

Multi-Actors Collaboration in Ecolabelling Community Teak Forest Management in Southeast Sulawesi Province, Indonesia

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Abstract: Forest management practice in Indonesia has changed from “*the forest first*” paradigm to “*the forest second*” paradigm which emphasis on balancing between ecological dynamics and social dynamics (economy, culture, and politics) in forest management. “*The forest second*” paradigm have been practiced in HJRE (*Hutan Jati Rakyat Ecolabel* or Ecolabelling Community Teak Forest) program in Konawe Selatan District of Southeast Sulawesi Province, Indonesia. This paper was intended to explain the collaboration of the actors involve in the program at community level. Data used in this paper gathered from in-depth interview of various actors who have involved in this program at community level especially local people who have registered as members of KHJL (*Koperasi Hutan Jati Lestari* or Sustainable Teak Forest Cooperative) and actively involved in the program. These people selected as informants from 8 villages where this study conducted. Beside that, it was interviewed also other actors involved in the program. This study revealed that the actors involved in collaboration process of HJRE program at community level were household-members of KHJL, Management Unit, JAUH (*Jaringan Untuk Hutan* or Network for Forest), TFT (Tropical Forest Trust), Wood Industry (PT. KJL), Head of Villages, and Head of KRPH (*Kesatuan Resort Pemangku Hutan* or Forest Functionary Unit). All actors involved in collaboration process contributed R-O-N (Resources-Organization-Norms) capacities in the stage of development of HJRE program. Some actors contributed much or less on R-O-N or its combinations. The capacities contributed of the actors gradually from social initiation/ awareness stage up to expansion and sustainability stage were R/N – O/N – R – R – N/R.

Degree of collaboration of the actors involved in the HJRE program were not the same. Some actors have high collaboration and some low collaboration. These situation determined by the power and interest of the actors.

Keywords: Actors; Collaboration; Forest Community; Local Community

1. Introduction

Forest management practice in Indonesia currently focuses on “*the forest first*” paradigm (Kartodihardjo, 2011). In the forest first paradigm, management of forest emphasis on how the forest as natural resources protected and preserved in producing forest product especially timber so the key stakeholders of this form of forestry are governments and the timber industry. The power to decide most aspects of forest management became monopolized by governments (and foresters), although the timber industry, often by engagement in the political process, was also a significant influence. This paradigm had been practiced and remained largely unchallenged until the mid to latter part of the 20th Century (Gilmour *et al.*, 2007).

During the past several decades, different interest groups have begun to challenge relevance of *the forest first* paradigm by arguing that control of forests by the state for state interests has neglected the interests of many people who live in and around forests, and who rely on forest products for subsistence and other purposes. The strengthening voice of a wide range of forest stakeholders, together with the rapid political, social and economic changes that have been evident over the last few decades, have fundamentally challenged the born of “the second forest” paradigm (Kartodihardjo, 2011),

According to Kartodiharjo (2011), *the second forest paradigm* is resting on argu-

ment that forest is not only as natural resources to support economic development, but also to support preservation of socio-cultural and environment. Therefore, this paradigm emphasis on balancing between ecological dynamics and social dynamics (economy, culture, and politics). By accommodating social dynamics in the management, preservation and protection of forest were not result of natural balancing in the forest itself, as argued by the first forest paradigm, but as result of balancing of all types of capital in community (community capital) such as natural capital (forest, water, land etc), physical capital, financial, human capital, social capital dan institutional capital (Nikoyan *et al.*, 2014).

The second forest paradigm in its implementation proposed participatory approach by empowering local communities to actively participate in planning process and decision making. Program management of forest base on the second forest such as joint forest management (Sarin, 2001), participatory forest management (Richards *et al.*, 2003), social forestry (Peluso *et al.*, 1995), domestic forest (Michon *et al.*, 2007) and integrated resource management (Saxena *et al.*, 2002), multi-stakeholder forest management (Gilmour *et al.*, 2007; Purnomo *et al.*, 2005).

