

# Government Mapping Report

'&\$\$-

This report was prepared for  
The Kalimantan Forests and Climate Partnership



**Australia Indonesia Partnership**  
Kemitraan Australia Indonesia



## CARE Activity 2.1

V@Á^ [ !Á æ Á !^] æ^áÁ Áæ&[ íáæ &Á á@Á~ á^|á ^ Áæ@Áá ^Á Á íáá \* Éá &| áá \* Á@Á ç^!çá, Á Á @Á SÔÚÁ ! [ Á &Á^ [ , ÉV@Á ^ Áæ&@Á æ Áæ:ááÁ ~ ÁÁ &| íáá } Á á@Á ÁÖ [ ç^! } { ^ } Á Á ÁE • d ááá áá ÁQ á [ ] ^ Ááá ~ Á@Áá æ • á Áá ááá áá \* Á Á@Á áá ^ ÁÁ^ ! Á • Á) Á@Áá , Á Á@Áæ @ : Áá áÁ [ Á [ Á ] ^ & • áá ÁÁ^ ! Á • Á) Á@Áá , Á Á@Á ÁÖ [ ç^! } { ^ } Á Á

Australia's International Forest Carbon Initiative is a key part of Australia's international leadership on reducing emissions from deforestation. The Initiative will support international efforts to reduce deforestation through the United Nations Framework Convention on Climate Change (UNFCCC). It aims to demonstrate that reducing emissions from deforestation and forest degradation can be part of an equitable and effective international agreement on climate change. A central element of this is the Initiative's focus on developing practical demonstration activities in our region, particularly in Indonesia and Papua New Guinea.

Indonesia and Australia are working together under the Indonesia - Australia Forest Carbon Partnership (The Partnership) to support international efforts on REDD through the UNFCCC. A key focus is on practical demonstration activities to show how REDD can be included in a future global outcome on climate change. Activities under the partnership are funded through Australia's \$200 million International Forest Carbon Initiative (IFCI) administered by the Australian Department of Climate Change (DCC) and AusAID.

Australia has committed \$30 million over four years to the Kalimantan Forests and Climate partnership (KFCP). Under the KFCP, Australia and Indonesia are working together to develop and implement a large scale REDD demonstration activity in Central Kalimantan. The KFCP is the first REDD demonstration activity of its kind in Indonesia. It aims to demonstrate a credible, equitable and effective approach to reducing emissions from deforestation and forest degradation, including from the degradation of peatlands, than can inform a future global outcome on climate change. With an overall funding target of \$100 million, the KFCP aims to raise remaining funding through contributions from or coordinated actions with the private sector or other donor countries.

This report was prepared by CARE International Indonesia under the management of CARE Australia. The study was developed and managed by Grahame Applegate, with support from Tim Jessup, both of KFCP. Administrative Assistance was provided by Pak Eko Pranandhita of the KFCP in Palangkaraya. The work was financed by the Indonesia- Australia Forest Carbon Partnership, managed by Neil Scotland from the IAFCP Partnership Office.

Australian Agency for International Development, Jakarta  
Australian Embassy, Jl Rasuna Said Kav. C15 -16, Jakarta 12940, Indonesia  
Ph (62 21) 392 4322, Fax (62-21) 392 4373



Australia Indonesia Partnership  
Kemitraan Australia Indonesia



## **Government Mapping at Provincial and District Level**

### **Introduction**

As part of its Design Phase contract with CARE, AusAID requested CARE International Indonesia (CII) to undertake a mapping process of the local governments associated with the KFCP area in order to help prepare the Kalimantan Forest Climate Partnership (KFCP) project work with the government. Based on the conversations at the beginning of the contract, the goal of this process was to begin developing the collaborative relationship desired by AusAID for the KFCP project.

In order to achieve the collaboration level desired, the government mapping process would need to collect information on government departments and programs in order to determine a) which government departments have authority over the areas KFCP will be working in, and b) which current government programs compliment the goals and objectives of the KFCP program.

To this most effectively it is best done collaboratively, where the both KFCP and Government agencies share their information and interests in order to find the best fit. CII was not in a position to socialize the KFCP program in detail to local government officials. As described below, CII staff held a number of meetings with Provincial level government staff. During these meetings, our staff were asked questions about KFCP that they were not in a position to answer as the KFCP design was evolving. These questions needed to be addressed directly to AusAID or other KFCP staff who would have been able to provide correct and authoritative answers. As a result a collaborative government mapping could not be done at the outset.

In the second phase of the design process, CII communicated this issue to the AusAID team and worked, as far as possible, to assist AusAID to socialize KFCP. However, due to local government schedules, AusAID was not able to achieve the level of socialization necessary to hold meetings to map government agencies and develop collaborative relationships before the end of the Design Phase contract.

Therefore, this paper describes the government systems and some of the strengths and weaknesses of certain government agencies that affect the KFCP area. This information is based on secondary data (particularly for information on the Kapuas District), information collected in the early meetings, and the knowledge held by the CII Palangka Raya staff. The report also attempts to link government agencies to the KFCP Components/Intermediate Results in order to assist the KFCP staff develop their government collaboration strategies.

### **Purpose of Government Mapping**

The long term adoption and sustainability of the KFCP project depends on all levels of government incorporating lessons learned and the systems that will be developed during the project into policy, planning, and implementation frameworks. This includes officially recognizing/incorporating REDD Carbon Market mechanisms and institutions, including REDD associated activities, into the planning and activities of all appropriate government agencies.

