



Government of Central Kalimantan



Government of Indonesia



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Master Plan for the Rehabilitation and Revitalisation of the Ex-Mega Rice Project Area in Central Kalimantan



INSTITUTIONAL ANALYSIS OF REHABILITATION AND REVITALISATION OF THE EMRP AREA IN CENTRAL KALIMANTAN

Technical Report No. 18

OCTOBER 2008

Euroconsult Mott MacDonald and Deltares | Delft Hydraulics
in association with
DHV, Wageningen UR, Witteveen+Bos, PT MLD and PT INDEC

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Soegolo

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1 Introduction

This report reviews the institutional setting for the rehabilitation and revitalisation of the Ex-Mega Rice Project area. It documents the existing institutional situation and the institutional framework established through Inpres 2/2007.

The report concludes that the current institutional structure is a 'matrix structure', which has a number of advantages and disadvantages. Three options for institutional arrangements for the rehabilitation and revitalisation of the EMRP area are provided:

1. Matrix organisation with the Regional Secretary (Sekda) as the overall rehabilitation and revitalisation program manager.
2. Block management with rehabilitation and revitalisation activities within each of the individual blocks / Master Plan Management Units being led by a specific manager.
3. Centralised organisation with a new organisation being developed to manage the area.

In addition, this report recommends significant action is taken for (a) capacity building, (b) promoting private sector participation, potentially through the work of the Integrated Development Zone (KAPET) Kahayan-Kapuas-Barito (Kakab) and (c) law enforcement.

It is recommended that the findings of this report are used in the development of program six of the Master Plan – the development of institutions and organisational capacity for the rehabilitation of the EMRP area.

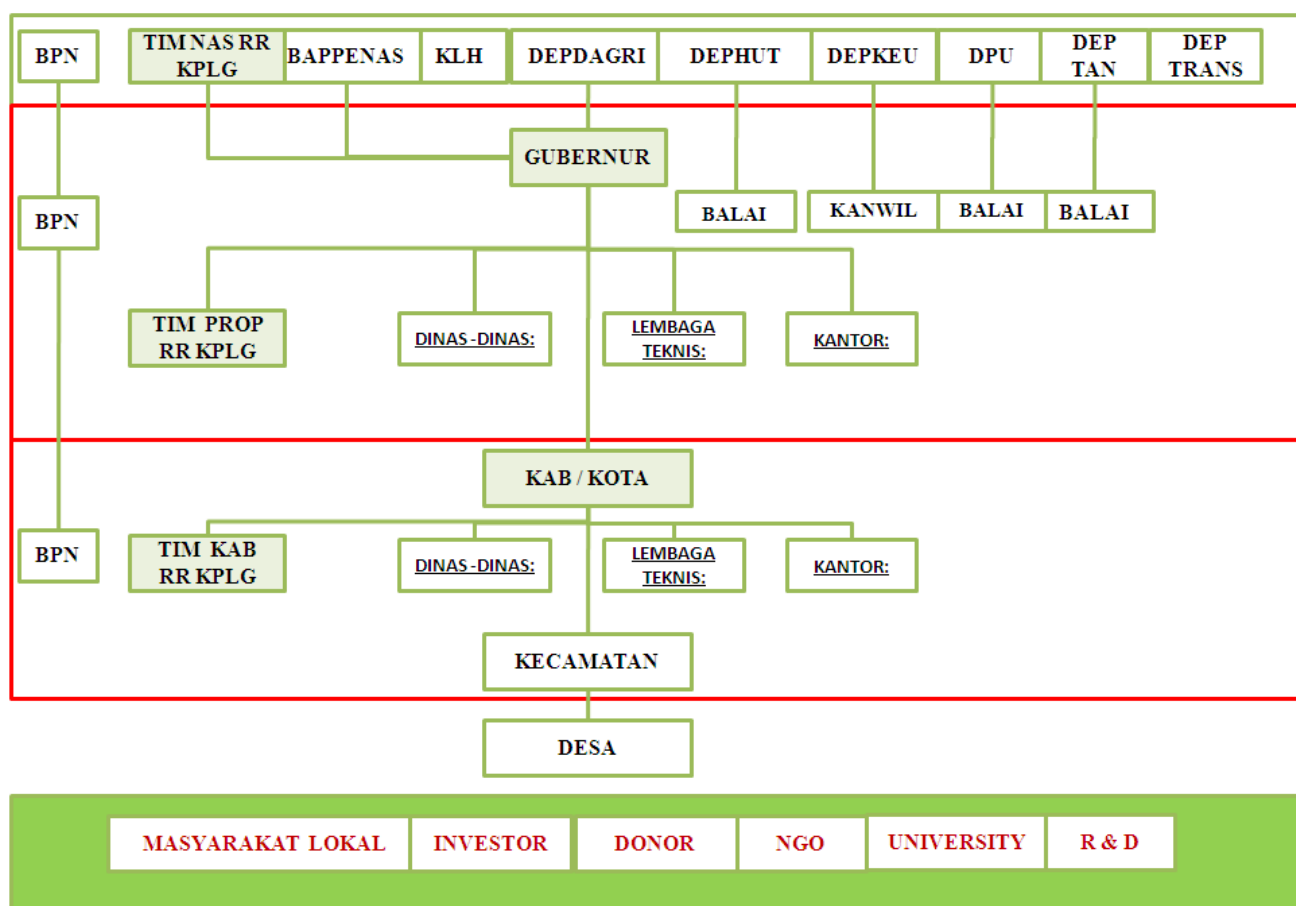
2 Existing Institutions

The existing institutions involving in EMRP are:

- National level institutions
- Provincial level institutions
- District / Municipal level institutions
- Rehabilitation and Revitalization Acceleration for EMRP Team (Inpres No. 2/2007)

The present Institutional frame work involved in the EMRP is shown in **Figure 1**.

Fig. 1 EXISTING INSTITUTIONAL FRAMEWORK



2.1 National Level Institutions

The National level institutions involved in EMRP are:

BAPPENAS

National Development Planning Board (BAPPENAS) is dealing with National long and medium term (RPJP and RPJM) development planning.

Kementerian Negara Lingkungan Hidup (KLH)

The State Ministry of Environment (KLH) issuing Regulation and Decrees concerning environment management and control.

Department of Public Work

Department of Public Work (DPW) responsible for planning, constructing and maintaining public infrastructures. In EMRP area, MPW represented by Balai Wilayah Sungai as UPT (Technical Implementation Unit) in Central Kalimantan Province in managing the river basin and other infrastructures.

Department of Home Affair

Department of Home Affair issuing regulation and decrees relating the provincial and district/municipal government.

Department of Finance

Department of Finance allocate and deliver funds for Central Government, Provincial Government and Districts/Municipal.

Department of Forestry

Department of Forestry is providing regulation and decrees concerning forest management. This department has Technical Implementation Unit (UPT) in Banjarbaru, South Kalimantan Province, which responsible for forest inventory and related activities. The other technical implementation unit of Department of Forestry is Badan Pengelolaan DAS Kahayan/Barito in Palangkaraya, which responsible for planning the program for reforestation and land rehabilitation. **Figure 2** presenting the organization structure of Forestry Department.

Figure 2. ORGANIZATION STRUCTURE OF DEPARTMENT OF FORESTRY



Department of Agriculture

Department of Agriculture has Balai Penelitian Pertanian Lahan Rawa in Banjarbaru South Kalimantan Province to conduct research for swamps area for agriculture.

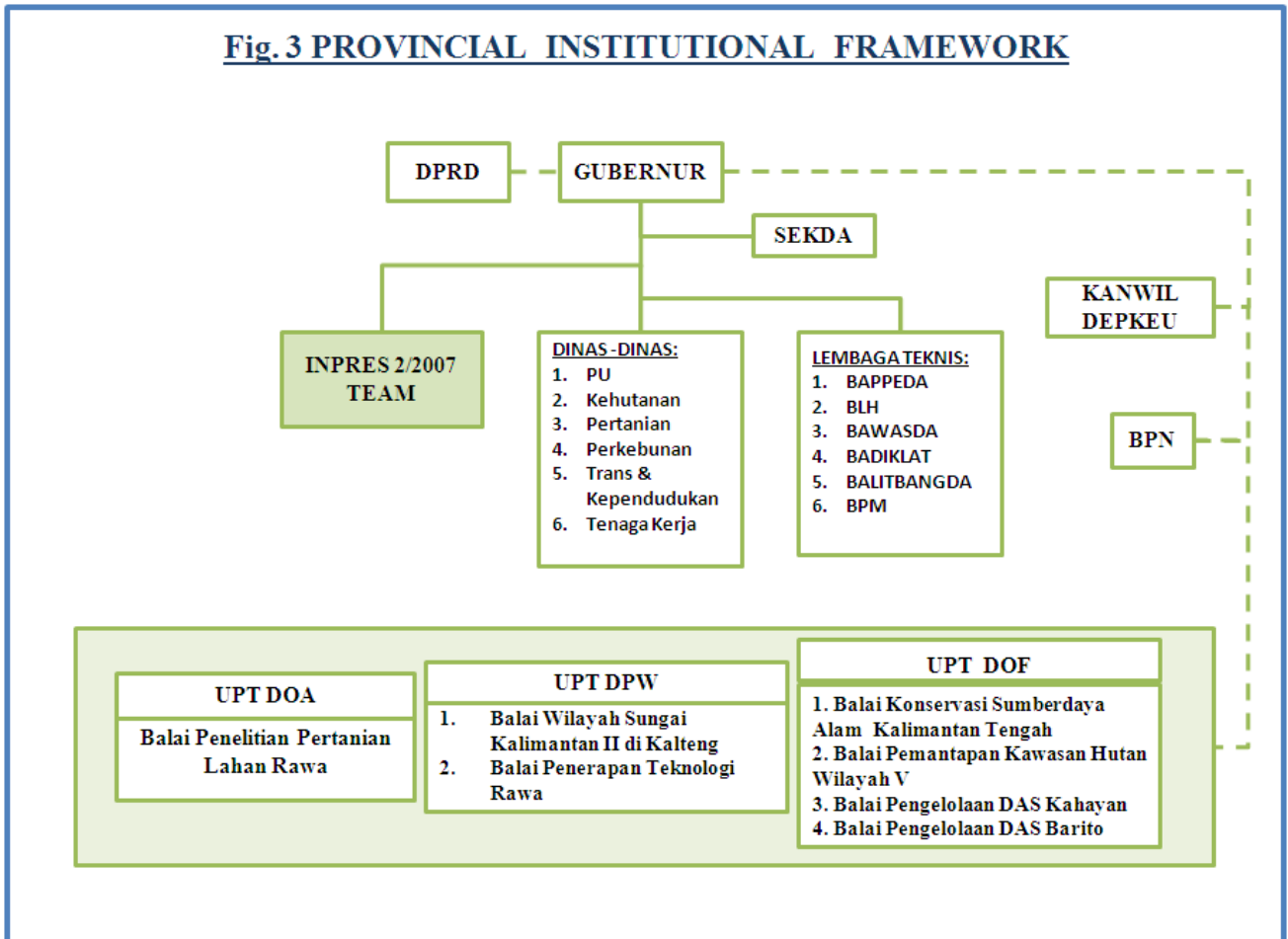
Department of Employment and Transmigration

Department of Employment and Transmigration set policies for transmigration and community development program.

2.2 Provincial Level

The framework of Provincial Institution is presented in **Figure 3**.

Fig. 3 PROVINCIAL INSTITUTIONAL FRAMEWORK



In Provincial level, led by the Governor of Central Kalimantan Province, about 15 provincial agencies involved in EMRP management, in close coordination with 7 representatives (Balai) from 3 ministries (Ministry of Public Work, Ministry of Forestry and Ministry of Agriculture) have responsibilities for developing EMRP.

In most cases, the 15 above provincial agencies have coordinating and upgrading function for relating responsible agencies in districts and municipal in Central Kalimantan province. According to the new Central Kalimantan Province Regulation (Perda No. 5 / 2008) which already in line with Peraturan Pemerintah No.41/2007 (Government Regulation), the Provincial Agencies which have significant roles in EMRP area are as follows :

- Dinas Kehutanan (Forest Agency)
This agency implementing decentralization and deconcentration authority in forestry. The main relevant functions are:
 - Technical policy formulation on forestry
 - Forest management
 - Forest utilization
 - Forest protection
 - Forest sustainability
 - Forest production permit
 - Forestry development, service, supervision, control, monitoring, evaluation and reporting.

- Dinas Pertanian dan Peternakan (Agricultural and Animal Husbandry Agency)
This agency implementing decentralization and de concentration authority of agriculture and animal husbandry. The main relevant functions are:
 - Technical policy formulation on agriculture, horticulture and animal husbandry
 - Minimal technical standard definition
 - Supporting infrastructure development, agricultural structure, production, protection, seedling, processing and marketing of products, institutional, funding, investment, permits, human resources and specific technology for crops, horticulture and animal husbandry.
 - Regulation, development and technical information, supervision, monitoring and evaluation

- Dinas Perkebunan (Plantation Agency)
This agency implementing decentralization and de concentration authority in plantation. The main relevant functions are:
 - Policy formulation, program, activities, budgeting, guidance and standard on plantation.
 - Spatial planning and land use mapping
 - Development, service and development for seedling, cultivation and protection.
 - Development, service and development of processing, quality control and marketing
 - Development, service, utilization and development of human resources, science and technology, institutional, structure and infrastructure, and funding sources for plantation
 - Development, service and investment development for plantation enterprise
 - Information system management and plantation statistic, supervision, control, monitoring, evaluation and reporting.

- Dinas Pekerjaan Umum (Public Works Agency)
This agency implementing decentralization and de concentration authority in public works

The functions:
 - Formulation of technical policy in Public Works, Road works, Human settlement, Water sources and spatial planning and development of strategic area in accordance with governor policy following the extant laws.
 - Improvement and preparation of planning and program
 - Improvement and development transportation infrastructure
 - Development of human settlement
 - Development and improvement of water resources
 - Improvement of building structure
 - Improvement of spatial planning
 - Improvement and development of construction service.
 - Issuing permits and supervision
 - Improvement, service, supervision, control, monitoring, evaluation and reporting on public works implementation.

- Dinas Tenaga Kerja dan Transmigrasi (Employment and Transmigration Agency)
This agency implementing decentralization and de concentration authority in employment and transmigration

The main functions:
 - Planning, monitoring and evaluation, and reporting, and technical control in employment and transmigration, according to Governor policy.

- Employment policy on placement and job opening, training and productivity, industrial relation and job requirement, and upgrading and working supervision, working safety and health.
 - To formulized policy on issuing permits and recommendations for working inter state, company regulation, as well as labor association and company association.
 - Developing labor social security, skill and productivity training, and apprenticeship for domestic and foreign countries.
 - Development of job vacancy,
 - Transmigration settlement preparation, coordination and control
 - Upgrading, coordination and teamwork of transmigrant
 - Upgrading, coordination and development for community in transmigration area.
- Unit Pelaksana Teknis Dinas (UPTD)
UPTD is Dinas Operational Technical Implementation Unit which directly responsible to governor.
 - BAPPEDA (Local Development Planning Board)
The task is preparation and implementation of regional policy on regional development planning, research and development, and statistic. The main relevant functions are:
 - Local development planning preparation
 - Long, medium and yearly planning preparation,
 - Yearly, medium and long program preparation, as the implementation of the planning
 - Coordination and implementation of research and development program, and local statistic
 - Coordination for planning, implementation and control, either inter agencies of the local government or other offices.
 - Implementation, monitoring, assessment, reporting and evaluation of long term, medium and yearly planning implementation.
 - Cooperation inter local governments, Districts/Municipality, and other side from domestic or foreign.