The second forest paradigm has been practiced in Ecolabelling Community Teak Forest (Hutan Jati Rakyat Ekolabel, HJRE)

in Southeast Sulawesi Province by involving multi-actors (stakeholders) through establishment of some local institutions. This program was initiated in 2004 by JAUH Sultra (Network for Forest Sultra) and KHJL (Koperasi Hutan Jati Lestari or Sustainable Teak Forest Cooperative) in collaboration with TFT (Tropical Forest Trust) facilitated by MFP DFID Sulawesi Region and Forest Office of Southeast Sulawesi Province (*Dinas Kehutanan Sultra*). For TFT, this cooperation became an entry point to become more involve in management of community teak forest ecolabelling to meet the needs of legal wood for its members in Europe and America.

Management program of ecolabelling community teak forest (HJRE) have successfully organizing the farmers through collaboration of multi-actors from lower level (local or community level) to supra local level (district and province level). Experiences from this program development provide learning and knowledge how to involve and collaborate of stakeholders (actors) at community level to support the program. One of the targets is to (Arsyad, Nuddin and Yusuf, 2013) strengthen agricultural institution (including forestry). In facts, many institutions are not institutionalized. This becomes a principal reason to identify the role of institutions in strengthening institutional (of agriculture and or forestry) as an interesting issue. The issue is also examined by Nuddin (2007) in his research on watershed institutional that, the main cause of poor performance of the coordination functions between agencies is a very weak cooperation commitment of government official in the region and agency

coordination ambiguity. Empirical results conducted by Jari & Fraser (2009) in South Africa persuasively show that, market information, expertise on grades and standards, contractual agreements, social capital, market infrastructure, group participation and tradition significantly influence household marketing behavior (see also Arsyad *et al.*, 2014) who identified as a long standing issue in developing countries.

This paper is intended to explain the multi-actors processes in community teak forest management at community level. We hope that it will subsequently lead to more rapid adoption of multi-stakeholder processes that are truly effective in delivering the diverse benefits of forests to society in a balanced and equitable manner.

2. Materials and Methods

This paper is result of field research conducted at community teak forest managed/organized by Koperasi Hutan Jati Lestari (KHJL) in Kabupaten (District) Konawe Selatan, Southeast Sulawesi Province. Up to the end of 2010, number of KHJL members was 763 farmers who managed 1,289 ha of forest located at 23 villages in 8 subdistricts (kecamatan) namely, Kolono subdisriect, Lainya subdisriect, Laeya subdisriect, Palangga subdisriect, Palangga Selatan subdisriect, Baito subdisriect, Buke subdisriect dan Andoolo subdisriect.

Data used in this article gathered from depth interview of various actors who have involved in this program at community level especially local people who have registered as members of KHJL and actively involved in the program. These people selected as in-

formants from 8 villages where this study conducted. Beside that, it was interviewed also the managers of Management Unit (MU), PT. KJL and KHJL; Head of villages, and Head of KRPH-Dishut Konawe Selatan. Information gathered from those informants including forms of activity, role of the stakeholders and their share contribution by using Ohama's framework about three capacities needed for an insitutional development, namely Resources (R), Organization (O), and Norms (N) (Ohama, 2001).

3. Results and Discussion

3.1 Initiation and Development of Program

This program was initiated by indetifying villages that have teak forest owned by local community. There were 12 villages owned that kind of forest na-mely Lambakara village, Aoreo village, Pamandati village, Anggoroboti village, Koeono village, Eewa village, Wonua Raya village, Matabutu village, Mekar Sari village, Rahamenda village, Sawah village and Onembute village.

Table 1. Number of members and land size managed by KHJL (2004-2010).

No	Year	Number of Member (Head of Family)	Land Size (ha)
1.	2004	196	264,5
2.	2005	45	129
3.	2006	119	271,5
4.	2007	213	211
5.	2008	79	96
6.	2009	107	292
7.	2010	4	5
Total		763	1.269

Source: Mangki *et al.* (2011).

In these villages were organized socialization meetings about the ecolabelling community teak forest program and identified local people who owned teak forest who

will become members of the program. At each village or group of villages established a management unit (MU) that will organize the members. The MU leded by a unit coordinator (KU). Number of local people who registered as members of KHJL and their land holding is presented in the following Table 1.

