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Collaborative Forest Management

Better partnership to benefit local community and sustainable teak forests



LPF Project, Java Case Study

Year 2 Report

LPF Java Team:
Ambar Astuti, San Afri Awang, Yeni Ernaningsih, Bariatul Himmah, Ratih Madya Septiana, Solehudin, and Wahyu Tri Widayanti *(in alphabetical order)*

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Java Case Study

Levelling the Playing Field:

Fair Partnership for Local Development to Improve the Forest Sustainability in Southeast Asia

JAVA TEAM:
Ambar Astuti, San Afri Awang, Yeni Ernaningsih, Bariatul Himmah, Ratih Madya Septiana, Solehudin, and Wahyu Tri Widayanti
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I. JAVA CASE STUDY: INTERVENTION PHASE

1.1. Introduction

Levelling the Playing Field (LPF) Project conducts an action research, which focuses on Perhutani program called PHBM (Pengelolaan Hutan Bersama Masyarakat) or Collaborative Forest Management. LPF project implementation framework consists of 3 phases. The first phase is initialization and baseline, which is intended to understand the situation and seek stakeholder's perspective. Intervention is the second phase in which LPF project facilitates stakeholders and provides information. The last phase is called monitoring, in which the project monitors progress and measures impacts.

This report is about the intervention phase of LPF project in four selected villages, i.e. Surajaya, Glandang, Tanggel and Gempol. The first two villages are located in Pemalang district, and the villagers have a PHBM agreement with KPH Pemalang. The last two villages are located in Blora district and the villagers have a PHBM agreement with KPH Randublatung. Figure 1 shows the villages and the forest area of KPH Pemalang and KPH Randublatung, Central Java.

1.2. Goals

LPF project in Java aims to achieve the following goals:

- Improved local community livelihood through better management of collaborative forest area and increased opportunity for income diversification
- Improved local institutions in the form of better management, and improved skills in communication, coordination, and negotiation (for agreements, contracts, etc.)

1.3. Results

The expected results of LPF project in Java are:

- Stakeholders identified and clarified their roles and responsibilities
- Issues related to renewable resources management and community concerns are discussed and addressed though collective action
- Stakeholders are able to negotiate the agreement on renewable resources management
- Stakeholders (Perhutani, Dinas Kehutanan, local community, Pemda Kabupaten) have increased capacities to manage renewable resources

1.4. Outputs

LPF project in Java is planning to produce the following outputs:

- Documentation of the processes used to facilitate stakeholders in coming up with a common long term objective with regards to renewable resources and livelihood of the people;
- LPF flyer as a media to share information about the project;
- Community working groups or forum, as a platform for them to discuss, express issues and concerns;
- A guideline to facilitate multi-stakeholder negotiation;
- A guideline and several tools for village development activities;
- Increased capacity of local community in: negotiation with more powerful stakeholders, communication and information sharing with other stakeholders, and developing management plan (participatory forest management plan)

- Increased access for local community to renewable resources management and livelihood opportunities, and
- LMDH is developed into an autonomous and transparent institution, capable of implementing collaborative forest management system.

1.5. Hypothesis

The following hypotheses are adopted by the project:

- Forest management plan should consider local community as main stakeholder; therefore decision making process should take into account local needs and local characteristics;
- Facilitation will improve decision making process by: improving information sharing and communication among local community, Perhutani, LMDH and other relevant stakeholders; and identifying common interests among the relevant stakeholders and developing agreement on them
- Agreement on long term goals on renewable resources can improve renewable resources management, including the quality of human resources and institution, and
- Agreement on renewable resource management and access are negotiated and discussed among stakeholders.

1.6. Research Questions

The project asks the following research questions:

- What is the common vision of local community?
- Under what conditions renewable resources management and local livelihood can be improved through: enhanced capacities of local community; improved processes of decision making and negotiation among stakeholders; and better communication, information sharing and coordination among stakeholders?
- What are the immediate impacts of the project on renewable resources and local livelihood?
- How can local people be involved in forest management planning processes?
- What are the most appropriate mechanisms, processes, and tools to facilitate negotiation among stakeholders to come up with fair agreements on renewable resources use and management?
- Under what conditions stakeholders will be encouraged to manage renewable resources in sustainable way?

Figure 1. Four villages inside the forest areas of KPH Randublatung and KPH Pemalang, Central Java.



II. INTERVENTION

Intervention phase in Java case study started in March 2005. Following Year 1 activities on initiation and baseline study, in Year 2 the project developed a framework to guide the activities in the intervention phase. Figure 2 shows the flow of these activities, which divided into two levels: 1) village level activities where all activities are led by local community; and 2) village and higher levels activities, where relevant stakeholders at those levels implement the activities in close interactions; while the project plays a role as facilitator and documents the processes.

Table 1 shows the different steps of activity we carried out, and the different methodologies and tools we used during the process. In general, there are 8 main activities implemented during the intervention phase. Though a series of workshop, activities 2 to 5 were implemented in each village, and the detailed processes are described in Appendix 4.1., Appendix 4.2., Appendix 4.3. and Appendix 4.4.

The eight main activities are as follows:

1. Building Awareness of the Community Members at the Village Level about LPF Project

This is an ongoing activity which already began since the project selected the villages. In Year 1, we conducted several activities and collected data and information about the village and its stakeholders, resource and resource use, institution, livelihood, formal and informal agreements and policy framework, in order to get a better picture about the study area. While in Year 2, the project developed a framework to guide activities in the intervention phase. Prior to our intervention in each village, it is necessary for the project team member to introduce the project to community members. The awareness raising program is conducted during some local formal and informal meetings, such as pengajian (religious activity), arisan (gathering), etc.

2. Building a Common Vision

Different stakeholders have different interest and perspective, which may direct or indirectly lead to conflicts in the future about their access to renewable resources. Previous studies showed that people, who at the moment have different interests and possibly are facing conflict, may have a common vision with regards to the ideal conditions of the future, e.g. the next 15 to 20 years. Based on these studies, we facilitated the community members to come up with a common vision for the village. The community then came up with a draft of their common vision, which later on revealed and recognized.

3. Identification of Problems and Priorities

After formalising the common vision, local community identified the current problems that hindered them from achieving the vision. Those problems were subsequently prioritised, such as which ones were short term or long term problems to address. They were also clustered based on sectors, such as agriculture, forestry, education, infrastructure, etc.

4. Development of Strategy to Address Local Issues

The community was facilitated to develop a strategy to address the prioritised problems.

5. Building Community Working Groups

Each strategy was developed further in each working groups. Community members voluntarily assigned themselves into their sector of interest, and selected the coordinators of the working groups.

6. Facilitating Collective Action

This is the coordination work carried out by each community working group in addressing local issues through - what the project called – micro project. We facilitate those working groups, both those who are working on forestry issues and non-forestry issues though discussion, focus group discussion, and workshop.

7. Coordination and Communication

At this step, the project facilitates stakeholders at different levels; assists the coordination and improves communication among them particularly on the collaborative forest management or PHBM scheme.

8. Capacity Building

The project builds the capacity of the people by conducting training and discussion sessions based on the needs of local community. These empower local community, in particular forest farmers.

Figure 1. LPF framework for the implementation of intervention phase

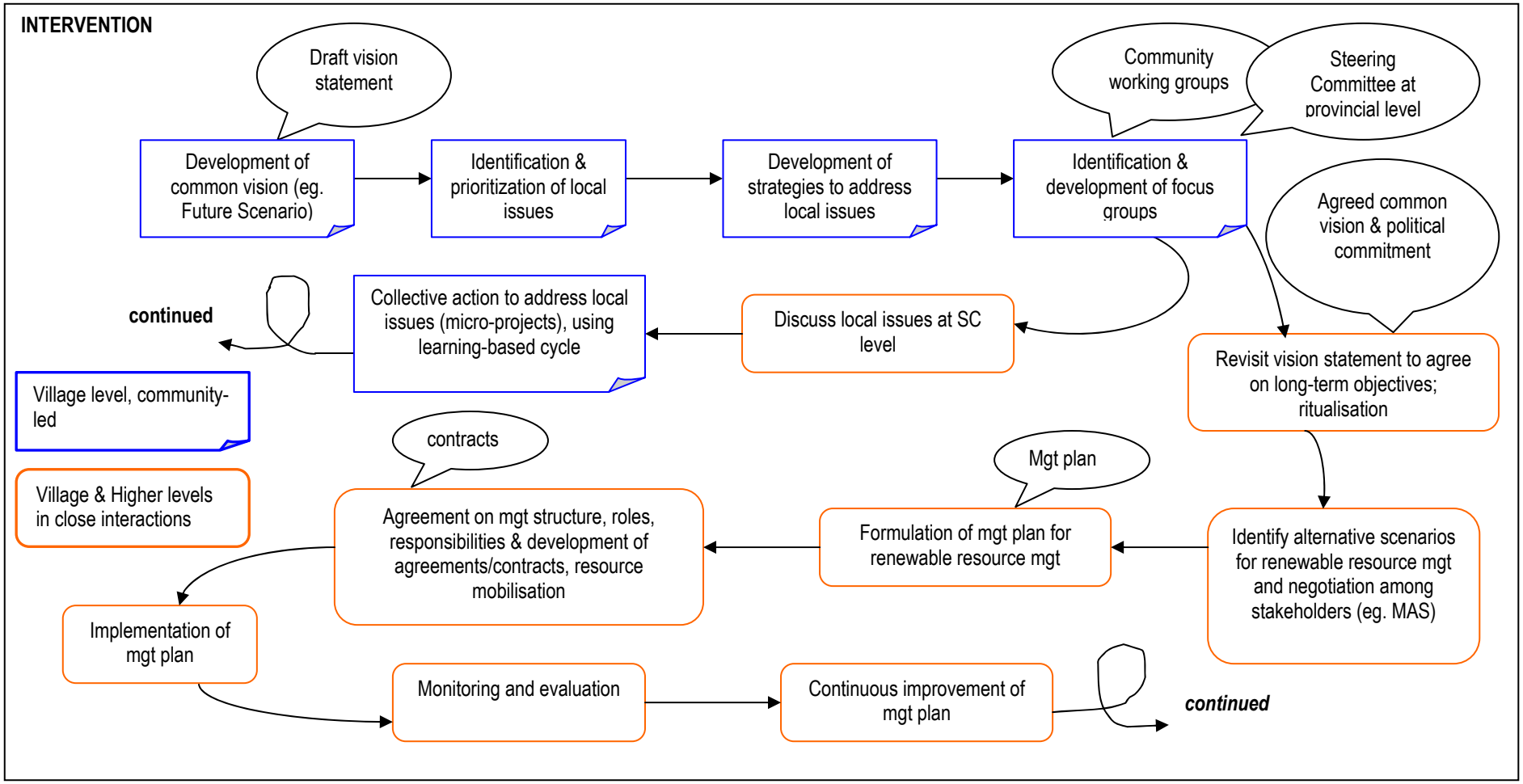


Table 1. Intervention steps, methodology and tools used

Step	Activities	Methodology and Tools
1	Building awareness at village and district levels about LPF project	Discussion with all stakeholders at village and district levels
2	Building a common vision	Through series of workshop, those activities were implemented in 4 villages by using the following methods/tools: - Future scenario - Projection scenario - Brainstorming - Structured discussion - Meta cards - Group and Plenary discussion
3	Identification and prioritisation of problems or local issues	
4	Development of strategy to address local issues	
5	Establishing Community Working Groups	
6	Facilitating Collective Action, through: - Facilitate the coordination of each community working group - Capacity building for community working groups, both forestry and non-forestry sectors in 4 villages - Facilitate the meeting, discussion and the development of community working group's proposals	During collective action activities, the following methods are used: - Training - Focus Group Discussion (FGD) - Workshop - Structured discussion - Field visit
7	Coordination and communication with stakeholders at different levels: - Local government at village, sub-district and district levels - Perhutani at KPH and BKPH levels - PHBM communication forum at different levels, from village to district levels - Village institutions, such as: youth organisation, religious group, LMDH, BPD, etc.)	Coordination and communication were conducted through: - Discussion - Consultation
8	Building the capacity of the local community by organising: - Training on Forest Management Planning in 4 villages - Training on profit sharing in Gempol - Training on cow fattening in Tanggel - Training for communication forum on PHBM in Tanggel - Forest farmers empowerment in 4 villages	- Workshop and ground check in Glandang and Surajaya - Training - Discussion - Learning

2.1. Pemalang District

2.1.1. Surajaya Village

Box 1. Brief information about Surajaya village

Province : Central Java
District : Pemalang
Sub-district : Pemalang
4 Sub-villages : Surajaya, Siali-ali, Slarang, Kemamang

Surajaya village is located inside the forest management unit of KPH Pemalang, sub-management unit of BKPH Slarang and management area of RPH Kramat and RPH Paduraksa. Total area of collaborative forest management is 1.480 Ha. The forest management system implemented by local community and Perhutani is the taungya system (locally called Tumpangsari).

Total administrative areas of Surajaya village are 570 Ha; with 787 households registered as the member of LMDH.

Population (people)

Male	3.866
Female	3.778

Land allocation (Ha)

Paddy field	433
Public construction	4
Housing	125
Cemetery	2
Other purposes	5

The main occupation of community members is farmer (82%), with an average land ownership of 0.29 ha/household for agriculture activities.

Economic activities or income sources of the community members come from:
(a) Forestry sector
- engage as daily labour in forest management
- provide labour for transporting wood
- collect wood and non-wood forest products

(b) Non-forestry sector
- agriculture/farming
- labour for industry and construction
- trader
- motorcycle driver (ojek)
- government employee
- private worker
- soldier
- sand miner

Formal institutions that exist at the village level:
- LMDH Wanajaya
- PHBM Communication Forum at the village level

Figure 2. Map of Surajaya villages



2.1.1.1. Awareness Building at Surajaya village

The first activity of the intervention phase began on 12 March 2005, with the awareness raising activity to the main stakeholders involved in the collaborative forest management (PHBM), such as the community members, LMDH members, Perhutani staff at different levels, and related government agencies in Pemalang District.

In Surajaya village, the concept and approach of LPF project were presented to the head of village, LMDH members, PHBM communication forum, and other institutions. In general, community members of Surajaya understood the LPF project's goal, mission and target, and they would like to actively participate in project's activities. The members of LMDH, in particular, expressed their need to have the project's support to address PHBM scheme-related issues.

2.1.1.2. Intervention Workshops at Surajaya village

A series of workshop was designed in order for the local community to develop a common vision and to develop community working groups to achieve the vision. The activity was started with a workshop to facilitate local community to develop a common vision. The second workshop was conducted to identify some problems and have prioritized problems. In subsequent workshops, community members met to discuss their priority problems and to formulate an appropriate strategy to solve those problems. Those activities were aimed to actualise community's vision, through the establishment of community working groups which focusing on certain topic, the design of implementation of adaptable strategy were discussed in the last workshop.

In Surajaya, the series of workshop were carried out four times, as details in Table 2.

Table 2. Series of workshop in Surajaya village

No	Theme of Workshop	Date	Methods
1	Common vision development	2 April 2005	Meta cards, brainstorming, projection scenario, plenary discussion
2	Problem identification and priority setting	3 April 2005	Group discussion, clustering, plenary discussion
3	Problem prioritisation and strategy formulation	9 April 2005	Metaplan, clustering, small group discussion, case study, plenary discussion
4	Advanced strategy formulation and working group establishment	18 May 2005	Group discussion, plenary discussion

Workshops were attended by all stakeholders and formal institutions in Surajaya village, such as: the representatives of village government, BPD, LPMD, PHBM communication forum at the village and sub-district levels, forest farmers, salt maker, sugarcane farmer group, village women organization, cattle raising group, water management group “Darma Tirta”, head of sub-district, and Perhutani.

1. Workshop for a common vision development

The objective of the workshop is to facilitate the community to build a common vision and to find out why the community needs a common vision with regards to forest resources.

The following workshop agenda was arranged to meet the objective:

- Participant registration
- Opening ceremony and personal introduction
- Common vision development
- Group discussion and projection scenario
- Presentation of the results in small group discussion and in the plenary, followed by discussion
- Identification of common vision’s elements and clarification
- Formulation of a draft common vision statement

Each participant realised that they have their own vision for their life. However, they didn’t know if there was similarity or commonality among their visions. During the process, we used some facilitation techniques, such as brainstorming, projection scenario and plenary discussion. Brainstorming was used from the beginning to explore participant’s knowledge and understanding about their environment, and to encourage people to speak up and express their opinion. In projection scenario, we carefully grouped the participants based on gender and certain categories, such LMDH members, village government, forest farmers, Perhutani and woman organisation.

Each group developed their own expectation and future scenario for the village. These future expectations were visualized by drawing. Each group's drawing was then compared by identifying and clustering the components in the drawing. Similarities and differences among them were subsequently identified.

The results of the common vision workshop are as follows:
- 9 important elements were identified as the common needs of the community that need to be improved, both quantitatively and qualitatively. Those elements were: forestry, agriculture, social, communication, transportation road, economy, health, education, and governance
- A draft common vision, and
- A team to formulate the common vision of Surajaya village.

2. Workshop for problem identification and priority setting in Surajaya

The objectives of this workshop were to identify the problems that hinder the community in reaching their vision, and also to prioritise those problems to be addressed within the project's timeframe.

The agenda of the workshop were as follows:
- Participants registration
- Presentation of workshop objectives
- Review of previous workshop (workshop for a common vision development)
- Reading out the common vision of Surajaya by the formulation team
- Group discussion about the problems at Surajaya village
- Presentation and problems clustering
- Prioritise the problems
- Closing remarks

Methods used in this second workshop were group discussion, clustering, and plenary discussion. Group discussions were facilitated to identify problems based on the identified elements during the first workshop. Clustering was done to categorize the results from group discussions, and also to bring to light problems and priorities.

The results of the 2nd Workshop is as follows:
- Common vision statement of Surajaya community:
  "*Renewable resources in Surajaya village, as assets of the village, to be managed in fair, democratic, efficient, and professional manner, to ensure successful village development for the prosperity of the Surajaya community*"
- A list of common problems in Surajaya village
- Prioritised problems in Surajaya village

3. Workshop for problem prioritisation and strategy formulation

The third workshop was a continuation of the 1st and 2nd workshops. The objective of this workshop is to confirm the prioritised problems and to develop a strategy to address those problems.

The agenda of this workshop were as follows:
- Participant registration
- Opening and personal introduction
- Review the result of the 2nd workshop

- Continue problem prioritisation process
- Group discussion to arrange next strategy (case study)
- Formation of community working group
- Closing remarks

The methods used during this workshop were group discussion on certain topic as a case study, and plenary discussion. Certain topics were develop to stimulate the group in developing the strategy on PHBM scheme related issues, such as participatory forest management plan, benefit sharing, management of agriculture products, and institution. Case study analysis was done in groups, and then continued in plenary discussion.

The results of this Workshop 3 were:
- Problem priority of Surajaya village
- Strategy to address those problems

4. Workshop for adaptive strategy and Community Working Groups establishment in Surajaya village

This 4th workshop was the follow up of the 3rd workshop. The objective was to adapt the strategies that the community elaborated in previous workshop, and to facilitate the community working groups to define their tasks and set up appropriate arrangements, and identify person in charge of the common strategies implementation. These working groups will be composed of Surajaya village people.

Agenda of the 4th workshop were as follows:
- Registration
- Opening and personal introduction
- Review the result of 3rd workshop
- Group discussion and plenary discussion
- Formation of adaptive strategy by each community working groups
- Closing remarks

The workshop started with a short introduction by each participant, mentioning their name and institution, as 11 out of the 27 participants did not attend the last workshop. After reviewing the results of the previous workshops, participants were divided into 6 groups. Each group handled one element. The following are the groups and elements discussed:
Group 1: Forestry and PHBM
Group 2: Education and Health
Group 3: Agriculture
Group 4: Transportation and Communication
Group 5: Social
Group 6: Governance and Economic

Each group then presented the result of their discussion to the plenary, while at the same time they formed community working groups (CWGs). The CWG is responsible for the implementation of the adaptive strategy, and each CWG will identify specific task of group's members and nominate the coordinator. In total, there are 10 CWGs established to address the 9 elements. Forestry element is divided and handled by 2 CWGs, i.e. forestry and PHBM. Within each CWG, sub-groups are formed to address each identified problem. The specific activities carried out by each CWG will be explained in the following sections.

The results of the 4th workshop were:

- Adaptive strategies for the CWGs to solve the identified problems.
- Community working groups are established in Surajaya village
- Sub-groups, as task forces, are formed to address each problem.

The documentation and the detailed process used during the 1st, 2nd, 3rd, and the 4th workshop in Surajaya village are described in Appendix 4.1. on the Workshop Report on common vision development, problem identification, strategy and working group formation in Surajaya village, Pemalang.

2.1.1.3. Meetings of community working group (CWG)

1. Forestry and PHBM

As mentioned earlier, the forestry element will be handled by two separate working groups, i.e. the general forestry issues and the PHBM issues. The CWG on general forestry issues is called Hutan Lestari or Sustainable Forests. The CWG members consist of village government, LMDH, PHBM communication forum at the village level, forest farmer organization and Perhutani. The coordinator for this working group is Supardo (Head of LMDH). The PHBM working group consists of PHBM communication forum at the village level and Dinas Kehutanan Pemalang. The coordinator is Wasis (the Head of PHBM communication forum at the village level). Although they are two different working groups, they organise joint meetings because their tasks are quite related, and the memberships of the two working groups are overlapped.

In total, each group has met three times during. The meetings were facilitated by the group coordinator. Those meetings produced action plans to implement the agreed strategy and time table to do action. The environment of the meeting was very nice and dynamic as everybody within the group provided a lot of ideas. The Head of BKPH (called Sinder) attended the meeting and gave forestry technical explanation. Furthermore, another agreement reached during this collaborative meeting between the two forestry CWGs was to continue the awareness raising program about PHBM and LMDH, and they agreed to have monthly evaluation of each working group activities. The implementation of the working group planning is illustrated in the appendix 4.1.

2. Education, Health, Transportation, Government, Communication and Economy

There was a joint meeting among the working group of Education, Health, Transportation, Government, Communication and Economy. The meeting was conducted in June 11, 2005 at the village hall of Surajaya. This joint meeting was attended by representatives from each working group. This joint meeting was subsequently followed by meeting at each working groups, which facilitated by the head of group. Those working groups identify links with different existing programs at the village level. It means that in the implementation program of working group can be in line with the local government program. Transportation working group has planned that at the end of 2006, all village roads will be asphalted. Other working groups' actions are still taking place in the village. All of the action program of this working group can be found in the Appendix 4.1.

3. Agriculture and Social

The meeting of agriculture and social working groups was held in June 16, 2005. The topic of the meeting is about how to synergize the strategy in the village. The agriculture working group attempts to find ways to solve farmer's problems in sugarcane, ricefield, and forest land by improving land productivity. Several activities or actions done in Surajaya to solve agriculture problems include: 1) empowering rice field farmer groups, 2) empowering water user farmer "Darma tirta", and 3) conducting training on pest management.

The strategy developed by social working group was focused on art and sport and it has been implemented in August 2005 in the preparation of the Indonesian Independence celebration day. This group also organized the establishment of TPQ (School for holy Qur'an education) in the sub-village of Slarang and Kemamang. This group is still in the process of establishing the Religious Leader Organization. The complete working group strategy is presented in the appendix 4.1.

2.1.1.4. Training of participatory forest management planning

Working group "Hutan Lestari" and "PHBM" need to develop their knowledge on forest planning. Both groups agreed to undertake a training on forestry planning. Participatory planning process was selected as a topic of this training. It is a collaborative program between LMDH Surajaya and LMDH Glandang. The training was attented by members of the two LMDHs, village government, PHBM communication forum, forest farmer organization, and some Perhutani staff (Mantri, Mandor, and field supervisor).

The training is related to the fact that PHBM planning process should be done in a participatory way. Perhutani can not plan PHBM on its own. It should also engage LMDH, and other stakeholders. The objective of this training is to build the capacity of LMDH, community and field staff of Perhutani, and also to synchronise Perhutani scenario and LMDH scenario about forest management plan. It is expected that the training will equip the participants with understanding and awareness of the importance of participatory forest planning and related Perhutani's policy and technical matters.

The training was organized by LPF team at Surajaya village hall. The training materials were prepared by San Afri Awang, Solehudin, Bariatul Himmah and Ratih Septiana. The training session began by presenting the basic theory of participatory forestry planning and how LMDH can be involved actively in the PHBM planning process. Discussion scenario was selected as a method in this training. The complete scenario and the training process are provided in the appendix 4.1.

2.1.1.5. Formulating forest management plan in LMDH Surajaya

After join the training on participatory forest planning, the LMDH Surajaya continued with their planning for the village-administered forest compartment for the next 10 years, i.e. from 2005 until 2014. The initial planning made by group of LMDH with refer to the potential data, if there is problems on that forest data, the planning should be corrected and change.

The planning of PHBM in Surajaya should be made according to the vision, mission, program, activities, executing organization, budget and the supporting policy. To make all stakeholders understand about PHBM planning, the produced plan will be presented

by LMDH team in the next participatory planning workshop at the district level. We expected that the final PHBM plan for Surajaya will be accepted by all stakeholders.

2.1.1.6. Field survey of village-administered forest compartment in Surajaya

The field staff of Perhutani (BKPH Slarang) and the board of LMDH Surajaya undertook field survey to find out about the condition of the forest land. This activity is also focused on potential analysis to the forest compartment, in which compartments trees are available and in which compartments forest land is empty and in critical situation. The total forest area managed by LMDH Surajaya is around 1,480 ha with varied forest classification. From this activity, the head of LMDH learned that that the structure and the potential of around 20% of the forest compartments have changed. There is a need to come up with a new plan which incorporates these field information.

2.1.1.7. Sub-District Development Program (PPK) and Working Group

The Transportation working group aims to have asphalt road constructed in two sub-villages: Siali-ali and Slarang, and route from Slarang to Kemamang in the year 2006. Currently, Pemalang local government is implementing a special program called Program Pengembangan Kecamatan (PPK) or Sub-District Development Program. PPK has two programs: physical support and special program.

The Transportation working group proposed to the PPK manager to finance the road construction in Siali-ali and Slarang sub-villages, and the road from Slarang to Kemamang though the special program. All of the working group's proposals were accepted by PPK program in the year 2005. This showed that the empowered community local organization can effectively negotiate with other program to improve the development in their village.

2.1.2. Glandang Village

2.1.2.1. LPF Project awareness

In the second year of LPF project (2005), the intervention stage was started by awareness building activities for the village community and other related stakeholders such as Perum Perhutani staff and government institutions related to the program in Pemalang District. In Glandang village, LPF project concept was communicated directly to Perhutani, the village headman, LMDH, PHBM communication forum at the village and sub-district levels, and other institutions. Meeting with social organizations was done at village level i.e. with religion group "tahlilan". Generally people of Glandang understood the LPF project's mission and target, and they want to participate as much as possible. The LMDH felt that they really need assistance and support from LPF project.

2.1.2.2. Intervention Workshops at Glandang village

The intervention stage was initiated by the team by holding workshops to develop a common vision at the village level, to identify local problems and prioritize them, and to formulate appropriate strategy to solve those problems. All those things were aimed to realize the expectation as expressed in the community vision and to establish community working group who will implement agreed strategy. The workshops were executed in four sessions in Glandang village as seen in Table 3.

Box 2. Glandang village

Province : Central Java
District : Pemalang
Sub-district : Bantarbolang

Glandang village is located inside the forest management unit of KPH Pemalang, sub-management unit of BKPH Slarang and management area of RPH Glandang. The total area of collaborative forest management is 702 Ha. The forest management system implemented between local community and Perhutani is taungya system (locally called Tumpangsari).