In this new Perda, the spatial planning section is removed to Dinas PU

- Badan Lingkungan Hidup (Environment Body).
The main task is on environment management. The main relevant functions are:
 - Technical policy formulation on management, control and prevention of pollution, destruction rehabilitation and environment conservation.
 - Program planning for arrangement, regulation, protection, control and prevention of destruction, rehabilitation and environment conservation.
 - To coordinate the management and control of environment, prevention of pollution and destruction, rehabilitation and environment conservation.
 - To conduct prevention, control, solution concerning pollution and destruction of environment, waste management and hazardous materials.
 - Law enforcement and environment conflict resolution by developing environment management, AMDAL (Environmental Impact Analysis) implementation, and environment friendly technology development.
 - Improvement and coordination of environment standard quality, and defining guidance or criteria on pollution and destruction of the environment.
 - Improvement, service, supervision, control, monitoring, evaluation and reporting of environment control implementation
- Badan Pemberdayaan Masyarakat dan Desa (Community & Village Empowerment Body)

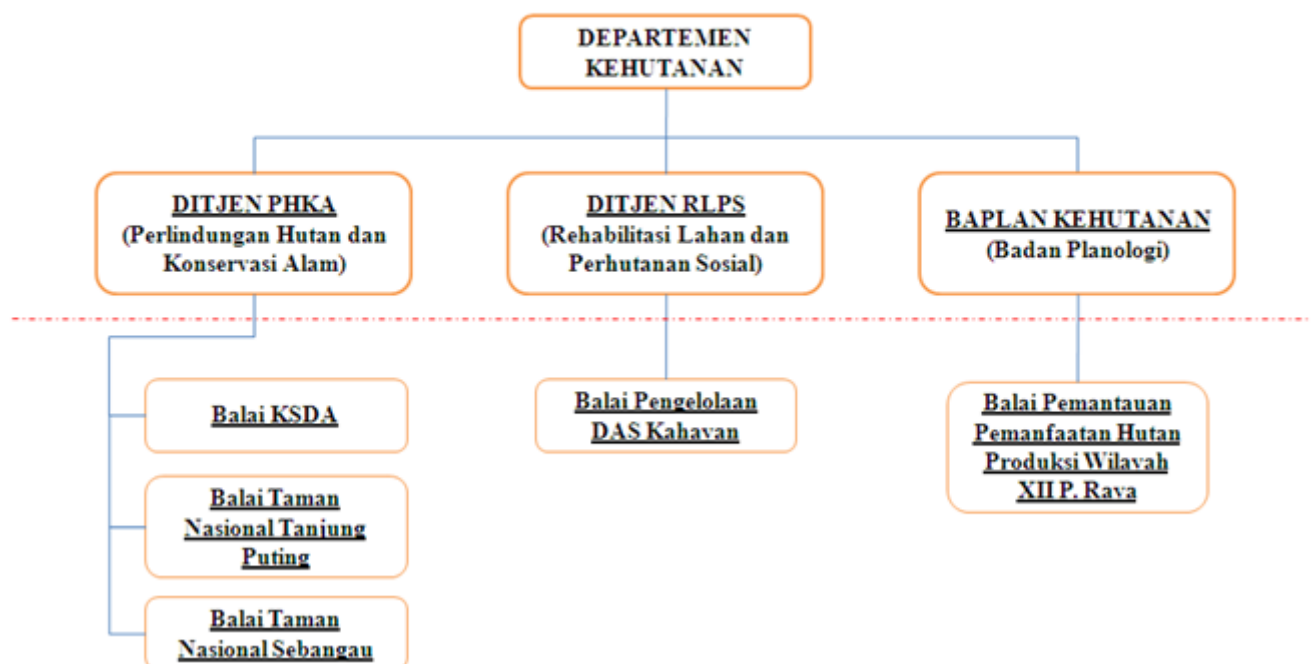
The main task is on community and village empowerment. The main relevant functions are:

- Technical policy formulation
 - Improve and coordinating the villages, kelurahan, institutional, community social culture, community economic life, and appropriate technology
 - Policy coordination implementation for community empowerment on initiative and self supporting team works.
 - Capacity building, service, supervision, control, monitoring, evaluation and reporting of community and village empowerment.
- Unit Pelaksana Teknis Badan (UPTB)
UPTB is the agency operational technical implementator unit. This unit is directly under the governor.

Unit Pelaksana Teknis (UPT) Of Department Of Forestry

There are five Technical Implementation Unit (UPT) of Forestry Department in Central Kalimantan Province as illustrated in **Figure 4**.

Figure 4. UNIT PELAKSANA TEKNIS DEPARTEMEN KEHUTANAN DI PROPINSI KALIMANTAN TENGAH

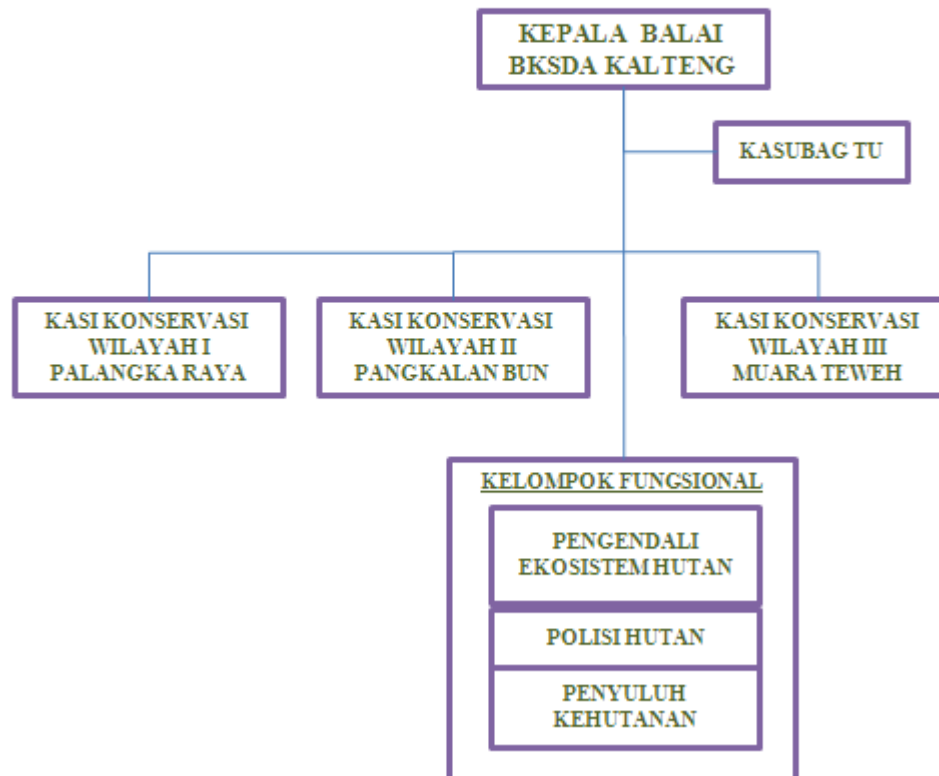


Balai Konservasi Sumber Daya Alam (BKSDA)

The task of Natural Resources Conservation Office (BKSDA) is to manage the natural conservation area, fauna conservation, eco tourism and conservation of flora and fauna, both in situ and off situ. The organization structure of BKSDA Central Kalimantan Province is presented in **Figure 5**.

**Figure 5. BALAI KONSERVASI SUMBER DAYA ALAM
PROPINSI KALIMANTAN TENGAH**

Pejabat Eselon IV. SK Menhut SK 3796/Menhut – II/ Peg/2007 -28 September 2007



The functions of BKSDA are:

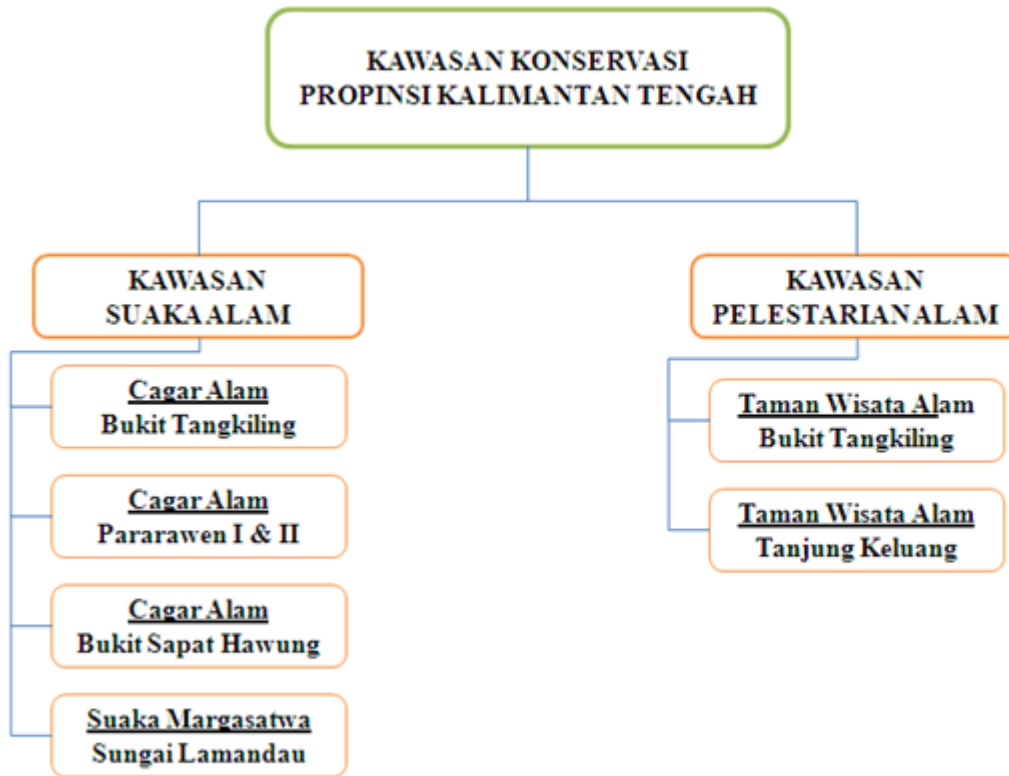
1. Program planning preparation and evaluation of the management of kawasan suaka margasatwa (fauna protection area), cagar alam (natural protected area), eco tourism and conservation of flora and wild fauna inside and outside the area.
2. Management of fauna protected area (kawasan suaka margasatwa), natural conservation, eco tourism and conservation of flora and wild fauna inside and outside the area
3. Protection, saving, quarantine of bio natural resources, inside and outside the area
4. Saving, protection and area fire safety
5. Promotion and information of bio natural resources fauna protection ecosystem conservation, natural protection and eco tourism.
6. Implementation eco tourism and natural minded development, and information for bio natural resources conservation and its ecosystem
7. Partnership in natural resources and its ecosystem development
8. Administrative activities

Conservation area In Central Kalimantan Province consist of Natural Protected Area and Natural Conservation Area, covering :

1. Cagar Alam (Natural Protected) Bukit Tangkiling
2. Cagar Alam Pararawen I dan II
3. Cagar Alam Bukit Sapat Hawung
4. Suaka Margasatwa(Fauna Protected) Sungai Lamandau
5. Taman Wisata Alam (Natural Tourism Park) Bukit Tangkiling
6. Taman Wisata Alam Tanjung Keluang

Figure 6. illustrate the coverage of conservation area in Central Kalimantan Province

Figure 6. CONSERVATION AREA IN CENTRAL KALIMANTAN



Regulation supporting the above decision is:

1. Minister of Forestry Decrees No. P. 10/Menhut-II/2005, dated 15 April 2005 declare that Minister of Forestry has delegate part of his authority as the user of goods/budgets in the Province to UPT, define as coordinator.
2. Letter from Secretariat General of Forestry Department No. 462/II-UM/200; dated 15 March 2001 on decrees as coordinator for equipment
3. Letter from Personnel Bureau of Forestry Department No. 1174/II/Peg-2/2001 dated 30 April 2001 on decrees of responsibility for signing personnel mutation.

The most important obstacles on the management of Conservation area is the overlapping of the borders. The existing stakeholders, such as HPH (Forest Exploitation Right), HTI (Industrial Forest Plantation), BPN, Provincial and Districts/Municipality have unsatisfactory coordination for defining border area.

Balai Pengelolaan Daerah Aliran Sungai Kahayan.

River shed management office of Kahayan river (BP DAS Kahayan) in Central Kalimantan Province is UPT of Department of Forestry and has task for planning preparation, institutional development, and evaluation of river shed management.

The functions of BP DAS Kahayan are:

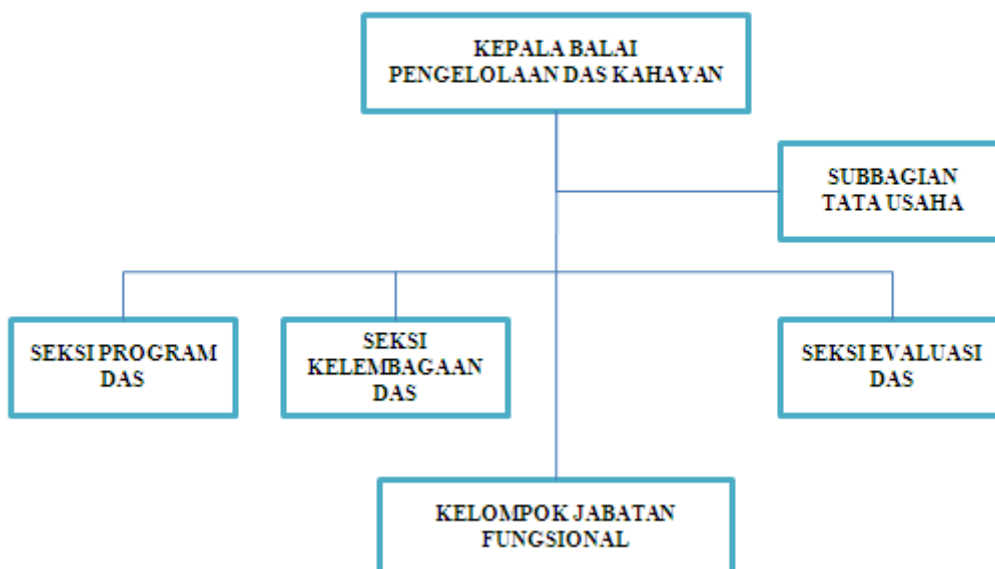
1. River shed management planning preparation
2. River shed information preparation and presentation
3. River shed management model development
4. Institutional and participation development for river shed management
5. Monitoring and evaluation of river shed management
6. Administration of the office

The obstacles in managing BP DAS Kahayan are:

- Financial management
- Structures and infrastructures
- Program management (data, planning and performance)
- Proses management (SOP, monitoring and evaluation)
- Coordination and Integration (inter government and with private sectors)

The organization structure of BP DAS is presented in **Figure 7**.

Figure 7. ORGANIZATION STRUCTURE OF BPDAS KAHAYAN



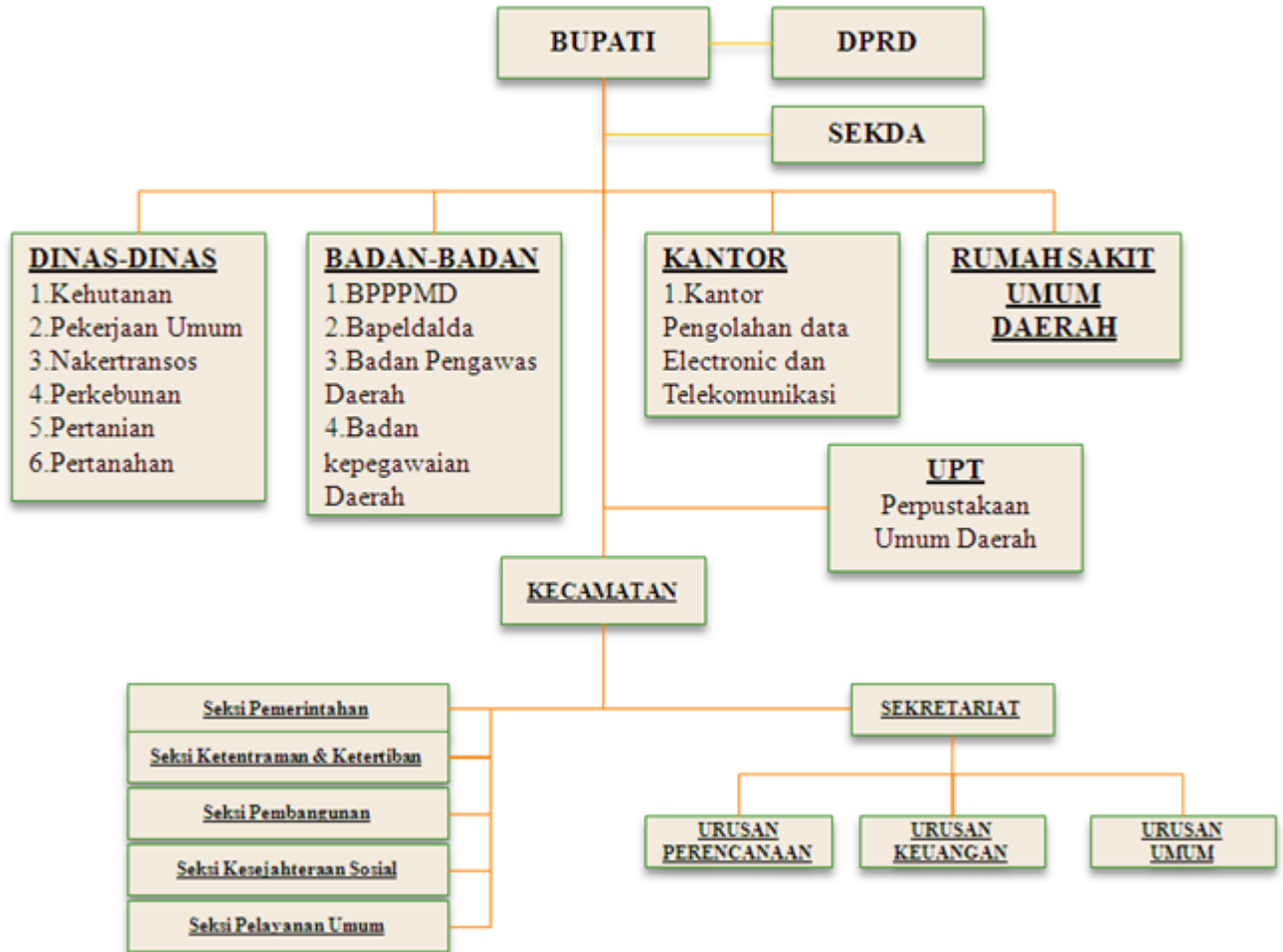
2.3 Districts / Municipal Level

In districts and municipality the local government agencies has a slightly different structure one with the other, but in principle they are closely similar with the structure in province. At present, the districts and municipality in Central Kalimantan Province are in the process of adjusting their structures of organization to fit with PP No. 41 / 2007.

2.3.1 Kapuas District

The simplified organization structure of Kapuas District is presented in **Figure 8**.