At field level, it was also counted or inventarized number of teak tree owned by each member in each village. Then the result of inventarization was verified for sure about the ownership to avoid duplicality. Base on that data, it was finally known the teak wood potentially harvested and this was stated in yearly harvested quota. Number of suitable harvested trees and yearly harvested quota and it realization were presented at Table 2.

The above data present that from 2004 to 2006 harvest realization exceed yearly harvested quota. This was caused by the increase of number of suitable harvest trees that came from the trees of new members and the increase of market demand which was exceed the yearly harvest quota. In 2007-2010, harvest realization was below yearly harvest quota because suitable harvest tend to decrease and market demand also tend to stable.

At the beginning of the program, the price of teak wood for TFT members had increased significantly. Realization of selling price and buying price of KHJL presented at the following Table 3. The above table showed that selling price of member farmers to KHJL from 2005/2006 to 2010/2011 tended to increase 437,5%. At the beginning of the program, the price of teak wood at local level was Rp 500.000,-/m³, while

Table 2. Number of Suitable Harvested Trees, Yearly Harvested Quota and Harvest Realization, 2005-2010.

Year	Suitable Harvested (m ³)	Yearly Harvested Quota (m ³)	Harvest Realization (m ³)
2004-2005	1.463,88	209,13	339,24
2006	2.203,61	314,80	606,38
2007	6.436,05	919,44	769,03
2008	4.838,82	691,26	415,90
2009	3.971,87	567,41	547,13
2010	3.510,35	501,48	305,92
Total	22.424,58	3.203,51	2.983,60

Source: Mangki *et al.* (2011).

Table 3. Selling Price and Buying Price of Processed Teak Wood of KHJL, 2005-2011.

No	Year	Buying Price of KHJL from Member (Rp)	Selling Price of KHJL to Buyer FOB Kendari Port (Rp)*
1.	2005-2006	450.000 – 750.000	3.200.000 – 3.500.000
2.	2006-2007	1.250.000 – 1.750.000	4.500.000 – 5.000.000
3.	2008-2009	2.000.000 – 2.250.000	5.600.000 – 6.000.000
4.	2010-2011	2.500.000 – 2.750.000	6.500.000 – 7.000.000

* = Selling price to industry in Java and Bali.

Source: Mangki *et al.* (2011).

Table 4. Number of Planted Trees and Size of Land Planted of KHJL Members, 2005-2010.

No	Year	Size of Land Planted (ha)	Planted Trees (pohon)
1.	2005	52	69.085
2.	2006	36	48.200
3.	2007	54	90.000
4.	2008	113	146.252
5.	2009	351	469.995
6.	2010	136	182.255
	Total	742	1.005.787

Source: Mangki *et al.* (2011).

KHJL bought it averagely Rp 600.000,-/m³. In the following years the price continuously increase up to averagely 72% per year. While proportion of buying price of KHJL to its members compared to selling price to TFT members was averagely 31,25%. The

proportion tended to increase every year and the highest was 38,89% in year of 2010/2011.

The selling price of KHJL teak wood to TFT members continuously increased from year to year. At initiation stage of the program in 2005/2006, the buying price at

local level Rp 500.000,-/m³, while selling price to TFT members was Rp 3.250.000,-/m³. In 2010/2011 the selling price of KHJL up to averagely Rp 6.750.000,-/m³.

The increment of selling price of the teak wood motivated local people who have teak wood to become member of KHJL. This situation was beyond expectation of many actors in Konawe Selatan and all at once cause high trust to KHJL. This situation has impact on the increase of number of suitable harvested trees, yearly harvested quota and its realization. Although the condition has fluctuate from year to year, but over all indicated that bussiness process of ecolabelling teak wood has continuously develop.

Since the process of joint to the program was easy and the price of teak wood was very high, became trigger for local people to make their teak forest as commercial bussiness and future investment for their family. Beside harvesting their existing teak trees, the local people who became a member of KHJL started to plant teak tree base on principle of "cut one-plant ten". As result the number of KHJL members who plant teak trees had increased. Number of planted trees and size of land planted is presented in the following Table.

Based on the above data, if we related to the number of KHJL that increase up to 763 members, so between year of 2005 to 2010, every KHJL member averagely owned teak trees about 0,97 ha or 1,318 trees. In the year of 2013 some KHJL members have owned more than 10 hectares of teak trees.