Total administrative areas of Surajaya village are 649 Ha; with 250 households registered as the member of LMDH.

Population (people)

Male	1.383
Female	1.427

Land allocation (Ha)

Paddy field	73
Housing	26
Forests	458
Agriculture field	80
Other purposes	12

The main occupation of the community is farmer (74%), with an average land ownership of 0,125 Ha for agriculture activities.

Economic activities or income diversification of community members come from:
(a) Forestry sector
- Involved as daily labor in forest management
- collect fuel wood and teak leaves

(b) Non-forestry sector
- agriculture/farming
- labor for industry and construction
- trader
- driver (ojek)
- government worker
- private worker
- soldier
- sand miner

Formal institutions exist
- LMDH Desa Glandang
- PHBM Communication Forum at the village level

Figure 2. Map of Glandang village



Table 3. Workshop on community common vision in Glandang Village

No	Theme of Workshop	Timetable	Methods
1	Common vision development	19 March 2005	Brainstorming, projection scenario, group discussion, plenary discussion
2	Problem identification and prioritisation	26 March 2005	Metaplan, nominal, clustering, group discussion, plenary discussion
3	Problem prioritisation and strategy development	30 March 2005	Group discussion, case study, plenary discussion
4	Firming up strategies and establish working group in Glandang village	19 May 2005	Verbal, ball game, group discussion, plenary discussion

All workshops were attended by all stakeholder groups exist in Glandang such as: forest farmer, LPMD, BPD, Youth organization, village government, LMDH, PHBM communication forum at the village and sub-district level, women's organization, forest farmer organization, community leader, and Perhutani staff.

1. Workshop for common vision development

Everybody has their own vision in the life, but people rarely try to find out whether a common vision exists in their community. The objective of the workshop is to build the community's common vision and to check whether the common vision is in fact needed community needs common vision with regards to with forest resource management.

The workshop agenda were as follows:

- Participant registration
- Opening Ceremony and personal introduction
- Presentation of the workshop objective
- Projection scenario in group discussion
- Identification of commonalities
- Formulation of a draft common vision and establishment of a formulation team
- Closing remarks

The facilitation methods used included nominal, brainstorming, projection scenario, group discussion and plenary discussion. Nominal method was used to create fresh meeting environment so that the participants felt happy, exciting, and kept an open mind during personal introduction session. Brainstorming was done from the beginning to encourage everybody to participate and speak up. In projection scenario exercise, the participants were divided into groups, of similar gender and mixed group, and they made their own expectation and future scenario for Glandang village. Their future expectation of Glandang village was visualized in drawings. This was followed by an identification of components and comparison of these components among the different drawings.

The results of the common vision workshop were as follows:

- Drawings of Glandang village vision generated through projection scenario method,
- Common components among the different pictures were identified as indicators of Glandang village vision, and
- A team to formulate the Glandang village's vision statement was established.

2. Workshop for problem identification and prioritisation in Glandang village

This is the second workshop during the LPF intervention stage. The agenda were as follows:

- Participants registration
- Opening ceremony
- Personal introduction
- Review formulation of Workshop 1
- Presentation of Glandang village's vision statement by formulation team
- Identification of problems at the village level
- Determining the criteria for problem prioritisation and identification of prioritised problem
- Closing remarks

During this workshop, the methods used include metaplan, nominal and clustering. Metaplan was used for the personal introduction session. Nominal method was used for problem identification. Clustering method was used in problem prioritisation.

The results of Workshop 2 were as follows:

- Common vision of Glandang village:
  "*With renewable resource management which is supported by high quality human resource, we realize the community welfare in Glandang village, physically and spiritually*"
- Identification of components and common problems in Glandang village, i.e. forest, transportation, education, agriculture, clean water, economy, communication, and institution
- Formulating some criteria and problem related to the forest

3. Workshop for determining prioritised problems and developing strategy to overcome problems in Glandang village

This was the third workshop in Glandang village. This workshop was aimed to determine prioritised problem and to develop strategies to address those problems. The agenda of this workshop were:

- Participant registration
- Open ceremony of the workshop
- Personal introduction
- Review of the result of the Workshop 2
- Problem prioritisation
- Group discussion and plenary discussion
- Establishment of community working group
- Closing remarks

Workshop stage 3 was done by using methods such as water anomaly, group discussion, case study, and plenary discussion. Water anomaly method was used to generate friendship environment during personal introduction activity. Case study method was used so that participants can identify strategies to solve each prioritised problems. This was followed by plenary discussion.

The results of this Workshop 3 were:

- Community was able to determine their own prioritised problems in Glandang villlage
- Community developed strategy to solve Glandang village problems (through case study)
- Community working groups were developed and approved by the community
- The objectives of LPF project were understood by community, and many community members asked about the intervention process to the LPF UGM team.

4. Workshop to firm up strategies to address local problems and to establish working group in Glandang village

This workshop 4 was a continuation of workshop 3, where the objective is to group the strategy which has been developed by the participants in workshop 3. To ensure that this strategy is implemented properly, a community working group in Glandang village was also developed at this workshop. This working group can be seen as the implementor of the developed strategies.

The agenda of the workshop 4 were as follows:

- Participant registration
- Open the workshop
- Personal introduction

- Review of the results of Workshop 3
- Group discussion and presentation
- Plenary discussion
- Formation of the working groups
- Closing remarks

Workshop stage 4 was done by using the following methods: verbal, ball game, group discussion, and plenary discussion. Verbal method was used in the personal introduction process. Ball game method was done when all participants were asked to reflect on what happened during Workshop 3. Group discussion method was used to develop stategies for each component of activity. Plenary discussion method was done to formulate appropriate strategy to solve the problems, and also as arena for working group establishment.

The results of this Workshop 4 were:
- Strategy formulation to overcome all prioritised problems in Glandang village
- Establishment of community working group in Glandang village
- Agenda formulation for community working group meeting and coordination.

The details of these workshops can bee seen in Appendix 4.2.

2.1.2.3. Meeting of community working group (CWG)

Working group meeting is one the follow-up activities in Glandang village after the workshops. This meeting was intended to discuss proposed strategies and to coordinate among different working groups. This was done through collaborative meeting among the working groups of sustainable forest, institution, economy, agriculture, and education. Each head of the working groups presented their strategy and other groups provided feedbacks, inputs, and information.

The working group of “sustainable forest” and “institution” spent more time during the discussion because their formulated strategies were quite new and should be synchronized with one another. Other groups can easily synchronize their strategies because their strategies are already accommodated within the “Program Pemberdayaan Masyarakat Berwawasan Gender (P2MBG)” or Gender-Based Community Empowerment Program which is done collaboratively by government institutions in Pemalang District. Working group meeting was attended by working group coordinators, village government, the board of LMDH, women’s organization, forest farmer organization, community leader, and Perhutani staff. The complete results can be found in working group documents.

2.1.2.4. Formulation of participatory forest management plan in LMDH Glandang

The formulation of the plan was a follow-up activity of the forest planning training activity. This activity was aimed to prepare a new approach for forest planning process, especially to deal with a new model of participatory PHBM planning process. It was expected that this new approach in the planning process will be adopted, and implemented by Perhutani and LMDH collaboratively.

This participatory process was started by formulating a common vision and mission of LMDH Glandang. Since the common vision has been formulated during the common vision development processes, this planning process just refered to the available common vision and didn’t formulate a new vision. There were other information that

should be included in the PHBM planning, such as the socio-economics data, detailed planning for forest utilization, planting, maintaining, prunning, and harvesting, planting and harvesting non-timber forest products, marketing, benefits sharing analysis, budget system, institutional development and its empowerment, and community economy development. Those things should be formulated by board of LMDH and written precisely in one document. This document should be presented to Perhutani and further discussed to improve it.

2.1.2.5. Field check in village-administered forest compartment of LMDH Glandang

Field check activity aimed to realistically assess the forest potential in the field. The forest area which will be managed by LMDH Glandang is quite large and scattered. Most of the forest area is empty land because of the illegal logging activity that took place since year 2000. Before LMDH Glandang was established, some area of forest compartment has already been occupied by people from other villages. In this case, the problem would be difficult to address because PHBM program is implemented using the village administrative approach while forest land occupation did not follow this direction. Field check also investigated who have utilized the empty forest land before the establishment of LMDH. There is a potential for the establishment of eco-tourism and eco-spiritual tourism in PHBM Glandang. Field check was done by LMDH, youth group, Perhutani field staff.

2.1.2.6. Meeting on gender-based community empowerment program (P2MBG) and working group strategy

LPF project in Glandang has opened the minds of the community in Glandang. All activities such as the formulation of village common vision, problem identification, problem prioritisation and strategy formulation can be connected with the implementation of P2MBG. P2MBG is the local government program which involved many government institutions. The objective of this program is to empower local community with one of the program focusing on gender. There are two activities within P2MBG: physical development and improving community capability. Physical development consists of road construction, dam rehabilitation and construction, building school facility, and cable telephone network development. Road-asphalt construction program of P2MBG was similar with that of the transportation working group. Dam rehabilitation program was similar with that of the agriculture working group, building school facilities program was similar with the strategy of education working group, and cable telephone development program was similar with that of communication working group. Lastly, community economy empowering program of P2MBG was similar with economy working group.

2.2. Blora District

2.2.1 Tanggel Village

Box 3. Tanggel village

Province : Central Java
District : Blora
Sub-district : Jati
13 Sub-villages : Tanggel, Sonorejo, Kedhungthik, Kalipang, Ngasem, Ngimbang, Delok, Bogorejo, Temon, Suru, Gumeng, Jambean, and Ngampel

Tanggel village is located inside the forest management unit of KPH Randublatung, sub-management unit of BKPH Tanggel and management area of RPH Kalipang, RPH Bogorejo and RPH Tanggel. Total area of collaborative forest management is 2.850 Ha, spread over 80 plots and 202 sub-plots. Forest management system implemented between local community and Perhutani is daily labor system (locally called Banjar harian).

Total village administrative areas: 3.265 Ha

Population (people)

Male	2.616
Female	2.654
Households	1.585

Land allocation (Ha)

Paddy field	283
Agriculture field	206
Garden	209
State Forests	2,560
Other purposes	6

Main occupation of community members is farmer (46%), with average land ownership of 0,24 Ha/household for agriculture activities.

Economic activities or income diversification of community members, related with
(a) Forestry sector
- involve in daily labor in forest management
- provide labor for wood transport
- collect fuel wood and teak stump
- collect and process non-timber forest product, such as: teak leaves, grass, herbs

(b) Non-forestry sector
- agriculture/farming
- labor for industry and construction
- trader
- government worker
- private worker
- soldier
- business man

Existing formal institutions:
- LMDH Langgeng Jati
- PHBM Communication Forum at village level

Figure 3. Map of Tanggel village



2.2.1.1. Awareness of LPF Project

LPF project attempted to build community's awareness so that the community of Tanggel village in general know what LPF project is about, its activities, and the UGM facilitator team. Community's understanding, that LPF project is to support community collaborative forest management (PHBM) in this village, is very important to ensure that PHBM run well and benefit all involved parties.

The awareness building with regards to LPF project was done to some community's groups of Tanggel villagers. Awareness buiding at the sub-village level was done during the PHBM implementation at each sub-village. The PHBM awareness building was a part of the planned activities of both forest village community institution (LMDH) and Perhutani. The targeted groups of LPF project's awareness building in Tanggel were:

- Religious group on 21 March 2005
- Village government and farmers on 22 March 2005
- Religious group on 24 March 2005
- Ngampel, Delok and Ngasem sub-villages on 25 March 2005
- Bogorejo and Kedhungthik sub-villages on 2 April 2005

2.2.1.2. Workshop for building a common vision and forming community working groups

Workshop for building a common vision and forming community working groups (CWGs) in Tanggel was done for two days in March 27, 2005 and April 3, 2005 at Tanggel Village Hall. This workshop was aimed to: 1) building community common

vision of renewable resources management in Tanggel, 2) identifying problem and opportunity in renewable resources management in this village, 3) identifying strategies and follow-up plans to achieve a common vision of Tanggel community by addressing the agreed prioritised problems, and 4) forming CWGs as working groups to follow up the agreed strategies. The CWGs were formed based on the clustering of the existing problems in Tanggel.

This workshop was facilitated by LPF team with several methods, such as brainstorming, metacard, future scenario, game, small group discussion, structured discussion, and plenary discussion. This workshop was attended by representatives of community groups and some organizations exist in the village. The workshop adopted participatory approach and encouraged active involvement of each participant.
From this workshop, we got some results such as: 1) a draft common vision of Tanggel community in managing renewable resources, 2) a list of problems and opportunities in managing renewable resources, 3) follow-up strategies and plans to realize common vision, and 4) CWGs to solve problems which exist in the village. The results of the workshop were then followed up by CWGs in some meetings, to discuss the strategies that were formulated to achieve the common vision of Tanggel.

2.2.1.3. Workshop of Community Working Group (CWG)

1. Human Resources Development and Small-Scale Industry

This workshop was a meeting of community working group of human resources development and small-scale industry and was done on May 15, 2005 at Tanggel village hall. The workshop's purpose was to produce working plans to develop human resources and small-scale industry based on its problems and opportunities. This meeting was attended by 13 people from different stakeholders, such as LMDH, Perhutani, women organization, NGO, Religious Group, elementary school teacher, and MTs (Islamic senior school) teacher.

The workshop was facilitated by LPF facilitator team by using the following methods: brainstorming, nominal, metacard, and structured discussion. The results of this workshop were: 1) planned activities to develop human resources, 2) planned activities to develop small-scale industry, 3) timetable of those activities, and 4) plan for implementation.

2. Forest Resource Management

This workshop was a meeting of CWG of forest resource management meeting, and was done in May 16, 2005 at Tanggel village hall. The objectives of this workshop were to discuss effort to improve and manage forest resources that became village-administered forest compartment (petak pangkuan desa or PPD) of Tanggel.

Participants in this workshop were members of LMDH committee (head, secretary and treasurer of LMDH), representatives of forest user group, and NGO which were involved in PHBM.

The workshop was facilitated by LPF facilitator team using the methods such as metacard, nominal, brainstorming, and structured discussion. The workshop produced the working plan that will be done to improve forest resource management. This plan included activities, opportunity and implementation stages.

3. Human Resources Development of "Religious Activity"

The community working group meeting was the second meeting, conducted in July 4, 2005 in village hall of Tanggel. The agenda of workshop was to discuss human resources development through activation of religious activities in Tanggel. Activation of religious activities especially done for youth, because up to now youth has not been interested and less attention to religious activities, but they prefer do less advantage activities.

The workshop was facilitated by LPF facilitator team by apply methods of brainstorming, metacard, nominal and structural discussion. The participants presented in this workshop were mosque committee representative of each village, LMDH committee, and teacher.

The results of this workshop were: 1) a review of religious activities that had already been done, 2) constraints in undertaking those activities and 3) working plan and follow up plan to support religious activity in Tanggel.

4. PHBM Communication Forum of Tanggel

Workshop was done in July 5, 2005 at Tanggel village hall to get an active support of village-level PHBM Communication Forum in the implementation of PHBM in Tanggel village. The participants of this workshop were 16 people, consisting of committee and members of PHBM Communication Forum, LMDH committee, village government and Perhutani. This meeting was held because, up to now, the PHBM Communication PHBM does not have a real role in PHBM implementation.

This Communication Forum was formed by Perhutani, and the committee and members did not have a clear understanding about: 1) the objective of communication forum, 2) its role and function in PHBM implementation, and 3) the rights and obligations of Communication Forum in PHBM implementation. This situation was very discouraging because these information are already written in the decree of the formation of PHBM communication forum in Tanggel signed by the Head of Tanggel Village. Furthermore, the Head of Village had not understood about the communication forum. Since its formation, there was no special assistance from Perhutani, while the committee and members themselves have not been proactive in playing their roles in PHBM implementation in their village.

This workshop was facilitated by LPF facilitator team by using methods such as brainstorming, meta card, nominal, and discussion. The workshop agendas were to: 1) get common understanding about role of PHBM communication forum in forest management in the village, 2) arrange working plan and follow up action plan of PHBM communication forum in forest management in Tanggel village.

The results produced during the workshop were: 1) a common understanding about PHBM communication forum with regards to forest management in Tanggel, 2) working plan and follow up action plan of PHBM communication forum in supporting PHBM implementation in Tanggel village.

Meeting of Communication Forum
The activation of communication forum on mosque and musholla (little mosque) of Tanggel was as a follow up of the workshop of human resources development about religious activity activation in Tanggel. This meeting was done in June 10, 2005 at

Tanggel village hall and was attended by representatives of mosque and musholla committee, informal leader, head of sub village, and former forum committee. The objectives of this forum establishment were to coordinate and consolidate among members of the committee.

The objectives of meeting of Communication Forum on Mosque and Musholla of Tanggel were: 1) to re-activate Communication Forum on Mosque and Musholla of Tanggel, 2) to form a new forum committee.

The results of this meeting were: 1) it was agreed that Communication Forum on Mosque and Musholla of Tanggel will be re-activated so that religious activity in this village can run well, 2) formation of new committee of the forum, 3) as a follow up action plan, it was agreed that a new basic regulation of forum and working plan should be formulated.

Awareness building of PHBM Communication Forum in Tanggel village
This activity was a follow up of the result of the workshop held by CWG of Forest Resources Management to activate PHBM Communication Forum in Tanggel village. It was felt that role and function of PHBM communication forum needs to be shared and discussed with its members and committees to improve their understanding. This awareness building activity was done as requested by the PHBM Communication Forum and LMDH Langgeng Jati. It was carried out in July 18, 2005 at the village hall of Tanggel by Perhutani KPH Randublatung, which was represented by the Head of general forestry technique (Ajun KTKU), Daniel Budi Cahyono. This activity was attended by the committee of PHBM Communication Forum, LMDH committee, and the head of the village.

2.2.1.4. Coordination Meetings

1. CWG of Human Resources Development and Village Government of Tanggel

Coordination meeting between CWG of human resources development and Village Government of Tanggel was done in June 10, 2005 at Tanggel village hall. This workshop was aimed to coordinate different local organizations in supporting Tanggel development toward a common vision. The meeting was held because Tanggel villagers felt that there had been a lack of support and active involvement of village government in CWG meetings. This lack of support has made the villagers hesitate to come up with strategic plan to improve their conditions to achieve a better future. This was because the villagers thought that the village government was the one who should think about the strategic plan and the follow up plan to achieve better village future. Actually, the villagers already had good awareness to support the activity, but they wanted real concern and support from the village government.

The agenda of meeting were: 1) to socialize workshop results produced during the workshop done by Tanggel villagers related to developing human resources, and 2) to get full support from village government to improve Tanggel village together with the villagers.

LPF facilitator team guided the meeting with interactive discussion method from and by the participants. The participants of meeting were representatives of Tanggel community, representatives of CWG of human resources development, representatives of LMDH committee and representatives of village government (head of village, village secretary, Head of BPD), and Head of women organization).

The results of the meeting were: 1) village government, which was represented by the head of village, stated that it fully accepted and supported the results of the workshop and meeting of CWG of human resources development, 2) All activities that have good objectives can be done as long as they benefit all parties, and 3) village government will carry out all common agreement produced in the workshop for improvement of the Tanggel village.

2. Internal Meeting of LMDH Langgeng Jati

This LMDH meeting was a follow up of of the workshop conducted by CWG of forest resource management. During that workshop, they agreed to conduct LMDH routine meeting on the 10th of every month. The first routine meeting of LMDH was done in June 10, 2005 done at Tanggel village hall. This meeting was attended by all members of LMDH Langgeng Jati committee, committee and members of Tanggel FK PHBM (PHBM communication forum), member of PHBM success team of Tanggel village, Perhutani (Asper, mantri and mandor) and LPF facilitator team.

The LMDH meeting was not facilitated by LPF facilitator team because this was an internal meeting of LMDH Langgeng Jati. This meeting was therefore facilitated by the Head of LMDH, Mr. Mulyoto. The agenda of this meeting were: 1) information sharing about LMDH Langgeng Jati working plan, 2) reporting of the activities carried out by LMDH, 3) LMDH financial reporting, 4) informing the distribution of “sharing benefit” to LMDH committee. LPF facilitator team in this meeting asked LMDH to socialize the workshop results of CWG of Forest Resources Management.

3. Meeting of the Communication Forum on Moslem of Tanggel Village (Forkomista)

This meeting was a follow up of the previous meetings, with the objectives to: 1) arrange the working plan, 2) plan to come out with basic regulation of the communication forum. The meeting was held at the village hall of Tanggel in July 31, 2005, with participants from Forkomista, informal leader, Head of Village and LPF facilitator team. The methods used in this meeting were brainstorming and structured discussion.

The meeting produced a common agreement about Forkomista working plan and the need for basic regulation as a guide for this organization. To come out with basic regulation, it was agreed that there was a need for a formulation team that will work to produce basic regulation of Communication Forum. The results of the formulation team were then re-discussed in Forkomista meeting of August 2, 2005. The meeting agenda of this meeting was to discuss more about the basic regulation of Forkomista that will be completed by the formulation team. This meeting produced a draft of basic regulation of Tanggel Village Forkomista.

2.2.1.5. Trainings

1. Cow Fattening

As follow up of the previous workshop held in Tanggel, on June 23, 2005, a cow-fattening training was conducted at the village hall. The purpose of the training is to give knowledge and new insights on cow raising. The training was conducted because most of Tanggel villagers have been very interested in cow raising. Many villagers

already have cows. The constraints that they faced were that they don't know how to raise cow well and to look for financial capital to raise cow. Up to now, they have been raising the cattle by applying their own knowledge. This training was also to support the implementation of LMDH working plan, i.e. the development of productive businesses, including cow raising, which will be implemented after Perhutani gives the villagers their shared benefit. However, around 50% of the benefit has not yet given by Perhutani, which should be transfered in July 2005.

Cow raising training was a collaborative effort of Perhutani, LMDH and UGM. The trainers were Mr. Suwarno of Agriculture Office (Blora District) and Mr. Sriyono of PT. Naturan Nusantara who presented related materials on proper cow raising and cow fattening. The training was also attended by the head of BRI unit I Randublatung, Mr. Peter Van Der Molen who gave information capital lending service of BRI to develop productive business.

The villagers enthusiastically welcomed the training. The participants of the training were LMDH committee, the heads of sub-villages in Tanggel village and two representatives from each sub-village.

2. Participatory Management Planning

This training was important to prepare the arrangement of the plan and the strategies of PHBM implementation in Tanggel village. The training was done to provide the villagers with the understanding that they have important roles to play different stages of PHBM implementation, from planning, implementation, evaluation, to monitoring.

The planning process has been carried out through participatory process, but in its implementation, the process has not been optimal. This was due to the fact that: 1) the system run by Perhutani has not supported the participatory planning process, 2) the existing process is oriented towards obtaining output and not on process, therefore the participatory planning process was done by Perhutani (Asper/mantri) to meet the targeted time and administrative matter, 3) villagers, in this case the LMDH, did not proactively involve in forest management planning process because they felt they did not understand technical matters so that they accepted the decisions made by Perhutani field staff.

From this training, it was agreed that the next follow up planning arrangement should be done in a participatory way. Villagers, in this case represented by LMDH and PHBM communication forum will be actively involved in forest management planning arrangement in Tanggel. It was also agreed that this participatory planning process will start in September 2005. Preparation will be done beforehand by digging villager aspiration about their willingness to manage forest in Tanggel. This information gathering will be done by LMDH, PHBM communication forum, and Perhutani field staffs (mandor and mantri).

2.2.2. Gempol Village

2.2.2.1. Awareness building of LPF Project

The awareness building activities carried out by LPF project in Gempol village was aimed to increase the knowledge and understanding of Gempol community about LPF project and its intention to involve the community during the LPF project implementation. The participation of community in every LPF activity can be varied,

some persons will be involved fully while other may be involved partially. This issue was emphasized by the facilitators to avoid misunderstanding about LPF project and its activities.

Box 4. Gempol village

Province : Central Java
District : Blora
Sub-district : Jati
6 Sub-villages : Selogender, Kuwojo, Kedhungdowo, Pelem, Kaliaren, and Gunung

Gempol village is located inside the forest management unit of KPH Randublatung, sub-management unit of BKPH Selogender and management area of RPH Selogender and RPH Kuwojo. The total area of collaborative forest management is 2.605 ha, which is spread over 63 plots and 163 sub-plots. Forest management system implemented between local community and Perhutani is taungya system (locally called Tumpangsari).

Total village administrative areas: 3.395 Ha

Population (people)

Male	1.618
Female	1.628
Households	860

Land allocation (Ha)

Paddy field	50
Agriculture field	269
Housing	70
State Forests	3.000
Other purposes	6

Main occupation of community members is farmer (94%), with the average land ownership of 0,25 Ha/household for agriculture activities.

Economic activities or income diversification of community members, related with
(a) Forestry sector
- involve in taunya system
- provide labor for wood transport
- collect fuel wood and buried wood
- collect and process non-timber forest product, such as: charcoal, honey, teak leaves, grass, herbs

(b) Non-forestry sector
- agriculture/farming
- labor for industry and construction
- trader
- government worker
- private worker
- soldier
- business man

Existing formal institutions:
- LMDH Wana Bersemi
- PHBM Communication Forum at village level

Figure 4. Map of Gempol village



Awareness building was done to village government of Gempol, Perhutani employee in Sub-forest district Selogender, LMDH committee, and all existing sub-villages and institutions in Gempol. The awareness building activity was done in March 15 – March 18, 2005.

2.2.2.2. Workshop for Building Common Vision and Forming Community Working Group

Building common vision of Gempol community and forming community working group were agendas of the workshop which were done in three meetings, i.e. in March 19 – 20, 2005 and April 5, 2005. This workshop was facilitated by LPF facilitator team using different methods such as brainstorming, metacard, future scenario, game, small group discussion, structured discussion and plenary discussion. These methods were used to increase the participation of workshop participants.

The participants of this workshop came from representatives of community groups and institutions in Gempol village. The workshop produced the following:

- A draft common vision that become an agreement of all participants
- Identification of problems and opportunities exist in Gempol
- Prioritised problems
- Strategies to address those problems
- Community working groups based on the linkage of local institutions

The produced workshop results and the agreements subsequently become the working agendas of the established community working groups. After the formulation of common vision, strategy building to solve problems, and the community working group

had been formed, the working groups held workshop in each working groups. Furthermore, they also did coordination, consolidation among people or among institutions that are related to the community working group.

2.2.2.3. Workshop of Community Working Group

1. Forest Management Development

The workshop of forest management and institutional development was done in June 13, 2005 at the residence of the head of LMDH “Wana Bersemi”. This activity was attended by institutions that were included in community working groups of forest management and institutional development. The institutions were: village government, BPD, LKMD, LMDH, Perhutani, Posyandu (health service at the village level), PKK, Karang Taruna (youth organization), Community Forestry Group and PHBM communication forum at the village level.

The objectives of this workshop were to: 1) firm up the agenda of community working groups of forest management and institutional that was agreed previously, 2) conduct technical planning of the activities that will be followed up by the community working group.

At this workshop, the participants agreed with regards to forest management development on the following: 1) to follow guidance of forest planting which is produced by Perhutani and the community, 2) there are explanation and technical training in forest planting prepared by Perhutani, 3) planting of trees on un-productive private land to develop community forests (hutan rakyat), 4) training for LMDH in the calculation of benefit sharing, 5) to increase the understanding of PHBM, 6) to increase the utilization of forest land, under tree stand, by planting traditional medicinal plants such as “porang” (*Amorphophalus* sp.).