Figure 8. KAPUAS DISTRICT ORGANIZATION STRUCTURE



Dinas Kehutanan

The main task of Dinas Kehutanan is to implement the authority of local government in forestry, and the main functions are:

- Planning and program preparation in forestry development
- Implementation of forestry used
- Capacity building, supervision and control of forest exploitation and forest products processing.
- To implement forest protection and natural conservation
- Forest and any forest utilizations development, community empowerment in and outside area

The main problem for Dinas Kehutanan Kapuas district is illegal logging practices. This practice is due to the poor coordination with the law enforcers. Community empowerment is also significantly important for enhancing public participation on preventing illegal logging. Some negative impacts of illegal logging are:

- Reducing income for Local Government
- Lowering socio economy and cultural condition
- Destructing environment
- Flooding, landslide, flora/fauna losses, climate change and decrease forest quality

The second problem is fire safety. The tremendous impacts of wild fire are:

- Forest ecology destruction
- Air pollution
- Disturb Social activities
- Neighboring countries protest.

The obstacles in fire safety are among other things :

- Water sources far away from the hot spot
- Lack of equipment, structure and infrastructure, coordination among stakeholders.
- Improperly Institution

A conservation area has not defined yet. No flora and fauna to be defined. It is necessary to develop conservation area with funding from any sources.

Some organizational problems have been detected during the workshop, e.g. human resources management, financial management, structure and infrastructure, planning, coordination and integration.

Dinas Pekerjaan Umum

The main task of Dinas Pekerjaan Umum is to implement the authority of local government in public works, human settlement and spatial planning.

The functions of this dinas are:

- Technical development policy planning, general improvement, guidance and permits in public works, regional and spatial development.
- Technical supervision and control in public works, regional development and spatial planning
- Management for Dinas Branches and UPTD.

The problems in implementing the above task and functions are among other things :

- Lack of equipment and qualified personnel
- Lack of coordination with Balai Wilayah Sungai Kalimantan II
- Allocated fund for development is limited
- Overlapping among sub dinas in operational
- Supervision and control is not satisfactorily

Dinas Perkebunan

The main task of Dinas Perkebunan is to implement the authority of local government in plantation, and the functions are:

- General improvement in plantation
- Technical guidance in plantation
- Permits issuance and cultivation capacity building
- Plantation information
- Technical safety according to the main task
- Plantation research
- Technology proofing for recommended technology

- Management of UPT.

Some problems arising in implementing the task and functions in plantation are:

- Human resources, quality and quantity
- Coordination with Dinas Kehutanan, Pertambangan, Bappeda and BPN
- Spatial planning not yet fix.
- The quality of seedling from the supplier is not reliable
- Performance management is weak
- The existing projects is not compliance with community needs yet.
- Lack of fund allocation
- The plants are not fit with the land condition
- Community information not optimal yet
- The structure and infrastructure for field trainers (PPL) is not satisfactorily

Dinas Pertanian Tanaman Pangan dan Hortikultura

The main task of Dinas Pertanian Tanaman Pangan dan Hortikultura is to implement the authority of local government in agriculture and horticulture, and the functions are:

- General improvement according to the existing policy
- Technical information preparation
- Permits issuance
- Guidance and technical information
- Recommended technology implementation
- Management of UPTs.

The problems in implementing the above task and functions are among other things:

- Human resources quality and quantity
- Organization structure not compliance with the existing activities
- The implementation of program from central government and province is in line with the district programs.
- Sudden program from province, not in line with Renstra District.
- Participation planning not yet socialized.
- Poor integration with province and central government.

Dinas Transmigrasi

The task of Dinas transmigrasi is to assist Bupati in implementing authority on decentralization and de concentration of transmigration, and has the main functions:

- Technical policy formulation
- Improvement and coordination for transmigration planning and program
- Guidance and coordination on the development and settlement of transmigration
- Capacity building and coordination in developing the transmigration community and area
- Capacity building and coordination of community resources and institution.
- Activities supervision, evaluation and control in transmigration

The issues in Dinas Transmigration are:

- Quality and quantity of human resources is not meet requirement
- Existing organization did not accommodate the existing issues
- Limited availability of fund
- Most of the program and funding are available in province, and small in Kabupaten
- Structure and infrastructure in transmigration area is poor.

- The area to be developed are too big, 41 UPTs.
- Access to NGO and donors is minimal.

Dinas Pertanahan

The main task of Dinas Pertanahan is to implement the authority of local government in land used, and the main functions are:

- Supervision and control of holding, ownership, common utilization, transferring the right of land, compensation payment and resolution.
- Data collecting and land use planning preparation, socialization for land use and preparing the change of land use control
- Measuring and mapping, and registering preparation, change and right of land compensation
- Implementation of deciding the right of land and land procurement.

Bapeldalda

The main task of Bapeldalda is to implement the authority of local government in environmental, and the functions are:

- To control the environmental impact, including mitigation, to overcome, pollution and environment destruction
- Supervise the activities sources, pollution and environmental destruction and supervise the process of environmental impact analysis.
- To implement the environmental quality rehabilitation and conservation
- To implement and supervised Environment Management Plan (RKL) and Environment Monitoring Plan (RPL), and technical control on environmental impact analysis.
- Implementing and developing the environment information function
- Information and improving community participation

The problems arising are:

- Human resources management
- Financial condition
- Structure and infrastructure
- Program and process management
- Poor coordination, internal and externally.

BPPPMD (Badan Perencanaan Pembangunan dan Penanaman Modal Daerah)

The task of BPPPMD is to assist Bupati in setting policy on planning, implementation evaluation and the development of private investment (Domestic and Foreign).

The main functions of BPPPMD are:

- Local development planning pattern preparation
- Local development program preparation
- Yearly development program preparation
- Coordinate all local planning
- Preparation for local Revenue and Budget Planning on development
- Coordinating and investigation for development planning and private sector development
- Monitoring and evaluation of local development

The arising problems are:

- Human resources management
- Financial management
- Structure and infrastructure

- Program and process management
- Poor coordination in some level

Balai Wilayah Sungai Kalimantan II

The main tasks are:

To manage the water resource, covering: planning, construction, operation and maintenance for water conservation, water resource development, utilization of water resource and water destruction power control along Kalimantan II river basin.

The main functions are:

- River basin water resource management pattern preparation
- Planning and implementation the management of river basin conservation area
- Water resource management, covering water resource conservation, development of water resource, utilization of water resource and controlling water destruction power
- Technical recommendation preparation for issuing water utilization permits, utilization and use of water resource on the river basin
- Operation and maintenance of water resource on the river basin
- Hydrology system management
- Data and information supply on water resource
- Facilitation of the activities of coordination team for management of water resource
- Community empowerment on water resource management

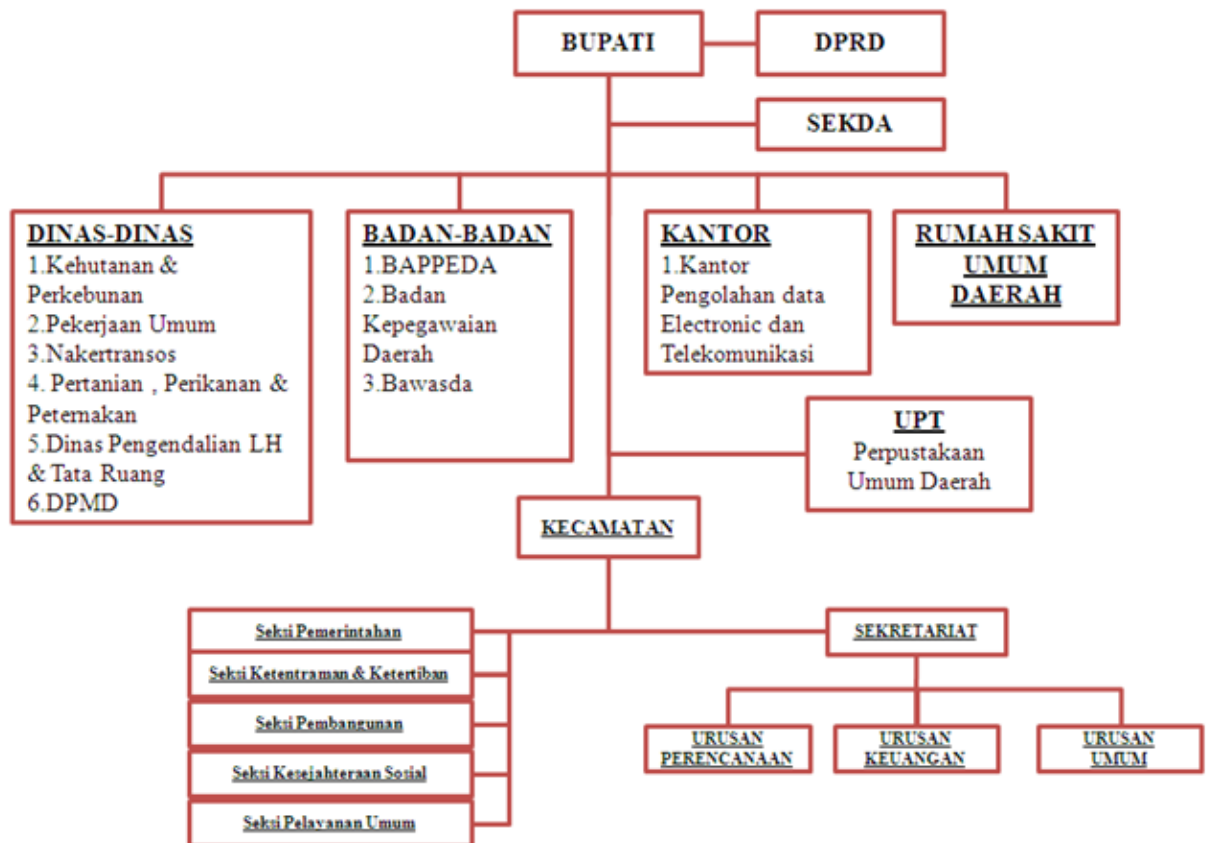
The problem arising:

- Human resources development
- Financial management
- Structure & infrastructure (roads, local institutions)
- Program management (to big working area, Kalteng and Kalsel,)
- No P3A (Water User Group)
- Overlapping area between Kalsel and Kalteng provinces
- Poor coordination

2.3.2 South Barito District

The organization structure of South Barito district is presented in **Figure 9**.

Figure 9. ORGANIZATION STRUCTURE OF SOUTH BARITO DISTRICT



2.3.3 Pulang Pisau District

The organization structure of Pulang Pisau district is presented in **Figure 10**.

Figure 10. ORGANIZATION STRUCTURE OF PULANG PISAU DISTRICT

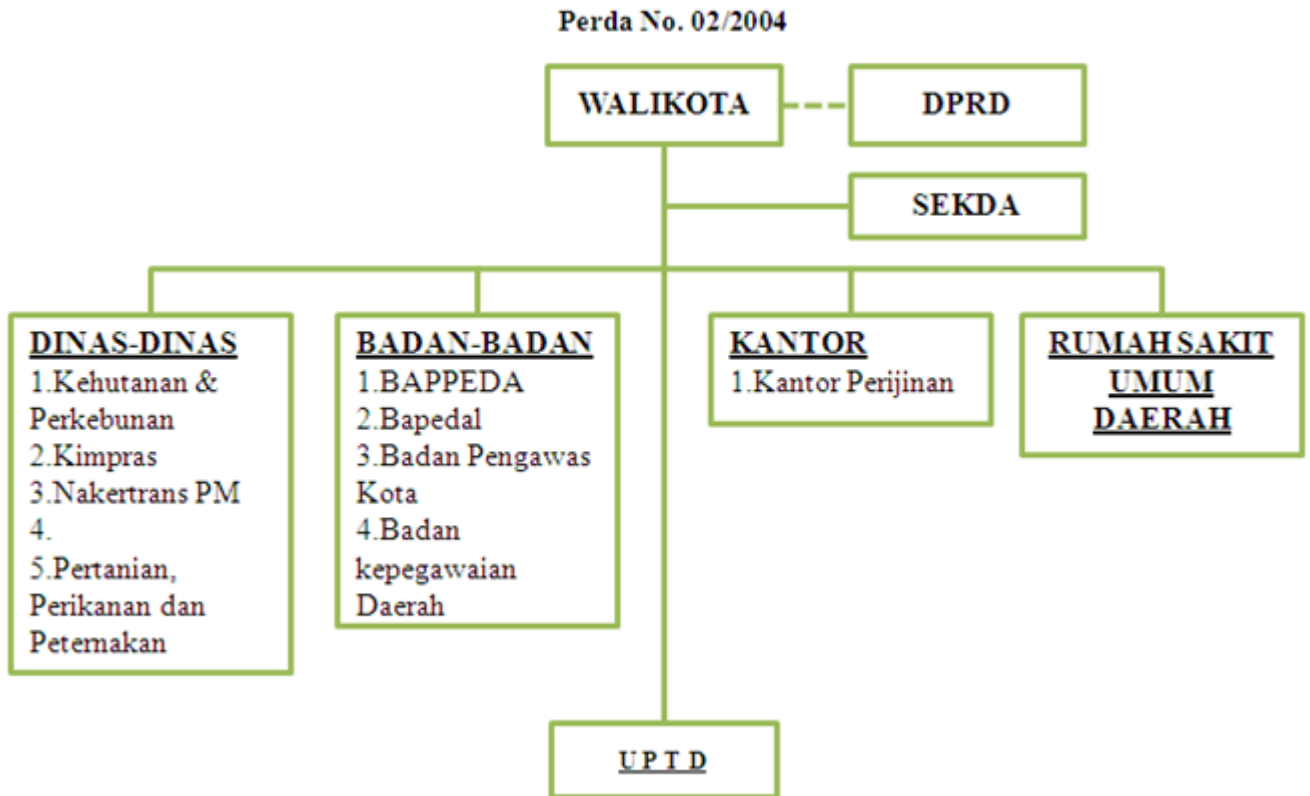
PERDA No. 2/2005



2.3.4 Palangka Raya Municipality

The organization structure of Palangka Raya Municipality is presented in **Figure 11**.

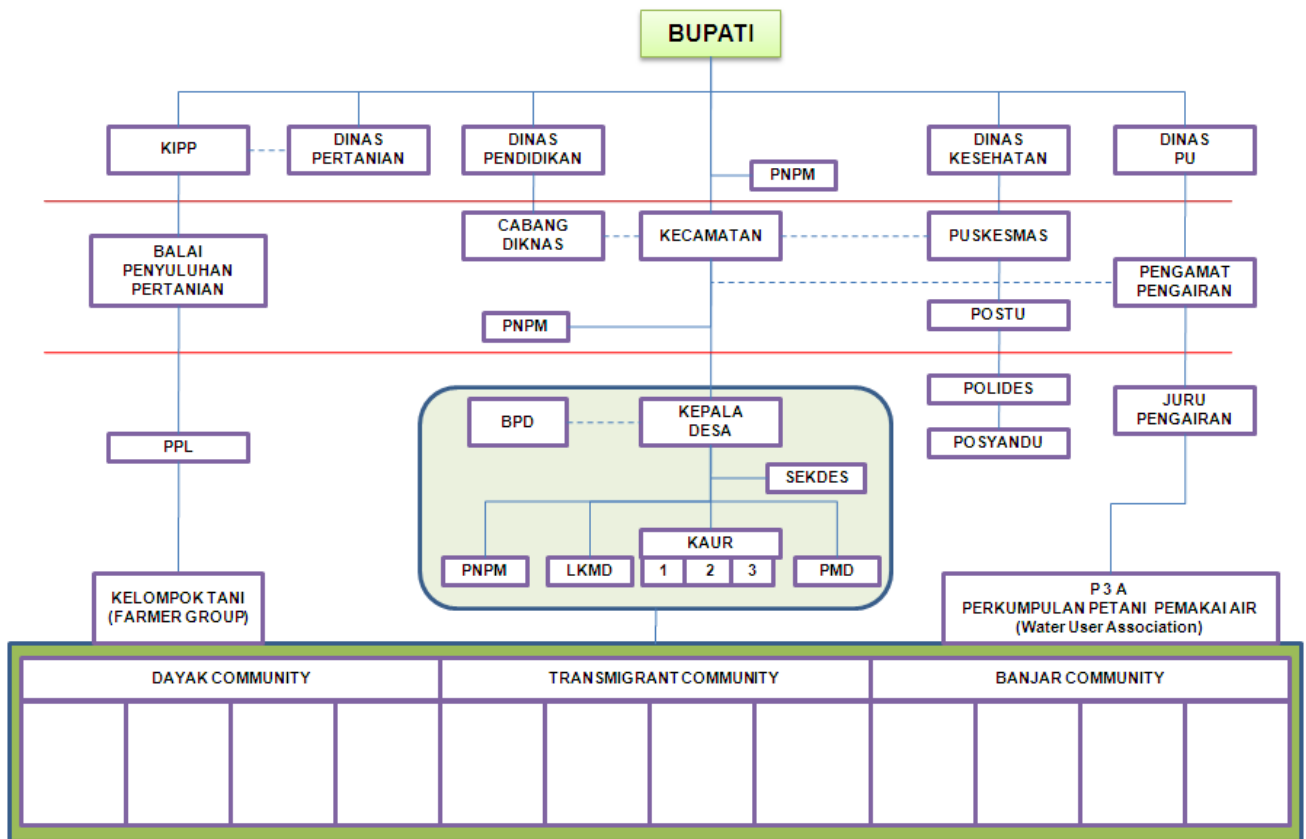
Figure 11. ORGANIZATION STRUCTURE OF P. RAYA MUNICIPALITY



2.4 Sub-district and Village Institutions

The sub-district and village institutions are shown in Figure 12.