## CARE Activity 2.1

To achieve this goal, KFCP will have to work in close collaboration with all levels of local government.

The preferred approach to sustainability and “hand over” of KFCP will be to work as advisers to government in developing a pilot project that incorporates government policy and systems ensuring government ownership of the development process. This means that local government plays a key role in the planning and development of KFCP activities so that from the beginning the outputs of the KFCP pilot project can be integrated into government policies, plans, budgets, and activities.

An alternative approach is to develop the KFCP project and its programs (particularly village level interventions) relatively independently from the government and then attempt to integrate lessons learned and mechanisms/methodologies developed toward the end of the project.

Whichever approach is taken, at least 50% of the KFCP program is an organizational development intervention with the goal of establishing government backed systems for REDD. As such, a strong understanding of government structure, systems, roles, and planning schedules is important. This is a preliminary assessment from CARE’s government mapping exercise to lay out key issues, government structure, and opportunities for developing collaboration with local governments.

### **Current Status of KFCP and Local Governments**

The KFCP project is still in the process of introducing the program to local governments. The project has been introduced to the Governor of Central Kalimantan, who supports both REDD and KFCP. This support has been demonstrated by the creation of a REDD Working Group and a KFCP Coordinating Team.

The KFCP Coordinating team consists of:

<b>Team Member</b>	<b>Team Role</b>
1) Sekretariat Daerah	Team Head
2) Assiten Ekonomi dan Kesra	Vice Team Head
3) Kapala BAPPEDA (Planning Board) Provinsi KalTeng	Secretary
4) Kepala BPPLHD Provinsi KalTeng	Member
5) Kepala Dinas Kehutanan Provinsi KalTeng	Member
6) Dekan Fakultas Pertanian UNPAR University of Palangka Raya	Member
7) Ketua Program Kehutanan FAPERTA UNPAR University of Palangka Raya	Member
8) Kepala Kantor BMG Provinsi KalTeng	Member
9) Kepala BKSDA Provinsi KalTeng	Member

## CARE Activity 2.1

10) Kepala BP DAS Kahayan Provinsi KalTeng	Member
11) Kepala Biro Hukum dan Ham SetDa Provinsi KalTeng	Member
12) Kepala Biro Bina Pemberdayaan Perekonomian Daerah SetDa Provinsi Kalteng	Member
13) Kepala Biro Humas SetDa Provinsi KalTeng	Member
14) Direktur CIMTROP UNPAR University of Palangka Raya	Member
15) Sekretaris Daerah Kota Palangka Raya	Member
16) Sekretaris Daerah Kabupaten Pulang Pisau	Member
17) Sekretaris Daerah Kabupaten Kapuas	Member
18) Sekretaris Daerah Kabupaten Barito Selatan	Member

The KFCP coordinating team was created by a Letter of Instruction by the Sekretaris Daerah (SekDa) in April 2008. The team is yet to meet and so far the members have not been introduced to the KFCP project.

Before stopping government mapping meetings in order to socialize KFCP first, CARE staff met with 6 provincial government agencies from late January to February 2009 (Annexes 4 and 6)):

- Assistant Sekretaris Daerah II, Ekonomi dan Kesra
- BAPPEDA (Planning Board)
- Badan Lingkungan Hidup (BLH)
- Balai Konservasi Sumber Daya Alam (BKSDA)
- Balai Pengalolaan Daerah Aliran Sungai Kahayan (BP DAS)
- Dinas Pertanian dan Pertanakan (DISTANAK)

At the Kapuas District level, the KFCP project is continuing to work to introduce the project. However, as of the end of June 2009, AusAID has not completed introducing the project to the District and thus CARE is not yet able to meet with District officials and discuss the project. For this reason, the information in this report regarding Kapuas District is based on secondary sources and was not confirmed by direct discussion with District officials.

### **Key Issues**

In implementing and integrating KFCP and REDD into government systems, there are a number of key issues that need to be considered, including the roles of each level of government, land status in the KFCP area, and the government planning process.

## CARE Activity 2.1

Since decentralization, the roles of local government have changed quite dramatically. Decentralization placed a major portion of control and responsibility for field activities and services delivery on the district. The districts now have their own budgets, plans, and priorities. The role of the Province has shifted more toward setting policies and programmatic directions and providing support to the districts. The Provincial departments are not primarily responsible for implementing programs in the field and, in general, provincial and national level programs have to work through district departments. One implication of this for KFCP is that it will have to work directly with the Kapuas District as the key implementer of village centered programs. KFCP work at the provincial level will tend to be more policy level work and leveraging support for District level implementation when necessary. The other implication is that KFCP will need to work closely and intensively with all levels of local government to coordinate REDD efforts in the Province.

Land Status determines which government agency has administrative control over land. Village land is under Village, Sub-district, and District management. The management of areas outside of village boundaries is determined by the land status. Currently, the forest areas targeted by KFCP are classified as Hak Penguasaan Hutan (HPH or Forest Authorization Rights for exploitation) and are under the management of the District. However, under the Master Plan and other plans, the area may be reclassified as Conservation Forest; if this happens, management of the forestlands will fall under the BKSDA and National Department of Forestry. The implications for KFCP is that until the status of the forest land in the project area is settled, the project will have to work with both the District and BKSDA to be ready to adjust to a change in land status during or after the project.