2. Institutional Development

As mentioned, this workshop was done at the same time and place with the workshop of Forest Management Development. The objective of this workshop was to support the development of the existing institutions in Gempol village. An obstacle faced at this this institutional workshop was the absence of the Head of Gempol village.

The results of institutional development workshop were: 1) The need for a routine meeting among institutions every 3 months, 2) integrated program among local institutions, 3) the need for each institution to conduct evaluation and monitoring, 4) the need for each institution such as LKMD, village government, to conduct routine meeting internally, and 5) each institution needs to plan for programs or activities.

3. Human Resources Development, Physical Infrastructure, Capital, Marketing and Job Opportunity

This workshop was done in June 12, 2005 at the residence of the Head of “Wana Bersemi” LMDH. Participants of this workshop consisted of Perhutani, LMDH, PHBM Team Success, Posyandu, BPD, teacher, PHBM communication forum and village government of Gempol. The objectives of this workshop were to follow up the workshop results of community working group formation, and to discuss detailed working agenda that were discussed in the previous workshop.

The results of workshop of Human Resources Development

- Related to school education: a) to increase awareness of community in education and the importance of education, b) establish infrastructure of formal junior high school, and c) Grant for elementary school from LMDH
- Related to youth: to hold Al Qur'an Learning Group (TPA)
- Related to skill and economy development: a) to hold training on farming of second crop, rice, and cattle raising, b) to form cooperative for preparing the agriculture production inputs
- Related to public service: provide information to related institutions

The results of the Marketing workshop

To form farmer association, which help farmers to anticipate price fluctuation and to negotiate with money lender or speculative merchant (tengkulak). The results of job opportunity workshop: (1) to carry out training on skill development and small-scale industry, (2) to motivate community to be involved in forest management.

The capital and infrastructure construction group will just continue what has been done by the community. The capitals that have ever existed in Gempol came from:

- Individual capital (self-supporting capital)
- Government grant
- Perhutani grant
- LMDH to develop LMDH productive business

2.2.2.4. Coordination and Capacity Building

1. Institutions in Gempol village

Coordination and capacity building in institutions was done to follow up the agreement produced in previous workshop.

- BPD to inform health institution in Jati sub-district. This action was implemented by BPD as responsible institution in July 14, 2005. Result: the village mid-wife is ready to come to Gempol village and stay in available official house.
- Coordinate with the Head of Gempol village. This related to his lack of participation in the workshop of the institutional and management of forestry resources.
- Coordinate with other institutions such as Karang taruna (youth organization), village secretary, LKMD, teacher, LMDH, Perhutani and forest farmer.
- Institutional strengthening to improve administration and financial transparency.

2. LMDH Meeting

This LMDH meeting was done in July 20, 2005, at the residence of the Head of LMDH "Wana Bersemi" and was facilitated by LPF facilitation team. This meeting discussed some problems and LMDH activities, using discussion method. The facilitator tried to make the participants to be actively involved in the meeting. The meeting was attended by LMDH, PHBM team success, Perhutani, village government (secretary of village), and PHBM communication forum at the village level.

The meeting produced the following agreements:

- Tree census will be done by involving success team in each sub-village
- To appoint some representatives from each village to solve problem of sharing benefit allocation (for environment and social) that have not been solved yet
- To improve LMDH administration

2.2.2.5. Trainings

1. Benefit Sharing Calculation

The training was done after LMDH meeting. This training was a follow up of the workshop of CWG Forest Management Development in June 13, 2005. The training on benefit sharing calculation was facilitated by the head of forest sub-district Selogender. The benefit sharing calculation so far was done by Perhutani. This training gave insights to the participants on how Perhutani technically calculates the benefit sharing. As the follow up of this meeting was the Perhutani offered LMDH to be involved in the process of calculating benefit sharing of 2005.

2. Participatory forest management planning

Training on participatory planning in forest management was held to provide insights to related institutions in Gempol village that they have the rights to be involved in all activities related to forest management. The training was held in August 3, 2005 at the residence of the Head of LMDH "Wana Bersemi". The participants of this training were Perhutani, LMDH, forest farmers, businessmen, village government, PHBM communication forum at the village level, and student of Lampung University. This training was facilitated by Perhutani and LPF facilitation team, by using focused discussion method.

As a follow-up of this training, forest farmers and other relevant people will be involved in the planning process of 2006 strategic plan which will be done in September 2005.

III. COORDINATION AND CAPACITY BUILDING

3.1. Pemalang District

Coordination is done with three involved parties such as Perhutani, local government, and PHBM communication forum. Coordination among LMDH Glandang and Perhutani was done through:

- The Head of KPH Pemalang supports all LPF project. Every LPF activities in Glandang were always attended by Perhutani staff from KPH
- The Head of BKPH Slarang attended workshop and other activities which were done by LPF project
- Head of RPH Paduraksa, Kramat dan Glandang supported all LPF activities in Glandang

Coordination with local government of Pemalang was done through:

- Forestry office of Pemalang, especially when the issue was the PHBM communication forum at Pemalang District level
- Sub-District of Pemalang and Bantar Bolang. These two leaders have supported the implementation of LPF in the Glandang and Surajaya village
- The headman of Surajaya and Glandang villages, who have supported LPF project for instance in preparing, executing and continuing LPF project in the village

Coordination with PHBM communication forum was done through:

- LPF project support PHBM communication forum at the village level

- LPF project has made village communication forum active at the village level

3.2. Blora District

Coordination done during the intervention phase in Blora district has involved many parties such as:

- Perum Perhutani of KPH Randublatung in all level of KPH, BKPH, and RPH. This coordination was done during the planning and implementation phases of the project to support PHBM implementation in Tanggel and Gempol villages
- PHBM communication forum at the village level (Tanggel and Gempol), sub-district (Randublatung and Jati) and Blora district. These coordination efforts were done to get active support of PHBM communication forum at all level in PHBM implementation of KPH Randublatung
- Agriculture and Husbandry office of Blora District. This coordination was done to support the productive effort of community in cow raising. The training focused on cow raising
- Religion Department office of Blora District. This coordination was done to improve religious activities in Tanggel mosques, in order to develop human resources
- Community Protection Office of Blora District. The coordination was done to support activities that were done during project implementation in Tanggel and Gempol village
- Randublatung and Jati Sub-Districts. The coordination was done to support the activities implemented during project implementation in Tanggel and Gempol village
- Village government of Tanggel. The coordination was done to support the activities of project implementation in this village
- Village government of Gempol. The coordination was done to support the implementation of LPF project activities in this village
- School Committee of Tanggel. Coordination was done to support the development of human resources activity in Tanggel village
- School Committee of Gempol. Coordination was done to support the development of human resources activity in Gempol village
- LMDH, PHBM communication forum at the village level, and village community actively engaged throughout the project implementation

Appendix 4.1 **Workshop Report on common vision development, problem identification, strategy and working group formation in Surajaya village, Pemalang**

Workshop Proceedings

Series of Workshops to Identify Major Issues Affecting the Community, Formulate a Common Vision, and Identify Possible Strategies in Surajaya Village

Surajaya Village Hall Room, 2-3 April, 9 April, and 18 May 2005

Workshop 1 : Common Vision Development

Workshop 2 : Problem Identification and Priority Setting

Workshop 3 : Problem Prioritisation and Strategy Formulation

Workshop 4 : Advanced Strategy Formulation and Working Group Establishment

This Series of Workshops is facilitated by the Levelling the Playing Field (LPF) project with collaboration of Perum Perhutani KPH Pemalang

Awareness building activity of the LPF Project in Surajaya village

The awareness building activity of the LPF Project was done to individual, formal and informal leaders, media of local institutions in the village, and also through workshops organised in Surajaya village. Resource persons and institutions which have been involved in LPF project awareness building activity can be found in Table 1.

Table 1. List of resource persons and output from awareness building activity of LPF project

No	Name	Time	Output
1	ADM and Ajun KPH Pemalang	During the process of LPF project	Understanding about the schedule of LPF project activities and their participation during the process
2	KBKPH Slarang (Wahyudin)	During the process of LPF project	Understanding about the schedule of activity and their participation during the process
3	KRPH Paduraksa (Askara and after replacement Daryoso)	During the process of LPF project	Understanding about the schedule of activity and their participation during the process
4	Head of Pemalang sub-district	During the process of LPF project	Understanding about the schedule of activity and their participation during the process
5	Village Goverment of Surajaya (Suristo, Alip, Slamet dll)	During the process of LPF project	Understanding about the schedule of activity and their participation during the process
6	PHBM Communication Forum at district level (Didid Winardi)	During the process of LPF project	Understanding about the schedule of activity and their participation during the process
7	CF-PHBM Pemalang sub distric (Suharto)	During the process of LPF project	Understanding about the schedule of activity and their participation during the process
8	CF-PHBM Desa Surajaya (Wasis, Darnoko, Suharto dll)	During the process of LPF project	Understanding about the schedule of activity and their participation during the process
9	LMDH Surajaya (Supardo, Sucipto, Santoro, dll)	During the process of LPF project	Understanding about the schedule of activity and their participation during the process
10	Mandor di Desa Surajaya (Yanto, Ruswadi, Dulatip, dll)	During the process of LPF project	Understanding about the schedule of activity and their participation during the process

11	The Group of Tahlilan	Thursday	Understanding about the schedule of activity and their participation during the process
12	Local Community Forum (RT dan sub-village)	As per scheduled meeting	Understanding about the schedule of activity and their participation during the process

Workshop1: Common Vission Development

Date : 2 April 2005
Theme : Developing Common Vision in Using Renewable Resource in Surajaya Village, Pemalang sub-District
Facilitators : Bariatul Himmah, Ratih Madya Septiana, Solehudin

Registration of Workshop Participant

This meeting was scheduled to begin at 9.00 am and around 40 participants or representatives were attended, i.e. from the village goverment, BPD, LKMD, LMDH, PHBM communication forum at the village level and sub-district level, forest user group, sand mining worker, group of goat breeder, water user group (Darma Tirta), sugar cane farmer group, the Head of Pemalang sub-district, women organization (PKK), representative of the sub-village community, Perhutani (from KPH level to mandor level who stay in Surajaya Village). The workshop was attended by 24 participants, consisting of 21 males and 3 females. The composition of the participants is described in Table 2.

Table 2. Composition of workshop participants

Stakeholders	**Male**		**Female**	
	Total	**%**	**Total**	**%**
Village Government	4	17		
Sub-District Government	1	4		
Perhutani	5	21		
LMDH	3	13		
CF- PHBM Village level	2	8		
Forest User Group	2	8		
Sand Miners	1	4		
Water User Group	1	4		
PKK			3	13
Sugar Cane Farmer Group	1	4		
Group of Goat Breeder	1	4		
Total	21	87	3	13

The List of Participants can be found in Annex 1.

Opening Ceremony and Introduction

The participants arrived at around 9.30 am and the workshop began at 10.00 am. with an opening remark from Solehudin. Firstly, he greeted all participants and explained about the LPF project, its goal, scheduled activities, and the results of the baseline studies undertook in the first year of the project. It was followed by a welcome speech from the head of Surajaya Village. He also opened the workshop and explained about the renewable resource in Surajaya. The welcome speech was continued by the head of Pemalang sub-district which was represented by Mr Waluyo, the head of Rural Community Development. He talked about village mapping as well as the new paradigm in rural community development. He also thanked to LPF team for assisting him in performing his duty to develop rural community. The last welcome speech was delivered by Mr. Reno, a Perhutani staff. He motivated the LMDH committee to perform better than other LMDH because they have already received the shared profit and undertaken many activities to support community-based forest management.

Participants' introduction was facilitated by Solehudin. The facilitator and all participants introduced themselves by (1) stating their own names, (2) stating their organization affiliation, and (3) explaining the meaning of their names using body language, to create a relax atmosphere. This movement should be made different from those of other participants. The most popular body movements performed by the participants were hip swing, hand extending, and body submission.

Development of a Common Vision

1. Preface

The facilitator explained the goal of meeting; the method used was brainstorming. The facilitator asked the participants, by using structured questions, to explain what is meant by a vision, a common vision, and why it is important to have a common vision in forest resource management (see Table 3).

Table 3. The structured questions towards developing a common vision in Surajaya village

Questions	**Answers**
1. What is a vision?	Something which ones want to be achieved, goal, hope.
2. What is a common vision?	The goal which is wanted be achieved by community groups.
3. Why we need a common vision?	To speed up the goal, less contradiction, to improve the village.

2. Dividing the groups

It was done through game. All participants were asked to imagine themselves to be in a Titanic ship; they are singing and dancing. Suddenly, the Titanic were sunk and all participants tried to safe themselves by jumping into several small boats (sekoci). The facilitator gave command by alarming them, and then the participants divided into four small groups. They were:
Jati Group : Wasis, Askara, Suwarso, Tangi, Reno, Rasmani

Mahoni Group : Alip, Wahyudin, Endang, Casriyah, Susi, Waluyo
Akasia Group : Supardo, Ruswadi, Ruslani, Narsun, Harnomo, Suharto
Johar Group : Sucipto, Kayudi, Suswoyo, Dulatif, Narsun, Suristo

3. Projection Scenario

This workshop session was done by using projection scenario method to describe future conditions of Surajaya Village next 15-20 years based on the actual current conditions. They drew their expectation in small groups. The discussion that took place within the group was as follows:

Jati Group
In this group, the discussion ran fluently. They tried to describe all sub-village conditions in Surajaya and their expected conditions in next 15-20 years. But one of the participant expressed his needs by only drew forest resource condition for the need of next future.

Mahoni Group
In this group, just like Jati Group, the participants tried to describe all sub-village conditions in the next future 15-20 year. This group has woman participant from PKK. Mr. Alip appeared to take a dominant role as a drawer.

Akasia Group
In this group, the discussion ran fluently. They also tried to describe all sub-village conditions in Surajaya and their expectations for the next 15-20 years. Something different from this group was that they believed that the next year profit sharing from PHBM will be higher than now, i.e. to be around 720 billion Rupiahs.

Johar Group
In this group, the discussion ran fluently. Similarly, they tried to describe all sub-village conditions in Surajaya and their expectations for the next 15-20 years. This group also believed that the next year profit sharing from PHBM will be higher than now, i.e. 850 billion Rupiahs.

4. Groups Presentation

The facilitator of this session was Mr. Sukdan. The presentation began after all groups finished drawing the village conditions. Each group presented their scenario for 5 minutes. The results of the group presentation based on projection scenario in Surajaya were:

Jati Group
- All streets in Surajaya will be asphalted and hotmixed
- Public transportation available in the village
- There will be ricemill factory
- There will be elementary school and junior high schools in Surajaya village.
- Forest eco-tourism is promoted
- The total number of mosque is increased
- The need for clean water facilitaties from government
- Better condition of Surajaya village hall
- The construction of public health centre (Puskesmas) in the village
- There will be developed and extended of irrigation system

Akasia Group

- All streets in Surajaya will be asphalted and hotmixed
- Public transportation available in the village
- Building senior high school in Slarang sub village
- Sustainable forest management
- More mosques will be built
- Better village hall building
- The need for clean water facilities from government especially for Kemamang
- There will be cable telephone
- There will be development of extended irrigation system
- Public health centre

Mahoni Group

- All streets in Surajaya will be asphalted and hotmixed
- Public transportation available in the village
- More basic school and Junior shool will be built
- There will be village market
- TPK Slarang to be number one in Java.
- There will be cable telephone
- The need for clean water facilitaties from government
- Sustainable forest management
- Development of forest eco-tourism
- Public health centre
- Better condition of Village hall

Johar Group

- Sustainable forest management
- Forest eco-tourism
- Construction and maintenance of village road
- Better condition of mosque building
- The need for clean water facilitaties from government
- Improved skills od the labor force from the village
- Industrial society

5. Ice breaking (game)

After the session of rest, pray, and coffee break, the facilitator asked the participants to move from their existing place to another place through rujakan game. Facilitator selected four different fruits, they were; mango, pineaple, tuft and papaya. The facilitator divided the participants into four groups according to the names of the fruits. If the facilitator called out “mango”, all participants in mango group moved to another place. One chair has been taken out from the seating place so that one participant ended up standing up. He/she subsequently was asked to call out the command. This session made the participant enjoy.

6. Plenary Discussion

The facilitator asked the participants to review all the pictures drawn and compare them. There were differences and similarities among the drawings. The participants agreed that nine component of their expectations should exist in the next 15-20 years.

The components which present in all drawings were: forest, street, market, school, and mosques. While the components appeared in many pictures were: market for agricultural products, public health centre, village council, cable telephone network, and forest tourism.

7. Conclusion

Nine components were identified. They were:

- Forestry
- Agriculture
- Social
- Communication
- Transportation
- Economic
- Health
- Education
- Government

Formulation of a Draft Common Vision Statement

The participants have agreed to the nine components that were shown in common vision drawings. A common vision statement was formulated by a formulation team. The process of draft statement were as follows:

Mr. Askar (The Head of RPH Paduraksa): “In next 15 -20 years, Surajaya village will achieve community prosperity in physical and spiritual needs”

- Mr. Sucipto, (Secretary of Village Government and LMDH): “The needs of community will be fulfilled in term of physical and spiritual”

- Mr. Wahyono: “All good desire of community will produce a good one too, and it will be realized if there is blessing from the God”

- Mr. Suristo: “If there blessing from God, Village community will live in justice and prosperity, in world and there after”

- Mr. Alip: “To achieve prosperity in Village of Surajaya in the next 15-20 years, we have to build the economic, transportation, health, communication, education, social, agriculture and forestry”

- Ms. Endang: “Developing prosperity and justice of village community of Surajaya by constructing all life aspects facilities”

There were many statements proposed for the draft common vision. As the participants faced difficulties to produce an agreed statement, they agreed to propose a team to formulate the draft common vision. The team consisted of representatives from different stakeholders. They were:

- Alip (representative from village government),
- Supardo (representative from LMDH),
- Dulatip (representative from Perhutani),
- Endang (representative from PKK),
- Sucipto (representative from village government)

Closing Ceremony

The workshop was closed by Solehudin. He facilitated the participants to reflect on what they did today, what can be learned from the meeting process today, and he hoped that the activities undertaken during common vision development session provided an opportunity for all participants to know the mindset of other participants.

Workshop 2: Problem identification and priority setting

Date : 3 April 2005
Theme : Identify Problems in Village of Surajaya
Facilitators : Bariatul Himmah, Ratih Madya Septiana, Solehudin

Participants Registration

This meeting was scheduled to begin at 9 am. and around 40 participants or representatives were attended, i.e. from the village goverment, BPD, LKMD, LMDH, PHBM communication forum at the village level and sub-district level, forest user group, sand mining worker, group of goat breeder, water user group (Darma Tirta), sugar cane farmer group, the head of Pemalang sub-district, women organization (PKK), representative of the sub-village community, Perhutani (from KPH level to mandor level who stay in Surajaya Village). The workshop was attended by 23 participants. The composition of the participants is described in Table 4.

Table 4. The composition of the participants

Stakeholders	**Men**		**Women**	
	Total	**%**	**Total**	**%**
Village Government	3	13		
Sub-District Government	0			
Perhutani	6	26		
LMDH	4	17		
CF PHBM in village level	2	9		
Forest User Group	2	9		
Minner of Sand	1	4		
Water User Group				
PKK			3	13
Sugarcane Farmer	1	4		
Breeder of Goat	1	4		
Total	20	77	3	13

The list of the participants can be found in Annex 2.

Opening ceremony and overview of the first day activity

The participants arrived at around 9.30 a.m and the workshop began at 10.00 am. with an opening remark from Solehudin. Firstly, he greeted all participants and explained about the LPF project, its goal, and scheduled activities of the day. It was followed by a

welcome speech from the head of Surajaya Village. He opened the workshop and explained that the number of the participants was less than yesterday because many of them had other activities. He also hoped that the workshop would run fluently and be more systematic. The last welcome speech came from Mr. Reno as Perhutani staff. He motivated the participants to be more motivated on following the workshop process and subsequently use the outcomes for Surajaya Village development. The workshop ceremony was then followed by an introduction by the facilitator team and the participants. Then, the participants tried to review the first day workshop process. The chosen method was ball throwing game. The participants threw the ball from one person to another. The person who caught the ball should express his opinion about the previous day. In summary, the participants remembered that in the previous day they discussed several issues, i.e. forest sustainability, prosper society, safety, school, and hope.

In this session, Mr. Alip presented the draft common vision statement that was formulated by the team. The participants accepted the draft statement.

> "Renewable resources in Surajaya village, as assets of the village, to be managed in fair, democratic, efficient, and professional manner, to ensure successful village development for the prosperity of the Surajaya community"

Furthermore, the team explained the words that they used in the draft common vision and their meaning:

Justicefully	:	equality for all sub-villages because Surajaya village consists of four sub-villages which are located far from one another. They are Surajaya, Siali-ali, Kemangmang, dan Slarang.
Democratic	:	to accomodate all aspirations of the village community
Efficiently	:	move to the right goal on the scheduled time
Professionaly	:	renewable resources management is to be done professionaly

The ultimate goal from this common vision is to successfully develop the welfare of community in Surajaya Village.

Identify problems of renewable resources management

1. Dividing the groups

This session was facilitated by Ratih. The participants were grouped by asking them to count from 1 to 4. The participant who called out number 1 would join the participants with the same number, etc. There were 20 participants who were divided into four groups. The groups were:

Group I	:	Supardo, Ruswadi, Alip Winardo, Narsun, Wahyudin,
Group II	:	Askara, Tangi, Santoro, Caryoso, Kayudi,
Group III	:	Dulatif, Suristo, Endang, Suswoyo, Ruslani
Group IV	:	Wasis, Reno, Suwarso, Harnomo, Wahyono

2. Small group discussion

This session was facilitated by Ratih by using nominal method. The small groups were asked to discuss all components of the common vision which were identified in the first day.

3. Groups Presentation

This session was facilitated by Ratih. She guided group presentation. It began by the first group to the last group. The results presented by the groups are listed in Table 5.

4. Cluster the problem according to the component

After all groups presented the results of their discussion, the facilitator helped the participants to cluster and group their problems. The results can be seen in Table 6.

Tabel 6. The results of problem clustering

Component	**Problem**
Education	Low parents awareness of the importance of education
	Insufficient education facilities
	low economic capacity to pay school fee
Health	Insufficient health facilities
	Low awareness of living healthy life
	Low number of paramedics
	Low understanding about health sector
	high cost of health service
Agriculture	land cultivaton and planting system is still traditional
	low market price of agricultural products
	Irrigation
	Limited agriculture land
	Cultivation land is expensive
	Fertilizer and pesticide are expensive
	Low number of agicultural extension workers
Government	public service is hindered by high distance among sub-villages
	community development was not maximal
Communication	Insufficient communication facilities
	Low communiation among sub-villages
	Low capacity to buy communication tools
Transportation	None budget to asphalt all roads among sub-villages
	None of public transportation to and from the village
	The road condition is bad
Forestry	Wood theft
	Less awareness of sutaining forests, illegal sand mining activities, destruction of the environment, and conflict with Perhutani's staff
	Illegal cultivation in the forest area
	People dependency to forest resources
	People struggling with Perhutani staff
Economi	Low economic income
	Low opportunities
	Low capital for economic activities
	Less of collective bussines

Social	Low social solidarity among community members
	Insufficient number of religious teachers
	Many people are jobless
	Low religious knowledge
	Adult disobedience is increasing
PHBM	Mangement of plantation; less on holticultural plantation
	Forest management planning didn't accomodate LMDH participation
	Insufficient research on soil fertility to develop proper plantation
	Forest user group didn't feel that they belong to LMDH
	Members of forest user group do not have sufficient knowledge about LMDH and PHBM.
	Community members are pessimistic about LMDH and PHBM
	Registration to LMDH members was not exist

The next step was to prioritise the problems. To do so, the facilitator suggested the participants to discuss and agree on the the criteria and indicator for prioritisation. Nevertheless, the participants decided to prioritise the problems by comparing the identified problems. During the discussion, there was a break session of 30 minutes.

5. Ice breaking

After the break, the facilitator introduced the ice breaking game of blowing up the balloon. All the participants competed to blow up as many balloons as possible. They were on high spirit. In the last step, the facilitator grouped the participants according to the number of balloons they blown. Mrs. Rokhayah, Mr. Suswoyo and Mr Dulatip blew the highest number of baloons. They stood up to explode their balloons.

6. Problem Prioritisation

The exercise was done in plenary. The plenary discussion ran dynamicly. The participants expressed their opinion about the identified problems. It was long discussion when participants deciding which problems should be prioritised. They also corrected the vocabulary and the substance of the problem, then moved the problems from one component to another, for example the education and health components.

7. Prioritised problems for community of Surajaya:

Prioritised problem in education:

- Low awareness of parents and their children's of education.

Prioritised problems in health:

- Developing awareness of healthy living supported by good facilities.

Prioritised problems in agriculture:

- Land cultivation with high planting cost
- Irrigation

Closing Ceremony

This workshopwas closed by friendly hand shaking. Participants expressed their gratitude to one another and said good bye.

Table 5. List of problems produced in small groups discussion in Surajaya Village

Component	Group I	Group II	Group III	Group IV
Presenter	**Narsun**	**Endang**	**Santoro**	**Wasis**
Education	- Low capacity in paying school fee - Far from education facilities - Transportation facilities are not sufficent	- Low capacity of human resources resulted in low understanding of rules	- Limited access to education - Less attention from the parents - Unsufficient education facilities - The parents hope their children helping them in earning money	- The need for development of new building - Insufficient number of teachers
Agriculture	- Less awareness of agriculture management - Agriculture system is still traditional - Marketing of agriculture product is lower than they expect - Limited agriculture land	- Less expert on agriculture extention - Agriculture system is still traditional - Production cost was high, while the selling price was low	- Cultivating land (employment) is expensive - Fertilizer is expensive - Water problem - The price of rice is low - Limited employment opportunities	- Agriculture system is still traditional - Fertilizer is expensive - The price in lability - Land own is limited or narrow - Limited irrigation system
Transportation	- Bad road construction - Public transportation is not available	- Relation betwen sub-villages is hindered by poor public tranportation facilities	- The need for improving the road - Public transportation	- The need for the permanent public transportation for supporting people's activity
Forestry	- Theft of forest production - Low society awareness for sustaining the forest - Many destruction to forest enviroment	- Community dependency on forest resource	- Illegal sand mining - Illegal land use - Forest security: teke the leaves from the young planting, fuel wood, wood theft, etc.	
Communication	- Poor communication and coordination among sub-villages - Low capacity on buying communication tools	- Poor communication among sub-villages because of poor communication tools	- The need for cable telephone network in Surajaya Village	- Poor communication tools among sub-villages - Low capacity to buy communication tools - Weak signal for handphone

Economic	- There is no village cooperation - Low community income. It's resulted in forest theft - There is no budget for community empowerment - Low community education		- Community income was unstable - Lack of land owned by community to support their economy - Low quality of human resources	- There are barriers in marketing of agriculture product - Insufficient credit for capital - Insufficient credit for fertilizer and pesticide - Less of special intitution to economic development
Health	- Health facilities are not sufficient - The number of paramedics was not sufficient	- Low awareness of living in healthy condition	- There was no village paramedics - Far from health public centre - People preferred to go to shaman if he/she was sick - Low understanding about health	- Health treatment is too expensive
Social	- Insufficient praying facilities - Insufficient number of religious teachers - Less social attention	- Less social attention	- Free education - More attention to orphan - More attention to decrepit - Spent more money for development	- Insufficient religious education - Alcohol use - More adult disobedience - High number of unemployment
Government		- Poor public service because of the distance among other sub villages - Disobedience to rules	- Late public services due to the geographic condition among sub-villages	- Village goverment's public service was not maximum - High cost of publice service; etc on legaiaion on land - Limited public service

Workshop 3: Problem prioritisation and strategy formulation

Date : 9 April 2005
Theme : Problem Prioritisation and Strategy Development to Solve Problems to Realize Common Vision in Surajaya Village
Facilitators : Bariatul Himmah, Ratih Madya Septiana, Solehudin

Participant Registration

This meeting was scheduled to begin at 9 am and around 40 participants or representatives were attended, i.e. from the village goverment, BPD, LKMD, LMDH, CF-PHBM at the village level and sub-district level, forest user group, sand mining worker, group of goat breeder, water user group (Darma Tirta), sugar cane farmer group, the head of Pemalang sub-district, women organization (PKK), representative of the sub-village community, Perhutani (from KPH level to mandor level who stay in Surajaya Village). The workshop was attended by 20 participants. More participants came after small group discussion.