Beside KHJL members, community at large have observed and learned from the success of the program also began to plant teak

trees in their own land. They did it self-supporting base. Uncultivated land which were for many years unutilized began planted teak trees. The price of land increased drastically. Planting teak trees became a movement done by community autonomously.

4. Collaboration in Management of Community Teak Forest

4.1 Actors in the Program

In HJRE program, there were some actors (stakeholders) at community level (village) have involved directly such as (a) Farmer households who have teak forest and member of KHJL organized institutionally by Unit Management (MU) in each village, (b) Coordinators of MU which were a unit of KHJL, (c) KHJL that organized the program at community level, (d) JAUH-Sultra, a group of NGO (Non Government Organization) who assist KHJL in implementation of HJRE programs and has share in PT. KJL, (e) Tropical Forest Trust (TFT) as an international organization that main task were to look for wood for its members, (f) Village Head, and (g) Head of KRPH-Dishut Konawe Selatan as a unit of District Forest Office of Konawe Selatan.

4.2 Strategic Roles of Actors

Strategic roles played by each actors who have involved in the HJRE program as stated above as follow Table 5.

In collaboration process at community level the main focus was the households who have participated in the HJRE program. The household organized by the MU, while the TFT acted as technical facilitator and bussiness consultant. The village head provided

Tabel 5. Strategic Roles of Main Actors Involved in Collaboration Process at Community Level in HJRE Program, 2013.

No	Main Actors	Strategic Roles
1.	Farmer Households, member of HKJL	Participated in program process especially in formation of HKJL, planting and supplying teak wood.
2.	Management Units (MU)	Organized KHJL members in their own area in implementation of HJRE program.
3.	KHJL	Organized and supervised the MUs and KHJL activities and buying teak wood of the members.
4.	Network for Forest (JAUH) Sultra	Provided institutional assistance, support, and partnership for KHJL, PT. KJL, MU and KHJL members.
6.	Tropical Forest Trust (TFT)	Provided socialization and facilities about technical aspects and bussiness of community forest sustainably.
7.	PT. Konsel Jaya Lestari (KJL)	Collaborated with KHJL/MU in buying and selling teak wood members.
8.	Village Head	Provided support and letter about land ownership and wood of KHJL members.
9.	Head of KRPH-Dishut Konsel	Provided letter about ownership of woods as a unit of District Forest Office of Konawe Selatan.

supporting for community members to participate in the HJRE program through providing letter of land ownership and wood ownership. Head of KRPH-Dishut Konsel support the HJRE program by providing legal letter about teak wood that was going to be traded. All actors above have provided sharing contribution in supporting the implementation of the HJRE program.

4.3 Share Contribution of Actors

Share contribution among actors has distributed generally into five aspects/fases of the HJRE program development, namely: social preparation/consciousness preparation, organizing and network development, capacity and capability development, Initiative and activity development, and Expansion and sustainability. The share contributions of actors in each aspect/fase in the form of Resources, Organization and Norms were presented in the following Table 6.

Based on contribution mapping of resources, organization and norms in multi-actor collaboration at local level as presented in Table 6, now we can describe the characteristics of each stage in program development.

1. On preparation stage of HJRE program, capacities needed dominantly at community level were resources (R) in the form of facilitator agents whose duty as field supervisor for household and Management Units. Simultaneously, it was also need other capacity namely Norms (N) in the form of rules to support community consciousness efforts about the importance of the HJRE program and in selection of villages as program location. Presence of resources (R) was to support the implementation of norms (N). While the organization (O) capacity at this stage was only about understanding of organizational framework of the HJRE program

Table 6. Share Contribution of Actors in the HJRE Program at Community Level, 2013.