Figure 12. KECAMATAN & DESA INSTITUTION



2.5 Kawasan Pengembangan Ekonomi Terpadu Daerah Aliran Sungai Kahayan, Kapuas, Barito (Kapet DAS Kakab)

KAPET DAS KAKAB is Integrated Economic Development Area along Kahayan, Kapuas and Barito river basin. This area is prioritized to be developed for pulling up the surrounding area, local, regional and national to have economic development.

Figure 22 ORGANIZATION STRUCTURE OF KAPET DAS KAKAB

Governor Decree No. 95/2001

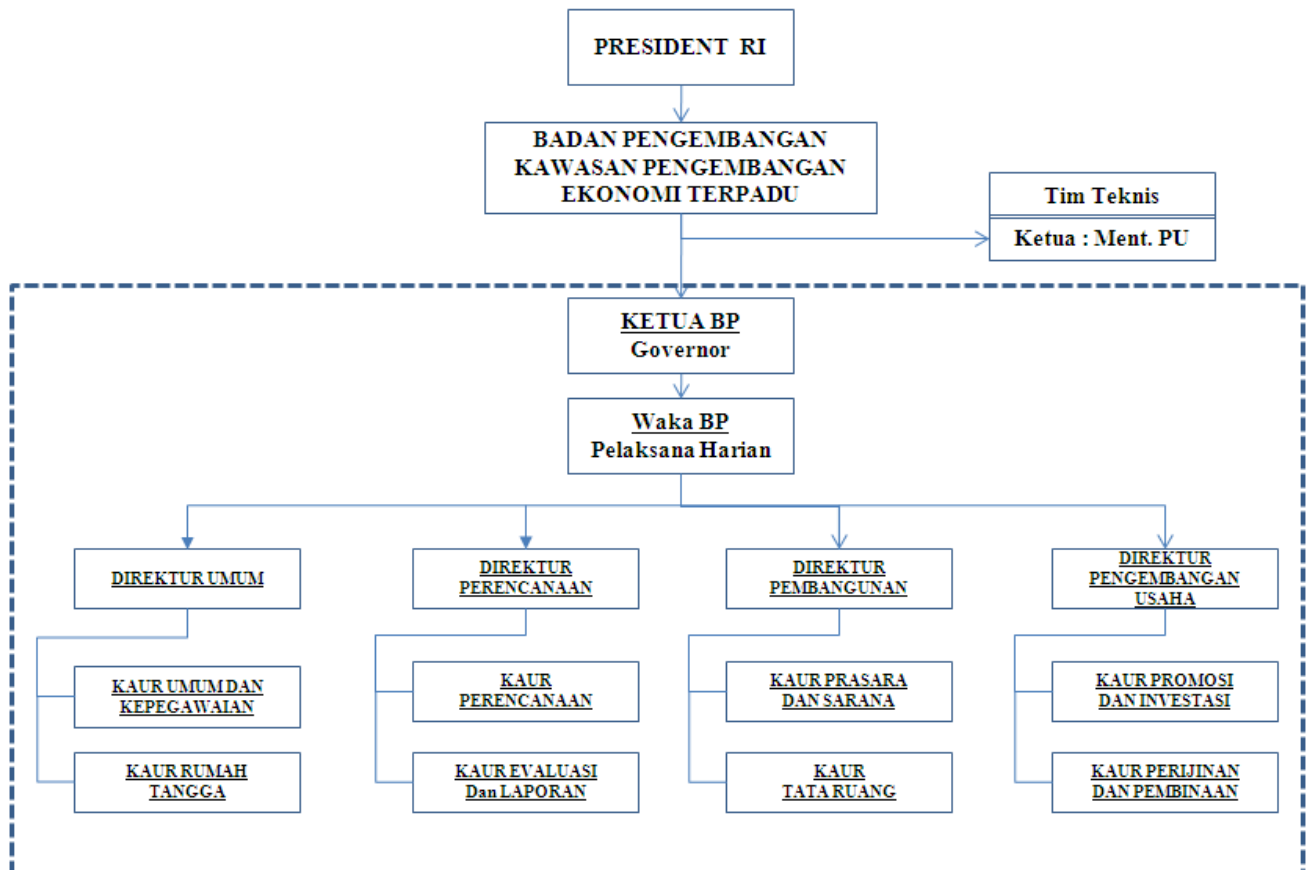
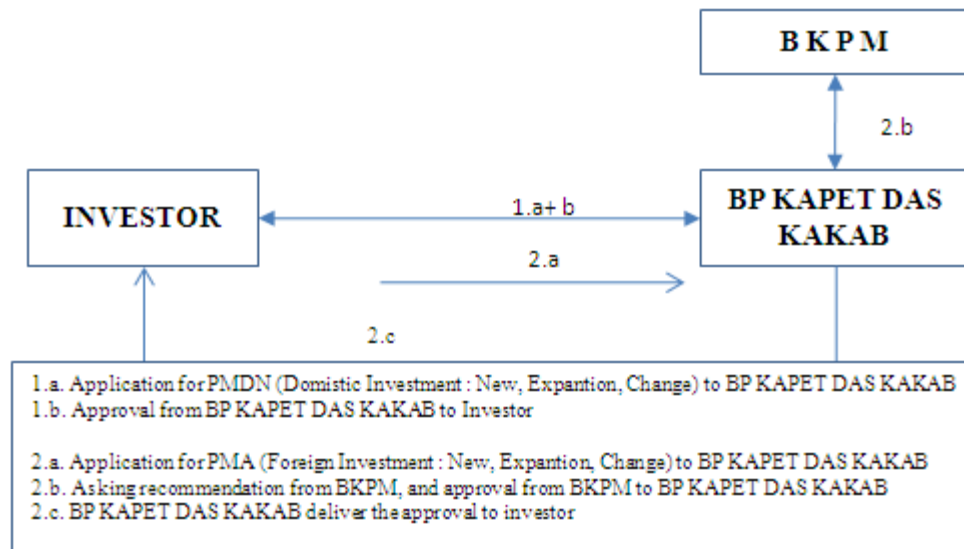


Figure 23. PERMIT APPLICATION PROCEDURE



This area has been decided through Keppres (President Decree) No. 170 / 1998 with the area covering 2.767.300 Ha (236,73 Km²) with population of 1.957.861 (in 2005). The spatial coverage is the whole Palangka Raya municipality, the whole Pulang Pisau district, part of Kapuas district and part of South Barito district.

The potentials competitive products are crops, horticulture, plantation, animal breeding, fisheries, Industries, mining and tourism. The opportunity for the investors for utilizing that potentials is widely open, and there will be fiscal incentive for every investor (Tax holiday and import tax free) and non fiscal (special permit).

Management of KAPET DAS KAKAP

Following President Decrees No. 150/2000, Head of KAPET DAS KAKAP is governor Central Kalimantan

VISION: To make KAPET DAS KAKAB as investment center, industry, trading and services in east side of Central Kalimantan Province

MISSION:

1. To build Pulang Pisau harbor as the center of sea and river transportation service for east side of Central Kalimantan Province
2. To realize the industrial estate in Sei Pasah, Kapuas Hilir Sub district
3. To create KAPET DAS KAKAB agrobusiness and agroindustry center in east side of Central Kalimantan Province
4. To make synergy the promotion and investment activities
5. To increase human resource quality
6. To enable Kapet DAS Kakap to be autonomous through corporate unit formation
7. To make KAPET DAS KAKAP as center of investment, industry, trade and service in east side of Central Kalimantan Province.
8. To realized Bahaur Harbour construction.

3 Institutional Framework of Inpres No. 2/2007

The current policy guiding the rehabilitation and revitalization of the EMRP area is Presidential Instruction No. 2/2007 issued on 16 March 2007, containing (for) main programs: (i) Conservation, (ii) Cultivation, (iii) Community Empowerment and (iv) Coordination and Evaluation.

3.1 Conservation Program

Conservation program consist of 12 activities as shown in **Table 1** below. It is obvious that Department of Forestry hold the main roles in this program, the second one is the Governor of Central Kalimantan, and the third is State Minister of Environment (KLH). In Palangka Raya, Department of Forestry has Technical Implementation Unit (UPT), Balai Konservasi Sumber Daya Alam (BKSDA), which has a direct link to Department of Forestry, and manage the conservation forest in Central Kalimantan.

For forest and land fire protection, KLH has a leading role. The existing coordination among stakeholders is not satisfactorily. The funding is scattering among local government offices, and not efficient in the usage. The structure and infrastructure is not compliance for emergency condition. New institutional should be developed for a quick response for the wild fire. The existing Governor decrees are no longer relevant, and have to be change.

DEPARTMENT ACTIVITIES	FORESTRY	BAPPENAS	MOHA	KLH	GOVERNOR	FINANCE	PUBLIC WORKS	RISTEK	AGRICULTURE	DISTRICT/MUNICIPAL
1. Master Plan Preparation	2007	2007	2007							
2. Forest Area Definition	2007				2007					
3. Action Plan Preparation	2007	2007	2007		2007	2007				
4. Deep Peat Conservation – 281.200 ha	2008			2008	2008					
5. Gelam F. Conservation – 76.300 ha	07-011			07-011	07-011					
6. Hydrology Conservation – 273.400 ha	07-011			07-011	07-011		07-011	07-011		
7. Flora & Fauna – 133.000 ha	07-011			07-011	07-011		07-011	07-011		
8. Kerangas Forest – 87.700 ha	07-011			07-011	07-011					
9. Black Water Ecosystem – 18.700 ha	07-011			07-011	07-011		07-011			
10. Mangrove Forest – 27.100 ha	07-011			07-011	07-011			07-011		
11. Forest & Land Fire Protection - < 5 %	07-011			07-011	07-011			07-011		
12. Reboisasi – 10.000 ha/yr	07-011				07-011				07-011	07-011

3.2 Cultivation Program

Matrix of cultivation activities presented in **Table 2**. Governor and Ministry of Agriculture have important role in this program. Also districts and municipal start entering the program. In this program the local government begin to touch the local communities, including transmigrant and local farmers. Consequently the Ministry of Employment and Transmigration has significant roles in this stage.

Table 2. CULTIVATION PROGRAM											
President Instruction No. 2 / 2007											
DEPARTMENT ACTIVITIES	FORESTRY	BAPPENAS	HOME AFFAIR	ENVIRONMENT (KLH)	GOVERNOR	FINANCE	PUBLIC WORKS	RESEARCH & TECHNOLOGY	AGRICULTURE	EMPLOYMENT & TRANSMIGRATION	DISTRICT/ MUNICIPAL
1. Cultivation Master Plan Preparation		2007	2007		2007		2007		2007	2007	
2. Action Plan Preparation		2007	2007		2007	2007	2007		07-011	2007	
3. Swams Network Reclamation					07-011		07-011		07-011	07-011	07-011
4. Rehab & Devlp Ag. Infrastructure					07-011				07-011	07-011	
5. Crops Development					07-010				07-010	07-010	
6. Horticulture Development					07-010				07-010	07-010	07-010
7. Plantation Development					07-010				07-010		07-010
8. Fisheries Development					07-010						07-010
9. Cattle Breeding Developmt					07-010				07-010		07-010
10. Agriculture Processing					07-011				07-011		07-011
11. Agriculture Prod. Structure & Institution					07-011				07-011		07-011
12. Farming Trainers Revital					07-011				07-011	07-011	
13. Industrial Plantation Forest	07-011				07-011						
14. Regreening	07-011				07-011				07-011		07-011

3.3 Local Community and Transmigrant Empowerment Program

Again Governor hold the main roles during this program, supported by Ministry of Employment and Transmigration, and by districts and municipality heads. **Table 3** present the matrix of the empowerment program.

Table 3. LOCAL COMMUNITY AND TRANSMIGRANT EMPOWERMENT PROGRAM											
President Instruction No. 2 / 2007											
DEPARTMENT ACTIVITIES	FORESTRY	BAPPENAS	MOHA	KLH	GOVERNOR	FINANCE	PUBLIC WORKS	RESEARCH & TECH NOLOGY	AGRICULTURE	EMPLOYMENT & TRANSMIGRATION	DISTRICT/MUNICI PAL
1. Trans Rehab & Devlpmnt Master Plan Preparation		2007	2007		2007		2007		2007	2007	
2. Basic Infrastructure supply					2007		2007		07-011		07-011
3. Bridges & Roads improvement, construction and maintenance					07-011		07-011			07-011	07-011
4. Trans/comm settlement Structure and Infrastructure improvment					07-011					07-011	07-011
5. Human Resource Development					07-010					07-010	07-010
6. Community supporting Basic Needs improvement					07-010						07-010
7. Transport infrastructure and Mode Development					07-010						07-010

3.4 Coordination and Evaluation Program

Coordination and Evaluation program covering:

- Environmental policy review
- Policy coordination on economy and public welfare
- Program and policy evaluation on economy and public welfare
- Program implementation evaluation
- Policy implementation evaluation on conservation

This coordination and evaluation program indicates that the policies and implementation are subject to change following the condition and situation development.

Table 4. COORDINATION AND EVALUATION PROGRAM											
President Instruction No. 2 / 2007											
DEPARTMENT ACTIVITIES	FORESTRY	BAPPENAS	MOHA	KLH	GOVERNOR	FINANCE	PUBLIC WORKS	RESEARCH & TECHNOLOGY	AGRICULTURE	EMPLOYMENT & TRANSMIGRATION	DISTRICT/MUNICIPAL
1. Environmental Policy Review	2007	2007	2007	2007	2007	2007			2007		
2. Policy Coordination on Economy and Public Welfare		07-011	07-011		07-011	07-011					
3. Program and Policy Evaluation on Economy and Public Welfare		07-011	07-011		07-011	07-011					
4. Program Implementation Evaluation	07-011	07-011	07-011	07-011	07-011	07-011	07-011		07-011	07-011	
5. Conservation Policy Implementation Evaluation	07-011	07-011	07-011	07-011	07-011	07-011					

From the 4 tables above, it is seen that Governor of Central Kalimantan has a massive loading for each program.

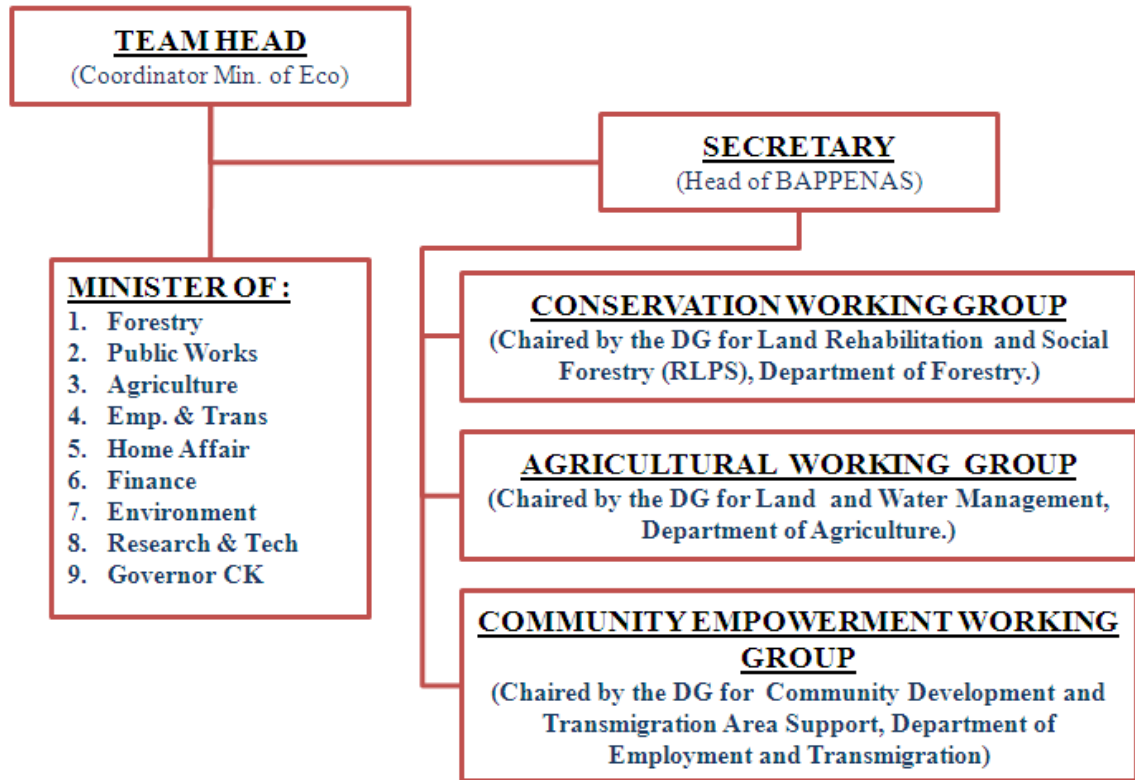
In national level three working groups have been formed:

- Conservation Working Group
Chaired by the DG for Land Rehabilitation and Social Forestry (RLPS), Department of Forestry.
- Agricultural Working Group
Chaired by the DG for Land and Water Management, Department of Agriculture.
- Community Empowerment Working Group
Chaired by the DG for Community Development and Transmigration Area Support, Department of Employment and Transmigration

The three above groups are under coordination of National Secretary. **Figure 13** shows the structure of the working groups.

Figure 13. NATIONAL TEAM OF EMRP REHABILITATION AND REVITALISATION

- President Instruction No. 2/2007



In provincial level the EMRP Team has been formed by Governor with Governor Decrees No.188.44/144/2007; Dated 9 April 2007. **Figure 14** illustrate the EMRP provincial team. **Figure 15.** illustrate the secretariat of the provincial team.