Tabel 7. Participant composition and sex distribution

Stakeholders	**Male**		**Female**	
	Total	**(%)**	**Total**	**%**
Village Government	5	25		
Sub-District Government	0			
Perhutani	3	15		
LMDH	4	20		
CF PHBM in village level	2	10		
Forest User Group	2	10		
Minner of Sand	1	5		
Water User Group	0			
PKK			1	5
Sugar Cane Farmer	1	5		
Group of Goat Breeder				
Total	19	95	1	5

The details of the participants can be seen in Annex 3.

Opening Ceremony and Introduction

The participants arrived at around 9.30 a.m and the workshop began at 10.00 a.m. with an opening remark from Ratih Madya Septiana. Firstly, she greeted all participants and explained about the LPF project, its goal, and scheduled activities of the day. It was followed by a welcome speech from the head of Surajaya Village. He opened the workshop and explained that the number of the participants was less than yesterday, because many of them had other activities. He also hoped that the workshop will run fluently and be more systematic. The last welcome speech came from Mr. Reno as Perhutani staff. He encouraged the participants to be more motivated in following the workshop process and subsequently used the results to develop Surajaya Village. The

workshop ceremony was then followed by an introduction by the facilitator team and the participants.

The participants were asked by facilitator to express their view by drawing on the metacard. Then, they exchanged their pictures with other participants and explained the meaning of their pictures.

Review the Problem Identification and Prioritisation

The facilitator asked the participants to review the results of the previous workshop. The participants more focused on the many problems they faced related to forestry, economic, transportation and education.

Determine Prioritised Problems

The method used in this session was plenary discussion. All participants express their views.

Table 8. Prioritised problems in Surajaya village

No	Components	Priorities
1	Education	Low parents and their children's awareness of education.
2	Health	Developing awareness of healthy living supported by good facilities.
	Agriculture	Land cultivation with high planting cost
		Irrigation
4	Transportation	No budget to asphalt all road among sub-villages None of public transportation to and from the village
5	Government	Public service is hindered by long distance among others sub-village
6	Forestry	Developing awareness to sustain forests and decrease forest dependency
7	Communication	Telkom network
		Low capacity for buying communication tools
8	Social	Low social solidarity
		Big number of unemployment
9	PHBM	Forest management planning didn't accomodate LMDH participation
		Low understanding of LMDH and PHBM
10	Economic	Low capacity of human resource
		Lack of capital for economic activity

Strategy Development

1. Dividing the participants into groups

Group formation was done based on their capacity to solve problems. The participants were divided into four groups and each group consisted of five participants. This session used case study to stimulate thinking in developing strategies.

Group I : Untung, Endang, Suristo, Wasis
Group II : Supardo, Dulatif, Darnoko, Narsun, Suswoyo
Group III : Slamet, Ruswadi, Hernomo, Suharto, Wahyono
Group IV : Santoro, Sucipto, Kayudi, Tangi, Caryoso

2. Small Groups Discussion

Group I
Members : Untung, Endang, Suristo, Wasis
Case study : Participatory Planning

The Village of Sumber Makmur is located near the forest land. The village community is highly dependent on forest resources. The village of Sumber Makmur has a large forest land. The forest is in good condition, managed by Perhutani. Perhutani has a programme for approaching the community through a new system called Community Colllaborative Forest Management (PHBM). For implementing this system, the village community build a new institution called Forest Village Community Institution (LMDH). One of the PHBM principles is participatory planning. At the moment, forest planning was done by Perhutani without community participation. Actually, community have the same role, but they don't have sufficient capacity in forest planning. How can we solve the problem?

Group II
Members : Supardo, Dulatif, Darnoko, Narsun, Suswoyo
Case study : Profit share

LMDH Sugih Waras is a new institution. It was born a year ago. During this short time, LMDH has received shared profits from Perhutani. LMDH doesn't have institutional rule to allocate the profit they received. Nevertheless, the shared profit was allocated by LMDH to different allocation. They were: budget for LMDH (20%), officers' fee (20%), Village development (30%), CF-PHBM fee (10%), forest user group (15%), and social cost (5%). This allocation didn't satisfy many groups in the village. LMDH would like to solve this problem. How to solve it?

Group III
Members : Slamet, Ruswadi, Hernomo, Suharto, Wahyono
Case study : Pengelolaan hasil Pertanian

The village of Sukamaju has over production of agricultural products, for example: rice, corn, banana, cassava, etc. Agricultural products are the source of farmer income. They were produced by both people who owned land and forest land. The farmers sold their agriculture products to traders lower than the market price. The market is far from the village and the transportation cost is high. How to solve this problem?

Group IV
Members : Santoro, Sucipto, Kayudi, Tangi, Caryoso
Case study : Ngudi Luhur Institution

Ngudi Luhur institution was born in 1985. There are many programs implemented to develop the community. The greatest challenge faced was the different vision held by the board. There were institutional rules, but didn't followed either by the member or the board, as both against the rules. They also haven't developed a sense of belonging to the institution. How to solve it?

3. Groups Presentation

Group I
Members : Untung, Endang, Suristo, Wasis
Case study : Participatory Planning
Presenter : Untung Johan
Strategies:
- To maximize coordination with Perhutani
- To give aspiration to LMDH program
- To increase understanding of PHBM to LMDH
- To follow LMDH activity

Group II
Members : Supardo, Dulatif, Darnoko, Narsun, Suswoyo
Case study : Profit sharing
Presenter : Dulatip
Strategies:
- To create community consultation between member, the board and other institution to decide on profit alocation.
- To build understanding and rules on profit allocation

Group III
Members : Slamet, Ruswadi, Hernomo, Suharto,Wahyono
Case study : Processing of farm product
Presenter : Slamet
Problem:
- Insufficient transportation facilities
- Low price of agricultural products

Strategy:
- Build a co-operative

Group IV
Member : Santoro, Sucipto, Kayudi, Tangi, Caryoso
Case study : Instiution
Presenter : Santoro
Strategies:
- To build up the members' sense of belonging to the institution
- To intensify group meetings
- Increase transparency
- To give duty and incentive according to the right and responsibility

Developing Strategies for Case Studies

1. Institution Case Study

Problems:
- Both member and board of institution run on their own vision
- There were rules but they were not implemented and followed by both parties
- The institution was established long time ago but it didn't function well

Strategies:
- Building common rules owned and understood by member and board
- Building discipline among all members of the institution
- Imposing sanction to those who break the rules.

- Provide training
- Revising the rules

2. Profit Sharing Case Study

Problems:
- There was no basic rule of LMDH
- Other institutions give suggestion to LMDH
- There was no commitment on how to allocate shared profit

Strategies:
- Discuss with disappointed group
- Hold discussion to develop basic rules of LMDH
- Explain clearly to unsatisfied actors and social groups

3. Participatory Planning Case Study

Problems:
- LMDH didn't involve in Perhutani activities
- Planning was done only by one party

Strategies:
- Perhutani to increase their transparency; community to be more pro-active
- LMDH conduct some activities which used to lead by Perhutani
- Discuss between LMDH and Perhutani in forest planning
- Perhutani give capacity building to LMDH

4. Product Marketing Case Study

Problems:
- Marketing difficulty
- Transportation difficulty
- The price of products was low

Strategies:
- Build co-operative
- Develop home industry to add value to the products

Forming Community Working Group

The establishment of community working groups was agreed by CF-PHBM, LMDH and village government, because LMDH was represented by all village institutions. Follow-up meeting is done to establish Community Working Groups.

Closing

This meeting was closed by each participant expressing their knowledge and impression since the meeting started. Afterwards, everybody said goodbye.

Workshop 4: Advanced Strategy Formulation and Working Group Establishment

Date : 18 May 2005
Theme : Firming-up Strategy and Forming working groups in Surajaya village
Facilitators : Bariatul Himmah, Ratih Madya Septiana, Solehudin

Registration and workshop participant

This workshop was the continuation of previous workshop. Participant registration was started at 9.00 am. The workshop was attented by 27 participants, consisting of forest farmers, LMDH, LPMD, BPD, Youth organization, PKK, community Elite, village government, PHBM communication forum, Perhutani. Participant composition was as follows:

Tabel 9. Participant composition and gender distribution

Stakeholders	**Participant**			
	Men	**%**	**Women**	**%**
Forest Farmer	2	7.4		
LMDH	5	18.5		
Village government	3	11		
LPMD	2	7.4		
Village-level Communication forum	2	7.4		
PKK			2	7.4
Group of farmer sugar cane	1	3.7		
Sub-district government	1	3.7		
Community elite	3	11		
Perhutani	6	22		
Total	25	92.6	2	7.4

The detailed list can be seen Annex 4.

Opening ceremony and Introduction

The workshop was held on Tuesday, 18 May 2005 at Surajaya village hall. The workshop was opened by the Head of Surajaya village (Suristo) and explanation from the facilitator about LPF process (LPF process or workshop process) done previously, the results produced so far, and the objective of this workshop. The speech was followed by Toni Suratno, a representative from Perhutani, and Waluyo as the representative from Pemalang sub-district.

The introduction session was facilitated by Solehudin using brainstorming method to develop condition for interaction and trust between participants, and between participants and the facilitator. All participants were randomly asked by facilitator to introduce their name and where they come from. After introduction, all participants felt comfortable with each other.

Review of Previous Workshop

This session was done to remind the participants about the processes and the results produced in previous workshops, and to inform new participants of this workshop. The methods used were brainstorming and ball throwing game, where a ball was thrown randomly by facilitator to participants. The participants who got the ball should mention the things in previous workshops they remembered. This session was facilitated by Solihudin.

Strategy Formulation

This session produced strategies to achieve their common vision. The steps in this session were covered by the following activities:

1. Group formation and discussion

This session was facilitated by Ratih Madya Septiana. The participants were grouped into six groups by counting method, where the participants who had the same number should come together in one group. Each group would discuss different issues, i.e.:

Group I : Forestry and PHBM
Group II : Education and Health
Group III : Agriculture
Group IV : Transportation and Communication
Group V : Social
Group VI : Governance and Economics

2. Group Presentation

After 20 minute group discussion, each group presented the results of their group discussion. This session was also facilitated by Ratih Madya Septiana. The strategies presented by the group were as follows:

Group I
Presentator : Caryoso
Members : Supardo, Wahyudin, Caryoso, Karyudi

Forestry Sector:
- Awareness about benefit and forest function to the community
- Improving community awareness about natural disaster
- Improving skills and ability of community to other non-forestry activities

PHBM Sector:
- Involving community in LMDH Planning
- Improving frequency of awareness building activities to community to improve their understanding of PHBM and LMDH
- Improving the performance of LMDH committee and CF-PHBM
- Developing agroforestry technology

Group II
Presentator : Mashuri
Members : Mashuri, Reno, Tangi, Dulatif

Education Sector:
- Opening isolated village area to access school facilities

- Building alternative informal school to improve skills in practical sector

Health Sector:
- Providing clean water to improve community health
- Making toilet at each house
- Improve health extension, not only for family planning program

Group III
Presentator : Wasis
Member : Wasis, Rohayah, Suswoyo, Jumari

Agriculture Sector:
- Cultivating paddy hybrid in dry/wet land
- Improving sugarcane plantation by community to get more income
- Looking for investor to undertake agroforestry activities in Perhutani's land
- Improving roles of irrigation system
- Utilizing land by planting high economic plants

Group IV
Presentator : Alip Winardo
Members : Alip W, Sucipto, Darsono, Endang R

Transportation Sector:
- Proposing project to government and self-supported by community
- To be involved in sub-district development program (PPK)
- Developing rural transportation

Communications Sector:
- Proposing development of cable telephone infrastructure
- Development of public telephone
- Increasing access to different television channels

Group V
Presentator : Slamet Waluyo
Members : Slamet, Suwarso, Ruswadi, Sayidi

Social Sector:
- Community construction through religious education
- Youth construction through athletic and art activities
- Providing job opportunities to the people

Group VI
Presentator : Santoro
Members : Santoro, Harnomo, Edi B Raharjo, Darnoko

Governance Sector:
- Maximizing service to community
- Awareness of local government regulation
- Improving discipline of the community and local government
- Improving interaction among government and community through regular meeting
- Holding collaborative village meeting, at least once a year
- Holding government meeting, at least once a month
- Dividing village into two

Economic Sector:

- Conducting training to improve the skills of the community i.e: in agriculture and furniture making
- Improving community income by opening opportunity for developing self-business
- Perhutani to provide capital for community business by developing credit scheme
- Establishing co-operative institution

3. Plenary discussion for strategy and working group establishment

The results of discussion which have been presented were then discussed by all participants in plenary discussion. The plenary discussion was held to get deeper agreement from all participants. In plenary discussion, all participants could ask other groups and make suggestions. This session was facilitated by Bariatul Himmah.

Results obtained in plenary discussion can be found in Table 10.

4. Concluding Remarks

After the follow-up plans were formulated and the working groups to implement strategies were formed, the implementation of the strategies will be carried out by each working group led by the responsible person in each group.

Table 10. List of prioritised problems, developed strategies to address the problems, and working groups

No	Problems	Priorities	Strategies	Working Group/ Responsibility person	Meeting time
1	Sustainable forest/forestry - Illegal logging - Awareness of forest conservation and function: illegal sand mining, environmental destruction - Illegal land occupation - Forest security low - High dependency of community to forest resource	To increase awareness of the community of forest conservation and to reduce their dependency on forest resources	- Build community awareness on forest function (example: impact of forest damaged) - Improving skills and abilities of the community in developing effort outside the forestry sector (e.g. home industry, ranch, etc) - Improving relationship between Perhutani and community - Coordination between related institution with community to improve security - Law enforcement is done seriously - Awareness and communication between Perhutani and community, formally and informally	Village governemnt, LMDH, PHBM communication forum at village level, forest farmer group (KTH), Perhutani Responsible person: LMDH (Supardo)	1st week of June (Saturday, 8.00 am) Location: Pos 7
2	Transportation - There is no budget for road construction among sub-villages - There is no public transportation - Bad road conditions	Financing to improve the condition of the infrastructure	- Tap the opportunity of aid fund from government, and assisted self-funding from the community - Fund opportunity from global project (such as PPK) - Open route to and from the village - Lobby to related/relevant institution (e.g. to get the asphalt project)	Village government, LPMD Responsible person: LPMD (Mashuri)	2nd week of June

3	PHBM - Crop cultivation is not being planned yet - Planning of crop activity hasnot involved LMDH - Lack of research about land fertility and suitable land for crops - Lack of farmer's sense of belonging - Low forest farmers understanding of LMDH and PHBM - Negative opinion of the community with regards to LMDH and PHBM program - No proper record of LMDH members	- Planning and execution of Perhutani activity hasnot yet fully involved LMDH - Understanding of forest farmer and sense of belonging of forest farmer to LMDH	- Perhutani is more transparent and community is more pro-active - Activity planning have to involve community through LMDH (e.g. in cultivation activity about crop type, making acir, etc, cooperation with LMDH) - Improving the performance of the manager of LMDH and PHBM communication Forum - Improving the frequency of awareness building on PHBM to community (e.g. Perhutani gives capacity building to LMDH) - Developing agroforestry cultivation that has high commercial value	Communication forum at the village level, KTH, LMDH, Perhutani, forestry and gardening sub department Responsible person : PHBM communication forum (Wasis)	2nd week of June, Monday 8.30 am Location: Baron 33 compartment
4	Agriculture - Traditional system is used for land and crop management - Lack of marketing system for agricultural products - Lack of Irrigation - Lack of agricultural land - Expensive land management - High price of fertilizer and pesticides - Lack of extension workers	- Land management is cultivicated - Technical irrigation - Technical irrigation	- Development of high yield rice type for land and also rice field - Improve the production of sugar cane though cooperation - Create conducive condition for investors - Innovate on agroforestry land both at Perhutani land and private land - Tax charges for better maintenance of irrigation system - Study visit to a success area in agriculture of land management with high valued crop	Village government, forest use group, LMDH, Darmatirta Responsibility person : Village government (Head of Development sector)	Nd week of June, Wednesday, 8.30 am Location : Surajaya village hall

5	Education - Parents' education awareness is low - Lack of infrastructure for education - Low family income affecting education budget.	Education awareness	- Infrastructure of asphalt road to location which is far from school - Established courses for human resource development which targeted youth people who gradute from elementary school (location: Slarang)	Village government, LPMD, teacher, PKK, community elite, BPD Responsibility person: Yanti	2nd week of June, Sunday
6	Communications - Insufficient communicationfacilities - Insufficient communications between sub-villages - There is no community budget for buying communication tools	- Communication infrastructure/telephone network - Low ability to purchase communication tool.	- Build access to public communication (PT Telkom) - Establishing public telephone/wartel - Build better receiver for television	Village government, BPD Responsibility person : Head of Surajaya village (Suristo)	2nd week of June, Wednesday
7	Healthy - Lack of health facilities - Lack of Community awareness of healthy lifestyle - Limited number of paramedical staff - Minimimum knowledge on health - Expensive cost of health services	Awareness of healthy life supported by infrastructure	- Clean water infrastructure (PAM) for the village - Guidance to make toilets in every house - Access of information from related department about disease and epidemics	Village government, PKK, Village mid wife, Darmatirta, LPMD Responsible person : Village midwife (Nur Imamah)	3rd week of June

8	Economic - Low income of people and unstabil income - Low human resource skills - There was no capital - There was no collective business	- Human resources skill is limited - There is no capital	- There is training on various sector - Improving society production by opening opportunity of is effort - Perhutani provides capital aid (money/goods loan for the development of business. - Forming Co-Operation	Village government, Youth organization, PKK, LMDH, BPD, LPMD Responsibilty person Village government (Tangi)	3rd week of June
9	Governance - Lack of government services because of long distance among sub villages - Lack of government services to community	- Social construction was not optimal	- Awareness of changes in government regulation - Discipline of Commmunity and government - Village Government holds village meeting min once a year (village government with village institutions and community elite) - Village Government hold the meeting - Establishing Information Board [in village hall and at every orchard (e.g. vacancy information, government program) - Optimise RT/ RW for various government program - Establishment of new villages in the next 15-20 years	Village government, BPD Responsiblity person Village government (Sucipto)	2nd week of June

10	Social - Less awareness of the social solidarity - Insufficient number of teacher in village - High unemployment rate - Low religious knowledge	- Improving social solidarity - Unemployment is low	- Community construction through religious education (e.g. madrasah, TPQ, religious activity etc) - Adolescent mischief prevention through sport and art activities - Creating employment opportunities to reduce unemployment (home industry, training on business, etc)	Village government, village muslim leader, LPMD, Religious leaders, Youth Organization, elite of community, PKK, Perhutani Responsibility person: Head of religion sector in village (Darnoko)	3rd week of June, Thursday night Location: Slarang Mosque

ANNEXES

Annex 1. List of Workshop 1 Participant in Surajaya Village

No	Name	Sex	Institution
1	Suristo	Male	Village government
2	Alip Winardo	Male	Village government
3	Narsun	Male	Village government
4	Suharto	Male	Village government
5	Waluyo	Male	Sub district government
6	Supardo	Male	FVCO / LMDH
7	Sucipto	Male	FVCO / LMDH
8	Tangi	Male	FVCO / LMDH
9	Wasis	Male	Village-level PHBM Communication Forum
10	Darnoko	Male	Village-level PHBM Communication Forum
11	Suswoyo	Male	Forest farmer
12	Harnomo	Male	Forest farmer
13	Wahyono	Male	Miner of sand
14	Kayudi	Male	Group of Sugarcane farmer
15	Ruslani	Male	Group of goat breeder
16	Rasmani	Male	Group of water management
17	Endang	Female	PKK
18	Susi	Female	PKK
19	Casriyah	Female	PKK
20	Dulatif	Male	Foreman/Perhutani
21	Ruswadi	Male	Foreman/Perhutani
22	Askara	Male	Perhutani
23	Suwarso	Male	Perhutani
24	Reno	Male	Perhutani

Annex 2. List of Workshop 2 Participant in Surajaya Village

No	Name	Sex	Institution
1	Suristo	Male	Village government
2	Alip Winardo	Male	Village government
3	Narsun	Male	Village government
4	Supardo	Male	LMDH
5	Santoro	Male	LMDH
6	Caryoso	Male	LMDH
7	Tangi	Male	LMDH
8	Wasis	Male	Village-level PHBM Communication Forum
9	Darnoko	Male	Village-level PHBM Communication Forum
10	Suswoyo	Male	Forest Farmer
11	Harnomo	Male	Forest Farmer
12	Wahyono	Male	Miner of sand
13	Kayudi	Male	Group of sugar cane farmer
14	Ruslani	Male	Group of goat breeder

15	Endang	Female	PKK
16	Susi	Female	PKK
17	Rokhayah	Female	PKK
18	Dulatif	Male	Foreman/Perhutani
19	Ruswadi	Male	Foreman/Perhutani
20	Askara	Male	Perhutani
21	Suwarso	Male	Perhutani
22	Reno	Male	Perhutani
23	Wahyudin	Male	Perhutani

Annex 3. List of Workshop 3 Participant in Surajaya Village

No	Name	Sex	Institution
1	Suristo	Male	Village Government
2	Alip Winardo	Male	Village Government
3	Narsun	Male	Village Government
4	Suharto	Male	Village Government
5	Slamet. W	Male	Village Government
6	Caryoso	Male	LMDH
7	Supardo	Male	LMDH
8	Sucipto	Male	LMDH
9	Santoro	Male	LMDH
10	Tangi	Male	LMDH
11	Untung	Male	LPMD
12	Wasis	Male	Village-level PHBM Communication Forum
13	Darnoko	Male	Village-level PHBM Communication Forum
14	Suswoyo	Male	Forest farmer
15	Harnomo	Male	Forest farmer
16	Wahyono	Male	Miner of sand
17	Kayudi	Male	Group of sugarcane farmer
18	Endang	Female	PKK
19	Dulatif	Male	Foreman/Perhutani
20	Ruswadi	Male	Foreman/Perhutani

Annex 4. List of Workshop 4 Participant in Surajaya Village

No	Name	Sex	Institution
1	Supardo	Male	LMDH
2	Sucipto	Male	LMDH
3	Tangi	Male	LMDH
4	Caryoso	Male	LMDH
5	Santoro	Male	LMDH
6	Suristo	Male	Village government
7	Alip W	Male	Village government
8	Suharto	Male	Village government
9	Waluyo	Male	Sub-district government

10	Wasis	Male	Village-level PHBM Communication Forum
11	Darnoko	Male	Village-level PHBM Communication Forum
12	Suswoyo	Male	Forest farmer
13	Harnomo	Male	Forest farmer
14	Toni Suratno	Male	Perhutani
15	Wahyudin	Male	Perhutani
16	Dulatip	Male	Perhutani
17	Suwarso	Male	Perhutani
18	Ruswadi	Male	Perhutani
19	Reno	Male	Perhutani
20	Rokhayah	Female	PKK
21	Endang	Female	PKK
22	Kayudi	Male	Group of sugar cane farmer
23	Mashuri	Male	LPMD
24	Edi	Male	Informal leader
25	Darsono	Male	Informal leader
26	Sayyidi	Male	Informal leader
27	Djumari	Male	Informal leader

Appendix 4.2 **Workshop Report on common vision development, problem identification, strategy and working group formation in Glandang village, Pemalang**

Workshop Proceedings

Series of Workshops to Identify Major Issues Affecting the Community, Formulate a Common Vision, and Identify Possible Strategies in Glandang Village

Glandang Village Hall Room, 19, 26, 30 March and 19 May 2005

Workshop 1 : Common Vision Development

Workshop 2 : Problem Identification and Priority Setting

Workshop 3 : Problem Prioritisation and Strategy Formulation

Workshop 4 : Advanced Strategy Formulation and Working Group Establishment

This Series of Workshops is facilitated by the Levelling the Playing Field (LPF) project with collaboration of Perum Perhutani KPH Pemalang

Awareness of LPF Project in Glandang Village

The awareness building activity of LPF Project was done to individual, formal and informal leader, local institutions in the village. It was done through workshops held in Surajaya village. Resource persons and institutions involved in LPF project awareness building activities are listed in Table 1.

Table 1. List of resource persons and output from awareness building activity of LPF project

No	Name	Time	Output
1	Head of KPH and Ajun KPH Pemalang	During the process of LPF project	Understanding about planned activity and process in LPF project and also their involvement in process
2	Head of BKPH Slarang (Wahyudin)	During the process of LPF project	Understanding about planned activity and process in LPF project and also their involvement in process
3	Head of RPH Glandang (Haryanto)	During the process of LPF project	Understanding about planned activity and process in LPF project and also their involvement in process
4	Head of subdistrict and Secretary Bantarbolang subdistrict (Arif Purnomo)	During the process of LPF project	Understanding about planned activity and process in LPF project and also their involvement in process
5	Head of Glandang Village (Sri Puji A)	During the process of LPF project	Understanding about planned activity and process of LPF project, and their involvement and also their support on the process
6	FK PHBM Pemalang District (Didid Winardi)	During the process of LPF project	Understanding about planned activity and process in LPF project and also their involvement in process
7	PHBM communication forum Bantarbolang Subdistrict (Slamet Mansyur)	During the process of LPF project	Understanding about planned activity and process in LPF project and also their involvement in process
8	PHBM communication forum of Glandang Village (Sudarno, Yahyo, Duchaeri)	During the process of LPF project	Understanding about planned activity and process of LPF project, and their involvement and also their support on the process
9	FVCO of Glandang Village (Sri Budi P, Sutopo, Sutomo, Suratno dll)	During the process of LPF project	Understanding about planned activity and process of LPF project, and their involvement and also their support on the process
10	Gaffer in Glandang Village (Ali M, Budi P, Didit Dwi S, Teguh P)	During the process of LPF project	Understanding about planned activity and process of LPF project, and participant on the process

11	Groups of Tahlilan (one of the religious activities)	Every friday night	Understanding about planned activity and process of LPF project, and their involvement and also their support on the process
12	Religious Group of youth people	Every Monday night	Understanding about planned activity and process of LPF project, and their involvement and also their support on the process

Workshop 1: Common vision development

Date : 19 March 2005
Theme : Common Vision in the Renewable resource management
Facilitators : Bariatul Himmah, Ratih Madya Septiana, Solehudin

Registration of the Workshop Participants

All workshop participants represented the Forest User group, LMDH, LKMD, BPD, youth organisation, PKK, community members, village government, PHBM communication forum, Perhutani (field staff level: mandor, mantri hutan, asper, suplap).

There were a total of 26 participants attended the workshop. The composition of the participants can be seen in Table 2.

