The performance of forest partnership scheme management in the Walanae protection forest management unit

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Abstract. Walanae Protection Forest Management Unit (KPHL) is one of the early Forest Management Unit (KPH) that implementing a forest partnership scheme. There is a community empowerment program through the agroforestry partnership group in the Minangatellue village, Maniangpajo district, Wajo regency with an area of 25 ha. KPH has not often experienced problems in the development of institutional partnership of farmer groups. Many things cover the birth of these obstacles. One of them is how to focus on the agreed principles in the management of the forest partnership scheme. The objective of this study is to analyze the performance of the forest partnership scheme management in the KPHL area. The data obtained were identified and reviewed through a table of criteria and indicators developed by researchers based on four partnership criteria formulated by Piltan and Sowlati and reviewing the text of the cooperation agreement between partners. The results of the performance evaluation show that the value of the average index of the process, the product and the result is 1.9. The value of the index is in the middle category, which means that the implementation of the agroforestry forest partnership scheme management is not good enough. We identified some root problems such as the absence of direct communication with the district government, the absence of decision-making related to the operational activities of the partnership, the absence of an agreement to share unexpected risks and lack of improvement in human resources capacity.

1. Introduction
The forestry partnership is cooperation between local communities and forest managers, holders of forest / forestry services utilization licenses, the use of forest concessions or holders of commercial licenses for primary forest products. The partnership plays an important role in the development of capacities. Reduce insufficient knowledge and resources, and weak systems that are common in rural settings [1]. Therefore, joint management through partnerships provides opportunities for better forest management and can generate benefits for all parties [2].

The Awota KPHP, which is currently the Walanae KPHL (SK.No. 665/MENLHK/SETJEN/PLA.0 /11/2017 on the Establishment of a Protection Forest Management Unit and the Production Forest Management Unit the Province of South Sulawesi) is one of the KPH that developed a partnership system, set out in a document of cooperation agreement. There was a community empowerment program through an agroforestry partnership scheme, namely the Sipakatau Farmers Group in the Villa de Minangatellue, Maniangpajo District, Wajo Regency with an area of 25 ha. The plants developed are Anthocephalus macrophyllus, Morus alba L. and annual plants [3].
KPH in practice through forest partnership schemes sometimes experience obstacles in the development of institutional partnership of farmer groups [4]. This is not only triggered by the cause of the community, but there are many things that surround these obstacles. One of them is how to focus on the agreed principles in the management of the forest partnership scheme. Piltan and Sowlati [5] concluded that there are four important aspects when evaluating the process of continuous performance of the partnership, namely: 1) sharing information, 2) joint decision making, 3) risk/rewards sharing and 4) relationship specific asset. Based on this, the success of the cooperation can be seen from the measured performance. Some facts indicate that long-term relationships will be created if there are satisfactory conditions and the existence of a mutually beneficial cooperation and adds value to the business results. Therefore, it is important to see the performance of the partnership in the management of forest partnership schemes in Walannae KPHL. There is a need for studies related to the way of managing forest partnership schemes and their effects on the improvement of community welfare.

2. Method and data

2.1. Data collection method

The data collection is done through field observations (both participant and non-participant observation), in-depth interviews and study of documents and data from relevant agencies, both formal and informal. In-depth interviews were conducted by asking questions related to the criteria and indicators of the forest partnership based on the matrix of criteria and indicators developed by researchers based on the Piltan and Sowlati’s [5] through a multi-criteria research in the component of the partnership, Regulation of the Minister of Forestry of the Republic of Indonesia No. 39 of 2013, concerning the empowerment of the local community through a forestry partnership, and the manuscript of the cooperation agreement between KPH and forest farmer group (KTH). The data includes the implementation process (information sharing, joint decision making, risk/reward sharing and relationship specific assets), implementation output (crop management, participation of the parties, increase of the capacity of the community) and implementation outcome (income and decrease in unemployment).