Figure 14.: PROVINCIAL TEAM FOR REVITALISATION AND REHABILITATION OF EMRP AREA
PRESIDENT INSTRUCTION No. 2 / 2007

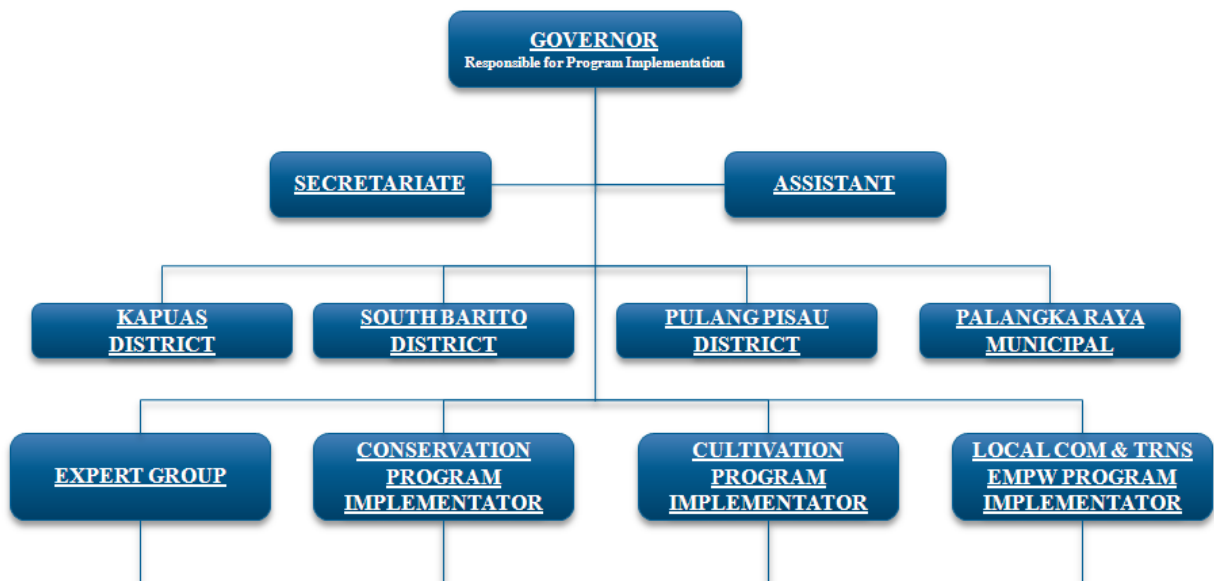
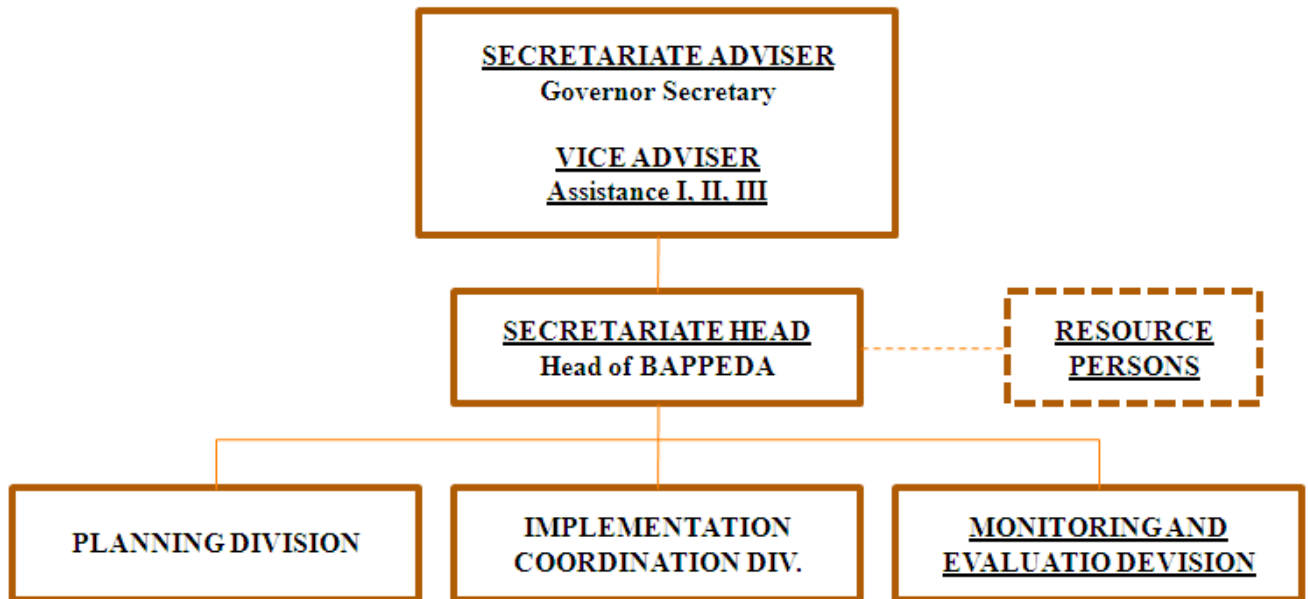
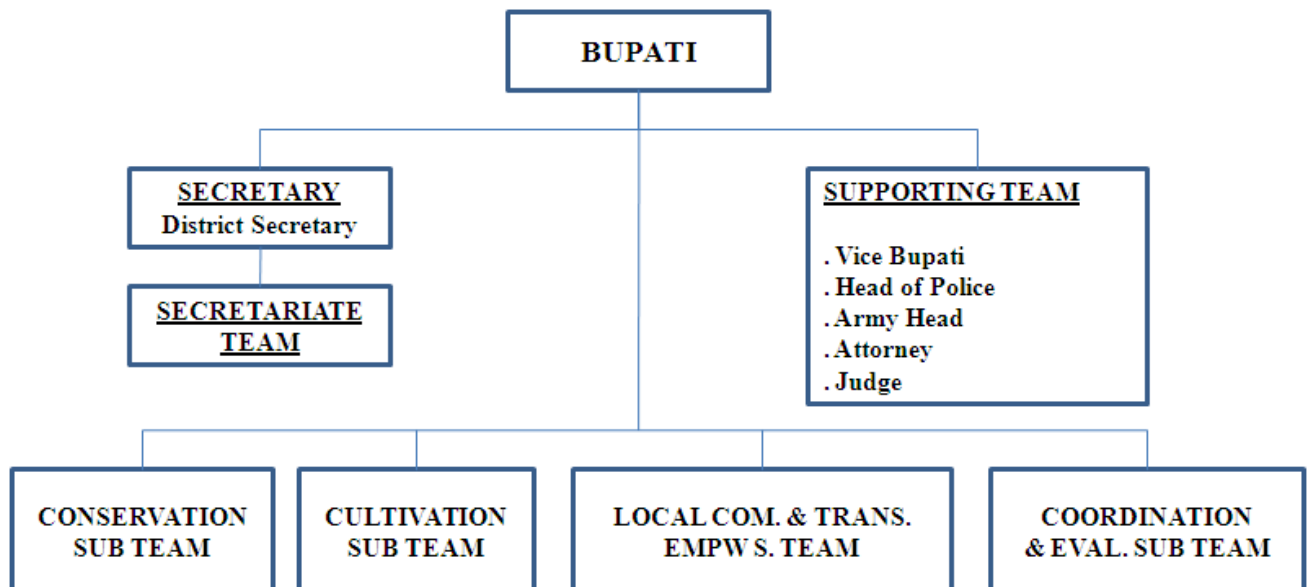


Figure 15.: SECRETARIATE OF PROVINCIAL TEAM



EMRP implementation team of Kapuas district has been formed by decrees of Bupati Kapuas No. 289/2007.

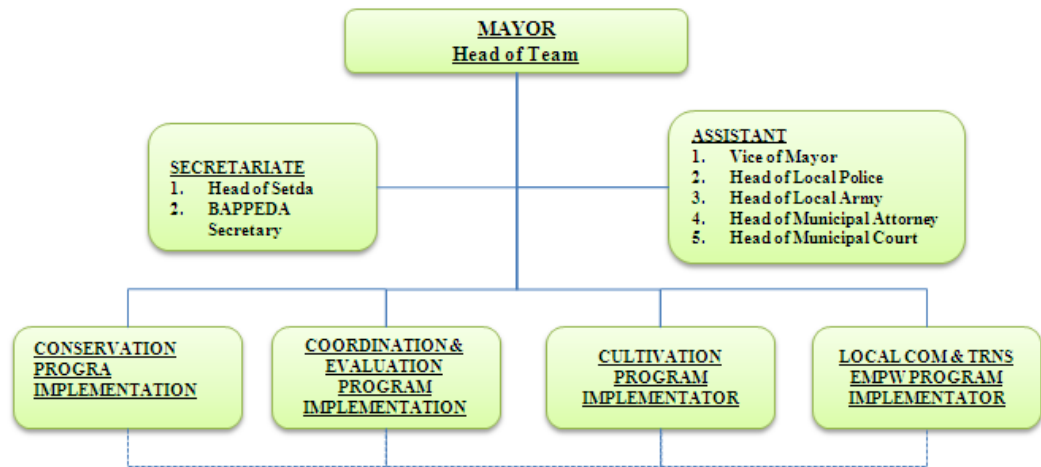
**Figure 16.: KAPUAS DISTRICT EMRP IMPLEMENTATION TEAM
Inpres 2/2007**



EMRP Team in Palangka Raya Municipality form by Mayor decrees No. 115/2007, presented in **Figure 17**.

Figure 17.: Organization Structure of Implementation Team Palangka Raya Municipality

President Instruction No. 2 / 2007



EMRP Team in Pulang Pisau district by Bupati decrees No. 120/2007 is presented in **Figure 18** and **Figure 19**.

Figure 18.: PULANG PISAU DISTRICT IMPLEMENTATION TEAM

Inpres 2/2007

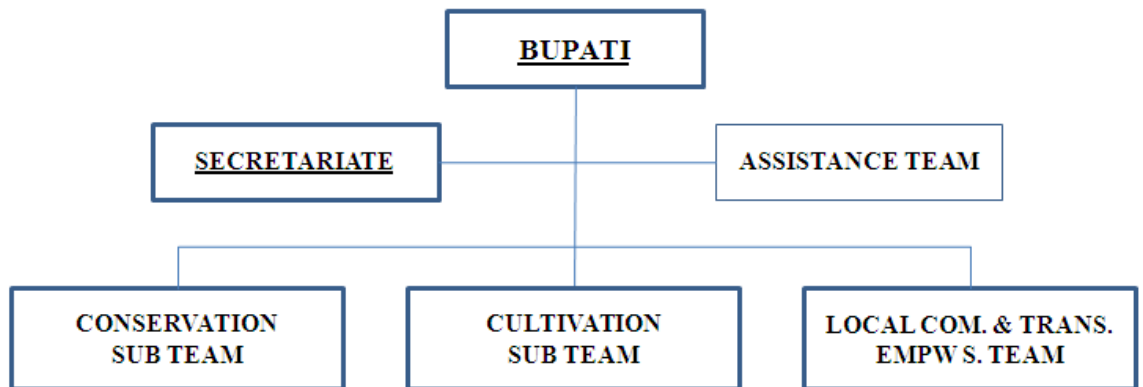
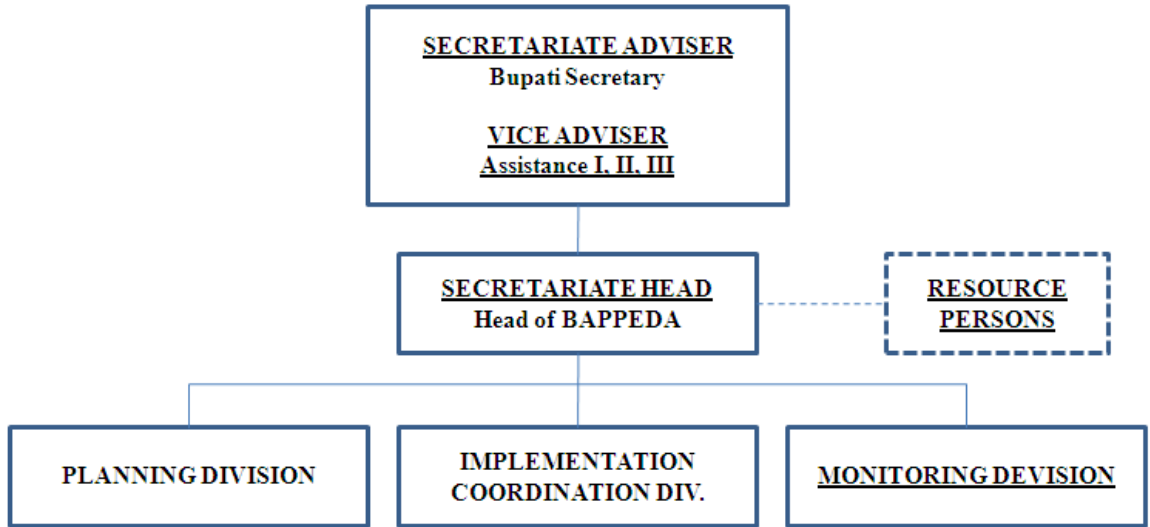


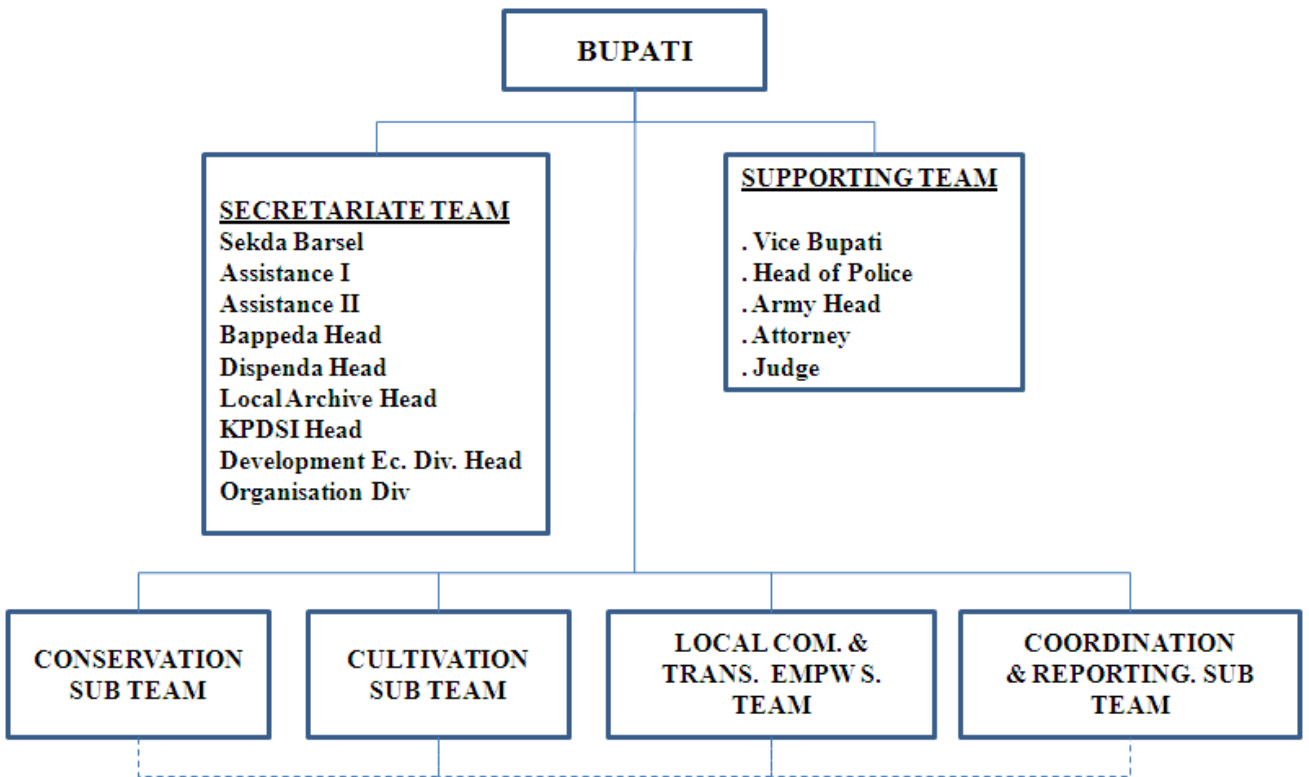
Figure 19.: SECRETARIATE OF PULANG PISAU EMRP TEAM



EMRP Team in South Barito district was formed by Bupati decrees No.202 /2007, dated 5 April 2007..