Table 2. The composition of workshop participants

Stakeholders	**Participants**			
	Men	**%**	**Women**	**%**
Forest user group	3	11	-	
LMDH	2	8	-	
Village Government	1	4	2	8
LPMD	1	4		
CF-PHBM in village	-		-	
PKK	-		3	11
Parliament of village	-		2	8
Youth organization	2	8	-	
Teacher	-		1	4
Community member	-		1	4
Perhutani	8	30	-	
Total	18	65	8	35

The list of workshop participants can be found in Annex 1.

Opening Ceremony

The workshop was opened by the Head of Glandang Village (Sri Puji Ambarwati). It was continued by a welcome speech from:

- Head of Glandang Village (Sri Puji Ambarwati)
- Perum Perhutani representative by Suplap (Mr. Reno)
- Member of facilitator team (Ratih Madya Septiana), explaining the objectives of LPF project and the workshop

Introduction of participants

The session of participant introduction was facilitated by Solehudin, using nominal method to develop interaction among participants and between participant and facilitators from the early stage. Through this process, it was expected that a comfortable atmosphere and trust was developed that would facilitate the development of a common vision by the participants. Each stakeholder tried to put aside their social position and social status and wrote down their name and their good characteristic on a metacard. A maximum of three words can be written. Each participant had the opportunity to introduce another participant whose name was written in the metacard he/she got.

Explaining the objectives of the workshop

This phase was facilitated by Bariatul Himmah, using brainstorming method, to understand how the participants perceived the purposes and objectives of the workshop. This was continued by a discussion on what a vision is, why a common vision is needed, why vision is important, and what do you know about the vision of other institution. Based on that question, definition of a common vision was formulated.

Some participants interpreted vision as:
- common vision is desire
- interconnected with the objective to be reached
- common desire
- interconnected with promise
- accommodate everybody's problems

The discussion was continued with why a common vision is needed. The participants reckoned that vision is needed because:
- With collective action, vision is easy to be reached
- With collective feelling, vision can be realized
- Focused in objective
- To make planning easier
- Vision will create a special program

Afterwards, the participants were invited to discuss why a common vision is important. This issue is interconnected with the reason and understanding about the objectives of this workshop. The results of the discussion were as follows:
- For community's prosperity
- Because everybody has dreams which they wish would come true.
- To get solid work
- Reaching common prosperity
- Understanding on common work for collective action
- Clear objective, planning, controlling are needed

Several reasons and objectives were expressed on why common vision development is needed for all participants. They include there was no understanding among institute and among community of what a vision is. The participants of the workshop stated that

they didn't know and didn't understand the vision of other institution, e.g. Perhutani didn't know the vision of LMDH; Village Government didn't know the vision of LMDH and the vision of Perhutani.

Projection Scenario

1. Group Formation

The process was done by Bariatul Himmah using nominal method. The participants were divided into four groups. Those groups should have representatives from different institutions, and as much as possible consisted of men and women. The names of trees were used to name the group, such as Teak, Mahoni, Secang and Acacia. Teak group and Secang Group consisted of men and women, while Mahoni and Acacia groups consisted of men only.

This method was done by giving a metacard written with tree name (Teak, Mahoni, Acacia, Secang) to each participant. All of the participants were subsequently asked to group. The results were:

- Teak Group: mixed participants, consisted of 7 members: Eni, Asih, Suntoro, Nani, and Jumaeri
- Mahoni Group: all men, consisted of 8 members: Siswoyo, Tasori, Rasmono, Topo, Ekit, and Reno
- Acacia Group: all men, consisted of 7 members: Sri Budi Priyanto, Haryanto, Takwid, Duchaeri, and Bambang
- Secang Group: mixed participants, consisted of 7 members: Maisah, Cahyono, Ali, Rofikoh, Suciati, Rasmono, and Kukuh

Each group was asked to draw a common vision, i.e. what they would like to see in their village in the future (15 – 20 years from now). The vision included the changes they would like to see and their hope for their village in the future. To make the process easier, they should write down all the components of their vision in the metaplan before drawing their vision. The facilitator distributed planopaper, metaplan, marker, and crayon to each group. Each group was facilitated by one UGM facilitator. Teak goup was facilitated by Sukdan, Mahoni group was facilitated by Udin, Acacia group was facilitated by Ratih, and Secang group was facilitated by Himmah. Each group had 30 minutes to complete this activity. Each group should then present their drawing in the plenary session.

2. Group Dynamics

Each group has high spirit for a better future. All of the groups drew their hope and expectation for their villages at least for the next 15-20 years. All participants have participated in the process. They draw the future condition of the village, especially the linkage of sectors which need to be improved from the present conditions. There was no domination of men over women in this process because each participant has obligation and rights for their village development. Similarly, there was no domination of young over old participants.

3. Presentation of Small Group Drawings

This session was conducted after coffee break. Each group presented the result of their group. The presentation was first done by mahoni group, followed by acacia, teak, and secang groups. The presenters explained the groups' drawings. The presentation

of Mahoni group was done by Mr Tasori, presentation of Acacia group by Sri Budi Priyanto, presentation of Teak group by Mr. Suntoro and Secang Group by Mr. Cahyono. Important features of the drawings were listed in Table 3.

Table 3. List of participants' expectations based on the projection scenario method

Groups of participants			
Mahoni	**Acacia**	**Teak**	**Secang**
There is fishing ground located in Waluh river, as a gate to the Glandang from Bantarbolang Madrasah Diniyah (MaDin) and pesantren are improved. There will be elite housing in the village owned by villagers in the next 15-20 years. There are elementary shool, junior high school and senior high school in Glandang. There is small market and market. Gunung Wangi Forest tourism. Sustainable Forest in Glandang village Rice fields Permanent dam Asphalt road in Glandang There is public health center in the village	Permanent community houses. Transportation facilities will increase. There will cable telephone in Glandang. There are offices of LMDH, agricultural shop, timber shop, and saving and loan co-operative. Asphalted road in Glandang, not only asphalted road to enter the forest built by Perhutani. Production of irrigation rice fields will increase. Sustainable Forest with intercropping system (with medicine plants). There is ranch with grass for livestock feed.	Kindergarten and Junior high school. Market. Sustainable forest. Fishing ground. There is facility for religious school. There is garbage disposal. Dam for water capture and water distribution. Multipurpose hall for public needs. Public library. Sport facility.	Madrasah Diniyah. Clean water company. Dam. 6 units of elementary school. There are senior high school and junior high school. Total number of mosque is increased. Madrasah Diniyah is increased. There are Al-Quran Education in every RT. Road is asphalted. Income is increased and all community can have vehicle.

4. Analysis of the Groups' Visions

The four groups had differents visions for Glandang village. It is influenced by the stakeholders who joined the group. The participation of community member is important in creating the future vision of the village.

Generally, all participants and groups had 3 components in their visions. They were:
- Increased village physical infrastructure, facilities, and institutions
- Increased community welfare (education facility, water, economy, communication, agriculture facility)
- Sustainable forest (to support community economy and to develop forest tourism of Gunung Wangi)

5. Formulatation of common components

There were seven main components found in the groups' drawings. They were:
- Sustainable and green forest
- Forest eco-tourism for Gunung Wangi
- Education
  - Additional rooms for elementary school
  - Development of senior high school and junior high school facilities
  - Improved religious education and the development of religious traditional education (Pesantren)
- Agriculture
  - Construction of permanent dam
  - Construction of technical irrigation system
- Communication facilities
- Clean water facilities
- Economic
  - Increased income of the people

Formulation of draft common vision and establishment of working groups

Draft common vision was as stated below:
- Renewable resource and human resource management were aimed to increase the prosperity of Glandang community
- More sustainable forest can increase education level and income of the community
- Future condition will be better than today's condition

An improved formulation of common vision was needed. The facilitator requested the participants to form a team to finalise the vision statament. The members of that team should come from the representative of the stakeholders who attended the workshop. The composition of the selected team members were as follows: Ekit Lukito, Sri Budi, Priyanto, Eni Suswati, Tasori, Maisah, and Suntoro.

The team would discuss and formulate a vision statement which will be presented in the next workshop (to be held on 26 March, 2005).

Conclusion

There was an agreement among the participants about their expectation and hope. It is expected that they will be become Glandang community's expectation too.

Workshop 2: Problem identification and prioritisation

Date : 26 March 2005
Theme : Identification and prioritisation of problems in Glandang village
Facilitators : Bariatul Himmah, Ratih Madya Septiana, Solehudin

Registration of participants

Registration took place from 9.00 am until 10.00 am. The workshop participants were representatives from LMDH, LKMD, BPD, PKK, village government, youth organization, forest user group, Perhutani (field staff level: mandor, mantri hutan, asper, suplap). There were a total of 28 participants: 7 females and 21 males. The details of participant composition can be found in Table 4.

Tabel 4. List of participants and gender distribution

Stakeholders	**Participants**			
	Men	**%**	**Women**	**%**
User forest group	3	11	-	
LMDH	4	13	-	
Village goverment	2	7	1	4
LKMD	1	4		
Village, PHBM comunication forum	1	4	-	
PKK	-		3	11
BPD	1	4	2	7
Karang Taruna	2	7	-	
Community members	-		1	4
Trader	1	4		
Sub-ditrict, PHBM communication forum	1	4		
Perhutani	5	17	-	
Total	21	75	7	25

The list of participants can be found in Annex 2.

Opening ceremony

This workshop was held on Saturday, 26 March 2005, at Glandang village hall. This workshop was opened by the Head of Glandang Village (Sri Puji Ambarwati). It was then continued by welcome speeches from:

- The Head Of Glandang Village (Sri Puji Ambarwati) who expressed her disappointment that the head of subdistrict were absent twice already in Glandang workshop
- PHBM communication forum of Bantar bolang subdistrict (Mr Basuki) who explained about the role of communication forum at the subdistrict level which has not been optimal
- Perum Perhutani representated by Mr. Reno (field supervisor)
- Member of facilitator team (Bariatul Himmah) who explained the purposes and objectives of the workshop, and also the objectives of LPF project

1. Participant Introduction

The introduction of the participants was facilitated by Solehudin, using nominal method to develop interaction among participants and between participant and facilitators from the early stage. From this process, it was expected that a comfortable atmosphere and trust was developed that would facilitate the development of a common vision by the participants. Each stakeholder tried to put aside their social position and social status and wrote down their name and their good characteristic on a metacard. A maximum of three words can be written. Each participant had the opportunity to introduce another participant whose name was written in the metacard he/she got.

2. Review of previous workshop

This session was done to remind all participants about the processes used in the last workshop, its substance, and to inform new participants of this workshop. The method used was brainstorming. This session was facilitated by Bariatul Himmah. The participants recalled several things from previous workshop, and it was a nice process.

3. Presentation of Glandang village's common vision

The formulation team presented the result of their work. The formulated vision statement of Glandang village was:

> "With renewable resource management which is supported by high quality human resource, we realize the community welfare in Glandang village, physically and spiritually"

The formulation team asked the participants to check if there was something missing from their expectation. All participants agreed that the statement was acceptable.

Analyis of the Situation in Glandang Village

1. Problem identification based on the vision's components

This activity was facilitated by Ratih Madya Septiana; the methods used were nominal and clustering. The participants were given metacards on which they should write down 3 - 4 problems which existed in Glandang village based on the vision components identified in previous workshop. The problems were then clustered. There were 8 groups of components:

- Sustainable Forest: Forest destruction, awareness of community and PHBM knowledge
- Transportation: infrastructure and road rehabilitation
- Agriculture: agriculture infrastructure, price of product
- Education: education infrastructure, awareness of people
- Economic: social welfare
- Communication: communication networking
- Clean water: clean water facilities needed to be constructed by company
- Institution: internal institution, coordination among institution, collaboration pattern

Detailed problems for each component are described in Table 5.

Table 5. Components and problems in Glandang village

No	Components	Problems
1	Forest	Illegal logging
		Forest fire
		Community awareness of tree planting
		Natural disaster
		Monitoring is not solid yet
		Lack of knowledge on PHBM
2	Transportation	Road rehabilitation
		Need to increasing transportation vehicles
3	Agriculture	Permanent dam
		Need for appropriate technology
		Need for capital
		Modern agricultural tool
		Cheap price of agricultural products
4	Education	Education for drop-out school children
		Add building for elementary school
		The need to increasing quality of the teacher
		Awareness to build diniyah school
5	Economic	Low price of agriculture products
		Community members do not have money to pay education fees
		Poverty
6	Communication	The need for communication network
		less opened society
7	Clean water	The need for clean water facilities
8	Institution	MoU betwen LMDH and Perhutani is not legalized yet
		Communication betwen LMDH and forest user group
		Village regulation to support LMDH
		Formal meeting among institution in forest management process
		Coordination among government institutions
		PHBM knowledge: Perhutani-LMDH-forest user group

2. Determining the criteria for problems prioritisation

Problems prioritisation was determined based on several criteria. They were:

- The problems were the source of other problems
- Level of urgency and interests
- Supporting factors are available, e.g.: facilitation and infrastructure support, capitals and human resource
- Planning are exist

The result of problem prioritisation was prioritised forest problems, such as: knowledge on PHBM, cultivation awareness, forest security, and forest fire.

Closing

The next workshop (Workshop 3) will look at the problems which have not been prioritized in this workshop. This workshop will be held soon.

Workshop 3: Problem prioritisation and strategy development

Date : 30 March 2005
Theme : Problem prioritisation and strategy identification in Glandang village
Facilitators : Bariatul Himmah, Ratih Madya Septiana, Solehudin

Workshop participant

Registration took place from 9.00 am until 10.00 am. The workshop participants were representatives from LMDH, LKMD, BPD, PKK, village government, youth organization, forest user group, Perhutani. There were a total of 30 participants; 26 males and 4 females. The list of participants is provided in Table 6.

Table 6. List of participant and gender distribution

Stakeholders	**Participants**			
	Men	**%**	**Women**	**%**
Forest farmer	2	7	-	
LMDH	3	10	-	
Village government	4	14	1	3
LPMD	1	3		
Village level PHBM communication forum	2	7	-	
PKK	-		2	7
BPD	2	7	1	3
Youth organization	1	3	-	
Community elite	1	3		
Trader	1	3		
Sub-district PHBM communication forum	1	3		
Sub-district government	1	3		
Perhutani	7	24	-	
Jumlah	26	87	4	13

The detailed list can be found in Annex 3.

Opening Ceremony

The workshop was opened by the Head of Glandang village, and was followed by welcome speech from:

- Facilitator Team
- Head of Glandang Village (Mrs. Sri Puji Ambarwati)
- Representative of BantarBolang sub-district, i.e. the Sub-district Secretary (Arif Purnomo)
- Perhutani, represented by Field Supervisor (Mr. Reno)

1. Participant Introduction

This workshop session was facilitated by Solehudin. The participants were asked to give personal introduction through anomaly flow model. All participants were asked to stand up and introduced other participant.

2. Review of previous workshop

The activity is expected to remind the participants about the materials of previous workshop, and also to give information to new participants so that everyone can follow the workshop with the same frame and understanding. We found that the participants still remembered the issues discussed in previous workshop. Furthermore, we learned that there was information exchange among participants.

Problem prioritisation

This workshop was held as a continuation of previous wokshop. In previous workshop, only foreest-related problems were discussed. In this workshop, all components were discussed by the participants. The prioritised problems determined by the participants are listed in Table 7.

Table 7. Problems and their prioritisation in Glandang Village

Components	**Problems**	**Prioritised Problems**
Forest	Illegal logging	Insufficient knowledge of PHBM.
	Forest fire	Awareness of the community to plant
	Awareness of the community to plant	Forest security
	Natural disaster	Illegal logging
	Poverty	
	Monitoring was not done collaboratively	
	Insufficient knowledge of PHBM.	
Transportation	Road improvement	Bad roads need to be improved, especially the Glandang-Kuta road
	Improving transportation infrastructure	
Agriculture	Construction of permanent dam.	Capital
	The need to use appropriate technology	Dam construction
	The need for capital	
	Modern agricultural tools	
	The price of agricultural products is low	
Education	Educational materials for drop-out children	Build elementary school no.01
	Adding building to elementary school	Develop Diniyah School
	Improve the quality of teachers	
	Low awareness to build diniyah school	

Economic	The price of agricultural product is low (influence to farmer's income)	Increase farmer's livelihood though better price of agricultural products
	Not able to pay school fees	The use of appropriate technology
	The economy of the community is not established	
	The need for market	
	The need to use appropriate technology	
Communication	Communication networks	Develop communication networks
	Low transparency	
Infrastructure of Clean water	There are pipes for clean water distribution	Noted but not prioritised: part of Glandang area suffered water shortage, especially during dry season. Planning for long term period: using clean water company to solve water problem
Institution	MOU between LMDH and Perhutani has not been issued	Routine meetings between institution and forest farmer. Meeting between LMDH and forest farmer. PHBM agreement signed.
	Lack of coordination and communication between LMDH and forest farmers	
	There was no village regulations to support LMDH	
	The need to hold formal meetings between institutions involved in forest management	
	Coordination among related forest institutions (Forestry department)	

Small group formation and group discussion

This workshop session was facilitated by Solehudin. The six groups were as follows:

- Paddy Group: discuss about forest planning. Members: Reno, Siswoyo, Suratno, Takwid, Sri Budi Priyanto
- Corn Group: discuss about forest produt management. Members: Slamet, Rasmono, Eni, Makmuri
- Cassava Group: discuss about the coordination between institutions. Members: Ali Murtopo, Sri Puji A, Ali Murtado, Sutomo, Tasori
- Banana Group: discuss about internal regulation of the institution. Members: Didit, Sudarno, Maisah, Dullah
- Peanuts Group: discuss about understanding of PHBM. Members: Haryanto, Ekit Lukito, Sri Budiasih, Basuki, Anton
- Barteh Goup: discuss about internal coordination and communication of the
- Institution. Members: Yahyo, Suntoro, Salafudin, Sutrisno

After the four groups were formed, the participants discussed within their group to address the case study given by the facilitator.

Group Presentation

Group presentation session was facilitated by Ratih Madya Septiana. The results of the group discussion were:

1. Banana Group

This group discussed a case study related to the regulation in internal institution. The results of this group were presented by Soedarno. Their case study was as follows: Ngudiluhur institution was established in 1985. The institution has been implementing several activities. Nevertheless, the members and the board of the institution faced problems. Everybody knew what they wanted to do but there was no coordination among them. Although the institution had produced several regulations but they were not followed. There was no sense of belonging among the members to the institution. How do you solve this problem?

Strategy:
The officer and members of the institution to hold meetings to increase their understanding about the regulations so that they can be united and be aware of their duties.

2. Cassava Group

The case study of this group focused on coordination among institutions; the presenter was Tasori. The case study was: A and B were two institutions in Tanijaya village. Institution B was built based on formal renewable resources management in the village. Institution A was built prior B, focusing on all activities related to community livelihood. However, institution A and B were more often in conflict rather than in coordination to collectively address related village forest problems. According to you, what kind of strategy should be used to solve this problem?

Answering the problems mentioned above, the group identified the sources of the problems:

- Lack of communication between institutions A and B
- Lack of understanding between institution A and B

Afterward, the group offered the following strategies:

- Hold joint meeting to discuss the problems, until both institutions come up with several agreement to improve community's welfare.
- Establish collaboration between community, village government or local government

3. Paddy Group

The case study of this group focused on forest planning; the presenter was Siswoyo. The detailed case study was: Jatilayang village has vast forest area, but the forest was destroyed by illegal logging activities. The land was utilized by villagers to plant agricultural crops based on agroforestry system. To rehabilitate the forests, government has developed special organization for managing the forest. This organization had no budget while forest should be planted without neglecting the welfare of forest-dependent farmers. What strategy can be offered to solve this problem?

Addressing the problems mentioned above, the group identified the following problems:

- The use of empty land in the forests by the community for their agricultural cultivation
- The establishment of LMDH to handle forest management by village community
- There was no budget for the newly established LMDH
- Forest land must be planted without neglecting the welfare of forest farmers and villagers

The strategies offered by community to solve the problems were as follows:

- Hold a meeting among different institution in Jatilayang village, to come up with a plan and village regulations about PHBM implementation in Jatilayang village.
- Produce village regulation to find legal funds for LMDH
- LMDH actively introduce PHBM program to forest farmer
- Establish coordination with Perhutani, and other related institutions and interest groups (stakeholders)
- Synchronise working program with the programs of other related government institutions

4. Corn Group

The case study of this group focused on forest products processing; the presenter was Makmuri. The detail case study was: Sukamaju village has over-production of agricultural products, such as rice, corn, banana, cassava, etc. The agricultural products were produced from private land and forest land. The products were sold to small traders cheaper than the market price. Farmers in Sulakamaju village were very dependent on agricultural products. At the moment, the marketing of agricultural products was dominated by local small traders within the village and also from outside the village. The products can not be sold by farmers to big market due to bad road infrastructure and high transportation cost. What strategy can be offered to solve this problem?

From this case study, this group identified the following problems:

- The price of agricultural product is low
- Transportation cost is very high

The strategies proposed to solve the problems were:

- Establish farmer's group to collect agricultural crops from all forest farmers
- Look for higher crop price
- Use appropriate technology to process crop products
- Transportation cost will be coved collectively among farmers

5. Peanuts group

The case study of this group focused on PHBM understanding; the presenter was Sri Budiasih. The detailed case study was: Jagawana forest was located in Wanatirta village. Most forest area was empty land due to massive illegal logging. Bad forest condition resulted in big floods in Wanatirta village, and many houses were destroyed. Jagawana forest was a state forest managed by Perhutani. Perhutani implemented PHBM program for its forest management. Perhutani and community group collaborated in forest management. The LMDH planning was done by Perhutani with low participation from LMDH members. Actually participatory planning in forest resource management should be done by all parties. What kind of strategy can be

used to develop participatory planning process in Jagawana forest without neglecting the community welfare?

From this case, the group identified the following problems:
- Unproductive forest area
- Illegal logging
- Flood
- House destruction
- Forest management was done by one party only

The peanut group offered the following strategies:
- Conduct awareness building activity for community about the importance of PHBM
- Establish coordination between related institutions
- Planning must be done properly
- Increase planting and maintaining efforts to sustain the forests

6. Barteh Group

The case study of this group focused on coordination and communication; the presenter was Suntoro. The detail case study was: LMDH "Wonomulyo", Danusari village, Purworejo district, was newly formed. The first program planned by the board of LMDH was to develop white turmeric cultivation in the state forestland. Some board members learned that cultivation of white turmerics was economically beneficial and white tumerics were easy to maintain. The board of LMDH believed that this program can increase community income and welfare. To support this program, LMDH was given a soft loan by the local Government of Purworejo. Nevertheless, forest farmers didn't want to plant white turmeric because it was a new commodity in Danusari. They exposed farmers with high risk and the farmers were worried that they can't return the loan. What strategies can be developed to solve this problem?

Strategies offered by the group were:
- To hold routine meetings between LMDH with forest farmers
- There are awareness building activities to give guidance to forest farmers about white turmeric problems
- From this plant, it is expected that the income of forest farmers will increase.

Plenary discussion

Group presentation was followed by plenary discussion which was attended by all participants. The results were:

1. Internal regulation of Institution

There were problems with regards to:
- The Board and members of LMDH were not solid
- Differences in perception
- Lack of awareness of regulation
- Sense of ownership is lacking
- Weak management of institution
- Regulation was formed formally
- LMDH was an instant product
- Board and members of LMDH forgot the regulations.

Strategies which will be done include:

- Conduct awareness building activity on existing institution and regulation
- Hold routine meetings
- Board of LMDH gives responsibility to members
- The board of LMDH should be reminded if they forget or if there is a change of board members
- Revise the regulation with the participation of boards and members
- Activate the board of LMDH and produce clear job descriptions

2. Case study on Communication and Coordination between institutions

The problem:

- There was no clear regulation about the relationships among institutions.

The strategies which will be implemented include:

- Involve a third party mediator.
- Establish collaboration among stakeholders
- Allocate working area for each stakeholder
- Hold routine meeting to build agreement and common understanding
- Establish good communication among stakeholders
- Formulate regulations to increase good relationships among stakeholders.

3. Case study on communication and coordination within institution

The strategies to be implemented include:

- Hold routine meeting among LMDH and forest farmers
- The farmers should be informed about the types of crops and trees to be planted
- The program proposed by LMDH should be site-specific
- LMDH to establish demonstration plot

4. Case study on agricultural products processing

The strategies to be implemented are:

- Establish transportation infrastructure i.e. road and vehicles
- Establish village cooperatives
- Use appropriate technology to increase the quality of the products

5. Case study on understanding the PHBM

The strategies to be implemented are:

- Collaborate to produce short-term plan
- Make strategic CCFM plan by involving KRPH and LMDH
- Develop community forest in the village
- Establish coordination between LMDH, village government and Perhutani
- Involve forest farmers in the planning process

6. Case study on forest planning

Strategies which will include:

- Improve community' awareness to undertake forest development
- Better approach to forest farmers

- Create regulation for utilizing budget and for collecting fund from member of LMDH
- Hold meeting among institutions in village
- Develop working plans with other related institutions
- Build village community's awareness of PHBM

Some of the cases discussed above, through groups meeting and forums, were recognized by participants as problems that they were facing actually at the moment. The community and participants recognized that the strategies proposed by them should be able to solve their problems in the village. The developed strategies which will be implemented by the community, therefore, would become strong power to solve the existing problems.

Establishment of community working group

After formulating the strategies, the participants then agreed to form community working groups as forums to handle and implement the strategies. Later, the workshop participants tried to decide who will be responsible in implementing each strategy. The participants agreed that the strategic group would be LMDH. LMDH was chosen because members of LMDH already composed of representing institutions, local actors, and interested community in the village. This workshop agreed that the working groups should be as a part of LMDH. Community working group will hold meetings at later stage to firm up the the strategies which have been formulated.

Closing remarks

These processes were done as a collective action among community with the facilitator team facilitating the workshop so that communities realise their own problems, prioritise the problems, and arrange strategies to solve the problems. The objectives of LPF project were always been informed to the community.

Workshop 4: Firming up strategies and establish working group in Glandang village

Date : 19 May 2005
Theme : Strategy development and Community working Group Formation in Glandang Villag3
Facilitators : Bariatul Himmah, Ratih Madya Septiana, Solehudin

Workshop participant

The development of strategy and formation of community working groups in Glandang was done as a follow-up of previous workshop. The workshop registration took place from 9.00 am to 10.00 am. This workshop was attended by 21 participants, consisting of forest farmers, LMDH, LKMD, BPD, youth organization, PKK, community elite, village government, PHBM communication forum at the village level and sub-district level. The composition of participants can be seen in Table 8.

Table 8. List of Participants and gender distribution

Stakeholders	Participants			
	Men	%	Women	%
Perhutani	7	33		
LMDH	4	19		
Village government	3	14		
BPD	1	5	1	5
Village level PHBM Communication Forum	1	5		
NGO on KPH Pemalang	1	5		
Youth organization	1	5		
Sub-district level PHBM Communication forum	1	5		
Religious elite	1	5		
Total	16	95	1	5

The detailed list can be found in Annex 4.

Opening ceremony

The workshop was opened at 10 am by the Secretary of Glandang village, Sudarno, and by the Head of village level PHBM Communication forum. Facilitator team explained about LPF project, which was delivered before the presentation of the results and goal of workshop. The speech was continued by Slamet Mansyur, representing the sub- district and the head of sub-ditrict level PHBM communication forum, to motivate the participants. He emphasised that forest management was not the responsibility of one stakeholder only. The last speech was delivered by Reno, a representive from Perhutani KPH Pemalang.