2.2. Data analysis

The method in this analysis uses descriptive methods, that is, methods that aim to find and collect information that begins with the collection of data, the analysis of data and its interpretation [6]. The collected data is processed using index categories. The index is calculated using the formula of the mean, which calculates the total value of all data units and then divided by the number of data units. The determination of the value of the performance index of the forest partnership scheme management is processed based on the average value of the process, the product and the result of the implementation of the activity. The evaluation index for the performance of the management of forest partnership schemes can be classified into three classes namely high, medium and low with the following explanation:

| Category | Description | Index value |
|----------|-------------|-------------|
| High     | It is a high average value obtained from each quality element, indicators and criteria. | 2,34-3,00 |
| Medium   | It is the average value of the average category obtained from each quality element, indicators and criteria. | 1,67-2,33 |
| Low      | It is a low average value obtained from each quality element, indicators and criteria. | 1,00-1,66 |
3. Results and discussion

3.1. Overall overview of the performance analysis
Based on the results of the performance evaluation, the average value of the process index, the product and the result is 1.9. The value of the index is in the middle category, which means that the implementation of the scheme management of natural agroforestry forest association is not enough good. The results of the performance evaluation can be seen in figure 1.

![Performance evaluation index of forest partnership scheme management in Walanae KPHL areas](image)

**Figure 1.** Performance evaluation index of forest partnership scheme management in Walanae KPHL areas

To see the description of the process, the result and the outcome implementation of the management of the forest partnership scheme in Minangatellue Village, Maniang Pajo Subdistrict, Wajo Regency is presented below:

3.2. The process of managing the forest partnership.
Based on the results of the evaluation of the implementation of the forest partnership scheme management process, the final result of the index value of the four criteria of the process is 2.5. Criteria that have the highest value in a row, namely, joint decision making 2.5; risk/reward sharing 2.5; Information exchange 2.4; and 2.4 Specific relationship assets. The final results of the evaluation of the general criteria are 2.5, while the ideal score is 3. This indicates that there are still obstacles in the process of implementing the management of the natural silk agroforestry associations scheme in the town of Minangatellue. The description of each process criterion is presented below:

3.2.1. Information Sharing. The exchange of information is one of the keys to the success of partnership relationships because a close and quality relationship can be built through the exchange of information. From 2016 began to plan activities until the implementation of information exchange activities that were carried out in the form of socialization of the implementation of activities, implementation of exchange of information on plantation, rights and responsibilities of information exchange between the parties and procedures for the form and rules of exchange, and shared information shared resources. The emergence of the Law number 23 of 2014 on the Regional Government provides the basis for the transfer of authority of the forest bureaucracy, where the administration of the members of KPHP within the Regency of Wajo is returned to the Province and transformed into Walanae KPHL. This caused a change in the organizational structure of the organization. So that the communication interrupts the continuation of the implementation of activities between KPH and KTH.
Based on the results of the interview, the intensity of the information sharing only occurred between KPH, KTH, BPHP and the village government. Although the village government and the community have huge strengths and interests in the management of partnership activities. However, the support of the district government is urgently needed because silk agroforestry activities are in line with the district's development plans. Wajo district is one of the main producing areas of natural silk, even known as the "City of Silk" in South Sulawesi [7,8,9]. KPH must have an active coordination with the District Government. So that the activities can be facilitated by the district.

3.2.2. Join decision making. Making joint decisions among partners on all aspects of cooperation will reduce the imbalance. All the preparation of a series of activities from the planning, the implementation of objective activities, the cost of the association activities, the obligations and rights of the parties and the procedures of form and the rules for sharing the results have been agreed between the two. The decisions taken by the KPH based on the legal status and the members of the KTH are aware of a mutual agreement on the agreement signed to regulate the rights and interests among the partners in the management of the forest partnership plan. In addition to the agreement between the two parties, between KPH and KTH, the agreement also involved the village government and the landowners.

In the formal document partnership agreement (NKK) it is stated that the purpose of making the understanding document is used as a guide in the implementation of the collaboration. However, the existing NKK only clarifies the certainty of the rights, responsibilities, roles and distribution of benefits that will be obtained from the forest partnership scheme. The absence of specific guidelines for KTH with respect to operational activities led to implementation activities being hampered.

3.2.3. Risk/reward sharing. The distribution of risks and rewards in collaboration is very important. This mechanism is present to minimize the possibilities that will occur or will experience in the future. The mechanism of risk / reward distribution between KPH and KTH in the implementation of the management of the agroforestry partnership schemes forestry has been contained in the Work Agreement Script and has been agreed upon. If the members of the Sipakatau Farmers Group or those linked by the cooperation agreement stop as members of the farmer group, all their rights in the area of the Forestry Partnership will fall. The risks that will be borne by the partners in the Work Agreement are in the form of fines, compensation and termination of the cooperation agreement. However, the Work Agreement Script is not clearly indicated on the possible risks that will arise in the collaborative activities.