Figure 20.: SOUTH BARITO DISTRICT EMRP IMPLEMENTATION TEAM

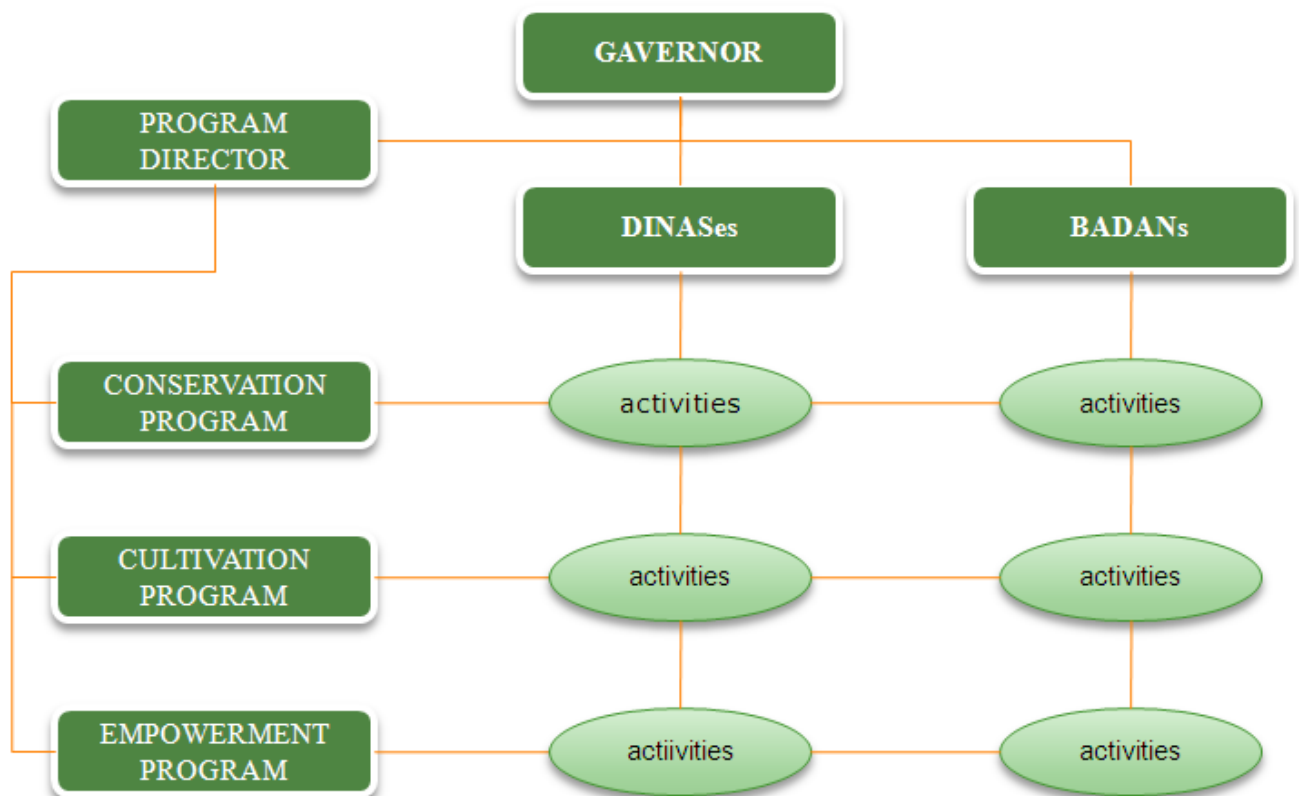
Inpres 2/2007



3.5 The Matrix Organisation of Inpres 2/2007

The combination between existing structural organization and the EMRP Team organization (Inpres 2/2007) is in fact form a matrix organization structure, a structure which combine the structural and project organization. The resources used for implementing the programs are coming from the existing structural organization (Dinas and Badan). This matrix organization structure is shown in **Fig. 21** (see also Annex 12).

Fig. 21 MATRIX ORGANIZATION



For detail : see Recommendation

3.6 Funding For EMRP Rehabilitation and Revitalization

Flow of fund

1. Funding from Central Government to Province consist of :

a. **Balancing fund** (perimbangan):

- Tax revenue sharing
- Non Tax revenue sharing
- Common allocation fund (DAU)

The balancing fund is entering Provincial Revenue and Budgeting (APBD).

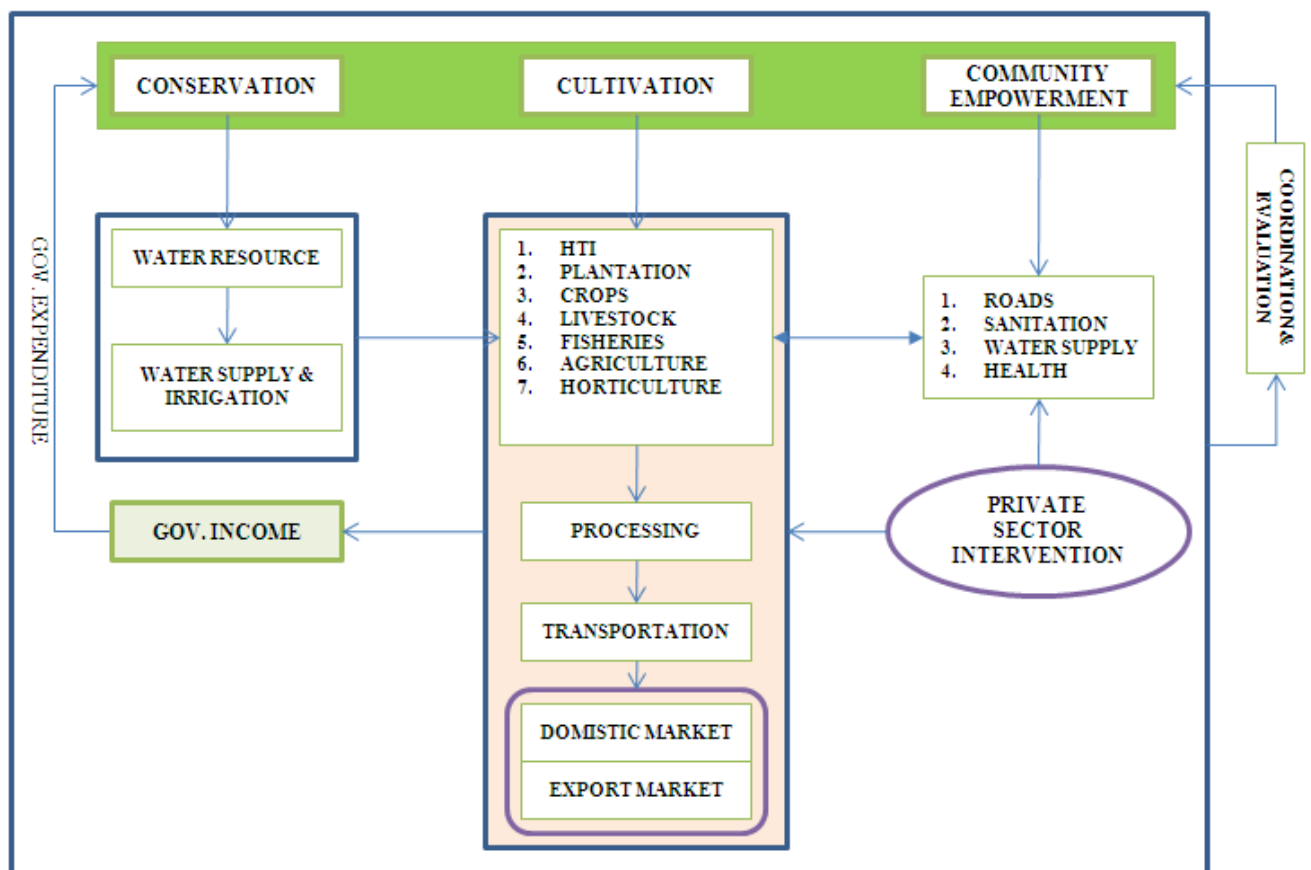
b. Another fund coming from central government but not entering APBD are :

- **Direct Fund.** This fund is used for projects located at provinces or districts/municipality, e.g. water treatment plant construction.
 - **Deconcentration fund.** This fund is managed by Governor as representatives of Central Government. This is for funding the works implemented by SKPD (Dinas and Badan).
2. Fund from Central Government to Districts/Kota consist of :
 - a. Balancing fund
 - b. Direct fund
 - c. Deconcentration fund
 - d. Supporting Tasks (also to villages)
 3. Local Budget (APBD)
 4. Other sources (Donors, NGO etc.)

4 Conclusions and Recommendations

The President Instruction No. 2/2007 is a holistic approach for integrated rehabilitation and revitalization of EMRP area, and will give multiplier positive impacts to regional development as presented in **Figure 24**.

Figure 24. OPERATIONAL SYSTEM IN THE REHABILITATION & REVITALISATION EMRP AREA



Conservation Program

This program covering approximately 1.1 million Ha, and will improve the natural conservation condition, and in turn will increase water resources which will supply water for cultivation program, human settlement, fisheries and industrialization. This program will need abundant of funding.

Cultivation Program

Many activities involved in this program, but it can be divided into the following groups :

1. Activities for producing raw materials, such as timber, crops, meat, fish, latex etc.
2. Activities for processing the raw materials into finish product, such rice milling, latex processing, fruit processing etc.
3. Water supply and irrigation system provision.
4. Land preparation for rice field and other productive plants.
5. Marketing of products
6. Seedling provision and other agricultural equipment, fertilizer and pesticide.

In this program private sectors should make intervention to accelerate the economic development of the area. For attracting the potentials investors, KAPET DAS KAKAB has offering tax reduction and administrative incentive. This program will generate income for respected local government and reducing unemployment.

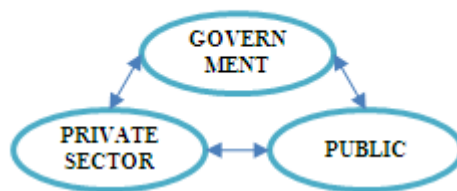
Community Development Program

This program covering education, social aids, places for praying, roads construction and maintenance, sanitation, harbor construction etc.

This program also provide human resources development program. The availability of qualified human resource, required structure and infrastructure will attract the private sectors to invest.

The three above programs are implementing the 3 (three) pillars of the regional development: government, private sectors and community, which generally called Public Private Participation, as illustrated in **Figure 25**.

Figure 25. PUBLIC PRIVATE PARTICIPATION



The above approach could be as a basic for arranging institutional aspect in EMRP area.

Coordination and Evaluation Program

This program give possibilities to change and improve the programs in Inpres 2/2007

1. The common weakness of most local government institution are:
 - Coordination and integration, internally and externally
 - Quality and quantity of human resources still need to be developed
 - Limited structure and infrastructure.
2. Matrix organization has been applied for many years for implementing government projects, but still need improvement in application.

4.1 Recommendation

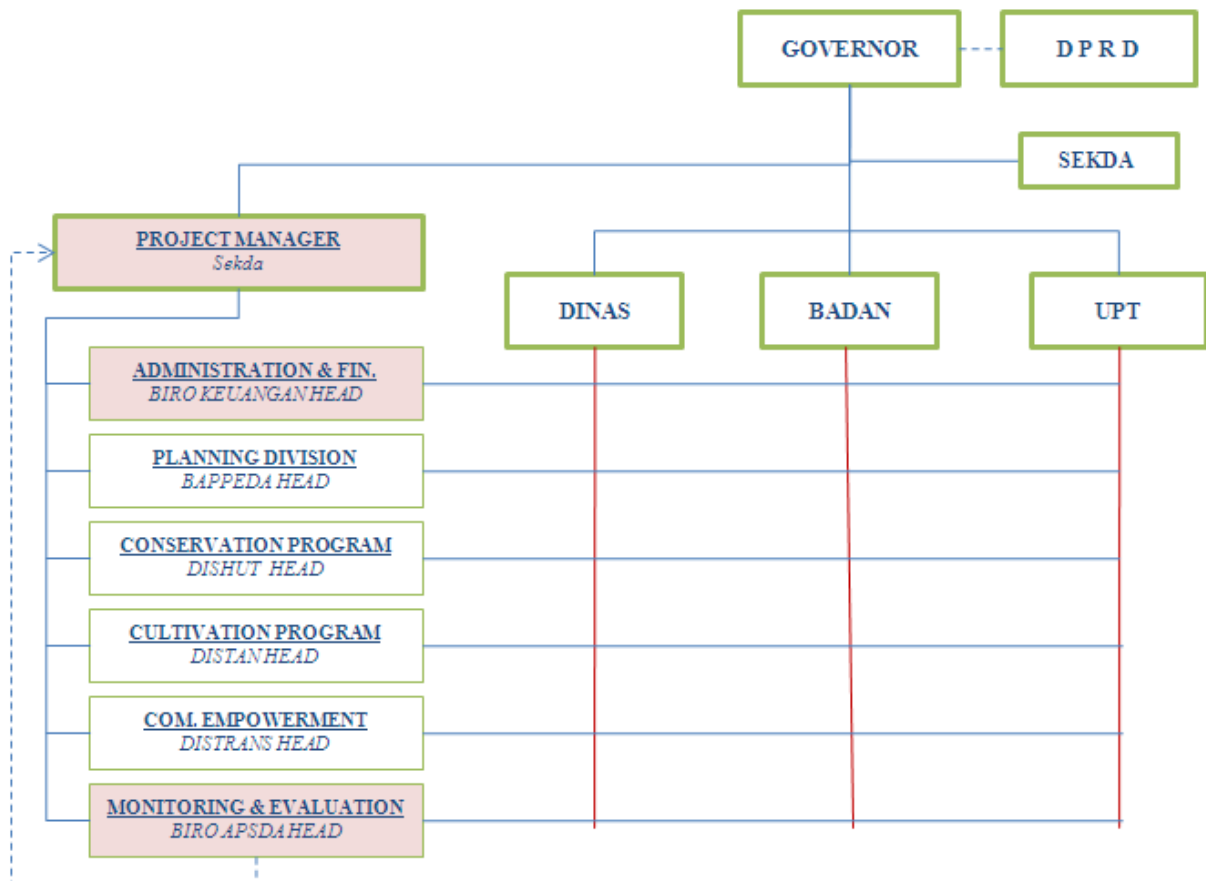
Referring the above findings, the following measures are recommended:

1. Institutional Arrangement

Option 1: Matrix Organization

Matrix organization structure should be strengthened in the implementation, and to be adjusted according to the existing institutional conditions. The recommended structure is presented in **Figure 26**.

Figure 26. MATRIX ORGANIZATION STRUCTURE FOR PROVINCIAL EMRP TEAM



Head of Provincial Working Team is Governor of Central Kalimantan Province. Governor has direct access either to President or the relevant minister.

The Project Manager is Sekda as Coordinator of the Divisions. Sekda has strong subordinates to support the management of the team.

Head of Planning Division is Head of BAPPEDA. This Division could recruit personnel from BPPEDA and other Dinases.

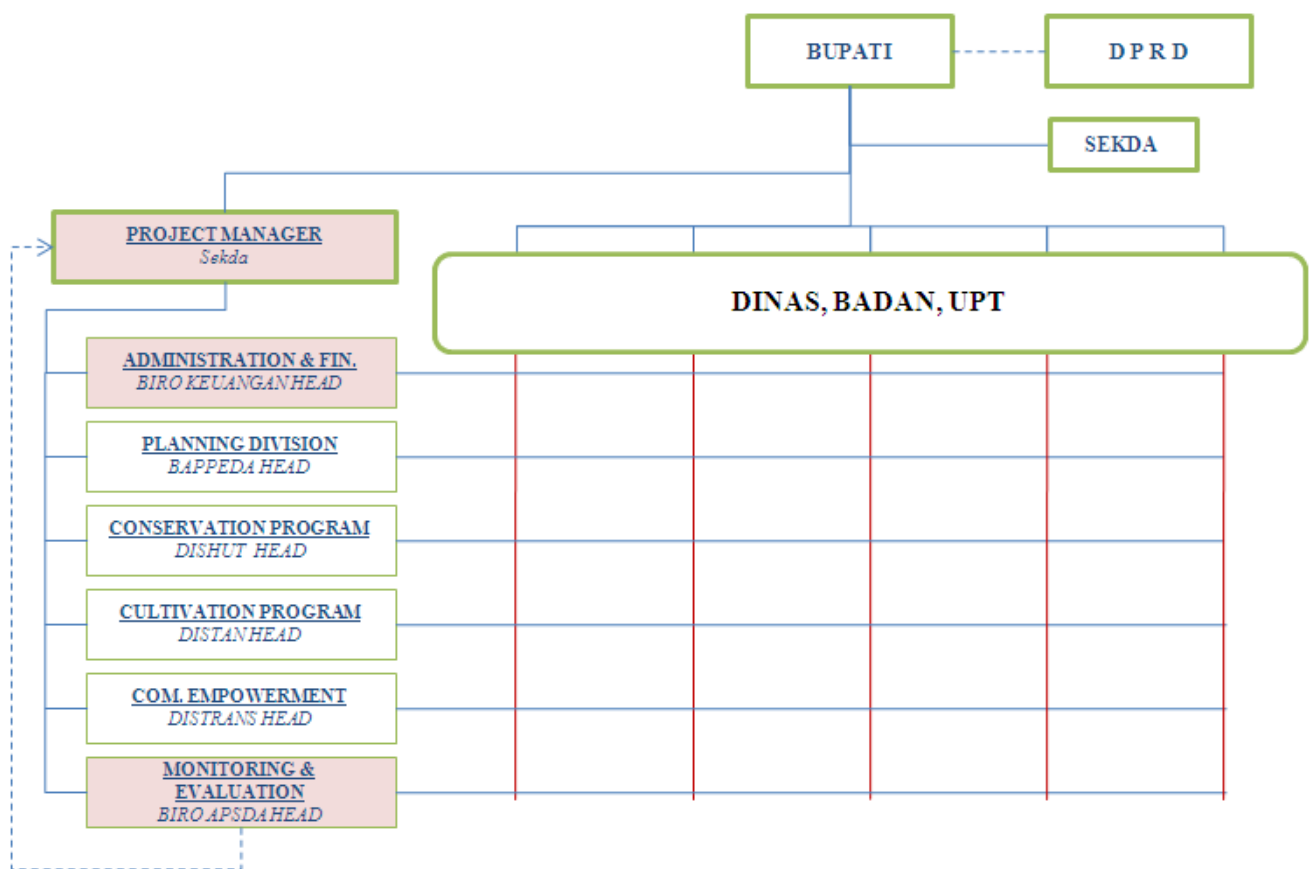
Head of Conservation Program Division is Head of Dinas Kehutanan. He can coordinate with UPT Department of Forestry, e.g. BKSDA or BP DAS

Administration & Financial Division will be handled by Head of Biro Keuangan Setda, and Monitoring & Evaluation Division will be managed by Head of Biro Administrasi Perekonomian dan Sumber Daya Alam.