Introducing and integrating activities into government programming and budgeting requires a lead-time of at least six to eight months with a year or longer being more realistic. The government planning process begins early in the calendar year for the following calendar year. Village planning sessions (Musrembang) take place in January and February. These plans are then consolidated at the Kecamatan level in February and March. The Kecamatan plans are consolidated at the District level in April and the final budgets and plans for the following year come out in August. This means that any new programs requiring government funding need to be included in the planning process from 9 to 12 months before any funds will be allocated to them. This system will impact KFCP and REDD implementation where government programming and/or funding is desired or required.

### **Sustainability, Hand Over, and Phase Out - initial Concept**

Based on lessons learned from other CARE and international NGO projects, “hand over” may be best achieved by working with government departments and programs to design, test, and then implement the program themselves – *as part of their own program development process*. By designing and testing a program in this manner (under the auspices of a government program), there is a greater likelihood that the program will be a) better understood by the government staff tasked to implement the program, and b)

## CARE Activity 2.1

fully integrated into government systems and budgets. There is also a greater likelihood that government staff will better understand the program, will be more invested in the program, and will have gained the skills, knowledge, and attitudes necessary to manage the program through both training and experience.

This approach requires a conceptual and practical change in the role of the project implementer. The focus of the project implementer moves away from managing the project for results to *consulting* and working with the government team to develop their capacity to implement and manage for results. In this role, project managers are sitting directly with their government counterparts working on designing, piloting, assessing, and implementing the project within government systems. The role of the project manager is to bring development resources, such as training, coaching and consulting; to support planning; and to provide early (pre-government budgeting) or *one time* budget support. Power and resources are shared continuously with an eye on government capacity so that government resources can sustainably support the end results.

There may be a period in such an approach where the project implementer takes on a heavier role in managing pilot/demonstrations projects for the government to assess. However, that aspect of the intervention needs to be built in from the beginning with a clear path for government assessment, adoption, and multiplication.

This approach also requires a conceptual change on the part of government counterparts. Government agencies and key leadership must a) actively want to develop and implement the programs being offered by the project implementer and b) trust the motives and skills of the project implementer in order to invite them into the government system. If these criteria are not met, the first step for the project implementer must be to develop both trust with the government and a demand for the intervention being offered.

An alternative approach is for the project implementer to develop their own programs and then, in an almost “turn-key” fashion, turn them over to government agencies. Sometime, this is called, “being a catalyst”. While this is possible, the process runs higher risks of facing serious difficulties at turn-over that include:

- Incompatibility with government policies;
- Incompatibilities with government resources (human, financial, and managerial);
- Resistance from government managers who may not understand the project, see it as extra work, or see it as a threat; and
- Inability to adopt due to planning and budgeting schedules that are inconsistent with the turn-over date of the project

For the KFCP project at the Central Kalimantan level, there are already two potential mechanisms for implementing the consulting approach at the provincial level. These are the REDD Working Group and the KFCP Coordinating Team. The KFCP team also expects to establish similar mechanisms at the District level. These mechanisms provide entry points

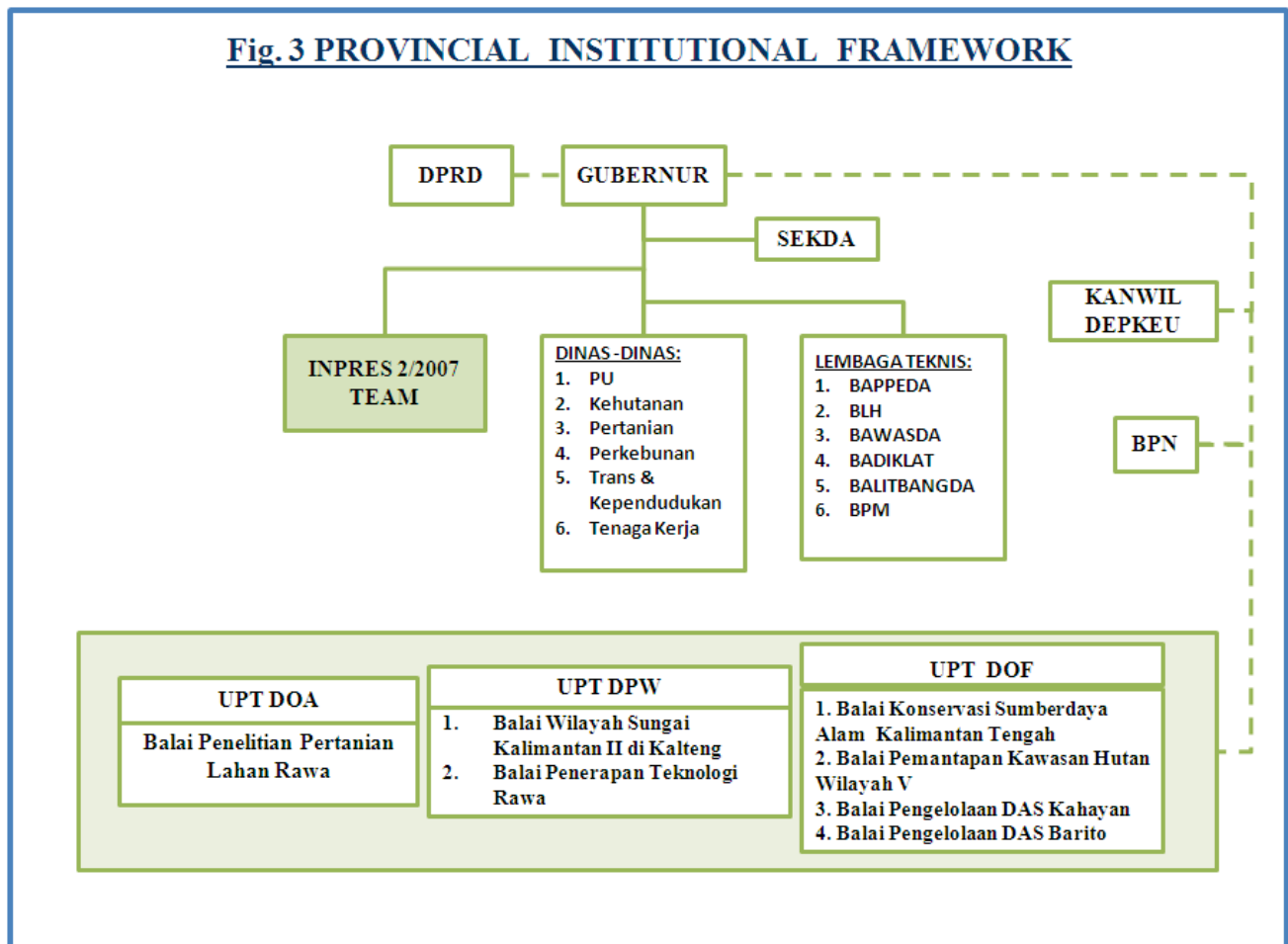
into working within government systems to develop the mechanisms needed to implement REDD within Central Kalimantan.

