

PROGRAMME MANAGEMENT

CAPACITY BUILDING STRATEGY

Since the beginning, the Multistakeholder Forestry Programme, has seen capacity building as an important long-term investment. This was the impetus for MFP to focus on capacity building, which is defined as: ‘efforts to increase the capacity of an individual and or an organization and or a system to perform its roles and function, also to resourcefully and effectively achieve the objectives, based on continuous assessment on the condition and dynamic adjustment towards its function and objectives’.

The MFP support for capacity building is targeted for the partners and internal MFP team. There are opportunities for capacity development at regional, national, and international level. At the MFP team level, capacity development mechanism is both through a programmed and incidental scheme, refer to personal development plan (PDP) – an internal DFID mechanism to provide opportunities for team members to plan individual capacity development program.

The framework of capacity building activities is institutional and human resources capacity strengthening for the MFP II partners. The institutional capacity building focuses on strengthening the organizations’ capacity related to program management (planning, monitoring, and evaluating), program administration (grant and financial management), facilitation a range of requirements in developing the roles and function of the community foundation and local partners in program implementation.

The whole capacity building activities are concentrated in program strengthening within the programatik framework, that can strengthen the performance of national partners and community foundation towards the objective accomplishment. Assistance shall be provided by facilitators, Seconded, Grant Manager, and outsource experts (if necessary), that in overall shall demonstrate the relevance and competence in supporting the MFP II objective accomplishment. Assistance provided is to avoid the knowledge, skills, and methodology in MFP network become stagnant and involuted. Connection with networks outside the MFP networks can make their capacity improved and renewed. Capacity building shall be managed in capacity development strategy that is based on the need assessment on the MFP networks, mechanism and fund allocated.

Assistance/facilitation for specific issues and theme, such as /FLEGT, TLAS, REDD, Carbon Market, Community Forestry, Forest Management Unit, Philanthropy, Payment for Ecosystem Services, etc., for partners and community foundation shall be carried out based on the need assessment result on the national and local partners and the program development challenges faced in each area.

A. Capacity Building Strategy

Capacity building strategy for MFP II008-2011 shall consist of:

- 1) Capacity building for **National Partners** to **develop and implement Voluntary Partnership Agreement-VPA** including: Timber Legality Assurance System /TLAS; institutional strengthening reform that influence public oversight of conflict resolution; and policy review, law cases examination, and anti money laundering;
- 2) Capacity building for **organizational development**, for better managed Community Foundation and local partners, effective leadership, accountable financial system, facilitation for local partners; and forest governance reform through analysis, information exchange, facilitation, and knowledge management;

- 3) Capacity building for **program development**, will be provided for CFs and local partners, for example in developing methods and model, fundraising training, philanthropy, knowledge management, scale up best practices for equitable, transparent, and accountable forest management, and “pro-poor carbon forestry”;
- 4) Institutional capacity building to initiate network development and **successful model replication** in forest governance through “twinning model”, learning visit, and vocational work among CFs and their partners or to the other networks to strengthen the MFP network in the future;
- 5) **Shared learning and Knowledge Management** of the MFP partners, through interactive learning among partners and the MFP network. Capacity building under this mechanism will encourage learning process among partners, dissemination of knowledge, skills and methods to public as contribution to the forest development in Indonesia..

B. Capacity Building Management Framework

To implement the above strategy, the management framework for the capacity building required will include:

1. Capacity Building Need Assessment

Capacity building need assessment will focus on the management capacity of the National Partners, CFs, and local partners, to run the current program and the program and organizational development in the future. The basis of need assessment are assessment result during the MFP1, and the assessment to be carried out by Institutional Development Facilitators or other parties appointed formally by the Service Provider. The next stage is to develop consultation process to adjust the framework with current need and regional management strategy.

Capacity building need assessment will be carried out by considering service targets as follows:

- **Target group**
 Since the beginning, MFP has emphasized capacity building as an important longterm investment. Therefore, support for capacity building will cover individual and organizational capacity building for partners in a well planned and and sistematic ways. For capacity building in the MFP II, the emphasis will be given to (a) individuals and community organizations, (b) individuals and local government institutions, NGOs, universities, etc., (c) individuals and forest agencies and MoFr institutions, and (d) individuals in the MFP team. Despite the specific needs in some areas, based on MFP experience, different stakeholders demand for similar need. Thus, for the similar demand, capacity building design can be done jointly..
- **Types of Services**
 Every CFs and the local partners have different need to improve their performance. Based on the capacity building need assessment, the services will be focused on institutional empowerment and capacity building (for example program management and administration), that can hinder the program implementation. However, other services (such as knowledge on fundraising) will be identified to improve knowledge and skills of the National Partners, CFs and local partners.

Topics related to capacity building can include subject matters in management cycle (planning, organization, implementation, M&E), organizational building (human resources, fund, policy/institutional, tools/materials, financial system, grantmaking administration), and or the substance (knowledge, tools, and methods, process/facilitation skill). In regard to the substance, identification of the capacity building needed will be developed in line with the program priorities that become the reference for MFP II management. These priority components include:

1. The strengthening of the development and implementation of **Voluntary Partnership Agreement-VPA**, including Timber Legality Assurance System/TLAS;
2. Institutional reform that support the strengthening of public oversight for conflict resolution;
3. Policy review, law cases examination, and anti money laundering;
4. Scale up the best practices on forest management that reflects equity, transparency and accountability;
5. The strengthening of Community Foundation networks;
6. Investment framework of pro-poor carbon forestry

2. Expected Output

Capacity building for individual and organization of the partners, especially CFs, is expected to produce certain outputs including:

- **Human resources** that have effective leadership; ability to strengthen public oversight on conflict resolution, and public policy formulation and implementation; and develop complaint mechanism and alternative for legal proceedings;
- **Organizations** that have ability to do planning, organization, management, monitoring and evaluation processes;
- **Policy analysts**, that are capable of conducting forestry policy and natural resources analysis in an open, argumentative and professional manner-towards the MoFr and other stakeholders;
- **Facilitator**, that are capable of facilitating the partners to analyse the situation they encounter and make future projection; to help them increase their knowledge and perspective about some issues, develop framework based on their existing knowledge, carried out monitoring and evaluation, and to exchange information and knowledge;
- **Local organizations**, that are able to take role as grantmaking organization that can do the facilitation function for the program and local partners.

3. Management Scheme

The capacity building program will be carried out through a planned scheme, and coordinated by the selected training service providers. For the unplanned scheme, the administration will be given to capable organizations. The process and mechanism shall apply the MFP partnership scheme. Capacity building strategy will be developed in accordance to the management need at the regional level. Therefore, the mechanism to select training service providers will be developed systematically in conjunction with the ongoing processes at the regional level.

Ultimately, the capacity building management framework will be directed to: (1) sharpen and develop system that can help capacity building management in MFP II, (2) identify capacity building need at the team and partners level, and in the MoFr, including the priority analysis for the MFP II, (3) identify training service provider and formulate the scheme and mechanism for capacity building support, (4) disseminate information to the partners about the service provider and training events through publication or information kit, (5) formulate the implication of capacity building management system, including the budget in the MFP II management.