Aspect/Fase Development	Capacity Contributed of Actors		
	Resources (R)	Organization (O)	Norms (N)
Social or Consciousness Preparation.	Facilitators who facilitated the socialization and consciousness preparation of MU members (by MU, KHJL, JAUH and TFT) Community members who participated in socialization process and joined in the HJRE Program (Households-Members, MU)	Presence of agreed structural organization of HJRE (MU, KHJL, JAUH)	Selection of 23 villages as location of HJRE program (MU, KHJL, JAUH, TFT) Acceptance of ecolabelling principles practiced in HJRE program (KHJL, JAUH, TFT)
Organizing and Network Development	Organized Facilitators, Members and MU-HJRE (TFT, JUAH)	Establishment of 8 MUs in 23 Villages (KHJL, JAUH, TFT)	Presence of Rule of the Game of 8 MUs in 23 Villages (KHJL, JAUH, TFT)
Capacity and Capability Development Initiative and Activity Development	Human resources and financial for training HJRE development (TFT, JAUH) Inventory officers of forest trees owned by community. (MU/Household-Members, JAUH, TFT) Human and financial resources for harvesting and selling of teak wood to khjl/ pt. kjl. (Household Members, MU, KHJL, JAUH, TFT) Human resources and teak wood seed for re-planting on members land. (Household Members, MU, KHJL, JAUH, TFT)	- - - - -	- - SOP of forest tree inventory (KHJL, JAUH, TFT) - Presence of Land Ownership Letter. (Village Head) - SOP of harvesting and purchasing. (KHJL, JAUH, TFT) - Presence of Legal and Ownership Wood Letter. (Village Head, KRPH Head) SOP of Seed Preparation and Planting. (TFT, JAUH, KHJL)
Expansion and Sustainability	Human resources, seeds, self-supporting financial to support planting movement on community own land (KHJL, MU, Community)		Presence of awareness and willingness of community to plant teak trees in their own land. (JAUH and KHJL)

implementation. This indicated that in preparation stage, the R and N capacity were more needed in developing community initiative to involve in collaboration process.

2. On organizing and networking development stage, the capacity dominantly needed was organization (O) such as formation of 8 MUs in 23 villages. The need

of the Organization (O) capacity at this stage, it was also need Norms (O) capacity as rule of the game of the institution agreed collectively. The resources (R) capacity needed at this stage was in the form of availability human resources (facilitators and supervisors). Thus in organizing and networking development stage, the O and N which was dominantly required

it also needed support from resources (R) as a mean to facilitate the involvement of community and other actors in collaboration mechanism.

3. On capability and capacity stage, the capacity needed dominantly was resources (R) especially expertise of human resources and financial to implement the organizational management of the HJRE program. Some expertise needed such as techniques of planning, seedling, teak standing inventarization, and other relevant capacity development. While the O and the N were not significantly needed at this stage. This indicated that the R capacity was more needed in development capacity and capability to organize the program.
4. On initiative and activity development stage, capacity needed was dominantly resources (R) such as human resources (facilitators an supervisors) and financial support for participation mapping and determining forest boundary of each village, seedling, planting, harvesting, wood selling of members to KHJL and expansion of teak trees to other land of community. While organization (O) and norms (N) were not significantly needed on this stage.
5. On expansion and sustainability, capacity needed was norms (N) to encourage awareness and willingness of HJRE members and community members to implement the principles of sustainable forest mangement on re-planting and expansion of teak plant. On the same time, other capacity contibuted in this stage was resources (R) in the

form of human resources support from HJRE members and community, seed, land and self suppoting fund to mobilize teak planting movement or other tress. Although from program side has always faced critical situation (failure), however at members and community level were succesfully promote awareness of planting teak trees self-supportingly. The Organization (O) capacity was not significantly contribute on this stage. This indicated that the N and the R capacity should be given more priority on expansion and sustainability of collaboration mechanism at local level.

Based on above discussion, it was clear that those capacities gradually from social initiation/awareness stage up to expasion and sustainability stage were R/N – O/N – R – R – N/R. This indicates that:

- a. On the initial stage of collaboration process at local level, the internalization of norms (N) capacity to the actors involved in collaboration should be given more attention, so that all actors have the same common ground and committment. In other to make this situation happened, it was needed resources (R) support in the form of human resources and community participation so that the collaboration can run optimally.
- b. After that, organizing (O) local community was needed by facilitating the involvement of actors as main part of collaboration process. On the same time. It was require strengthening share

norms (N) as base on collaboration and organization. Organizing.

