation institutions will follow CIFOR's Intellectual Property (IP) rules as described in the project document.
6 Variations to future activities

Most activities planned for the first year have been completed. These accomplishments have facilitated and provided a basis for implementing the activities planned for the following year. Some activities, however, are still in progress and are set for completion early in the second project year. These ongoing activities are mainly related to internet portal marketing development, while reports on access to premium markets, consumer preferences and furniture grouping patterns will be available in June 2009.

Next year we will also encourage the involvement of small-scale producers in exhibitions at the national level. Closer coordination is being conducted with another ACIAR project entitled ‘Improving added value and small medium enterprises capacity in the utilisation of plantation timber for furniture production in Jepara region (FST/2006/117)’ implemented by the University of Melbourne and its Indonesian partners.

Up to this reporting period, there has been a significant deviation in expenditure from the approved budget on CIFOR’s part especially for personnel and travel. The overall picture, however, envisions the budget profile fitting with the planned activities during the second year of the project period.
7 Variations to personnel

Ms Rika Harini Irawati has been recruited for a project officer position. Former field facilitator Yayan Indriatmoko has been replaced by Ahmad Zainudin from Jepara. Since Yayan has joined another CIFOR project, a local person was considered a better choice for the field facilitator position. Dr Monica Fisher, an internationally recruited economist, who joined the project in January 2009 moved to Africa to work in another CGIAR centre in April 2009.

We facilitated a number of interns to conduct research in Jepara in line with project activities: Anne Prestvik from Norwegian University of Life Sciences, Lia and Khairul Umam Gunawan from IPB, and Melati, a graduate from the University of Indonesia.

There have been no significant changes in project personnel from FORDA, IPB or FRK.
8 Problems and opportunities

The project team faced no significant problems in implementing project activities during the first year. Regular meetings, internal workshops and intensive communication between project members have facilitated mutual understanding and collaboration in the implementation of project activities. Support from local stakeholders has been very strong, as indicated by the MoU signed by the Jepara District Head himself. He also personally attended the project kick-off workshop.

The project was conducted very cautiously, particularly in regard to establishing APKJ. We were worried that APKJ would not have the support of big companies united under ASMINDO. However, through intensive communications we convinced ASMINDO that APKJ could benefit its members. If small-scale producers could improve the quality of their products and be more punctual in their delivery, then finishing companies and exporters could receive better products for export.

One small problem involved resistance from survey respondents during interviews with finishing companies and exporters. They were not very open with us, particularly in regard to questions about their potential buyers. Fierce competition between exporters has made them wary of researchers. They worry that information about their buyers might reach their competitors. We intend to solve this problem by communicating more intensively with ASMINDO and providing them with project findings and output.

Opportunities for this project have emerged from eager of APKJ members in search of concrete action. They are eager for training and facilitation to access better markets including premium markets. Small and large producers have asked for training on certification and want to see project outputs. APKJ members have requested facilitation in formalising and strengthening their organisation to level the playing field with stronger actors. Other opportunities have come from the strong support of local government and local stakeholders including ASMINDO themselves; a high frequency of furniture fairs / exhibitions has provided space for direct interaction with buyers.
List of Annexes:

1. Report on Kickoff Workshop
2. Memorandum of Understanding between CIFOR and Head of District Jepara (in Bahasa)
3. Questionnaires of Household survey (in Bahasa)
4. Questionnaire of Furniture Workshop Survey
5. Report on international market of Jepara’s furniture (draft)
6. Background Paper on Domestic and International Market of Indonesian Wooden Furniture
7. A Journey of an Industrialist in Jepara Furniture (in Bahasa)
8. Learning Carving: Journey of understanding youth in sustaining carving culture in Jepara (in Bahasa)
10. The struggling of a small-scale furniture producer (in Bahasa)
11. 17-years of Duty Serving: A duty journey to facilitate furniture industry (in Bahasa)
12. Report on Workshop of Local Stakeholder and Association of Jepara Small-scale Furniture Producers (APKJ)´s formation
13. Questionnaires of Value Chain Analysis Survey (in Bahasa)
14. Report on Sources of Timber and Constraints to the Timber Acquisition of Jepara’s Small-Scale Furniture Industries
15. Report on study on efficiency and constraints on furniture workshop
16. Background paper on Clustering Industry and Scenario (in Bahasa)
17. Report on leading firms, power relations and existing rules
18. Literature review on furniture value addition distribution in Asia and Africa (draft)
19. Report on furniture actors and value addition distribution
20. Questionnaire of International market survey (in Bahasa)
21. Questionnaire of Domestic market survey (in Bahasa)
22. Report on Domestic market for Jepara Wooden Furniture
23. FVC News first edition
25. Newsletter second edition (draft)
26. Project Brochure (draft)
27. Testimony from Jepara Head District about the role of Association of Jepara Small-scale Furniture Producers (APKJ) (in Bahasa)
29. Value Chain Analysis of Furniture: Action research to improve power balance and enhance livelihoods of small-scale producers (paper submitted to World Forestry Congress, Argentina 2009)