1. Participant Introduction

The Introduction session was facilitated by Solehudin with verbal method to build early interaction and create proper condition, because several participants were newcomers, and to build trusts among participants and between participants with facilitator team. The participants were asked by the facilitator to introduce their name and where they come from. After introduction session, the participants knew each other and the workshop atmosphere became more pleasant.

2. Review of previous workshop

The method used in this section was ball throwing game, and it was facilitated by Solehudin. The ball was thrown randomly by facilitator to one participant, and from one participant to onother participants. The participant who got the ball should explain his occupation and what he learned in the provious workshop. We found out that the participants still remembered all of the processes and the materials presented in previous workshop.

Strategic arrangement

The objective of this session was to get some strategies developed to achieve the vision of Glandang village. The processes of this session were:

1. Group formation and group discussion

At this stage the participants were divided into 4 groups. The participants counted from 1 to 4. Participants with the same number were grouped together. Each group would discuss different aspects of Glandang village's vision. This session was facilitated by Ratih Madya Septiana. The grouping was as follows:

Group I : Institution and Sustainable Forest
Group II : Agricultural and Economy
Group III : Education and Communication
Group IV : Clean water and Transportation

2. Group Presentation

After group discussion which took place for 20 minutes, the result of group discussion was presented by the representative of each group. This session was also facilitated by Ratih Madya Septiana. The results presented by the groups were as follows:

Group I : Institution and Sustainable Forest
Presentator : Teguh Purnomo

Forest sustainable sector:
- Involve all community in developing forest
- Undertake collective action in forest planning
- Develop community forest
- Establish coordination among LMDH, village government, Perhutani, and related government institutions.

Institution sector:
- Undertake collective action
- Improve communication
- Hold routine meeting between LMDH and forest farmers
- Organising awareness building activity on CCFM

Group II : Agricultural and Economy
Presentator : Suratno

Agricultural sector:
- Capital:
  - Get full self support from community
  - Propose to government to develop capital credit for agricultural activities
  - Tap donor to develop paddy fields
- Dam renovation:
  - Self support and collective action by ricefield owners
  - Collect funds from ricefield owners

Economic sector:
- Marketing price of agricultural products:
  - Build village cooperation to control price and to buy farmers' products
  - Build the shop for agricultural products
  - Marketing
- Using appropriate technology:
  - To be managed by village cooperative directly

- The person who manages the village cooperative should come from Glandang village
- There is training from field extension worker
- Propose appropriate technlogy tools to related government.

Group III : Education and Communication
Presentator : Sudarno

Education Sector:
- Construction of elementary school is first priority
  - Build proposal to government to develop 2 a new clasas rooms of elementary school. The proposal should be proposed by village headman through the head of sub-district then submitted to the head of Pemalang Regency in charge of Education Office in Pemalang Regency.
- Development of diniyah school:
  - Collect fund from donors from outside the village
  - Collect fund through religious activities to speed up fund raising from the village community

Communication Sector:
- The community proposed the development of cable telephone network by PT. Telkom

Group IV : Clean water and Transportation
Presenter : Haryanto

Transportation sector:
- Submit proposal to Local government of Pemalang
- Collect funds from Glandang community
- Coordinate with Kuta Village

Clean water sector:
- The village to submit a proposal to local clean water company (PDAM)
- Coordinate with Head of Kuta village
- Identify and register all community who will use clean water

Plenary discussion of developed strategies and establishment of working groups

The presented results of group discussion were subsequently discussed by all participants in plenary discussion. Plenary discussion was done to improve the results and to get common agreement among participants. During plenary discussion, all participants can express their arguments and respond to the questions raised by members of other groups. This session was facilitated by Bariatul Himmah. The results of the plenary discussion can be found in Table 9.

Conclusion

After follow up plans were formulated and working groups were established to implement the agreed strategies, strategy implementation will be handled by each working group and coordinate by the responsible person.

Table 9. List of problems, prioritised problems, and strategies developed during plenary discussion, Glandang Village

No	Problems	Priorities	Strategies	Working Group	Meeting time
1	Sustainable Forest - Illegal logging - lack of commu- nity awareness in planting - Forest security - Forest fire - Poverty - The need for solid patrolling - Low understanding on PHBM	- Low understanding on PHBM - Lack of community awareness in planting - Forest Security - Illegal logging	- Make strategic planning by involving KRPH and LMDH - Develop community forest in the village - Involve community in forest management - Collaborate in forest planning (short time period) - Establish coordination among LMDH, Village government, Perhutani or related institutions - Awareness building activity on PHBM and LMDH (religious activity in each RT)	Head of development sector (village government), LKMD, LMDH, religious activity, communication forum at village and sub-district levels, Perhutani Responsible person: Sri Budi Priyanto (Head of LMDH)	4th week of May, Saturday Location: Glandang village hall
2	Transportation - Road improvement - Increasing transport	Road improvement, especially Glandang-Kuta road	- Submit proposal to local government - Village should get full support from community - Coordinate with Kuta Village (Glandang-Kuta road)	LKMD, BPD, village government, Perhutani Responsible person: Tasori (Head of LPMD)	2nd week of May, Wednesday Location: Glandang village hall
3	Clean water - There are PDAM channel	There are PDAM channel	- Village to submit proposal to PDAM sub-department - Coordinate with the Head of Kuta village - Register community members who will use clean water	Village government, BPD, Permutting Responsible person : Head of development sector (village government)	1st week of June, Sonday night

4	Agriculture - Establish permanent dam - The need for capital - Agricultural tool up to date - Natural disaster	- Capital (material and cooperative) - Establish permanent dam	- Get full support from community, in particular the one who owned wide paddy field - Propose for capital loan from agricultural sub department - Collect contribution from the owners of irrigated ricefields	Village government (head of regulated water sector), LKMD, Farmer group, field official, mantri, BPD Responsible person : Village government (Head of regulated water sector)	2nd week of June, Wednesday night
5	Education - Education for drop out children - Establish new elementary school - Low quality of teachers - Development of religious school building	- Establish new elementary school - Development of religious school building	- Make and submit proposal - Find external donors. - There are information sharing through religious activity to speed up fund raising from Glandang village community	School committee, Village government (head of village), LPMD, Madin committee, BPD, religion elite, Head of SD1) Responsible person : School Committe (Dullah) Madin Committee (Kastari)	28 May 2005
6	Communication - Communication networks - Low transparency	Development of communication networks	The community to propose the development of telephone network development tby PT. Telkom	Village government, LPMD Responsible person: Village government	4th week of May Saturday night

7	Institution - MOU isn't written down - Communication and coordination between LMDH and forest farmer are insufficient - There aren't village regulations to support LMDH - There aren't formal meetings between institutions in forest management - There are coordination involving forestry department	- Routine meeting between institution and forest farmer - Meeting of LMDH and forest farmer - Collaborative certificate	- Engage third party mediator. - Establish collaboration - Allocate working area. - Hold routine meeting to build understanding - Establish good communication - Formulate regulation to regulate relation between institutions. - Hold routine meeting between LMDH and forest farmer. - LMDH's program should be site-specific - LMDH to make demonstration plots. - Hold awareness building activity for the community to develop forest - There are approaches to forest farmer - To establish fund raising regulation, such as from member's contribution - Hold meeting among different institutions in the village - Make work plan with related department - Awareness of PHBM	LMDH, village government, Forest group, Perhutani, religion group, PHBM communication forum at village level, BPD, youth organization, PKK, RT/RW Responsible person : Village government (head of village)	4th week of May Saturday

8	Economic - The price of agricultural products is low. - Lack of technology - Lack of human resource capacity/skills - Market to sell raw products	- To increase the price of agricultural products - Lack of technology	- To build village cooperation - Finding marketlocation (shops) - Promotion of processed products. - Training to improve skills in agricultural product processing - Agricultural product processing - Change the planting schemes, with information from offical field - To be managed directly by village cooperative - The person who manages the cooperative should come from from Glandang community - There are trainings from field officials	PKK village level, head of development sector, PPL, Ulu-ulu, head of sub-village, youth organization, LMDH, Perhutani, LKMD Responsible person : Suratno (BPD)	2nd week of June, Wednesday night

Annexes

Annex 1. List of Workshop 1 Participant in Glandang Village

No	Name	Sex	Institution
1	Sri Puji Ambarwati	F	Village government
2	Siswoyo	M	Village government
3	Soentoro	M	Village government
4	Sri Budi Priyanto	M	LMDH /FVCO
5	Ali Murtopo	M	LMDH / FVCO
6	Duchaeri	M	Forest farmer
7	Takwid	M	Forest farmer
8	Rasmono	M	Forest farmer
9	Ali Murtadlo	M	Planting foreman/ Perhutani
10	Toni Suratno	M	Ajun KSKPH Pemalang
11	Bambang S	M	Success Team of PHBM KPH
12	Kukuh Rinarjo	M	Success Team of PHBM KPH
13	Reno	M	Asper Suplap/Perhutani
14	Jumeri	M	Public relation of KPH Pemalang
15	Haryanto	M	Head of KRPH Glandang
16	Anis Riyanto	M	Planting foreman
17	Suciati	F	Teacher
18	Eni Suswati	F	PKK
19	Sri Budi asih	F	PKK
20	Sukmawati	F	PKK
21	Nani	F	BPD
22	Maisah	F	BPD
23	Rofiqoh	F	Religious elite
24	Ekit Lukito	M	Youth Organization
25	Cahyono	M	Youth Organization
26	Tasori	M	LPMD

Annex 2. List of Workshop 2 Participant in Glandang Village

No	Name	Sex	Institution
1	Sri Puji Ambarwati	F	Village government
2	Siswoyo	M	Village government
3	Soentoro	M	Village government
4	Haryanto	M	Village government
5	Sri Budi Priyanto	M	LMDH /FVCO
6	Ali Murtopo	M	LMDH /FVCO
7	Sutomo	M	LMDH / FVCO
8	Suratno	M	LMDH /FVCO
9	Yahyo	M	Village level PHBM Communication forum
10	Basuki	M	Sub-district PHBM Communication forum
11	Arif Purnomo	M	Secretary to the head of Bantarbolang sub district

12	Takwid	M	Forest farmer
13	Rasmono	M	Forest farmer
14	Mudakir	M	Forest farmer
15	Slamet	M	Trader
16	Budi Pranoto	M	Planting foreman
17	Ali Murtadlo	M	Planting foreman
18	Reno	M	Asper Suplap/Perhutani
19	Didit Dwi Siswanto	M	Security foreman / Perhutani
20	Eni Suswati	F	PKK
21	Sri Budi asih	F	PKK
22	Sri Atun	F	PKK
23	Maisah	F	BPD
24	Nani	F	BPD
25	Dullah	M	BPD
26	Tasori	M	LPMD
27	Ekit Lukito	M	Youth organization
28	Makmuri	M	Religious elite

Annex 3. List of Workshop 3 Participant in Glandang Village

No	**Name**	**Sex**	**Institution**
1	Sri Puji Ambarwati	F	Village government
2	Siswoyo	M	Village government
3	Soentoro	M	Village government
4	Haryanto	M	Village government
5	Sutrisno	M	Village government
6	Sri Budi Priyanto	M	LMDH/FVCO
7	Ali Murtopo	M	LMDH/FVCO
8	Sutomo	M	LMDH/ FVCO
9	Sudarno	M	Village level PHBM Communication forum
10	Yahyo	M	Village level PHBM Communication forum
11	Basuki	M	Sub-district level PHBM Communication forum
12	Arif Purnomo	M	Secretary to the head of Bantarbolang sub district
13	Takwid	M	Forest farmer
14	Rasmono	M	Forest farmer
15	Slamet	M	Trader
16	Ali Murtadlo	M	Planting foreman
17	Anton Budi S	M	Success Team of PHBM KPH
18	Edi	M	Success Team of PHBM KPH
19	Bambang	M	Success Team of PHBM KPH
20	Kukuh	M	Success Team of PHBM KPH
21	Reno	M	Asper Suplap/Perhutani
22	Didit Dwi Siswanto	M	Security foreman
23	Eni Suswati	F	PKK
24	Sri Budi asih	F	PKK
25	Maisah	F	BPD
26	Dullah	M	BPD
27	Suratno	M	BPD

28	Tasori	M	LPMD
29	Makmuri	M	Religious elite
30	Ekit Lukito	M	Youth organization

Annex 4. List of Workshop 4 Participant in Glandang Village

No	**Name**	**Sex**	**Institution**
1	Sri Budi Priyanto	M	LMDH
2	Dollah	M	LMDH
3	Ekit Lukito	M	LMDH
4	Suntoro	M	LMDH
5	Haryanto	M	Village government
6	Sobari	M	Village government
7	Sunimbar	M	Village government
8	Sudarno	M	Village level PHBM Communication forum
9	Slamet Mansyur	M	Sub-district level PBHM Communication forum
10	Munawar	M	Religious elite
11	Achmad Ariyanto	M	Youth organization
12	Suratno	M	BPD
13	Maisah	F	BPD
14	Toni suratno	M	Perhutani
15	Reno	M	Perhutani
16	Haryanto	M	Perhutani
17	Didit dwi S	M	Perhutani
18	Ali Murtadlo	M	Perhutani
19	Teguh Purnomo	M	Perhutani
20	Budi Pranoto	M	Perhutani
21	Anton Budi santoso	M	Success Team of PHBM KPH

Appendix 4.3 **Workshop Report on common vision development, problem identification, strategy and working group formation in Tanggel village, Randublatung**

Workshop Proceedings

Series of Workshops to Identify Major Issues Affecting the Community, Formulate a Common Vision, and Identify Possible Strategies in Tanggel Village

Tanggel Village, 27 March and 3 April 2005

Workshop 1 : Building Common Vision in Forest Resource Management

Workshop 2 : Identifying Opportunity – Problem and develop strategy to achieve vision

This Series of Workshops is facilitated by the Levelling the Playing Field (LPF) project with collaboration of Perum Perhutani KPH Randublatung

Workshop 1: Building Common Vision in Forest Resource Management

Date : 27 March 2005
Facilitator : Wahyu Tri Widayanti and Ambar Astuti

Registration of Workshop Participants

Registration took place from 3.00 pm to 3.30 pm. The workshop was scheduled to start at 1.00 pm, but the participants came late. This was because it was harvest time, and the community usually did not come on time. The participants of Workshop 1 were representatives of the institutions in Tanggel and Perhutani. The institutions were: LMDH, Religious Group, farmer, shepherd, LKMD, Village Government, businessmen, and Women oraganization (PKK). The list of participants can be seen in Table 1.

Table 1. List of Participants based on their institutions and gender distribution

Stakeholders	Male	Female
LMDH	2	
Perhutani	5	
Village Government	9	1
Businessmen/Merchants	1	
Farmer	4	1
NGO		1
Teacher	1	
Shepherd		3
PKK		2
Religious Group		1
Total	22	10

Opening and Introduction

Ambar Astuti opened the workshop by welcoming the participants, and expressed her gratitude to God, and to the participants for their participation in this workshop to build a common vision of Tanggel village. Introduction was done with nominal method. The participants and facilitators wrote down their name and their good character on a piece paper. This session was done to engage all participants and to reduce the gap between facilitators and participants. From 32 participants, there were 2 participants who can't to read and write. The facilitator and/other participants supported these participants by writing down their names and read the cards they got. From the good characters written down by the participants, Ambar Astuti reflected that: "first: participants knew the name and good character of other participants, second: we got 20 good characters from 32 participants. These are capital to do something for Tanggel. Of course with thousands of Tanggel villagers, the good attitudes are more various. I am sure we can do more and make Tanggel better, if we are consistent and we hold on tightly to what inside ourselves".

LPF Briefing

This session was used to remind the participants about LPF project like what have been socialized by LPF team previously. As an entry point, Ambar Astuti asked the participants to play tug-of-war game with various styles, so there were winners and losers. From this game, there were some feedbacks and reflections from the participants, so that the facilitator can easily explained about LPF project and its role in forest management in Tanggel. Ambar Astuti said “what we will do is to help you to further develop Tanggel village, not in form of physical and material, but related to forest management in Tanggel. How the entire villagers, who are engaged in forest management, can have equal role. We are from UGM in partnerships with CIFOR, one of the research centers that work in renewable resource management issue, will facilitate the villagers. We invited women, village government employee, religious group and other group because forest management can not be done by one party only”.

Building a Common Vision

1. Introduction

At the beginning of this session, Wahyu Tri Widayanti explored participants’ understanding about vision, in the plenary discussion. Some participants’ ideas about vision were: objective, want, idea, view, long-term goal.

Wahyu Tri Widayanti explained that “the advantage of a common vision is to motivate community of Tanggel village to move toward future development. What we want is different. There are people who may want Tanggel village to be prosperous, while others may want the village to be more developed in all aspects. But we can harmonize various visions into a common vision, of course with the same hope, i.e. to make this village becomes a developed village”.

2. Future Scenario

After participants had understood what a common vision is and the advantage of the vision, Wahyu Tri Widayanti asked the participants to draw their wish and hope for Tanggel in next 20 years. The method used was future scenario. The participants were divided into 4 groups according to their institutions:

- Perhutani: 5 people (asper, mantri and mandor)
- LMDH: 2 people (head and secretary)
- Village government: 10 people (village government employee, head of sub-village)
- Villagers: 14 people (trader, farmer, shepherd, teacher, religious group)

In the group, the participants discussed what they want and their hope for Tanggel village in the next 20 years. Each group was asked to draw what they would like to see in their village in the next 20 years. The drawing represents the hope and wish of Tanggel community for their village in the next 20 years.

Grouping based on participants’ institution may produce more complex results. It was expected that the expectations of each community group can be expressed in this workshop. General things expressed by all groups were:

- Sustainable forest
- Road

- Water
- Agriculture improvement

Special matters from each group were:
- Villagers group
- Harmonious relations among institutions
- Market
- Employment opportunities (home industry) for women
- LMDH group
- Education
- Honest village government employee
- Village government group
- Increased village income
- Perhutani group
- Perum Perhutani can get profit from wood
- Increased community prosperity

From the results of the exercise, the participants were asked to cluster their expectations. Nine clusters or components were produced:
- Forest management
- Village biophysics
- Agriculture, cattle raising and gardening
- Religion-related matters
- Prosperity
- Government
- Health
- Communication
- Education

Building Common Vision

The participants were facilitated to formulate a common vision statement after they produced, shared, and discussed their group's vision. A game was introduced beforehand.

1. Game

This game served not only as an ice breaker but also to help the participants to think about the vision and the condition of Tanggel village. Ambar Astuti reminded participants about the vision, participants' hope, and their good characters (produced during the introduction session) which are the capitals already owned by the community.

In this game, the participants were divided into 5 groups by counting. After they had formed groups, Ambar Astuti explained about the rules of the game. The game was "bola bergulir" (rolling ball) in which every group will bring tennis table ball to a designated place. All participants would participate in this game. The game follows the following rules:
- Every members of the group stood in line; at the same time they brought carton paper on which the tennis table ball will be rolled.
- The tennis ball was rolled firstly by facilitator to the first participant. He/she will then roll the ball to the second participants and so on, until the ball reached its final destination.

- Tennis ball may not be dropped and may not be touched or blocked by hand.
- The participants should roll the tennis ball to the final destination, i.e. a chair, which was 5 meters away from the first participant.

In this game, the ball represented Gempol village, where the participants lived, the chair was their common vision, the paper and the members of the group were human resources and renewable resources of the village.

The results of the game:
Group 2, failed
Group 3, failed
Group 5, failed
Group 1 and 4 successfully brought the ball to its goal.

After the game was over, Ambar Astuti asked feedbacks from the participants on what they felt when they played the game. The participants felt: happy, disappointed because they failed, others found it difficult when receiving the ball from other participant, and nervous.

Reflection of the game was done by the participants after they had given their feedbacks. The participants realised the need to build harmony and cooperation. By cooperating with each other, good ideas can be generated and they can solve difficult matters by developing strategy. From the reflection, the participants started to think about their vision for their village and the village condition that is good on its social, culture and economic aspects.

2. The formulation of draft common vision statement.

By stating the common vision verbally, the expectations and hope of the participants can be shared so that it becomes the expectation and hope of the villagers, and not just the expectation and hope of one person or one group. The method used in the first phase was nominal card so that all participants can express their own expectation. Many participants' vision was similar, but there were also several differences. For this reason, Wahyu Tri Widayanti divided participants into 5 groups randomly.

Points that became community vision from the metacards:
- Sustainable forest
- Developed village, developed education, and well-developed infrastructure
- Fair and prosperous community
- Good Institutions

The groups discussed what they had written and formulated them into better statement. Each group produced one vision statement. A total of 5 statements were produced.

To formulate suitable draft common vision statement that represented participants' expectations, a formulation team consisting representatives of the groups was formed. This team produced a draft vision statement by combining the main substances of the five vision statements. The formation of the formulation team was done taking into consideration the following: the number of participants started to decrease; it's already late in the evening and it was raining so that participants had already wanted to return to their homes. While the formulation team was facilitated by Ambar Astuti to refine the statement and substance of the vision, other participants were facilitated by Wahyu Tri Widayanti also discussed draft that appropriate to common vision and related matters.

The formulation team consisted of related institutions: Perhutani, Village government, PKK, LMDH, and Villagers.

The draft common vision formulated by the formulation team was then presented at the plenary for their consideration and review. As the result of this discussion, the participants agreed on the following draft common vision statement of Tanggel Village:

> "With the spirit of togetherness, related stakeholders in Tanggel Village manage their renewable resources toward forest sustainability and fair, wealthy, and prosperous community"

Wahyu Tri Widayanti emphasized that the draft common vision statement produced by the participants was the common vision statement of Tanggel Village. They made it themselves and they would be the ones who will implement it.

Closing remarks

This Workshop 1 was closed by Wahyu Tri Widayanti who expressed her gratitude and briefly informed the agenda of the next workshop.

Workshop 2: Identifying Opportunity – Problem and develop strategy to achieve vision

Date : 3 April 2005
Facilitator : Wahyu Tri Widayanti and Ambar Astuti

Registration

List of participant attendance as a tool to register the participants had been circulated since 9.30 am, but the activity didn't start until 11.00 pm. The culture of the community that always come late occurred again in the second day of the workshop. The number of the participants of the second workshop was lower compared to those of the first day of the workshop. Nevertheless, the total number of women was higher than the first day. The number of participants in the second day was 27 people (41% women and 59% men). Institutions participated in this workshop were: Village government, PKK, Religious group, Farmer, Shepherd, Teacher, and LMDH.

Opening

The workshop was opened by Ambar Astuti who expressed her thanks to God and participants and welcomed them to the second day of the workshop. Ambar asked the participants if there were participants who did not come to the first day. The participants were the head of the village, representative of government employee and

Perhutani (mantri). Ambar Astuti also explained the objective of the second day of the workshop, i.e. to identify opportunities and problems exist in Tanggel village; to prioritise those problems; and to develop strategies to achieve the village's vision that was already produced in previous workshop.

Review on Workshop 1

The review session was done by involving all participants, and to remind the participants of all the processes taking place during the previous day. Ambar Astuti threw tennis ball ramdomly to participants until all the participants got a chance to express their idea. The participants recalled the following results and processes in Workshop 1:

- Building vision of Tanggel Village
- Express good attitudes of participants
- Tug of war game to get a balanced point of view
- Drawing the future of Tanggel Village
- Through this game, the participants developed a common vision
- Holding group meeting

Ambar Astuti reminded the participants about the draft common vision statement and the results of future scenario exercise (9 groups). After the participants recalled the processes and outputs of the first day of the workshop, Ambar explained what will be done in the second day of the workshop.

Identifying Opportunities and Problems

The objective of this session was to enable the participants to identify problems and opportunities that exist in Tanggel Village.

1. Introduction: "Make Magical Thing" Game

Opportunity and Problem Identification was done with nominal method. As an introduction, Ambar Astuti invited the participants to play "make magical thing" game.In this game, the participants were grouped into 4 groups. Each group was asked to make a building using the materials provided by the facilitator. The materials were manila paper, small paper cut, marker, empty soft drink bottle, table tennis ball, glue, empty meal box, and glass of mineral water. The participants discussed within the group the building that they would make.

The groups presented the results of their grups during the plenary. They should explain the shape of the building they made, and how it related to the condition of Tanggel Village in the future. All of the groups related the building they made with the physical and water environment of the village. This indicated that the participants were aware of the problems that occurred in the community.

After the game concluded and all groups had presented the results, the participants were asked to give feedbacks and reflected on the game. The participants reflected that "Discussion is key for the participants in solving confusion and difficulties in the group when they must determine what building they must make".

Ambar Astuti reiterated the objective of game and explained that the materials used by participants represented the potential, condition, circumstances and problems existed in Tanggel village. The building they made is the vision or objective of community. They

should discuss among themselves what they will do in the future. With discussion, what they first see as problems can become opportunities.

2. Opportunity and Problem Identification

With an understanding about opportunities and problems, Wahyu Tri Widayanti facilitated the participants to write down opportunities and problems exist in Tanggel. Each participant wrote opportunities and problems of Tanggel Village using different color paper (provided by facilitator team). This was done to make the clustering process easy and to assist the participants to differentiate opportunities from problems. Wahyu Tri Widayanti first read out the results written by participants one by one, then the participants clustered them.

When they clustered opportunities and problems, the participants also discussed some issues more deeply, guided by Wahyu Tri Widayanti. The issues were:

- Clean water
- Forest products
- Agricultural problems
- Involvement of LMDH in forest management
- The use of empty forest land

The clustering produced 9 fields of problems that the community of Tanggel Village faced:

- Clean water
- Infrastructure
- Knowledge/human resources/religious
- Institutions
- Agriculture
- Forest management
- Capital
- Health
- Employment opportunity
- The participants can not identify opportunities for all of those identified nine problems

Determination of Criteria and Indicators

To prioritise what problems should be addressed urgently and which ones can be put aside for the time being, the participants were asked to think about common interest, and ignored personal or group interest. Ambar Astuti asked the participants to see community of Tanggel as a whole. To prioritise the problems, there is a need to develop parameters or criteria to select the problem. To do so, plenary discussion was held. The criteria for problem prioritisation, as agreed by the participants, were:

- Urgency – time
- Importance – emergency
- Relations/effects among problems
- They are possible to solve or opportunities exist to solve the problems
- Needed by or advantageour for everyone
- The ability of community to address the problems (human resources, capital, physical and intellectual abilities are available)

Prioritisation

After the participants agreed on the criteria, the problems identified in previous session were prioritised. During the process, sometimes the participants were caught up in their personal or group interests, hence the participants must often be reminded about the agreed criteria, especially the criteria on 'the problem was felt by all people'. There were 7 different problems that were prioritised, i.e. road, irrigation, agriculture, communication, forest sustainability, attitude (human resources), and employment opportunity. Ambar Astuti asked the participants to explain why those problems were prioritised based on the agreed criteria.

The result of problems prioritisation:

- Education (to increase human resources quality)
- Management of forest toward sustainability (opportunity of forest tourism)
- Clean water
- Road
- Agriculture
- Employment opportunity
    - Forestry
    - Small-scale industry
- Irrigation for agriculture
- Health
- Communication tools

Strategies development and community working group formation

This session was done using group discussion method (structured discussion) and matrix. Ambar Astuti divided the participants into two groups, and then explained the matrix. The participants should discuss what strategy will be implemented by the community of Tanggel Village to address the problems. The result of the discussion should be written down in the matrix which consists of:

- Prioritised problem
- Who will be involved/enjoy the benefit
- Time
- Who will do next
- What strategy will be used

After the group discussion was completed, each group was asked to present the results of their group discussion in the plenary. The results of the two groups were not different significantly therefore there was not too many questions from the other groups.