- c. After the norms (N) and organization (O) have developed, so the next step was providing resources supports such as human resources, financial and natural supports needed by the program. Management of all those resources required norms at operational level so that can be executed efisien and effectively. By this arrangement, bargaining position of the community and trust of other actors involved in the collaboration process dan be developed.
- d. At final stage, namely expansion and sustainability stage, some new innovations and norms have developed at community and other stakeholders especially on teak trees plantation and trading wood illegally. In the same time, the old norms continuously developed to support expansion sustainability process of the program.

If we analyze carefully the involvement of the actors in collaboration process at local level, it was clear that their contribution were not the same. Some actors have power and high contribution while others have low power and contribution. Likewise from in-

terest side in the collaboration process, some actors have high interest and some low.

The actors who have high power in collaboration process were characterized by ability to facilitate and motivate the stakeholders involved in collaboration process in the HJRE program which can be seen from personal capacity or institution in developing initiative and collaboration. While actors who have low power indicated that they only acted as passive participants or they were not fully utilized their capacities.

The actors who have high interest characterized by (a) intensive involvement within 6 months period minimally, (b) have high sharing contribution in the form of R-O-N, (c) have direct impact to their personal or their institutions, (d) continuously support the HJRE programs in any situation, While the actors who have low interest were indicated by (a) temporal involvement in collaboration process, (b) low R-O-N sharing contribution, and (c) have minimal advantages to their personal and institutions.

Based on that characteristics, the degree of involvement of each actors in collaboration process at community level can be mapped as seen in the following Figure 1.

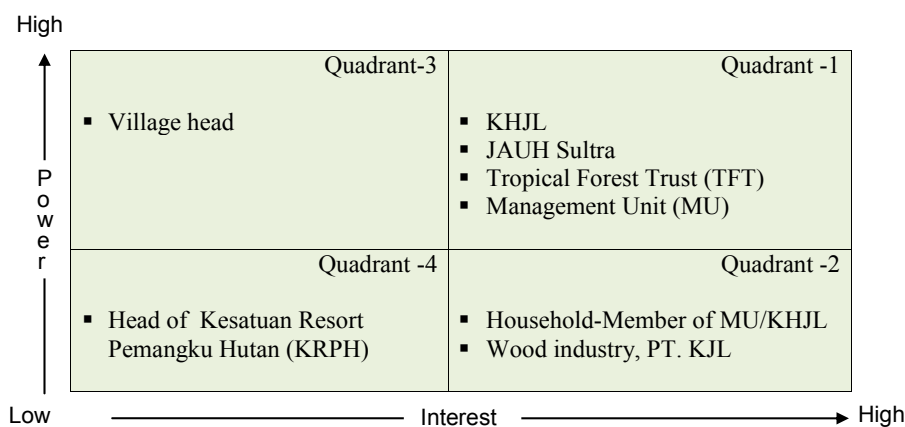


Figure 1. Power and Interest of Actors Involved in Collaboration Process at Community Level of the HJRE Program (Nikoyan, 2014)

The figure shown that there were 5 actors who have high power and interest (Quadrant 1). These actors were mainly act as facilitators or supervisors who have enough resources supports from various actor's partnership in the collaboration process either in local level nor in supra level. Actors in quadrant 2 who have low power but high interest were household-member of KHJL and timber industry such as PT. KJL.

Village head who belonged to Quadrant 1 was high power but low interests. This was because the village have power to encourage the villagers but institutionally they did not have direct impact so their interest become low.

The head of KRPH (Kesatuan Resort Pemangku Hutan or Forest Functionary Unit) who have strategic roles in this program especially in providing legality letter of wood (teak), but in collaboration context he only acted only as supporting participant so his power was low and low interest because on daily operation he did not received direct incentive.

5. Conclusion

The actors involved in collaboration process of HJRE program at community level were household-members of KHJL, Management Unit, JAUH, TFT, Wood Industry (PT. KJL), Head of Villages, and Head of KRPH. All actors involved in collaboration process contributed R-O-N capacities in the stage of development of HJRE program. Some actors contributed much or less on R-O-N or its combinations. The capacities contributed of the actors gradually from social initiation/awareness stage up to ex-

pasion and sustainability stage were R/N – O/N – R – R – N/R. Degree of collaboration of the actors involved in the HJRE program were not the same. Some actors have high collaboration and some low collaboration. These situation determined by the power and interest of the actors.

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