### Government Structures

This section presents the government structures for the Province of Central Kalimantan and District of Kapuas as taken from the Master Plan documents (Annex 3). For a complete description of each department, please refer to the Master Plan EMPR Institutional Analysis which is attached in Annex 3.

#### a) Provincial Government

Below is the organogram, taken from the Master Plan Documents, of the Provincial Government Structure

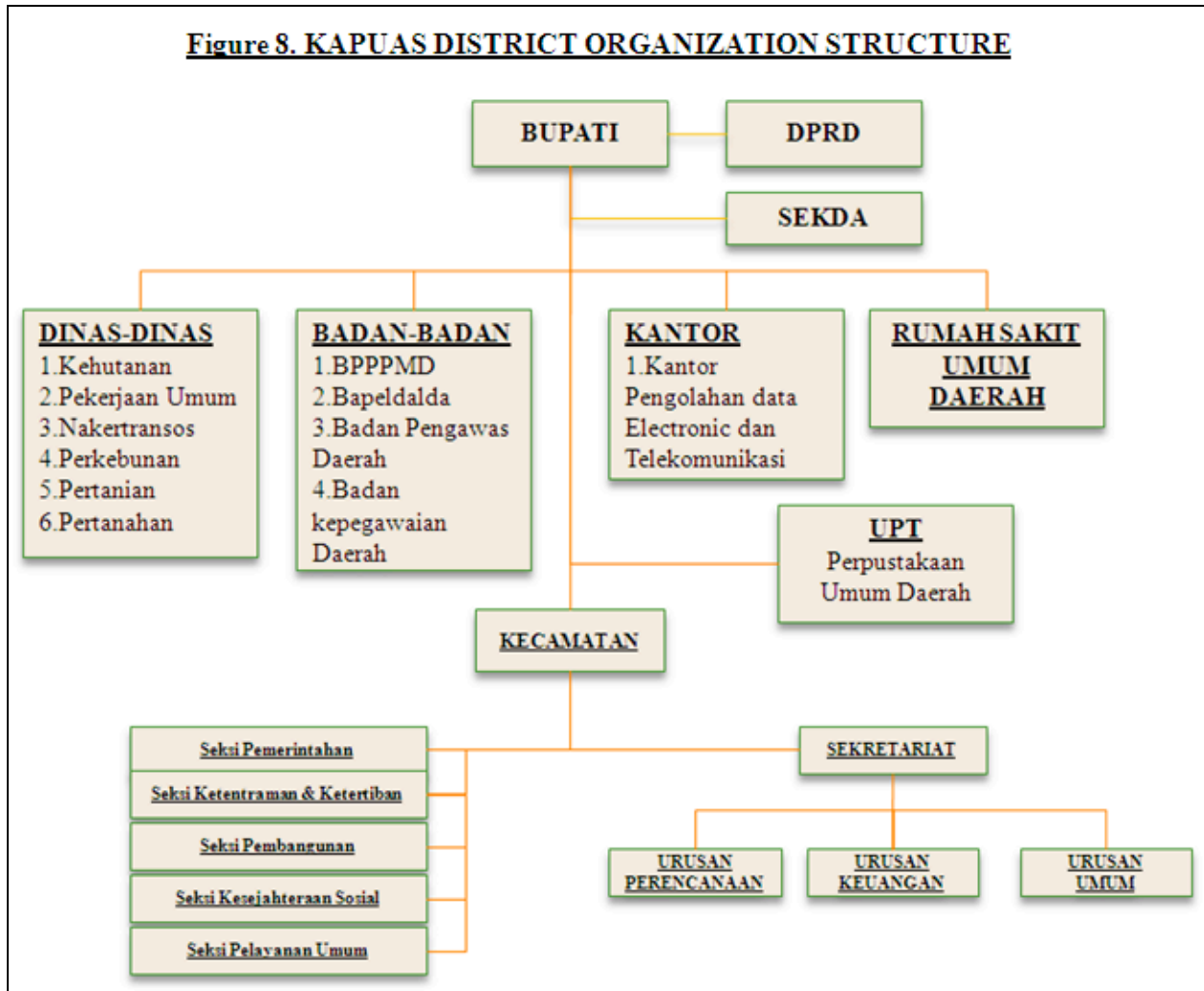


More detailed structures of the Provincial Government Agencies and Bodies can be found in Annexes 1 and 2.