To discuss the strategies and the formation of community working groups, Wahyu Tri Widayanti facilitated the plenary discussion. The results of the two groups were entered into one matrix. This process was observed by the participants, by directly looked at the the results of the discussion that were written in the matrix.

Participants discussed in-depth the issue of community working group formation. Wahyu Tri Widayanti facilitated the discussion on who will be involved or be requested to cooperate in solving the problems. Ideas and thoughts from the participants started to flow in on who must do what in addressing each problem.

Closing remarks

Ambar Astuti closed the workshop by expressing her gratitude to the participants who have worked hard together in thinking how to best develop the village. Several participants also expressed their hope. The head of the village hoped that all villagers could support what have been discussed during the workshop. He also expected that follow-up action will really take place in the future, and that the initiative to address the problems won't stop at the discussion level only. Furthermore, the head of the village was also impressed because the workshop processes have brought new knowledge to the participants: "those who didn't understand before, understand now". Input and hope also came from PKK group that felt so happy with the workshop process. They also hoped that the wish of the villagers can come true.

Annexes

Annex 1. List of workshop participants at Workshop 1

No.	Name	Sex	Institutions/Sub Village
1	Pardjo	Male	Head of Sub village in Tanggel
2	Mulyoto	Male	Head of LMDH / FVCO
3	Suwartini	Female	Shepherd/Tanggel
4	Damirah	Female	Shepherd/Tanggel
5	Ladiyo	Male	Farmer/Temon
6	Tarmin	Male	Teacher
7	Kadarusman	Male	Village Government
8	Suparti	Female	Religious Group
9	Sugiyanto	Male	Village Government /Tanggel
10	Joyo Jamin	Male	Farmer/Temon
11	Yunti ‘Aini	Female	Teacher/Tanggel
12	Parsinah	Female	Shepherd
13	Sri Hartati	Female	PKK
14	Sumari	Male	Farmer/Temon
15	Podho	Male	Farmer/Temon
16	Kusnadi	Male	Trader/Temon
17	Mardi	Male	Head of Delok Sub Village
18	M Soleh	Male	LMDH (Treasurer)
19	Trimantoro	Male	Perhutani (Head of KRPH Bogorejo)
20	Noyorejo	Male	Head of Bogorejo Sub Village
21	Diyar	Male	LKMD
22	Titin Muzaenab	Female	Village Government (Secretary)
23	Retno J	Female	PKK
24	Agus Widodo	Male	Perhutani (Head of BKPH Tanggel)
25	Titin Mariani	Female	LSM
26	Suyadi	Male	Perhutani (Mandor)
27	Sugeng	Male	Perhutani (Mandor)
28	Supardjo	Male	Perhutani (Mandor)
29	Mujiyat	Male	Head of Gumeng Sub Village
30	Minanto	Male	Village Government
31	Nasokha	Male	Village Government
32	Sulasmi	Female	Farmer/Gumeng

Annex 2. List of workshop participants at Workshop 2

No.	Name	Sex	Institutions/Sub Village
1	Yunti Nur Aini	Female	Teacher
2	Suparti	Female	Religious Group
3	Muntamah	Female	Farmer
4	Suwartini	Female	Shepherd
5	Damirah	Female	Shepherd
6	Sujinah	Female	Village Government
7	Ngasriyatun	Female	Farmer
8	Sulasmi	Female	Farmer
9	Muslih	Male	Village Government
10	Kuslan	Male	Farmer
11	Sugiyanto	Male	Village Government
12	Sugeng	Male	Perhutani
13	Sadi	Male	Village Government
14	Suyadi	Male	Perhutani
15	Retno Juwartiningsih	Female	PKK
16	Munindar	Male	Village Government
17	Mujiyat	Male	Head of Gumeng Sub Village
18	Nasokha	Male	Village Government
19	Minanto	Male	Village Government
20	Mulyoto	Male	LMDH
21	Sri Hartati	Female	PKK
22	Joko Persito	Male	NGO
23	Titin Mariani	Female	NGO
24	Suhardi	Male	Perhutani
25	Titin Muzaenab	Female	Village Government (Secretary)
26	Agus Widodo	Male	Perhutani
27	Margono	Male	Perhutani

Annex 3. Process Documentation of Workshop 1

The results of future scenario on the expectations of the community

Village Government Group
- Sustainable forest
- All of the buildings are in good condition
- Good roads/ transportation
- The field is good
- The cattle is good (cows, goats, chicken)
- The river is not flooded
- Communication tools are good
- Village income increases (for community, village and home industry)
- Good governance

Perhutani Group
- Sustainable forest
- Perhutani gets profit (from wood, forests are used to control erosion)
- Being more religious as a Muslim
- People are prosperous
- Permanent houses
- Village infrastructure is in good condition
- The road is asphalted
- Good farms
- Source of water and irrigated fields

LMDH Group:
- Forest is sustainable and safe
- Asphalted road
- The farming is good
- There are sources of clean water
- Transparent and good village government
- Community is peaceful
- Self-supporting community health (the use of traditional medicine)
- Easy to communicate
- Education is affordable to community (school tuition and school infrastructure)

Community Groups:
- Community group
- Employment opportunity especially for women to make use of their spare time
- Communication tools
- Village Unit Cooperative (fertilizer is not expensive)
- Source of water (PDAM). Villagers hope there are water during dry season
- Transportation infrastructures are available
- Asphalted road
- Market is available
- Sustainable forests
- Mosque and Kor'an education for children are available. There are training for Kor'an education teachers for children
- Good education/ Senior High School is available
- Irrigation for agriculture fields to increase income
- Shelter is better and cleaner than the one currently exists at the moment
- Clean environment

The result of clustering exercise on participants' expectations

Forest management
- Sustainable forests
- Perhutani gets profit (from wood, forest is used to control of erosion)
- Forest is protected from timber theft
- The river is not flooded
- Village income increases (for community, village and home industry)

Biophysical condition of the village
- Road is asphalted
- Source of water and field irrigation
- Transportation tools are available
- Market are available
- All buildings are in good condition

Farm, cattle raising and plantation:
- Irrigation for agriculture fields to increase income
- Traditional medicine is planted
- Village Unit cooperative (fertilizer is cheaper)
- The farming is good
- Cattle is good (cows, goats, chicken)

Religion-related issues:
- Association to create peaceful environment
- Mosque and Koran education for children is available. There are training for the teacher of Koran education for children
- Being more religious as a Muslim

People's welfare
- Permanent houses
- Peaceful community
- Income of community members is increased
- Home industries
- Community is autonomous

Village government
- Good government
- Fair and square
- Transparent

Health
- Community care for their own health (use traditional medicine)
- Clean environment
- Inhabitant shelter is better and cleaner than the one currently exists at the moment

Communication and transportation
- Communication tools are available
- Transportation infrastructure are available

Education

- Good education/ Senior High School is available
- Education is accessible by the community (fund and means of education)

The draft of Common Vision of Tanggel Village

"With the spirit of togetherness, related stakeholders in Tanggel Village manage their renewable resources toward forest sustainability and fair, wealthy, and prosperous community"

"*Dengan semangat kebersamaan antar pihak yang terkait untuk mengelola SDA agar terwujud kelestarian hutan untuk mencapai masyarakat yang adil, makmur, dan sejahtera*"

Annex 4. The Results of Workshop 2

The result of Problem Clustering

Clean Water
- There is no clean water because of limited funds
- Source of water is limited
- Community members did not process rain water to make it cleaner

Village Infrastructure (means)
- Bad road
- Transportation infrastructure is not sufficient

Knowledge
- Community knowledge to manage renewable resource is insufficient
- Lack of school buildings
- Human resource capabilities is insufficient
- Community paid no attention to forest sustainability

Institution
- There is no cohesiveness within the community and groups

Farming
- No collector to market farm products
- Population is dense, field and farmland are not fertile
- If traditional medicine planting is rare, community income will decrease
- Insufficient information on marketing of agriculture products
- Farm products are cheap during harvest time, but they will be expensive to buy
- Plant disease (orange)

Forest Management
- Forest products must be useful for all community especially Forest Village Community.
- There is no awareness from the community to sustain forests
- Lack of water resource due to forest destruction
- No forest control and no young trees planted by the community

Capital
- Lack of capital
- Community has heavy life burden

Communication
- Lack of communication among the villagers

Religiousness
- The Musholla and Mosque are not active

Opportunities and Problems identification

Categories	Problems	Opportunities
Infrastructure (means)	- Bad road - Transportation infrastructure is still insufficient	The labors are available
Farming (agriculture)	- Population is dense, agriculture land and farmland are not fertile - If traditional medicine is rarely planted, community's income will decrease - No collective effort to market farming product - Information of farming product marketing is insufficient - Farming product is cheap when harvest time, but it's expensive to buy - Plant disease (orange)	- Land (out of the forest) is large - There are dams (broken) - Orange plantation
Institution	- There is no cohesiveness within the community and among groups - Bad communication	
Knowledge	- Lack of school buildings - Human resource capabilities are low - Community's knowledge to manage renewable resource is low - Community paid no attention to forest sustainability	Large number of population
Forest Management	- Forest product must be useful for all community especially Forest Village Community - No forest control and no young trees cultivated by the community - There is no awareness from the community to sustain forests - Lack of water resource due to forest destruction	- Forest land is large - Open access to forest land - There is hope to improve forest management - Using forest land to plants traditional medicinal plants
Water and environment	- There is no clean water because of limited fund - Source of water is limited - Community members did not process rain water to make it cleaner	- Seek other sources of water - There are two sources of water (in Gumeng and Ngimbang Sub Village)

Capital	- Lack of capital - Community has heavy life burden	
Religiousness	The Musholla and Mosque are not active	- Make handicraft from bamboo and pandan - The skills in wood handicraft and carpentry are available
Employment	Lack of employment opportunities	
Health	- Lack of health facilities - Service of health is not good	

Prioritised Problems based on Criteria

Prioritised Problems	**Criteria for prioritisation**
Religiousness Forest management Clean water Road Farming (agriculture) Employment Irrigation Health Communication means	Urgent – time Importance – emergency Relationship/effect Doable /there is an opportunity Needed or advantageous by all people Capability of fund and human resources

The results of Small Group discussion: Problems and Strategy to Reach Common Vision of Tanggel Village

Prioritised Problems	Who is involved/ take benefit		Time		Who will hold in the future		Strategies	
	Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	Group 1	Group 2
To improve the quality of human resources (education)	Tanggel Community	Tanggel Community	Short period	Short period	Community informal lead-er, religious leader, education leader	Community informal leader, religious and government	Religious teaching, training, Koran education for children	Religious teaching, training
Forest management toward sustainability of forest (development of tourism area)	Perhutani, Community	Perhutani, Community	Short periode	Short periode	Perhutani, community, stakeholders	Perhutani, LMDH, community around of the forest	PHBM System; Forest protection effort conducted by community; Balance role; Activi-ties toward the success for security and young plant	Activities toward the success for security and young plant
Clean Water → drinking water company (PAM) comes to village	Government, community, other stakeholders	Community	Medium/ short period	Short period	Government, community, other stakeholders	Government, community	Use available source, make rainwater reservoir	Make a proposal and seek source of water
Road → proposal	District Government, Community	Government and community	Medium/ short period	Short period	Village government, community	Government and community	Proposal	Make a proposal to get fund and community contribution
Farming (agriculture)	Community and Agricul-ture Office	Community	Short period	Short period	Community and Agriculture Office	Agriculture Office	Training and workshop	Partnership and training

Employment, forestry, home industry (handicraft/furniture)	Village Gov., community, entrepre-neurs	Community	Short period	Short period	Village government, community, entrepreneurs	Labor Office, government	Productive activities, training	Home industry
Irrigation for farming	Village Government, Community, Entrepre-neurs	Community	Short period	Short period	Village Government, Community, entrepreneurs	Government (Agriculture Office)	Build dam, use all sources of water	Submit proposal to Government
Health	Health Office, Community	Community	Short period	Medium period	Health Office	Health Office	Health unit and posyandu	Community health centre (puskesmas)
Communication infrastructure	Community, entrepreneur	Community	Short period	Long period	Community, entrepreneur	Government)	Electronic media and communication means	Communicati on infrastructure

The Results of plenary discussion: Problems and Strategy to Reach Common Vision of Tanggel Village

Prioritised Problems	Who is involved/ benefitted	Time	Who will hold in the future	Strategies
1. To improve the quality of Human resources (education)	Tanggel Community	Short period	Community informal leader, religious leader, Education Office	Religious teaching, training, Koran education for children
2. Forest management toward sustainability of forest tourism area	Perhutani, Community	Short period	Perhutani, LMDH, Community, stakeholders	PHBM System; Forest protection effort conducted by community; Balance role; Activities toward the success for security and young plant
3. Clean Water → Drink water company (PAM) operates in the village	Government, community, other stakeholders	Medium period/ short period	Government, community, other stakeholders	Use available source; Make rainwater reservoir; Make a proposal and seek sources of water
4. Road → proposal	District Government, Community	Medium/long period	Village Government, Community	Make a proposal to get fund and community contribution
5. Farming (Agriculture)	Community and Agriculture Office	Short period	Community and Agriculture Office	Partnership, Workshop and training
Employment, forestry, home industry (handicraft, furniture)	Village Government, Community, entrepreneurs	short period	Village Government, Community, Entrepreneurs, Labor and Industrial Office	Productive activities, training and home industry
7. Irrigation for farming	Village Government, Community	Short period	Village Government, Community, Agriculture Office	Build dam, use all sources of water, Send proposal to government
8. Health	Health Office, Community	Short / medium period	Health Office	Unit of health and integrated service health, Community health centre
9. Communication tools	Community, Entrepreneur	short period	Community, entrepreneur, Government	Electronic media and Communication means

Prioritised Problems and Strategy to reach Common Vision of Tanggel Village

Prioritised Problems	Board or Community Working Group	Coordinator	Meeting	Strategies
- To improve Human resource quality - Home industry (cane work, furniture)	Religious leader; teacher; school District Government (Industrial Office), Perhutani (Suplap); LMDH	Head of Village	Mid of April (the 3rd week)	Community Working Group meeting
Road →proposal Communication infrastructure	Village Government; Community; Perhutani	Head of Tanggel Village	Mid of April (the 3rd week)	Community Working Group meeting
Clean Water → Drink water company (PAM) operates in the village Health	Village Government; Health Office; Centre of Health Community; Medical staff in Sub district level	Village Government	Mid of April (the 3rd week)	Community Working Group meeting
Forest management toward sustainability of forest tourism area Employment, forestry Farming (agriculture) and irrigation for farming	Perhutani; LMDH; Village Government (BPD, LKMD, Youth Association, head of Sub Village, RT/RW) Forest User Group; Agriculture Office; Village Government; Forestry Office Village Government; District Government; PDAM in Sub District	Pak Mulyoto (LMDH); Sinder (Perhutani); Ibu Titi	Mid of April (the 3rd week)	Community Working Group meeting

Appendix 4.4 **Workshop Report on common vision development, problem identification, strategy and working group formation in Gempol village, Randublatung**

Workshop Proceedings

Series of Workshops to Identify Major Issues Affecting the Community, Formulate a Common Vision, and Identify Possible Strategies in Gempol Village

Gempol Village, 19-20 March and 5 April 2005

Workshop 1 : Building Common Vision in Forest Resource Management

Workshop 2 : Strategy and Community Working Group

This Series of Workshops is facilitated by the Levelling the Playing Field (LPF) project with collaboration of Perum Perhutani KPH Randublatung

Workshop 1: Building Common Vision in Forest Resource Management

Day 1

Date : 19 March 2005
Facilitator : Wahyu Tri Widayanti, Ambar Astuti, Yeni Ernaningsih, Levania Santoso

Registration and the Workshop Participants

The registration started at 9.30 am, and lasted until about 10.30 am. Workshop participants came from the six sub-villages of Gempol such as: Gunung, Selogender, Pelem, Kedungdowo, Kewojo, and Kaliaren. Most of the workshop participants arrived late on the first day due to the long distance of the workshop venue from their home, bad road, and mostly because people usually did not come on time. All workshop participants represented the LMDH, Perhutani (field staff level: mandor, mantri hutan, asper, suplap), Village government, success team of PHBM on sub-village level, trader, community actor, and NGO. There were a total of 31 participants, consisting of 4 females and 28 males. Detailed participant composition can be found in Table 1.

Table 1. The composition of Day 1 workshop participants

Stakeholders	Men		Women	
	No.	%	No.	%
FVCO	7	23		
Perhutani (SFC)	9	29		
Village government	5	16		
Trader	2	6		
Community	3	10	3	10
NGO	1	3	1	3
Total	27	87	4	13

The list of workshop participants is shown in Annex 1.

Opening and Welcome Remarks

1. Introduction of LPF Programme

Prior to this workshop, a three day awareness building of LPF program has been done by LPF team to the six sub village of Gempol. The objective was to introduce LPF program in terms of background, activities, methods used, collaborative model, participatory process, and the opportunity to balance the power among the involved stakeholders.

2. Opening Remarks and Facilitator Team Introduction

Yeni Ernaningsih, member of the facilitator team was the first person who provided her opening remarks, followed by a brief self introduction from other LPF team members. The introduction was done so that the participants become more familiar with the participants. The LPF program was not described in detailed because it has been introduced by the team the day before.

The following is the opening remarks from Yeni: “Thank you very much for all of you to attend the workshop. We hope we don’t confuse you so far because we have organised many meetings before. We, together with all of you, will hold three workshops at the village level. Today, we are holding the first workshop. The theme of today workshop is Common Vision Development. The aim is to share knowledge among participants about problems, opportunities, livelihood, expectation, social economic, resources, and culture. Common vision should be formulated as a goal to be achieved by all stakeholders in the village of Gempol, including by LMDH. It is also a focus of LPF project intervention”. Yeni also expressed her expectation that all participants can enjoy the workshop.

3. Introduction of the Participants

Day 1 workshop was done at the house of Pak Martejo, the head of LMDH Wana Bersemi (name of group). Introduction of the participants was done inside the house; each participant introduced their name, marital status, address, and the number of children they had. The participants introduced themselves by writing down: 1) his/her name on a piece of paper, and 2) several good character of each participant.

Introduction session was done so that participants get to know each other, respect their own capability, and the capability of others. Their capability is referred to as personal capital which would be crucial for common vision development process in renewable resource management. Their capabilities would be useful in exploring and identifying the different problems in Gempol village and creating a new development process.

The methods used were nominal and discussion. The facilitator collected the papers that have been filled up by the participants and put them into a small box. Each participant was asked to take out one paper randomly from the box and read out the information written down. The participant whose name was called out was asked to stand up. This method and process allowed all participants to get to know one another and to learn the characters of participant. The good characters of participants can be elaborated as follows: wise, patient, not talk much, happy, discipline, follow the idea of most community group, transparent, relax, need for collective action, a social person, and high spirited to solve problems.

As this kind of introduction process was never used before, the facilitator asked feedbacks from the participants. To our knowledge, very few people in the village are used to use pencil, pen, and other tools to write; villagers usually provide explanation verbally. The participants’ responses were as follows:

- Did not enjoy enjoy the process and felt shy as their characters were known by others
- Worried because their characters will be known by other participants, and would not feel happy if in the fact their characters are not real.
- Enjoy the method used.

Brief LPF Project

1. Game: Tug-of-war

In order for the participants to have a better understanding and appreciation of the LPF project, Ambar Astuti introduced the tug-of-war game. The main tool used was a 3

metre long rope. Before the game was started, participants were divided into 4 groups; each group consisted of 8 persons. The game was played as follow:

- Participants selecting among themselves 4 persons and formed a group
- Selecting 4 thin persons for Groups 1 and 3
- Selecting 4 big persons for Groups 2 and 4
- Group 1 played the game with Group 2; while Group 3 with Group 4
- One side of the rope was held by Group 1, and the other side was held by Group 2
- Decision was made when the rope was broken.

Participants' reflections on the tug-of-war game were:

- Members of the same group who played the game felt that members of their group engaged in collective action, and saw there was collective power and willingness to solve the group's problem together. They worried that they would lose.
- Members of group who didn't play the game just prayed that their group would win.
- If the rope was not broken, the loser was the group whose members lied down on the ground and the winner was the group whose members still stood up.

LPF project can be understood through this game. The participants understood from the game the need for the stakeholders in renewable resource management to have a balanced power and that there was no stakeholder who was more powerful than others. If the role and power balance among stakeholders can be realized, all actors involved can get optimum benefit. LPF project can play an important role in developing balanced partnership for collective action in renewable resource management.

Presentation of the Objectives and Building Blocks of the Workshop

Facilitator Wahyu Tri presented the goal, objectives and the agenda of the two day workshop:

- Expectation of Gempol community with regards to renewable resource use in the next 20 years
- Common vision development
- Identification of opportunities and limitations in reaching those expectations
- Identification of priority and strategies to reach those objectives or expectations

Wahyu Tri urged the participants to participate in both days of the workshop because the discussions in day 1 were linked with those in day 2. All participants agreed that they would fully attend the workshop. The participants' commitment reflected their willingness to participate in village development and to improve renewable resource management. Most people hoped that the road, school, mosque would be repaired immediately. Most participants knew what a common vision was. They perceived a vision as a spirit to develop the village based on local potential. Wahyu Tri also explained how people's expectation should be reached. Expectation and needs of the villagers would be used a basis of the activities in Gempol. Gempol community have to be aware that they should prepare strategies to reach their objectives.

Formulation of Common Vision

The facilitators introduced the concept of common vision to workshop participants. The aim of the exercise was for the participants to come up with an agreed common vision

for the future of the community in Gempol village. This was done by using “Future Scenario” method.

1. Future Scenario: Desire and expectation for next 20 years of renewable resource in Gempol

Wahyu Tri explained the objective of this session so that all participants understood what common vision was. A method called future scenario was used. In this exercise the participants shoud express what they expected to see in their village, 20 years fron now, with regards to renewable resource management.

Ambar Astuti facilitated the process to split the participants into 5 groups, based on the different institutions that exist in Gempol village. They were:

Village Government Group	:	5 persons (the head of BPD, the head of sub-village)
Trader Group	:	3 persons
Perhutani Group	:	9 persons (mostly field staff)
LMDH Group	:	6 persons
Community Group	:	6 persons (school teacher, forest farmers, NGO)

The task of each group was to draw their expectations and desire with regards to renewable resource management for the next 20 years, by taking into account the potential in Gempol village. The participants found it difficult to imagine what might happen in next 20 years because it was too far ahead. If the timeframe is less than 10 years, it may not be possible to reach the objective with that short period of time. Ambar also reminded the participants to be realistic and to consider what is achievable in 20 years.

The result of this exercise was drawings of Gempol village condition and situation in the next 20 years. The drawings reflected the expectations and desire of each group with regards to forest resource management in Gempol village. The participants were able to draw their vision in less than one hour.

2. Group Presentation

After group discussion, the group was asked to present their drawings to the plenary so that others can learn about other groups’ desire and expectations. One member of each group was asked to present and explain their drawing. Other members of the group were allowed to provide additional information, if needed. The participants from other groups can ask questions. There was no any discussion in this session because all participants understood the presentations well. There were very few differences among the results of the groups.

Based on the group presentation, there were several similar expectations and desire from the different groups:

(1). Mr. Jumingan from the village government group presented the results of their working group. This group has the following desire and expectations: better road condition, better education of the people, improvement in health facilities, irrigation system, erosion control system, community forestry, local industry, collaboration with Perhutani.

(2). Mr. Martedjo from the trader group presented the results of their working group. The trader has the following desire and expectations: construction of better road

(passable by cars), rice field intensification, good communication infrastructure, good school, better house, mosque, and moral improvement.

(3). Mr. Pak Radi, Perhutani field staff, presented the results of their working group. Their expectation and desire were as follows: mosque facilities, mature forest for harvest and benefit sharing, welfare improvement, better education facilities (elementary school), better road transportation between sub-villages, better agriculture intensification, cattle raising, electricity, rural economic improvement, proper health facilities, and improved community collaboration in forest management (CCFM / PHBM).

(4). Mr. Yuyus from LMDH group presented the results of their working group. The expectations and desire of this group were: lower price of food, cheap clothing, increased income, financially capable of buying a car, education facilities (elementary school, senior high school, university), cattle raising, sustainable forest, mosque.

(5). Mr. Supardjo from community group presented the results of their working group. Their expectation and desire were: better road, need cooperative organization, communication facilities, better settlement, proper education facilities, mosque, health facilities, intensive agriculture, plantation of fruits (mango, lemon, banana), market and banking access.

Clustering of Expectations and Desire

Facilitator observed that there was a lot of information presented by each group. The information can be clustered and grouped together. The participants agreed that their expectations and desire should be clustered based on activity. The clustering exercise was done together by the participants. All similar and related issues were clustered in one group of activity. The clusters were then named.

Eight groups of activities were produced from this clustering exercise. They were:

- Economy, consisting of food, clothes, house, agriculture market, market, mini-market, increased social welfare, cooperative organization, and local bank.
- Health: centre for community health facilities, small hospital.
- Forestry: better forest management by Perhutani, community forestry management, forests are more sustainable, and forest potential improvement.
- Education: play group, elementary and secondary school, Senior high school, and university (faculty of forestry).
- Social and culture: better mosque, Islamic elementary school, collaboration, polite.
- Communication and transportation facilities: better road, truck, small car, terminal, telephone centre.
- Agriculture and Animal husbandry: improved agriculture, cow-raising under group system, centre for agriculture product; and
- Industry: small scale industry of “tempe/tahu” making, wood handicraft industry, availability of employment opportunities in the rural area.

After expectations and desire were clustered, a discussion session was held to explore if the participants have additional information to add. The participants agreed to add two sectors of activity i.e.:

- Institutions: strong village institution, improved forestry knowledge system, forest management, awareness of people of forest management, improved collaboration among Perhutani and community;

- Community relations: concerning people's time allocation, enable people to use their time efficiently and more usefully.

Closing Remarks

Ambar asked the participants to give themselves a big hand to keep their spirit high, to make the participants feel happy and rilex at the end of the first day of the workshop. She expressed her gratitude to all the participants and reminded them that the workshop has not finished yet. Closing remarks was delivered by Wahyu Tri. She stated that the workshop aimed to provide knowledge and understanding about the aim, objective, goal, and process of LPF project, which will be implemented collaboratively for next 1,5 years by between UGM-CIRAD-CIFOR-Perhutani and villagers of Gempol. The first day of the workshop has produced Gempol community's desire and expectations for the next 20 years. Desire and expectation were not only dreams in the sky, but they have to be realised and enhanced in the near future. A common vision statement has not been formulated. Common vision formulation will be done in the second day of the workshop which will take place in the following day at 10 am.

Day 2

Date : 20 March 2005
Facilitator : Wahyu Tri, Ambar Astuti, Yeni Ernaningsih, Levania Santoso

Review Workshop Day 1

Wahyu Tri started the day 2 of workshop at 10.30 am. The second day of the workshop started 30 minutes late to wait for several participants. The total number of participants was 27 persons, while the first day of the workshop was attended by 31 persons. Although the total number was lower than the first day, all key institutions were represented. It was not known why the four participants were not able to participate in the second day. In the second day of the workshop, there were 4 new participants from Perhutani staff, village chairman, and 2 persons from local community. Ambar took over the facilitation and started off the session by asking each participant to recall the expectations and desire which have been formulated in previous day. Th participants tried to express what they knew and understood about renewable resource, and of course their expectations.

The list of participants in the second day of the workshop can be found in Annex 2.

Common Vision Formulation

Game and brainstorming methods with nominal and discussion were used to develop common vision statement of Gempol village. In order to get insights from them, the participants were splitted into several small discussion groups.