Similar mechanism could be installed in Districts and Municipality.

Matrix Organization Structure for Districts and Municipality is presented in **Figure 27**.

Figure 27. MATRIX ORGANIZATION STRUCTURE FOR DISTRICT EMRP TEAM



Advantages of Matrix Organization

The advantages of matrix organization are :

- It can be applied in complex environment, subject to frequent changes and an effective horizontal and vertical coordination
- Need efficient resources usage
- Have strong pressure from two or more sides
- Flexible resource usage
- Project have required attention
- No significant problems after project completion
- Immediate responds for arising problems

- Have access to central government, so having consistency with policy and procedure from central government.
- For multiple projects implementation, the resources from structural organization can be distributed evenly.

Disadvantages of Matrix Organization

The disadvantages of matrix organization are :

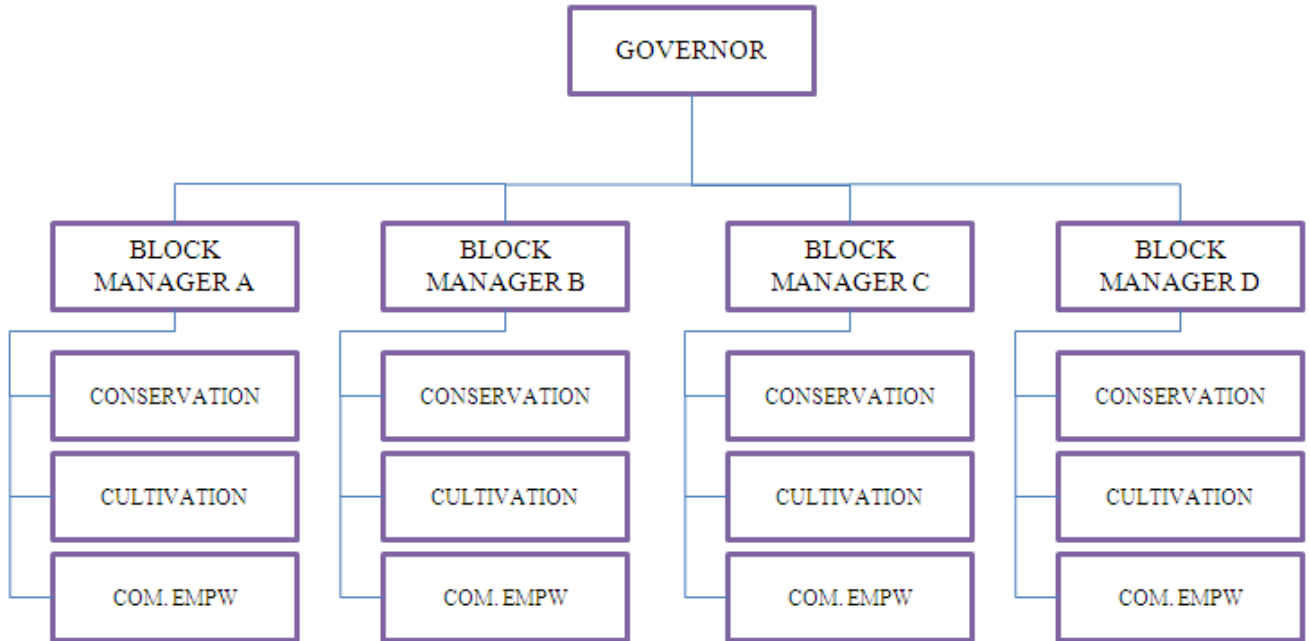
- The personnel have two bosses, the structural and program manager.
- Need coordination skill and time, and patience
- The structural division tend to concentrated to their structural functions
- Project manager and structural manager have the same power, this may be source of conflicts.
- For multi project implementation, there are possibility for competing among project managers for distributing resource allocation.
- No unity of command

For running the matrix organization smoothly, the Governor have to balance the structural and the program tasks. The local government officials have also to be trained for familiarity with matrix organization. But in practice, without realizing, the matrix organization has been implemented since many years ago for implementing the government projects. So only some capacity building have to be conducted, especially for project management and matrix organization.

Option 2: Block Management (Proposed by Head of BKSDA)

EMRP area divided into blocks. Each block covers several objects, e.g. conservation area, cultivation area etc. **Figure 28.** illustrate Block Management system.

Figure 28 .EMRPBLOCK MANAGEMENT

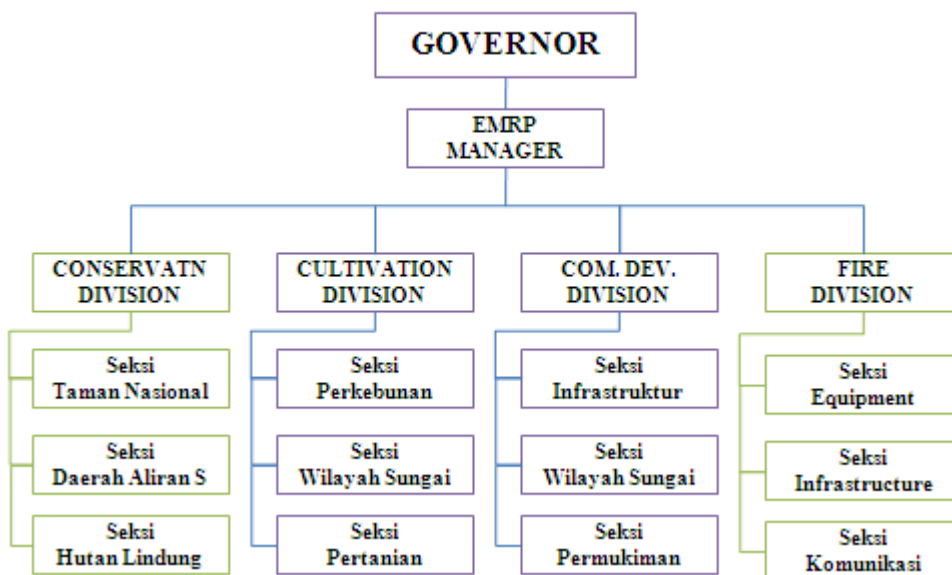


The advantage of the block system is that it will be very effective and stable. But this will not be efficient because this system need a big budget, and the available funding is fluctuating from year to year.

Option 3: Centralized Organization (Proposed by Head of BP DAS Kahayan)

As option 2, this option 3 also effective and stable, but again as in option 2 this system requiring big budget and stability of funding

Figure 29. CENTRALIZED EMRP MANAGEMENT



2. Capacity Building

Capacity building for the institutions in Central Kalimantan Province for increasing coordination, integration, project management and matrix organization implementation.

3. Private Sector Participation

Promoting private sector participation to invest in Central Kalimantan Province for accelerating community empowerment.

4. Law Enforcement

Law enforcement is the core issue for almost activities. If it could be realized, most of the obstacles will solved.

Annex 1. Meeting with BPPLHD

Instansi	:	BPPLHD
Tanggal	:	2 Mei 2008
Pejabat BPPLHD	:	Moses Nicodemus (Kepala BPPLHD)
Tempat	:	Kantor BPPLHD Palangkaraya
Consultant	:	Soegolo

Badan sifatnya **koordinasi, Dinas** Teknis untuk **pelaksanaannya**.

I. **Peran dalam pengelolaan KPLG :**

1. Perijinan, perusahaan yang akan minta ijin usaha harus melakukan studi AMDAL lebih dulu, jika sesuai dengan tata ruang dan ketentuan lainnya yang berlaku.
2. Koordinasi untuk kegiatan konservasi dan pengelolaan kebakaran

II. **Saran saran :**

1. **Konservasi**

Pelaksanaan DAK DR dan GERHAN selama ini gagal, karena sifatnya adalah proyek. Masyarakat tidak merasa ikut memiliki, sehingga setelah penanaman, pemeliharannya tidak optimal, banyak yang mati, lahannya dibakar.

Lahan kritis yang ada kurang lebih 4,7 juta ha, DAK DR dan GERHAN hanya mencakup 100.000 ha/tahun.

Akibatnya adalah kebakaran pada musim kemarau, dan banjir pada musim hujan.

Proses konservasi disarankan sebagai berikut :

Di wilayah desa di bentuk kelompok kelompok masyarakat, berbentuk organisasi dengan misalnya SK Kepala Desa.

Tiap kelompok diberi hak pengelolaan lokasi, misalnya 10 orang/50 ha. Bisa diberi hak mengelola misalnya selama 10 – 20 tahun.

Semua kelompok diberi insentif misalnya bibit, penyiapan lahan, pemilihan jenis tanaman, jenis anaman produktif, misalnya karet.

Disinsentif bisa berupa pencabutan hak pengelolaan atau bentuk lainnya.

Bentuk legalitasnya harus ditelusuri, mulai dari UU yang berlaku, Peraturan peraturan dan keputusan keputusan

2. Dalam hal kebakaran, BPPLHD juga hanya bertindak sebagai koordinator saja.

III. **Good Corporate Governance**

Transparansi : dinyatakan dalam rapat koordinasi antar instansi. Desiminasi kepada masyarakat melalui : media cetak, electronic, baliho, iklan

Akuntabilitas : **Laporan kepada Gubernur, pemeriksaan Bawasda, BPKP**

Partisipasi : partisipasi masyarakat dalam menanggulangi kebakaran.

**Annex 2. Meeting with Kepala Bagian Kelembagaan
Yob Dehen S.H.
Biro Organisasi Setda Propinsi Kalimantan Tengah
Tlp./Fax 0536-3221573**

**Rumah : Jl. Antang I No. 02 Palangka Raya
Tlp. 0536-3234137. Hp. 0812 507 2921**

Consultant : Soegolo, Bambang T.S.

1. Tugas Bagian Kelembagaan Setda adalah menyusun Tupoksi untuk Perangkat Daerah bersama Perangkat Daerah, berdasar PP 38/2007 dan PP 41/2007.
2. Untuk operasionalnya ditangani oleh Biro Ekonomi
3. Perda yang sedang dicetak : Perda No. 5, No. 6, No. 7 dan No. 8 mengenai organisasi dan tata kerja perangkat daerah
4. BAPPEDA hanya menangani perencanaan, sedang Pengawasan akan dilakukan oleh biro yang baru, yaitu Biro Administrasi Pembangunan.
5. Dibentuk pula biro yang baru, yaitu Biro sumber Daya Alam
6. Dana dekosentrasi langsung ditransfer ke dinas dinas melalui KPKN
7. Bidang Tata Ruang sudah di pindahkan dari BAPPEDA ke Dinas PU
8. Pengembangan Kawasan Strategis dilakukan oleh Bidang Tata Ruang Pengembangan Kawasan Strategis

Annex 3. Hasil Wawancara Kab. Kapuas & Kab. Pulang Pisau

Tanggal 21 April 2008

Semua key official rapat dengan Bupati dalam rangka kunjungan Gubernur Kalteng ke Kualakapuas hari selasa tgl. 22 April dalam rangka penanaman perdana kedelai didaerah transmigrasi.

Beberapa pejabat yang diwawancarai pada hari senin siang (21 April 2008) adalah sbb. :

1. Kepala dinas Kehutanan Kab. Kualakapuas (Hanya 10 menit, karena ada rapat)

Transparansi :

Penyampaian dana kepada petani langsung melalui rekening bank kelompok tani

Akuntabilitas :

Terlaksananya reboisasi dengan baik

Partisipasi :

Para petani aktif melakukan reboisasi (perkebunan)

Koordinasi :

BPPPPMD mengkoordinasikan semua kegiatan yang terkait dengan PLG

Integrasi : adanya dana alokasi khusus untuk reboisasi (DAK DR) dari pemerintah pusat.

1. Asisten 2 Sekda (Bapak Rahmadi), Bidang Humas dan Perempuan

Transparansi :

Semua kegiatan diumumkan melalui media cetak

Akuntabilitas :

Pelatihan Kelompok Perempuan (menjahit, memasak dll.), dipertandingkan antar kelompok. Mereka mengikuti pelatihan dengan antusias.

Partisipasi :

Kelompok perempuan aktif berpartisipasi dalam pelatihan

Koordinasi :

Kegiatan perencanaan dikoordinasikan melalui BPPPPMD, sedang penganggaran dikoordinasikan oleh Sekda.

Good corporate governance sangat penting. Tidak ada hambatan, semua pihak mendorong terlaksananya GCG.

Diperlukan peningkatan SDM.

Masyarakat yang jauh dari kota membutuhkan hiburan. Hendaknya diupayakan adanya televisi, selain untuk hiburan juga berguna untuk penyuluhan dan meningkatkan semangat kerja.

Hibah masih diperlukan untuk mempercepat pembangunan.

Perdagangan karbon masih belum dimengerti.

Tanggal 22 April 2008 Kuala Kapuas

**Dinas Perkebunan
Kasubdin Perencanaan**

1. Peran dalam PLG

Sebelum ada instruksi Presiden No. 2/2007 Dinas Perkebunan telah terlibat dalam kegiatan PLG

Menyediakan bibit untuk masyarakat, karet okulasi berlabel, kelapa. Penyuluhan dalam pencegahan kebakaran.

2. Pengertian Institusi

Institusi adalah kewenangan (authority)

3. Transparansi

Semua dana bantuan langsung ditransfer kerekening kelompok tani

4. Akuntabilitas

Penyediaan bibit berlabel, penyuluhan penanaman pohon dan pencegahan kebakaran

5. Partisipasi

Kelompok tani aktif mengajukan usulan usulan

6. Koordinasi/Integrasi

Semua kegiatan dikoordinasikan oleh BPPMD dan Sekda. Ikut dalam Musrenbang

7. Saran saran

- Diperlukan perbaikan koordinasi dengan BPN dan Pertambangan untuk usaha perkebunan besar (UU No. 18/2004) untuk menghindari overlapping peruntukan lahan
- Diperlukan bantuan untuk sarana pemadam kebakaran perbaikan infrastruktur jalan dan pengairan dimusim kemarau.
- Karbon trading masih belum dimengerti
- Penanaman karet sangat menguntungkan, terutama setelah di introdukirnya sistem penyadapan baru dari Malaysia

BAPPEDA PULANG PISAU

Kasubdin Ekonomi

1. Pengertian Institusi

Institusi adalah sdm, organisasi, peraturan peraturan

2. Peran dalam PLG

Mengkoordinasikan perencanaan, monitoring dan pengendalian pelaksanaan

3. Transparansi

Hasil perencanaan dapat diakses oleh masyarakat

4. Akuntabilitas

Hasil pemeriksaan oleh BPK dan BPKP

5. Partisipasi

Mengikut sertakan masyarakat dalam perencanaan (Musrenbang)

6. Koordinasi/Integrasi

Mengkoordinasikan perencanaan

7. Masalah

- Rencana Tata Ruang Propinsi belum selesai
- Personil Kurang
- Peran Litbang sangat penting sebagai dasar perencanaan
- Perbaiki struktur organisasi menurut PP 41/2007

8. Bantuan Donor

Diperlukan untuk pemberdayaan masyarakat, relokasi dari pinggir sungai ke jalan ekonomi.

DINAS KEHUTANAN DAN PERKEBUNAN

Kepala Dinas

1. Transparansi

Semua karyawan terlibat dalam kegiatan, sehingga semua saling mengetahui. Sosialisasi kegiatan dan bantuan langsung masuk kerening kelompok tani.

1. Akuntabilitas

Proposal dari masyarakat makin banyak, berarti mereka percaya kepada Dishutbun

2. Koordinasi/Integrasi

Asisten 2 (ekonomi) Sekda mengkoordinasikan kegiatan kegiatan

3. Partisipasi

Masyarakat makin banyak yang mengikuti penyuluhan penyuluhan

4. Carbon trading : belum jelas

5. Donor

Masih diperlukan bantuan donor untuk bibit (karet, kelapa, kopi), pengolahan karet untuk meningkatkan nilai tambah, pemasaran, kelembagaan petani, permodalan, kendali mutu karet

Annex 4. Meeting With Head of BAPPEDA – Syahrin Daulay
26 APRIL 2008

Topic : Institutional analysis

Consultant : Nick M, Soegolo

1. Law No. 25 – Governor
Law No. 32/2004
2. Spatial Planning Division will move from BAPPEDA to PU. If Perda (Local Regulation) on spatial planning has been issued, this will be a controlling tool. Every 3 months, meeting with Kabupatens.
3. Law No. 26/2007 concerning sanctions for issuing illegal permits (500 millions)
4. Accountability, Internal audit (Bawasda). Transparancy, Musrenbang (Development Planning Meeting), announced in news paper. Community participation is very low.
5. KPH (Kesatuan Pengelolaan Hutan – Forest Management Unit), covering production, conservation and protection. The legal status should be determined, and synergy with local government (PEMDA). This management should be a special body, Laws No. 32/2004 article 9.
6. KAPET DAS KAKAB (Kapuas Barito River Basin Integrated Economic Development Region) is headed by Governor, and the budget come from PU (1 Mil/year). But no activities.
7. Inpres Implementation.
BAPPEDA as secretariat, reporting to governor through Sekda. Action plan has been prepared, but no funding
8. Management.