**b) District Government**

Below is the organogram, taken from the Master Plan Documents, of the District Government Structure



Contact numbers and information on both Provincial and District agencies can be found in Annex 5.

**Government Agencies and KFCP Components/Intermediary Results**

The activities planned by KFCP fall under the “jurisdiction” of a number of government agencies. At the Provincial and District level the Governor and Bupati are key stakeholders in terms of support, providing direction and coordination. At both of these levels, the Planning Board (BAPPEDA) holds the responsibility for coordinating the activities amongst the various departments.

At the provincial level KFCP and the Governor’s office have started to address the coordination issues by creating a KFCP Coordinating Team, as described above. KFCP is

## CARE Activity 2.1

planning to suggest a similar approach to the Bupati for coordination at the district level to coordinate the district departments.

The local governments at the sub-district and village level are not as well differentiated into departments as the District and Province. The sub-district often plays a supporting and coordinating role. The village role is more complex as the village will be involved in planning and implementing a number of KFCP activities. Nevertheless in each of these cases, the key stakeholders are the *Camat* and Village Head (*Kapala Desa*). Their active support and involvement will greatly assist project implementation and sustainability.

### **c) Component/Intermediary Result 1: Emissions Reduced through Fire Prevention, Forest Restoration, Canal Blocking, and Alternative Livelihood Development**

#### ***i) Fire Prevention***

At the Provincial Level, the government is in the process of establishing a Regional Disaster Management Body (*BPBD*). The exact make up of that Body is not yet clear. However, in 2007, the Governor established a Coordination Post (*Posko*) consisting of the Provincial Organization and Capacity Building Section (*BPPLHD*) to cover early detection; the Forestry Agency to handle and extinguish fires; the Police to coordinate law enforcement; and the Provincial Public Relations Bureau to coordinate public communications and publications. It is most likely that these agencies will continue these roles under the Provincial *BPBD*.

In addition, there are at least two organizations organizing fire fighting brigades at the provincial level, the provincial environmental agency, BPLHD and the National Forestry Ministry unit, *Balai Konservasi Sumberdaya Alam (BKSDA)*.

The Environment Agency (BLH) has a role of organizing fire fighting brigades to cover land under provincial control. The BLH has a program to set up Community Groups Concerned about Fire (*Kelompok Masyarakat Peduli Kebakaran – KMPK*). However few, if any, of these groups are functioning in the KFCP area.

The BKSDA has a role in organizing fire fighting brigades to cover national forest land. The BKSDA divides its fire fighting units into operational areas (*DAOPs*) and one of their operational areas covers the Kapuas District. At the time of the CARE team's meeting with the Head of BKSDA, it was reported that the operational area did not include the KFCP area as it was not classified as National Forest and thus came under the jurisdiction of the District. However, it was also stated that the BKSDA Fire Brigade was ready to cooperate with provincial and district fire fighting efforts when requested.

The BKSDA also has a program to set up for community groups concerned about fire (*Masyarakat Peduli Api, MPA*), but none of these groups have been established in the KFCP area.

At the district level Fire Prevention and Management falls under the Planning Agency (*BAPPEDA*). In line with national policy, the District should be establishing its own District Disaster Management Body. However, as socialization at the district level was not

## CARE Activity 2.1

completed, CARE has not been able to collect information on any concrete district agency programs regarding fire prevention and response.

At the village level, responsibility for fire management and response falls on the Village Head. In the southern villages working with the CKPP project, village leadership has supported the development of fire brigades by both government agencies and the CKPP NGOs.

As reported in CII's Report on Fire Management (CARE Activity 2.7), there are a number of key issues that affect the government's ability to manage and control fire in the KFCP area. These issues include:

- A stronger focus on identifying hotspots and responding at the expense of predicting severity and timing of fire season and preparing;
- Difficulty in communicating information (predictions, hotspots, etc.) in real time down to the village level;
- Difficulty (lack of skills and process) in working effectively at the village level to promote fire prevention and develop community level fire brigades;
- Coordinating activities of the agencies and their fire brigades at all levels;
- Not enough fire brigades to cover village areas that may be affected by fires; and
- Weak emphasis on promoting behavior change and alternative land clearing methods in order to prevent forest fires, particularly during high risk periods.

Each of these agencies and issues offers an opportunity for KFCP to offer assistance (possibly in the form of pilot projects building on existing programs) in capacity building, organizing, and developing fire prevention and brigades more effectively in the KFCP area.

### *ii) Forest Restoration*

At the provincial level, two agencies have programs in forest restoration: the Environmental Agency on provincial lands and BKSDA on national forest lands.

The provincial Environmental Agency (BLH) has some good experience with forest restoration, having developed and learned from implementing mangrove restoration programs. For example, they have learned that paying for survival rates of seedlings was more effective than paying for daily labor to maintain mangrove seedlings after planting. Members of the Provincial Environmental Agency have participated in a number of workshops by CARE and ICRAF, and represent a potential resource for KFCP at the provincial level.