Before the start of the "Rolling ball" Game, the participants were divided into 5 groups. The participants counted from 1 to 5. Those who called out the same number were grouped together. Ambar explained how the game would be played:

- Every members of the group stood in line; at the same time they brought carton paper on which the tennis table ball will be rolled.

- The ball was rolled first by facilitator to the first participant. He/she will then roll the ball to the second participants and so on, until the ball reached its final destination.
- The ball may not be dropped and may not be touched or blocked by hand.
- The participants should roll the tennis ball to the final destination, i.e. a chair, which was 5 meters away from the first participant.
- In this game, the ball represented Gempol village, where the participants lived, the chair was their common vision, the paper and the members of the group were human resources and renewable resources of the village.

During the game, there were groups who were able to roll the ball to its final destination in one go while other groups had to play the game 2 or 3 times before the ball can be rolled its final destination successfully. Several comments from the participants about this game were: (a) happy because they reached their objective; (b) nervous because many participants were involved; (c) worried if the ball fell down; (d) worried if they were not able to reach the objective; (e) there were groups who wished to repeat the game until the objective was reached; (f) the essence of this game were coordination and collective action; (g) There were many barriers to reach the objective; and (g) group planning and strategy were needed before the game was played.

Related to the theme of workshop Day 2, the tennis table ball game illustrated the principle of common vision development. Several important lessons learnt from this game include:

- Sustainability of knowledge among stakeholders involved
- Better coordination among stakeholders
- Consider the different stages needed to reach the objectives
- Improved relationships among stakeholders
- Support from all participants and components involved
- Collective action is needed
- Understanding each other
- Warning system
- Building rules before the game was started
- Continuous learning among participants
- Preparing all tools used
- Planning and controlling
- Building strategy for collective action to reach objective
- Awareness, willingness, capability, and do not give up easily
- Human resource development
- Develop integrated program among related institutions
- Monitoring and evaluation

The objectives of this session were to increase participants' participation in common vision development processes. All participants were requested to write down the vision statement on the carton or paper (meta card) which was prepared already by then facilitator, then paste them on the wall or whiteboard. After each meta card was read out, the statements were clustered with the support from the facilitators. A total of 28 vision statements were produced by the participants in this session, and they were clustered into 4 groups. They were:

- Vision which was related to the general condition of Gempol village
- Vision which was related to renewable resource management
- Vision which was related to the socio-cultural conditions of the village
- Vision which was related to village institutions

1. General Visions for the Village

- Gempol to be a prosperous village which provides job for people
- Better future
- Formulate new programs, supported by sufficient budget
- Community welfare
- Better coordination, collaboration in term of planning, implementation, and evaluation
- Prosperous society, sustainable forest, people get benefits through collective action

2. Vision which was related to Renewable Resource Management

- Perhutani and community should work together properly. Better forest will provide better job opportunities to people
- Increased source of economy and increased forest stock
- Collaboration among Perhutani and village is strengthened for more prosperous villagers and better forest conditions
- Called for all stakeholders to improve forest sustainability so that it will improve its ecosystem, production, and benefits.

3. Vision which was related to socio-cultural condition of the village

- High discipline in implementing programme, get benefits, and better collective action
- Better coordination among people, maintaining socio-culture, good transportation, and helping each other

4. Vision which was related to Village Institution

- Needs for collective action to reach justice and social welfare
- Juctice and welfare will be reached through collective action
- Called for all community groups to engage in collective action
- Planning for new program activities toward better life of the people
- Discipline

Small Group Discussion

The objective of small group discussion was to discuss vision which was formulated in brainstorming session, to come up with a new common vision of people. The participants stayed in the same groups as before (during the “rolling ball” game). The draft common vision was based on the ball game session. The result of small group discussion was subsequently presented in the plenary session.

Draft Common Vision Statements produced by the group

Group 1
Toward a clean village government, opened, compact and discipline, better education and good quality of human resource development, active, creative and innovative so that they have capability to use optimally.

Group 2
Better cooperation among community, Perhutani and local Government to realize sustainable forest, keep going forward of people, prosperous and welfare for all people.

Group 3
Better cooperation and coordination among stakeholders in using renewable resource and integrated with participatory planning strategy, conducive social culture that would be formed an institution which autonomous in village of Gempol.

Group 4
Empowered the potential of community with cooperative spirit, professional, justice for sustainability function and forest benefits to reach prosperous community.

Group 5
Created prosperous Gempol's community, high quality human resource, better social and culture, and renewable resource sustainability in term of function and benefits.

Formulation of Common Vision

Based on the small group discussion, there were 5 drafts of common vision statements, while the aim was to produce one common vision statement. To get this formulation, therefore, everybody should be attended the plenary session. Finally all participant agreed to the following common vision for Gempol village:

> "With the collaborative spirits among stakeholders to manage human resource and renewable resource development by targeted to realize juctice and prosperous Gempol villagers"

Identification of Opportunities and Constraints

The objective of this session is to identify opportunities and constraints which will be faced in renewable resources management. Identification needs to be done as a basis toward meeting Gempol's common vision. The methods used were brainstorming and small group discussion. There were 4 opportunity categories such as:

- Renewable resources available in the village
- Opportunity available toward common vision
- Spirit and willingness of the people
- Capital and resources owned by Gempol village

To explore those opportunities and constraints in more details, the participants were divided into 5 groups. Each group discussed all opportunities and constraints.

The results of the small group discussion were:

Group 1: Opportunities related to renewable resource management

- Land available in the village is wide
- There were sufficient renewable resources (forest, charcoal, fuel wood, herb plant medicine, leaves)
- Home made industries (soybeans, waste of wood, bamboo crafting, etc)
- Animals (goat, cow, poultry husbandry)
- Agriculture
- River (water, stone, fish, and sand)

Group 2: Identified Opportunities

- The group has the opportunity to collect many kinds of products from the villagers
- Marketing of the local productions, access to the big herbal medicine industries
- Improved collaboration (Perhutani, LMDH, other stakeholders)
- Improved job opportunities
- Renewable resource management by local people

Group 3: People's desire

- Capacity build from NGO, forestry and agriculture office, etc to manage the resources
- There were many experts in the village
- Small scale industries development
- Improvement of crop production
- Better marketing channel
- Open job opportunity for local people
- Sustainability resources used

Group 4: Capital opportunities

- Labour (sufficient number, low quality)
- Support from local government
- There were local institutions (LKMD, BPD, LMDH, KTH, etc)
- High work spirit
- Land potential for agriculture
- High productive labour
- There were many cattle raising
- School facilities
- Health service
- Sufficient road infrastructure

Group 5: Constraints

- Low quality of human resource
- Bad quality of road infrastructure, communication, schools
- Minimum budget for activities and minimum source of income
- Collective action among stakeholders was still difficult (forestry office, NGO, others government institution related)

Closing Remarks

Levania delivered the closing remarks. She thanked all participants and expressed her hope that all materials can be understood by the participants and that they would be encouraged to undertake collective action in the Gempol village. She explained that the activities carried out today were a part of collaborative work between CIFOR, CIRAD, UGM and Perhutani. Similar activities were also carried out in Malaysia and Philippine. She expressed her gratutide for the participation of the participants and expressed her hope that common vision produced in the workshop would be realized in this village with the spirit of honesty and sincerity. The closing remarks was also presented by Wahyu Tri with special thanks for people's hospitality and the team apologized for any mistakes that they may have done in facilitating the workshop.

Workshop 2: Strategy and Community Working Group

Date : 5 April 2005
Facilitator : Wahyu Tri Widayanti, Ambar Astuti Yeni Ernaningsih and Levania Santoso

Registration of Participants

Registration started at 09.30 and the workshop started at 11.00 am. Many participants came late. There was lower number of participants in this workshop than those during the first day of the workshop. The names of the participants were listed in the appendix.

1. Opening of the workshop

Ambar opened the workshop and greeted the participants and prayed to God so that the workshop would be a success. Ambar then introduced San Afri Awang as the national coordinator of Indonesia and Philippe Guizol as LPF project leader.

2. Review of workshop day 1 and day 2

Ambar facilitated the session to review what has happened in the first and second day of the workshop. She passed on a tennis ball to participants. The participant who got the ball has to explain what he remembered and the issues discussed during previous workshops. The gap of 15 days between the second and third day of the workshop affected the capability of the participants to recall the common vision statement which has been formulated. Ambar tried to remind the participants of the common vision of Gempol village and linkedt with the agenda of the third day of the workshop.

Identification of Opportunity and Problem

The objective of this session was to understand the problems and opportunities and to come up with strategies to solve the problems in Gempol village. The methods used include game, small group discussion, brainstorming and nominal, and plenary session.

1. Playing the game

The “miracle thing” (benda ajaib) game was used to see how far the participants can work together and build common objective to reach common vision. The game used things as a dish, a cup, carton, small paper, pencil, pen, tennis table ball, and glue. Each group of participants was asked to build a tower using these things. The participants were divided into four groups and they were given 1 hour to build the tower.

The results of each group were as follows:

Group 1 - Dish as a foundation of the tower - Objective should be based on regulation - Wing represented collaboration between big and small elements in the society - Circle represented coordination among all stakeholders - Ball represented collaborative action	**Group 2** - Dish as foundation of the tower to reach the objective - Cup represented resources used to reach the objective - Tower represented collective action - Wing as regulation, as a basic law to do something - Ball represented objective and meet people's dream
Group 3 - Dish as a foundation to support organization and the welfare of the people - Carton and wing as the glue of the foundation - Cup as the direction to reach better collective action - Objective is justice and welfare for all people in the village of Gempol	**Group 4** - Dish represented open to other participation - Ball as flexibility to move - Stake as focused on meeting the objective - Unambrella as needs regulation - Clip represented a rope for tighting the community and Perhutani

Reflecting on the game, participants' feedbacks include:
- The game induced collective action
- Need of decision making process in certain case
- Need to focus and pay attention to problem
- Desire to establish community organization
- Started with distrust; ended up with joy at the end of the process
- There were many chances and opportunities in the village

2. Identification of problems and opportunities

To identify existing problems and opportunities, the facilitator asked the participants to write the problems and opportunities on a piece of cards. The results were then grouped based on the sector. There were 7 important sectors, namely:
- Forest management
- Infrastructure
- Human resource development
- Job and welfare
- Capital
- Marketing channel
- Institutions

Detail description can be shown in the below box.

Sectors	Problems/Constraints	Opportunities
Forest management	There was no problems	- Community forest can be developed in the village - High potential of renewable resource, - Labor force is enough for renewable resource management, - There was PHBM program, - People got big shared benefits
Infrastructure	- Poor road condition - Lack of transportation - Problem of transportation - Infrastructure was very bad	- Building road among sub-villages need to be prioritized - labor force is available free of charge for road construction
Human resource	- low human resources - Lack of capacity to manage renewable resources - Lack of school teachers - Education cost is expensive - Low education and ability - Needs empowerment - Low discipline - There was no Islamic teacher - There was no agricultural extension workers	- There were many productive labor in the village - Education and training - Provided human resource for village development - Better human resource to realize welfare of village and people - Good attention in the Islamic education - There was Islamic school infrastructure
Capital	- Lack of capital for activities - There was no regulation to allocate some fund from shared benefit	- Sharing and government support
Marketing agriculture crops	- Market is controlled by money lender - Market collapse	- There were many land privately owneed which has no utilized bacause of lack of fund - A lot of forest land but was not used properly - There were many agriculture products
Job opportunity and welfare	- Lack of job in village - Medical personnels were not active in the village	- Labor force is available - Looking for forest product to be used by local people - There were opportunity to commercialise agricultural products - It is potential to develop wood handicraft - Stone, sand, and bamboo can be utilized by the community - To be a forest user group in Perhutani

Institutions	- There were no integrated program among institutions in Gempol - Collective action - Coordination problems	- There were many village institutions - Needs collective action between stakeholders

Determining of Criteria and Indicator

Criteria and indicator were needed to prioritise problems so that all participants know which problems should be selected and addressed. These criteria and indicator were selected during plenary session. All participants have opportunities to propose something. Criteria and indicators which were used to prioritise problems were:

- interest
- who get the benefits?
- the effect of program to the people
- related to the economic value
- doing something from the bottom
- support all community

Problem prioritisation

Prioritised problems in Gempol village were as follows:

- Road infrastructure
- Human resource development
- Interrelationship among stakeholders
- Forest management
- Employment opportunity
- Capital
- Agriculture marketing

Developing strategies to realize the common vision

Strategy development to realize the common vision took place within 2 small group discussions. Each group was asked to discuss the following issues:

- Prioritised problems which have been formulated before
- Who were took benefits from those problems?
- When those problems would be solved?
- Who were the stakeholders involved in problem solving processes?
- What kind of strategy will be used to realize the common vision of Gempol?

Those 5 problems were made and prepared in a matrix system so that the participants can easily explain and follow the idea of system (the results of the discussion were shown in Appendix). After small group discussion, the representative from each group presented the results of their groups in the plenary session. The plenary session was facilitated by Ambar.

Establishment of working group

This is the last stage of the third day of the workshop in Gempol village. Wahyu Tri reminded the participants the progress that has been made so far by the participants with regards to the common vision, collaboration among Gempol community, CIFOR and Faculty of Forestry UGM. Refering to the matrix as seen in the Annex 5, Wahyu Tri

proposed that the participants establish working groups and more detailed work plan which includes when the program will be implemented, and what kind of strategy to be used to reach the objectives. Points to be discussed in the processes of estbalishing working groups were:

- Prioritised problems
- Members of the working group and the board of working group
- The coordinator of the working group
- When the next meeting should be done
- Strategy used

Closing remarks

Levania closed the workshop. She thanked the participants who have attended the workshop with honesty and sincerity, to reach the vision of Gempol village. These workshops were just the beginning. She hoped that the participants will not be tired of attending the meetings and workshops.

Annexes

Annex 1. List of participants in Day 1, Workshop1, 19 March 2005

No	Name	Sex	Institution
1	Ngaijo	Male	Perhutani (Asper BKPH Selogender)
2	Sardjono	Male	Perhutani (Mantri RPH Selogender)
3	M. Jumadi	Male	Perhutani (Mandor)
4	Untung Susilo	Male	Perhutani (Mantri RPH Kewojo)
5	Siman	Male	PHBM Communication forum
6	Radi	Male	Perhutani (Mandor)
7	Sumardi	Male	Forest user group
8	Sutrisno	Male	Community actor
9	Martedjo	Male	LMDH (Ketua I)
11	Didik	Male	Trader and bussinesman
12	Supardji	Male	PHBM Communication forum
13	Siswanto	Male	LMDH
14	Sukimin	Male	Forest user group
15	Jumingun	Male	Head of BPD
16	Suwarto	Male	LMDH (Secretary)
17	Suratman	Male	Forest user group
18	Ladiman	Male	Succes team of PHBM
19	Marsidi	Male	Succes team of PHBM
20	Japan	Male	Head of sub-village
21	Djasmin	Male	Succes team of PHBM
22	Totok	Male	Wood trader
23	Wahyudi	Male	Community actor
24	Suhardi	Male	Perhutani (Field supervisor)
25	Joko Persito	Male	NGO
26	Titin Mariani	Female	NGO
27	Yuyus	Male	LMDH (Ketua II)
28	Tri Rahayu	Female	School teacher
29	Sarmini	Female	Health office staff
30	Karmini	Female	Health office staff
31	Sunardi	Male	LMDH (Treasurer)

Annex 2. List of participants in Day 2, Workshop1, 20 March 2005

No	Name	Sex	Institution
1	Basri	Male	Head of village
2	Ngaidjo	Male	Perhutani (Asper)
3	Sardjono	Male	Perhutani (Mantri)
4	Martedjo	Male	LMDH (Head)
5	Untung Susilo	Male	Perhutani (Mantri)
6	Yuyus	Male	LMDH (Head II)
7	M. Jumadi	Male	Perhutani (Mandor)
8	Siman	Male	Karang Taruna
9	Radi	Male	Perhutani (Mandor)
10	Sunardi	Male	LMDH (Bendahara)
11	Sutrisno	Male	Community actor
12	Didik	Male	Trader and bussinesmen
13	Lasipan	Male	Village committee staff
14	Supardji	Male	PHBM Communication forum
15	Siswanto	Male	PHBM Communication forum
16	Djumingun	Male	BPD (Head)
17	Samsoeri	Male	LKMD
18	Suwarto	Male	LMDH (Secretary)
19	Djasmin	Male	Succes team of Kedung Dowo
20	Suhardi	Male	Field supervisor of Perhutani (Suplap)
21	Atang Purnama	Male	Field supervisor of Perhutani (Suplap)
22	Joko Persito	Male	NGO
23	Titin Mariani	Female	NGO
24	Tri Rahayu	Female	School teacher
25	Sarmini	Female	Health office staff
26	Karni	Female	Health office staff
27	Ladiman	Male	Succes team of PHBM Dusun Kali Aren

Annex 1. List of participants in Workshop 2, 5 April 2005

No	Name	Sex	Institution
1	Untung Susilo	Male	Perhutani
2	Sunardi	Male	LMDH
3	Djumingun	Male	BPD
4	Samsoeri	Male	LKMD
5	Martedjo	Male	LMDH
6	Radi	Male	Perhutani
7	Jasmin	Male	Forest user group
8	Sardjono	Male	Perhutani
9	Sutrisno	Male	LMDH
10	Siman	Male	Comm. Forum
11	Sarmini	Female	Health office staff
12	Siswoto	Male	LMDH
13	Budi Haryanto	Male	LMDH
14	Suwarto	Male	LMDH
15	Parji	Male	Succes team of PHBM
16	Sugeng	Male	Succes team of PHBM
17	Suhardi	Male	Field supervisor (Suplap)
18	Basri	Male	Head of village
19	Titin Mariani	Female	NGO
20	Suparjo	Male	Communication forum
21	Lasipan	Male	Village committee
22	Joko Persito	Male	NGO
23	Sukimin	Male	Perhutani
24	Yuyus	Male	LMDH
25	Totok	Male	Trader
26	M. Jumadi	Male	Perhutani
27	Atang Purnama	Male	Perhutani

Annex 4. Summary of the Workshop "Common Vision of Gempol Community"

Desire and Expectations of Gempol Community for next 20 years (Future Scenario)

There are 10 components found in the future scenario of the Gempol village:

- Economy: food, clothes, housing, market of agriculture crops, general market, mini-market, improved welfare of the people, cooperative, banking.
- Health: Community health center, complete hospital
- Forestry: Perhutani, community forestry, sustainable forest, increased forest stocks
- Education: play group, elementary school, secondary school, senior high school, Faculty of forestry
- Socio-culture: Mosque, reading Qur'an school, collective action
- Communication and transportation: better road, truck, car, terminal, telecommunication
- Agriculture and husbandry: increased agriculture, group of cattle raising, agriculture storehouse
- Industry: Small scale industry of "tahu/tempe" making, wood handicraft, employment opportunities for people
- Institutions: autonomous village institution, better knowledge of forestry, high awareness of environment, collaborative management among Perhutani and people
- Community relation: more people effectively allocate their time for productive activities

Common Vision of Gempol

"With the collaborative spirits among stakeholders to manage human resource and renewable resource development by targeted to realize juctice and prosperous Gempol villagers"

Opportunies related to renewable resource management

- Available/existing land in the village is large
- There is sufficient renewable resources (forest, charcoal, fuel wood, herb plant medicine, leaves)
- Home made industries (soybeans, waste of wood, bamboo crafting, etc)
- Animals (goat, cow, poultry husbandry)
- Agriculture
- River (water, stone, fish, and sand)

Opportunities

- The group has opportunity to collect different kinds of products from villagers
- Marketing of local products, access to the big medicinal plant industries
- Improve collaboration (Perhutani, LMDH, other stakeholders)
- Improve job opportunity
- Renewable resource management by local people

Desire of people

- There was capacity building from NGO, forestry and agriculture office, etc to manage the resources
- There were many experts in the village

- Development of small scale industries
- Improvement of crop production
- Better marketing channel
- Employment opportunities for local people
- Sustainability of resources used

Capital opportunities

- Labour (enough for number, low quality)
- Supported by local government
- There were local institutions (LKMD, BPD, LMDH, KTH, etc)
- High working spirit
- Land potential for agriculture
- High productive labour
- There were many cattle raising
- School facilities
- Health service
- Sufficient road transportation

Constraints

- The quality of human resource was low
- Bad quality of infrastructure for transportation road, communication, school house)
- Minimal budget for activities and minimal source of income
- Collective action among stakeholders was still difficult (forestry office, NGO, others related government institutions)

The result of small group discussion: Problems and Strategy to Reach Common Vision in Gempol Village

Problem priorities	Who get benefits & impact		Time		Stakeholders involved		Strategy to reach objectives	
	Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	Group 1	Group 2
Infrastructure and transportation	Community	All element of communities	Short term	Short term (next 5 years)	Village government	Village government, Perhutani, Village institution, community	Propose proposal and self-support (swadaya)	Integrated program among stakeholders, propose proposal to local government and Perhutani
Human resource	Community	Community	Short and long term	Short and long term, consistent	Education service, local government, traders	Education service, Religion office and Community actors	Training, moral force devlp, School, teachers	Extension, training, moral education by religious leader
Interrelationship among Institution in Village (in forest management)	Community	Community	Short term	Short term	Village government, related institutions	Village government, LKMD, BPD, Karang Taruna, PKK, LMDH, social organization, political party	Meeting and awareness	Coordination among stakeholders continuously, routine meeting among stakeholders
Forest management (PHBM-sharing)	Perhutani, Community	Community, Perhutani, stakeholders	Short and long term	Short, medium, and long term	Perhutani, Community, related institutions, LMDH	Community, Perhutani, LMDH, Village government, forestry office	Better collective action and balanced role	Forest security, improve forest management

Employement Opportunities	Community	Community	Short and long term	Short term	Community and related institutions, business-men, Perhutani	Labor office, bussiness-men, and crafter	Collective action, training, new effort on economic development and small industry	Training, open a new small scale industry
Capital (resource-money)	Community	Community	Short and long term	Short, medium, and long term	Perhutani, money lender and related institutions	Local government, Perhutani, Community	Cooperative, developing business	Cooperative, develop a new small scale industry, sharing of PHBM, propose proposal
Marketing	Community	Business, Community	Short term	Short, Medium, Long term	Perhutani, money lender and related institutions	Trade, industry office, bussines-men, Transportation	Advertising, promotion	Partnership, promotion

Problems and Strategy to Reach Common Vision in Gempol

Problem Priorities	Who get benefits and impact	Time	Stakeholders Involved	Strategy to reach objectives
Infrastructure and transportation	Community	Short term	Local government, Perhutani, Village institution, community	Integrated program among stakeholders, submit proposal to local government and Perhutani
Human Resource	Community	Short t and long term	Education service, local government, Religious office, Religious leader, traders	Extension, training, moral education by religious leader
Interrelationship among Institution in Village (in forest management)	Community	Short term	Village government, LKMD, BPD, Karang Taruna, PKK, LMDH, social organization, government, institution related, political parties	Coordination among stakeholders continuously, routine meeting among stakeholders
Forest management (PHBM-sharing)	Perhutani, Community, stakeholders	Short, medium, and long term	Community, Perhutani, LMDH, Village government, forestry office	Forest security, improve forest management, better coordination
Opportunity for job	Community	Short and long term	Community, traders, Perhutani (stakeholders), labor office, Craft makers	Training, open a new small scale industry
Capital (resource-money)	Community	Short, medium, and long term	Perhutani, money lender, government institution related, community, local government	Cooperative, develop a new small scale industry, sharing of PHBM, submit proposal
Marketing	Community and bussinesmen	Short, medium, and long term	Trade, industry office, bussinesmen, Transportation	Partnership, promotion

Prioritised Problems and Strategy to Reach Common Vision in Gempol

Prioritised Problems	Board of organization and Working group	Coordinator	Next meeting	Strategy
Infrastructure and road transportation	LKMD, Village government, village development section)	Village headmen and, head of LKMD	June 2005	Institution routine meeting
Human resource, Employment Opportunities	School committee, Religious leader, village government, and teachers	Village headmen, teacher (Parjo dan Samsuri)	May 2005	Groups meeting
Village institutions	Perhutani, LMDH, village government, all village institutions	Head of BPD and village Headmen	May 2005	Meeting
Forest resource management	LMDH, Perhutani, village government, community groups (religion, education, forest farmer group), traders, bussinesmen, BPD	Head of LMDH and head of BKPH Selogender	May 2005	Routine meeting
Capital	Village Government, LMDH, Perhutani, District Government	Village headmen, head of LKMD	June 2005	Meeting
Marketing	bussinesmen (medicine plant, wood, crafting), farmer, Perhutani, LMDH, village government, industry office	Pak Suwarto and LMDH	May 2005	Meeting

About CIRAD

Centre de coopération Internationale en recherche agronomique pour le développement (CIRAD) is a French scientific organisation specialising in agricultural research for development for the tropics and sub-tropics. It is a State-owned body, which was established in 1984 following the consolidation of French agricultural, veterinary, forestry, and food technology research organisations for the tropics and subtropics.

CIRAD's mission is to contribute to the economic development of these regions through research, experiments, training and dissemination of scientific and technical information. The Centre employs 1800 persons, including 900 senior staff, who work in more than 50 countries.

CIRAD is organised into seven departments: CIRAD-CA (annual crops), CIRAD-CP (tree crops),CIRAD-FLHOR (fruit and horticultural crops),CIRAD-EMVT (animal production and veterinary medicine), CIRAD-Forêt (forestry), CIRAD-TERA (land, environment and people), and CIRAD-AMIS (advanced methods for innovation in science).CIRAD operates through its own research centres, national agricultural research systems and development projects.

About CIFOR

The Center for International Forestry Research (CIFOR) is a leading international forestry research organization established in 1993 in response to global concerns about the social, environmental, and economic consequences of forest loss and degradation. CIFOR is dedicated to developing policies and technologies for sustainable use and management of forests, and for enhancing the well-being of people in developing countries who rely on tropical forests for their livelihoods. CIFOR is one of the 15 Future Harvest centres of the Consultative Group on International Agricultural Research (CGIAR). With headquarters in Bogor, Indonesia, CIFOR has regional offices in Brazil, Burkina Faso, Cameroon and Zimbabwe, and it works in over 30 other countries around the world.

Office address
Jalan CIFOR, Situ Gede, Sindang Barang
Bogor Barat 16680 - Indonesia
Tel: +62(251) 622 622
Fax: +62(251) 622 100
E-mail: cifor@cgiar.org
Website: www.cifor.cgiar.org

Mailing address
P.O. Box. 6596 JKPWB
Jakarta 10065 - Indonesia

LPF

Levelling the Playing Field:
Fair Partnership for Local Development to Improve the Forest Sustainability in Southeast Asia

The project is working in contexts where multi-stakeholders with different views and power act on forest management. The project aims to improve the forest management by facilitating stakeholders' coordination and capacity building. It will develop approaches and tools for stakeholders to share views and create condition to manage the forest together.

Centre de coopération internationale en recherche agronomique pour le développement (CIRAD) and Center for International Forestry Research (CIFOR) are managing this project with three partners, universities well known for their involvement in forest management research, which are Gadjah Mada University (UGM), University of the Philippines Los Baños (UPLB) Universiti Putra Malaysia (UPM).

http://www.cifor.cgiar.org/lpf

Indonesia
Faculty of Forestry
Gadjah Mada University (UGM)

Malaysia
Faculty of Forestry
Universiti Putra Malaysia (UPM)

Philippine
College of Forestry and Natural Resources
University of the Philippines Los Baños (UPLB)