Annex 5. Fire Prevention Workshop.

April 2008

BAPPEDA

- | | |
|--------------------|---|
| 1. Governor decree | No. 77/2005 (Satkorlak)
No. 78/2005 (Juknis-Guidance)
No. 660/2007 – posko
No. 27/2006 - Satkorlak |
| 2. Permendagri | No. 33/2006 – PMB (Pedoman Mitigasi Bencana) |
| 3. UU | No. 24/2007 – dibawah Gubernur |
| 4. Governor decree | No. 370/2006 – Pembentukan Tim Terpadu Pencegahan |

Coordinative, the fund is in SKPD (Local Official Unit), the organisation in province and district is not the same. PP. 41/2007

5. Satkorlak is not working, have to be clarified with Province, District and Municipality. Head of sub district (camat) have to report Province before taking action.

Solution.

- Review leading sector according to the existing Governor Decrees, and District and Municipality involved.
- Optimisation of canal and lake (District regulation already exist)
- No coordination in combating fire, all go to the fire site. There should be one institution for combating fire
- The existing decrees have to be reviewed and replaced with the one.
- Waiting breakdown of disaster law
- Governor decrees for reviewing SKPD strukture
- Governor instruction for reviewing decrees concerning forest and land fire, containing among other things : Tupoksi (Function and main task) enforcement/revision; Desk study and comparative study.
- Patrole during summer
- President regulation as national disaster
- Perpres 8/2008 – BNPB (badan Nasional Penanggulangan Bencana, colective supervision in ex PLG. Reduced and adopted for Perda .
- Should one institution responsible for fire.
- Review law umbrella from Manggala Agni
- Definition for funding
- In local government no funding post for fire.
- DAK (special allocation fund) for fire
- Flexible funding mechanism
- Review law umbrela
- Protap (Fix Procedure) for the whole Asean. A simulation will be conducted in tKalimantan in june 2008
- Plantation (perkebunan) : UU 18/2004
 - : Perda 5/2003 – controled
 - : PP 4/2001- tanggap darurat (emergency response)
- Traning following Protap for fire fighting
 - Strukture
 - Budget

- Policy
 - Capacity Building/Tupoksi
 - Protap
-
- Communication System
 - Capacity building for rural community
 - Institutional :1. PPL empowerment, community leader to trained for fighting fire
: 2. Com. Participation for fire fighting
 - Inovation teknologi : Training and Information
 - Finance : 1. Insentive for preventive
2. Busines development (rubber planting)
- Life without burning
 - More communication with legislative

Annex 6. Kota Palangkaraya

Date : 8 May 2008
Division : 1. ORTALA (organisasi & tatalaksana)
2. Hukum/Law
Topics: Struktur Organisasi PemKot Plkraya

1. **PP 73/2005**, untuk Pemkot lurah tidak dipilih rakyat, tetapi diangkat oleh dan bertanggung jawab kepada Walikota. Akibatnya masa jabatan lurah tidak pasti, dan pemerintahan kelurahan tidak dapat berjalan baik, program tidak jalan.
2. **PP 72/2005**, pemerintahan desa di kabupaten. Kepala desa dipilih oleh rakyat, otonomi jalan, program dapat berjalan baik.
3. **Daerah Transmigrasi di Kota P. Raya**
Kecamatan Bukit batu, Takai, Kelampangan, Jl. Rajawali
4. **Badan Pemberdayaan Masyarakat (BPM)**
BPM sebagai koordinator dalam pemberdayaan masyarakat; harus membuat peta kemiskinan. Menentukan kriteria. Penduduk asli punya tanah tetapi tidak punya penghasilan, tidak dimasukkan miskin. Pendatang yang berdagang, tidak memiliki lahan, tetapi mempunyai penghasilan, dimasukkan kedalam penduduk miskin. Jadi tidak adil.
Sistem kolam, pisang ayam (lamsangyam) dapat mensejahterakan penduduk, karena pisang dan daun pisang dapat menjadi makanan ikan. Di Km 18 Kecamatan bukit batu adalah contoh dari keberhasilan lamsangyam.
Pengelolaan hutan secara arif, dapat mensejahterakan rakyat.
5. **Organisasi Baru di Pemkot Praya**
Perda Kota Praya No.13/2007 tentang PERUBAHAN ATAS PERATURAN DAERAH KOTA PALANGKA RAYA No. 04/2004 TENTANG PEMBENTUKAN SUSUNAN ORGANISASI DAN TATA KERJA SEKRETARIAT DAERAH KOTA PALANGKA RAYA.

PERDA KOTA PALANGKA RAYA No. 16/2006 TENTANG PEMBENTUKAN SUSUNAN ORGANISASI DAN TATA KERJA KANTOR PELAYANAN PERIJINAN DAN NON PERIJINANAN KOTA PALANGKA RAYA

Semua struktur organisasi SKPD Pemkot Praya akan disesuaikan dengan PP 41/2007, namun tupoksinya tetap sama.

Annex 7. Meeting with Dinas Kehutanan, Kapuas District

Kabupaten : Kapuas

DINAS KEHUTANAN

SUBDIN PERLINDUNGAN HUTAN DAN KONSERVASI ALAM

- 1. Illegal logging**
- 2. Fire safety**
- 3. Conservation**

1. Illegal logging

Impacts :

- a. No income for local government
- b. Destructing : social, economy, cultural, and environment
- c. Flooding, landslide, flora/fauna losses, climate change and decrease forest quality
- d. Illegal woods are cheaper

Overcome :

- a. Increase coordination with law enforcement
- b. Public empowerment
- c. Operation
- d. Funding, central, provincial and district
- e. Local community for RHL program (DAK-DR, GERHAN AND DAK KEHUTANAN)

2. Fire safety

Impacts :

1. Forest ecology destruction
2. Air pollution
3. Disturb Social activities
4. Neighbouring countries protest

Overcome :

- a. Hot spot team
- b. Team serbu api
- c. Coordination satkorlak kabupaten, kecamatan, village, and community
- d. Pumps aid for farms
- e. Proposal to Rokornishut Palangkaraya for equipment
- f. Prevention, information
- g. Capacity building

Sub BKSDA Kapuas and community make patrole

Dinas Kehutanan Kapuas and BKSDA Province fighting fire with helicopter in Sei Ahas Village.

Problems still arise :

- a. Posko not yet running

- b. Water source far from fire
- c. Lack of structure and infrastructure, equipment

3. **Conservation**

- a. No conservation yet
- b. Flora/fauna no monitored yet
- c. To develop conservation area with funding from APBD, APBD Prop AND APBN.

Annex 8. Meeting With Kepala Dinas Perkebunan Propinsi

Date : 3 June 2006
Place : Dinas Perkebunan Propinsi, Jl. Jend. Sudirman Palangka Raya
Topic : EMRP Management

1. Spatial planning first, then institutional. If 1,1 M Ha for conservation, and only 300,000 for cultivation, it will not need for special body to manage EMRP. The 1,1 M Ha manage by Dept. of Forestry, and 300,000 Ha by District/Kota.
2. Inpres 2/2007 has not been followed by SK Pelepasan (Releasing) from Dept.of Forestry.
3. UU 41 Kehutanan
4. Tata Guna Hutan Kesepakatan (TGHK) – 15 juta Ha
5. Central Kalimantan Province Regulation (Perda) for Spatial Planning is still using Perda No. 8/2003. This is not accepted by Minister of Forestry.
6. Two options for institutional arrangements for EMRP :
 - a. Badan Pengelola
 - b. Waiting the result of spatial planning study
7. Activities of Dinas Perkebunan Province is only non physical, only programming and facilitating for districts and municipality
8. Top down policy and bottom up program

Annex 9. Meeting With Subdin Bina Program Kehutanan

Date : 3 June 2008
Place : Dinas Kehutanan Province Office
Topic : Management of EMRP

1. Ijin Perkebunan didaerah ex PLG oleh Bupati
2. Dibentuk Badan Pengelola hanya sebagai coordinator, pelaksanaanya tetap Bupati/Walikota sesuai peraturan perundangan yang berlaku.
3. 1,1 juta Ha ex PLG sebagian masih tetap sebagai hutan produksi.
4. Dinas Kehutanan Propinsi berkoordinasi dengan Dinas Kehutanan Kabupaten dalam bentuk menyusun kebijakan.
5. Inpres No.2/2007 belum dilaksanakan karena belum ada biaya
6. Ijin HPH & HTI dari Menteri (Gubernur, Bupati), BPN tidak ikut. Ijin perkebunan dari Gubernur/Bupati
7. Peraturan Menteri Kehutanan No. P. 19/Menhut-II/2007 tentang TATA CARA PEMBERIAN IZIN DAN PERLUASAN AREAL KERJA USAHA PEMANFAATAN HASIL HUTAN KAYU PADA HUTAN TANAMAN INDUSTRI DALAM HUTAN TANAMAN PADA HUTAN PRODUKSI.
8. Peraturan Menteri Kehutanan No. P. 20/Menhut-II/2007 tentang : TATAT CARA PEMBERIAN IZIN USAHA PEMANFAATAN HASIL HUTAN KAYU DALAM HUTAN ALAM PADA HUTAN PRODUKSI MELALUI PERMOHONAN

Annex 10. Meeting With Kepala Dinas Kehutanan dan Perkebunan Kota P. Raya

Date : 3 June 2008
Place : Dinas Kehut dan Perkeb Kota P. Raya
Participant : Kepala Dinas ; Consultant (Soegolo)

1. Pengelolaan ex PLG seperti sekarang
2. Sebelum ada pelepasan hutan dari Menhut, BPN tidak ikut dalam proses perijinan
3. Di kota Palangka Raya masih terdapat 267,000 Ha hutan, 170,000 Ha diantaranya merupakan hutan produksi. Dicadangkan untuk perkebunan 80.000 Ha, tetapi belum dikeluarkan ijin , karena menunggu tata ruang Kalimantan Tengah.
4. Dinas kabupaten dan dinas Propinsi berkoordinasi, dalam perencanaan dan pelaporan. Kalau ada peraturan baru dari pemerintah pusat, seharusnya Propinsi membuat Juklak dan Juknis, namun hal ini belum dilakukan.
5. TGHK = Tata Guna Hutan Kerakyatan dan Perda 8/2003 petanya tidak sama
6. Biaya dari APBN dalam rangka Inpres 2/2007 untuk tahun 2008 sudah turun, Kota Palangka Raya yang masuk kawasan PLG 34.000 Ha. Dana tersebut untuk reboisasi (penanaman didalam kawasan hutan); penghijauan diluar kawasan hutan. Pelaksanaan reboisasi akan dilakukan oleh masyarakat dengan target keberhasilan sebesar 70%, dan kematian maksimum 30%. Hambatan yang akan dihadapi adalah kultur masyarakat setempat yang kurang terbiasa menanam, tetapi hanya mememtik hasilnya. Juga mereka minta dibayar lebih dulu.
7. Perijinan perkebunan melibatkan :

Para Pihak yang Terkait Dengan Perijinan Perkebunan

No.	STAKEHOLDERS	KETERANGAN
1	BAPPEDA	Perencanaan
2	Pertanian	Batas
3	BPN	Fungsi Tanah, HGU, Batas batas
4	Gubernur	Ijin lokasi
5	Dinas Perkebunan	Proposal
6	Kehutanan	Batas batas
7	Pemkab/Kot-Camat	SIUP
8	BLH	AMDAL

Para pihak terkait rapat bersama untuk memastikan semuanya menyetujui dan tidak ada masalah.

Annex 11. Meeting with BP DAS Kahayan

Date : 4 June 2008
Place : BP DAS office
Participants : Ir. Kukuh (BP DAS), Soegolo (Consultant EMRP)

1. A fix Organization should be build in province and districts/kota with permanent staffs from relevant dinases. This organization is for managing the rehabilitation and revitalization of EMRP area. The permit procedure for plantation, agriculture etc. should remain as the existing.
2. The 3 pillars for development of EMRP area: community, government and private sectors. Generally the community produce raw materials, such as latex, crops, fish, poultry etc. This raw materials have to be process by private sectors to be finish products, then to be sold locally or to be exported. The government facilitating the process.
3. The potency for fishery in the rivers and swamps are significantly big. This should be developed by the community, government and private sectors.
4. Eucalpteus is a kind of tree that easily grow in EMRP area, and can be process to make pulp. To realize the idea, again government, private sectors and community have to be synergized.
5. The area to be managed by BP DAS is the catchment area of the rivers, the upstream of the river branches. The rivers itself will be managed by Balai Wilayah Sungai (BWS).

Annex 12: An Example of Matrix Organisation

Configure a Matrix Organization Structure to Track Skills and Responsibilities Across Product Lines

by A.J. Whalen, Business Systems Manager, Compass Group NAD Organizational Management,

R/3 Organizational Management allows you to configure and define objects and relationships to create non-hierarchical views of your organization. These views go across departmental and business lines and they provide more efficient reporting, task management, and resource planning. You can use matrix organizations in R/3 to display large, complex organizations or small, project-based groups.

Key Concept

The use of **matrix organization structures** in businesses of all sizes is not a recent phenomenon. Case studies on the design and use of matrix hierarchies date back to the 1960s and early 1970s when companies such as Xerox, General Electric, and Dow Corning were among the first to tout the benefits of cross-functional, matrix-driven organizational structures. For these large conglomerates, the allocation of key resources and functional roles across multiple business **lines allowed greater productivity with fewer resources**, which ultimately translated into a more favorable bottom line.

Many businesses have turned to a matrix organization structure to track use of resources across traditional functional, departmental, and product line boundaries. **A matrix can also map micro-organizations such as project and team structures within an overall organizational structure. In both cases, a main goal is to save money by avoiding duplication of effort.**

With all the possible uses for matrix organizational structures, I'm going to address two questions: What is a matrix organization structure and how can you use R/3's Organizational Management functionality to depict it? Then I'll show you how to configure a simple product-based matrix.

What Is a Matrix?

A traditional organizational structure is typically built in a top-down hierarchy. The power in the organization resides at the top and the lines of responsibility flow from the top to the bottom throughout the individual branches of the structure. In this type of organizational design, responsibility for different business functions is usually not shared outside of major business sectors or divisions. In addition to the clear chain of command, a traditional structure has stronger departmentalization and narrower spans of control. This leads to duplication in skills and responsibilities across the organization.

Figure 1 shows an example of a hypothetical product organization viewed through a top-to-bottom organizational structure. Note the duplication of core functional skills across each product line.

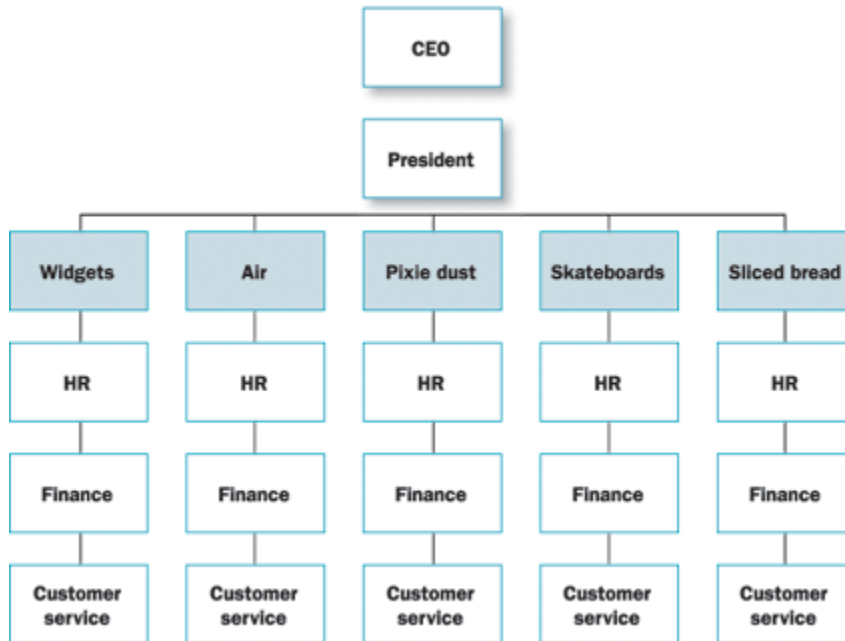


Figure 1 Example of traditional product line organization structure

A matrix organization eliminates this duplication of skills and responsibilities by identifying functions or common components that are shared by multiple divisions, projects, or products. An organizational chart that allocates skills or resources across the sectors or divisional components as needed portrays the cross-functional nature of this organizational design. It creates a multi-functional team approach rather than a group of somewhat redundant functional skill sets. **Figure 2** shows an example of a product-based matrix organization.

Product line / Function	Widgets	Air	Pixie dust	Skateboards	Sliced bread
HR	→				
Finance	→				
Customer service	→				

Figure 2 Example of a product-based matrix organization

Matrix organizations provide clear accountability within a specific business function and allow more efficient allocation of specialized skills across the entire business. By taking advantage of the shared services and skills and not having to develop and manage those skills themselves, the divisional or product line organizations can better focus on their core business objectives. This last point was one of the original driving forces behind the development and popularization of matrix organizations. Today, matrix organizations are used to describe more than just the product-based organization shown in these examples. For example, many IT project managers use smaller matrix-style structures for project and team organizations to track skills, tasks, and resources across multiple projects to ensure skills and resources are used properly.



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