A potential partnership with BKSDA depends on the actual land status of the KFCP area. As of January 2009, the head of the BKSDA considered the KFCP area not to be national forest land and therefore outside their jurisdiction but rather under the jurisdiction of Kapuas District. If in the future the land status is changed to become national forest land, as is

## CARE Activity 2.1

planned under the Master Plan, then BKSDA will become an important potential partner in restoring forest to areas gazetted as National Forest.

At the District level, both the Environmental Agency (*Bapeldalda*) and Forestry Agency (*Dinas Kehutanan*) hold responsibilities for forest restoration. However, CARE has not been able to collect information on their programs for this report.

At the sub-district level, the sub-district office has a forestry section, *BKPH*, responsible for forestry issues including forest restoration. Again, CARE has no information on their current programs.

### *iii) Canal Blocking*

Canal blocking will be taking place in areas with varying land status. Away from the villages, the land status will either be district land or national forest (depending on the status of the implementation of the Master Plan) and village land. For areas under Provincial and District Control, two agencies have jurisdiction over the canals. The Public Works Agency is responsible for the larger primary and secondary canals. The Agriculture Agency is responsible for tertiary and smaller canals.

Given the status of the socialization and the sensitivity of canal blocking, the CARE team did not talk with these agencies about their programs and plans for the canals in the KFCP area. However, as these agencies are responsible for the canals there may be potential, with the correct political support from Governor and Bupati, for gaining their support for canal blocking.

Further exploration of these agencies role and interest in the canals is important for KFCP, at the least in order to gain their acquiescence to the canal blocking proposed by the project. At the most, these agencies could possibly actively implement canal blocking if it becomes part of their mandate for the area covered by KFCP.

Local village governments and village groups will also need to be included in the decision making and implementation of canal blocking. Even though the village governments do not have jurisdiction over government canals, closing government canals in the Southern section of the area will have an effect on each community's access to lands and forests. In addition, KFCP also plans to close waterways that have been built and maintained by individuals and groups (*tatah* and *handel*) within village land. These waterways are generally on land under the jurisdiction of the Village Heads and their support will be necessary for implementing canal blocking within village areas. It is important to note that support from the *Camat* is important in developing support from the Village Heads.

Of all of the field level activities, canal blocking is the one that has the most potential to negatively affect the local communities. Therefore, it is important that local communities are involved in the planning of canal blocking as well as the distribution of benefits from closing the canals. This will require close collaboration with village leaders and members.

*iv) Alternative Livelihoods*

Alternative livelihoods activities have the potential to coincide with programs from a number of government agencies, including the Planning Agency (Economic Section); Agriculture and Animal Husbandry; Forestry; Marine and Fisheries; and Cooperatives/micro, small, and intermediate enterprises.

At the provincial level, under the Governor and Regional Secretary (*Sekda*), the Assistant (II) of Economy and Community Welfare (*Ekonomi dan Kesra*) is responsible for coordinating implementation of Provincial Area and Technical Departments (*Dinas*) in the areas of economic and community welfare development.

At the provincial level, the Agencies mentioned above are all potential partners for KFCP in the development and promotion of alternative livelihoods.

At the District Level, the key agencies that have the potential to actually extend alternative livelihoods to the KFCP area include the Forestry, Agriculture, and the Planning Agencies. The Forestry and Agriculture agencies should have some capacity to extend advice and new technologies to farmers and communities. However, actual extension activities appear to a large extent to depend on the existence of outside funded (whether government or project) programs.

Based on the results of the reconnaissance visit and experience from CKPP, there does not appear to be any “quick fix” alternative livelihoods available given the existing conditions in the area. A combination of technical and market research will be needed to develop alternative livelihoods. Therefore, KFCP has the opportunity to work closely with key stakeholders to develop their capacity in implementing this type of research/analysis in order to explore as many potential opportunities as possible, perhaps in forestry, fisheries, rubber, or non-timber forest products, in order to maximize the number of potential alternatives and to impart the skills necessary to identify opportunities as they arise in the future.

**d) Knowledge Capture and Dissemination**

Knowledge capture and dissemination will include research, learning, dissemination, and advocacy.

In terms of research, both the Provincial and District Governments have sections that implement, monitor, and promote research. At the Provincial Level, the Provincial Research and Development Agency (*BALITBANGDA*) is responsible for research in the Province. At the District Level, it is the Research Section of BAPPEDA monitors research within the district. Coordinating the KFCP research agenda with these agencies will help gain government support as well as ensure that the lessons learned are stored and available locally.

The local university, University of Palangka Raya (UNPAR), also has a background and some capacity in supporting and conducting research in the area.

## CARE Activity 2.1

Finally, depending on the topic of research, the line agencies may be either potential customers for the results and/or disseminators of research results. For example, both the Environmental and Forestry Agencies may be able to benefit from lessons learned by KFCP in forest restoration, particularly if these lessons could be applied elsewhere in the region with or without REDD programming. The same could be true for Agencies working in income generation and fire control and prevention.

Coordinating KFCP research with the appropriate line agencies from the beginning would help establish support for the research and interest in possibly adopting new or improved practices based on the results of that research.

### **e) GHG Emissions Baseline and Monitoring Program Linked to NCASI**

The REDD GHG Emission monitoring systems have yet to be fully designed. The overall REDD monitoring system will be a national GHG emissions monitoring system that will combine regional data into national data. How that data will be collected and who will collect that data will be determined, in part, by the experience of the REDD pilot projects.

