

# IRG Project Profiles



Sungai Wain training

## NATURAL RESOURCES MANAGEMENT IN INDONESIA

The first steps involved in implementing a natural resource management (NRM) program must be done with care as they set the tone of what is to follow. Essential to program success is clarity about what is to be managed, a firm grasp of the tenor of national and local politics, and solid knowledge in a changing environment. Too, local support that carries through to national policymaking must also be developed and strengthened.

Effective long-term NRM needs more than just an original push for assessment and identifying the right tools to protect precious resources and use them wisely. In Indonesia, IRG successfully negotiated critical first steps that formed a sound basis for a sustainable NRM program, and then provided the follow-through needed to integrate NRM into everyday Indonesian life.

### Activities

This several phases of this project each included four interrelated components: policy and planning,

protected areas management, forest management, and NRM-wide program support. A first phase laid the groundwork for establishing effective NRM. It focused on:

**A participatory approach.** Through participatory workshops and training activities, the program advanced provincial ability to create more integrated land use and management systems through provincial liaison offices and non-governmental organization (NGO) partners. Stakeholders took part in developing methods for economic valuation of natural resource products and services, and economic policy analyses resulted in improved access to national policymaking by professional, academic, and NGO networks and local governments.

**Policy strengthens capacity.** Experience gained from the field was used to support various policy initiatives at the central level. These, in turn, helped to strengthen management capacity and promoted broader adoption of decentralized conservation initiatives. IRG also addressed the

Region: Asia/Near East  
Country: Indonesia  
Sector: Environment and Natural Resources  
Duration: May 1997–September 1999;  
September 1999–March 2002;  
November 2002–October 2004  
Client: USAID  
American Embassy – Indonesia

### Key Accomplishments

- ◆ Formation of public-private partnerships which served as models for several National Parks
- ◆ Adaptation and further development of the FAO code of forest harvest practices; FAO code officially endorsed by the Indonesian Government
- ◆ Development of practical tools for local policymakers and planners
- ◆ Development of public awareness of the program and its efforts
- ◆ NRM has emerged as a policy think tank among donor projects and NGOs
- ◆ Successful creation of internationally recognized multistakeholder management institutions

needs for strengthening conservation awareness and the role of protected areas in regional development.

**Stability during crisis.** During this effort, a major political and economic crisis led to major changes in USAID Mission strategy toward economic crisis management, democracy, and decentralization. However, IRG managed this shift with relatively little difficulty owing to the flexibility of the crosscutting teams and a strong presence in the region.

The second phase built on the solid foundation of collaboration and facilitation strategies established in Phase I and employed by the national and field teams. IRG efforts generated outstanding results, which included the following:

- Gradual acceptance by partners and counterparts of the validity and importance of democratic, participatory NRM
- Development of practical tools for local policymakers and planners
- Development of policy instruments for forest land co-management, forestry industry restructuring, and protected areas governance
- Formation of cadres of Indonesian policy analysts, trainers, technical experts, and policy implementation facilitators
- Local institutional capacity development through grants and subcontracts
- Assumption of a critical role of facilitator and intermediary on natural resource policy questions.

NRM III builds upon the key results achieved since IRG began implementing the initial NRM

program in 1997. To further Indonesia's progress in sustainable and decentralized NRM, IRG is now working to:

- Clarify the roles of various interested parties, both public and private sector
- Develop broad-based articulate constituencies for resource management at the local level
- Rationalize and inform both planning processes and policymaking by providing clear examples of successes elsewhere.

**Capitalizing on results.** IRG has established strong relationships and considerable credibility in Indonesia. Previous efforts have laid the groundwork for a variety of tools, such as resource valuation, conservation finance techniques, collaborative management, and participation with partners at local and governmental levels.

**Fostering sound practices and cultural acceptance.** IRG continues to function both as a support and as an intermediary by facilitating relations between private and public entities with the goal of expanding and firmly cementing the tools required for effective NRM. IRG also provides support for several Global Development Alliance initiatives.

IRG continues to expand the base of local-level understanding about the many facets of natural resource management. At the same time, by providing information to the public about the goals and successes of NRM III, IRG is fostering cultural support of the program so that its objectives becomes accepted as a normal part of Indonesian society.

December 2003

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