As this system is developed, from the research side, there are potential partners/collaborators at provincial and district level. These agencies include the Provincial and Regional Planning Agencies through their Research and Development Sections, the Provincial Research and Development Agency (*BALITBANGDA*), the provincial and district Environment Agencies, and possibly the Provincial and District Forestry Agencies.

As the GHG Emissions Monitoring system is developed, further work will need to be done at Provincial and District level to determine the key partners in the monitoring system for Central Kalimantan and their role in that system.

### **f) Payment Mechanisms**

Payment mechanisms that ensure REDD benefits reach the communities are essential to the success of any REDD program. Developing and piloting how those benefits will be delivered is an important activity of the KFCP project. Potential payment mechanisms include options for passing funds to the villages through the government system and/or through systems outside of government budgets.

If funds are to flow through the government system, the key offices will be the Governor Bupati, Camat, and Village Head's offices and the Provincial and District Planning Agencies. These are the offices that develop the annual budgets for the Province and the Districts.

In addition, one value/ principle adopted by KFCP is to promote community control over the benefits derived from REDD activities and results in order to use the benefits in a way that provides continued community and/or individual incentives for implementing and maintaining activities (such as canal blocking and fire avoidance) that support REDD. This will entail training and empowering the community to analyze options and make decisions; this requirement provides KFCP an opportunity to partner with the Provincial and (if it exists) the District Community and Village Empowerment Body (*Badan Pemberdayaan*

## CARE Activity 2.1

*Masyarakat dan Desa*). This Body potentially can assist with both policy formulation and capacity building.

### **g) REDD Management and Technical Capacity and Readiness**

The above sections provide indications of which government agencies can play what roles in the KFCP project. The KFCP project and local governments need to negotiate the specific agencies and departments and the roles they will play in collaborating with KFCP and implementing REDD after 2012. As the key agencies and roles become clear, the management and technical development needs of these agencies can be collaboratively identified and the project and government can plan together how best to meet the development needs identified.

### **h) KFCP – Government Agency Matrix**

Below is a matrix correlating government body/agency with each KFCP Component.

CARE Activity 2.1

<b>KFCP Component</b>	<b>Provincial Level Government Agencies</b>	<b>District Level</b>	<b>Sub District level</b>	<b>Village Level</b>
<b>1. Emissions Reduced:</b> <ul style="list-style-type: none"> <li><b>Canal Blocking</b></li> </ul>	BAPPEDA	BAPPEDA	Camat (Subdistrik head)	Kapala Desa and Village Council
	Public Works for Primary and Secondary Canals	Public Works for Primary and Secondary Canals		
	Agriculture and Animal Husbandry Agency for Tertiary and smaller canals	Agriculture Agency for Tertiary and smaller canals		
	Balai Pengelolaan DAS Kahayaan (watershed management and tree cultivation along rivers)			
<ul style="list-style-type: none"> <li><b>Fire Management and Control</b></li> </ul>	BAPPEDA	BAPPEDA	Camat (Subdistrik head)	Kapala Desa and Village Council
	Provincial Environmental Agency (BLH) – Forming community based fire brigades (KMPK)	?		Village fire brigades and farmer groups
	Balai Konservasi Sumberdaya Alam Kalimantan Tengah (BKSDA) – manage regional fire fighting brigade in Kapuas			
	Forestry Agency – Section on Forest and Forest Product Protection and Security			
<ul style="list-style-type: none"> <li><b>Re-establishing Forest Cover</b></li> </ul>	BAPPEDA	BAPPEDA	Camat (Subdistrik head)	Kapala Desa and Village Councils for land under village control
	Provincial Environmental Agency (BLH) for land under Provincial Control	District Environmental Agency (Bapeldalda) for lands under district control		
	Balai Konservasi Sumberdaya Alam Kalimantan Tengah (BKSDA) – for National Forest lands			
	Forestry Agency – Section on	Forest Agency (Dinas	Forest Section (BKPH)	



CARE Activity 2.1

KFCP Component	Provincial Level Government Agencies	District Level	Sub District level	Village Level
	Forest Rehabilitation and Social Forestry	kehutanan)		
<ul style="list-style-type: none"> <li><b>Alternative Livelihoods and Village Social Welfare</b></li> </ul>	BAPPEDA	BAPPEDA	Camat (Subdistrik head)	Kapala Desa and Village Council
	Assistant to Regional Secretary II for Economics and Community Social Welfare <i>Asisten (II) Ekonomi dan Kesra</i> <ul style="list-style-type: none"> <li><i>Biro Adminitrasi Ekonomi Dan Sumber Daya Alam (PEMPROV)</i></li> <li><i>Biro Humas Setda (PEMPROV)</i></li> </ul>			
	Agriculture and Animal Husbandry Agency	Agriculture Agency		Group of farmer Village (kelompok tani desa )
	Provincial Forestry Agency – Section on Forest Production	Forest Agency	Forest Section (BKPH)	
	Marine and Fisheries Agency – Fish Culture Section and Fish Capture Section			
	Community and Village Empowerment Body ( <i>Badan Pemberdayaan masyarakat dan desa</i> )			
	Cooperative and micro,small, and medium Business (Development) Agency ( <i>Dinas koperasi usaha mikro, kecil, dan Menengah</i> ) – Sections on Micro, Small, and Medium Business and Section for Payments and Savings/Credit			
	Provincial Health Agency	Health Agency		Village Health Workers and Volunteers

CARE Activity 2.1

<b>KFCP Component</b>	<b>Provincial Level Government Agencies</b>	<b>District Level</b>	<b>Sub District level</b>	<b>Village Level</b>
<b>2. Knowledge Capture and Dissemination</b>	BAPPEDA	BAPPEDA	Camat (Subdistrik head)	Kapala Desa and Village Council
	Provincial Research and Development Agency (BALITBANGDA) for research coordination and dissemination			
	Provincial Environmental Agency (BPLHD) for dissemination of environmental messages	District Environmental Agency for dissemination of environmental messages		
	UNPAR Program Kehutanan FaPerta ( UNPAR)			
<b>3. KFCP GHG Emissions Baseline and Monitoring Program and Linked to NCASI</b>	Governor's Office	Bupati's Office	Camat (Subdistrik head)	Kapala Desa and Village Council
	Provincial Research and Development Agency (BALITBANGDA) for research coordination	BAPPEDA - Research and Development Section		
<b>4. Payment Mechanisms</b>	Governor's Office	Bupati's Office	Camat (Subdistrik head)	Kapala Desa and Village Council
	BAPPEDA <i>Provinsi</i>	BAPPEDA <i>District</i>		
	KFCP Coordinating Team	KFCP Coordinating Team		
	Community and Village Empowerment Body ( <i>Badan Pemberdayaan masyarakat dan desa</i> )			
<b>5. REDD Management and Technical Capacity and Readiness Developed</b>	BAPPEDA	BAPPEDA	Camat (Subdistrik head)	Kapala Desa and Village Council
	KFCP Coordinating Team	KFCP Coordinating Team		

## **Summary Results of Meetings CARE held with Government Departments**

The CARE team in Palangka Raya met with and held general conversations with 6 agencies. The key points of those interviews are presented in the outline below (Also see Annex 7). The key information presented includes:

- Name of person or contact person
- The agencies connections with KFCP
- Stated needs from KFCP
- Stated Weaknesses
- Potential areas of cooperation

This data is still very preliminary, as KFCP had not yet been introduced to these agencies in detail. Therefore determining their roles, wants, and weaknesses in terms of the project tended to be general or revolve around issues and questions facing REDD implementation. The specific results of these interviews are attached in Annex 4.

Overall, each of the agencies interviewed stated a willingness to work with KFCP and on REDD. Each of those interviewed were aware of REDD, but concerned that REDD implementation would potentially both hurt local communities and cause conflict within and among communities – particularly over land status/control issues and the potential need for some form of compensation (village and individual) for loss of access to productive resources.

From the perspective of implementing KFCP field activities (fire control, canal blocking, forest restoration, and alternative livelihoods), there are clear areas for potential cooperation. So far, there are four common themes from the agencies interviewed.

The first is the desire for REDD mechanisms to provide benefits to local communities and need to avoid creating conflicts in the field. These are two major concerns that arose from almost every discussion regarding REDD, and indicate the need for all stakeholders to begin working together to develop concrete REDD mechanisms and a safe approach to piloting experimental REDD mechanisms.

The second theme was that the agencies feel they have difficulty/weaknesses in reaching and influencing village level behavior. The third theme is coordinating among departments and governments with similar programs. These two themes are related given the role of the Province in policy setting and providing support for District level implementation activities.

Finally, fire control and prevention is a common program for the province (BLH) and National Forest Department (BKDSDA) and the District, and there is a strong need to coordinate and work together on this activity.

## CARE Activity 2.1

These themes each provide an opportunity for KFCP as entry points for working with these agencies as the concerns expressed relate directly to the goals and activities of the KFCP project.

### **Next Steps and Conclusion**

Development and capacity building interventions should be designed to promote sustainable changes in government policy and programs and this requires collaboration and early integration into government systems. Early integration, as compared to a “turnkey” approach will help to develop support for the new programs and allows government officials to build the changes into their programs and system. In addition, early integration allows for the 18 to 24 months needed to integrate new programs and to include them in government budgets.

The KFCP Project is planning a large number of activities that will require support by, and potentially active participation from, a number of government agencies. Integrating these activities, where appropriate, into government policies and programs will be a major task for the project. The Provincial Government has already set up a mechanism (the KFCP Coordination Team) to assist with this. This mechanism will need to be developed and refined to be as useful as possible. In addition, similar mechanisms will need to be established at the District level.

This government mapping report has been done using mostly secondary, public data on the roles and programs of the regional governments. Without active support and participation from Government officials, this “map” is still incomplete and needs further development. The coordinating committees are potentially good resources to assist with the continued mapping in detail of the appropriate agencies, bodies, and sections that need to and can benefit from the KFCP program and implement programs that meet both government and KFCP goals. This mapping exercise should include developing/confirming common goals, sharing wants, needs, and offers from all partners and developing working agreements that benefit each partner.

## CARE Activity 2.1

### Annexes:

- Annex 1: Agency (*Dinas*) Structures
- Annex 2: Body (*Badan*) Structures
- Annex 3: Master Plan EMRP Institutional Analysis
- Annex 4: Results of Interviews of Key Agencies – Provincial Level
- Annex 5: Contact Information for Government Officials
- Annex 6: *Laporan Kegiatan Pemetaan Pemerintah Kalimantan Tengah KFCP Kalimantan Tengah Pebruary Maret 2008*
- Annex 7: *Matrix Hasil Pemetaan Pemerintah*