3.2.4. Relationship specific assets. In the planning stage of the activity, the KPH still considers the natural capital that the community needs. This is evidenced by the fact that the implementation of activities whose purpose refers to the Awota KPHP Management Plan document with the silk-based agroforestry model building program in general is the livelihood of the Wajo district community. Although the subsistence activities of the community of the village of Minangatellue are agricultural, but when designing an agroforestry silk model, it is expected that it can generate interest, introduce the silk business in the community and be able to plant seasonal crops. In addition, physical assets in the form of facilities and infrastructure have been provided to farmers to support the implementation of activities.

3.3. The output of the implementation of forest partnership scheme management. Based on the results of the evaluation of the result of the management of the forest partnership scheme, the final results of the three outcome criteria are 1.8.

The criteria that have the highest successive value, namely, the participation of the parties 2; Capacity increase 2; and crop management 1.5. The final score of the general criteria is 1.83, while the ideal score is 3.00. This indicates that the result of the implementation of the forest partnership scheme
in the village of Minangatellue has not been very successful. The description of each output criterion is presented in the sections below.

3.3.1. *Crop management*. The land area of the forest partnership in Minangatellue Village with the Agroforestry Model is 25 ha. Species of plants developed by *Antheroeplalus macrophyllus*, *Morus alba* L. and annual plants. Based on the results of the interviews with KTH, when plants of *Morus alba* L are sown on the surface during the dry season so that the plants cannot grow properly. In addition to that the maintenance is not done intensively. Some farmers intentionally put their livestock in the area. While *Antheroeplalus macrophyllus* plants are allowed to grow without maintenance.

3.3.2. *Commitment of the parties*. Stakeholders involved in partnership activities at Minangatellue Village are the Walanae Protection Forest Management Unit (Balai Hutan Produksi Production (BPHP) Makassar Region XII, Sulawesi Regional Forestry and Environmental Partnership (BPSKL), Minangatellu Village Government. The role of stakeholders is to facilitate partnership activities in the form of permits, facilities and monitoring activities, while the Forestry Agriculture Group (KTH) Sipakatau acts as a central driver of partnership activities.

After the transfer of the management authority, the Walanae KPHL has not yet continued or has not reactivated the activity. Based on the results of the interviews with the head of Walanae KPHL, in which basically the community or KTH in the village of Minangatellue were less interested in the silk business. The tendency of the public interest is in the management of the pandek term plants, which does not wait long for results. In addition, there are no funds allocated specifically for these activities.

3.3.3. *Development of community capacity*. Activities carried out by the KPH in order to provide information and training to farmers in relation to the processing of silk agroforestry. Active discussions with farmer groups in the context of institutional development and partnership activities were carried out through the Group Discussion Forum (FGD) together with several Expert Teams from Hasanuddin University. In addition, KTH has given training on mulberry cultivation and silkworm maintenance management.

However, according to the results in the field, part of the increased capacity provided could not be applied correctly by the KTH members. This can be seen in the lack of progress in the activities carried out by KTH as the main engine of the partnership. The lack of assistance or control of the part that accompanies it is also the main cause of the activity that is not running. In addition, there is no capacity building alternative for other mulberry products that KTH can develop while awaiting the main harvest period.

3.4. *Outcome implementation of the management of forest partnership schemes*. Based on the outcome of the evaluation of the management of the forest partnership scheme, the final result of the two outcome criteria is 1.50. The criteria that have the highest value in a row are: Decrease of unemployment 2, while the income of the partnership scheme 1. The final results of the evaluation of the criteria of general results are 1.50, while the ideal score is 3.00. This shows that the result (result) obtained from the implementation of the partnership scheme does not yet exist. It can be seen that the production produced is not good enough, so it has not had an effect on improving the economic well-being of the community. However, this partnership activity is capable of absorbing unemployment. The description of outcome criterion is presented in the section below.

3.4.1. *Income*. The presence of the silk agroforestry partnership is expected to improve the standard of living and well-being of the community, especially the communities surrounding the forest area. However, in its implementation it has not contributed to the total income of households. One of the main causes is that the administration does not work correctly. So that he can not contribute to the total income of the household.
3.4.2. Decrease in unemployment. The presence of a forest partnership that is expected to be able to open employment opportunities has basically taken place. However, members of forest farmer groups have jobs long before the partnership scheme exists. This indicates that the presence of an partnership scheme is capable of absorbing labor to maximize the value of use in a limited level of resources. However, KTH has not been able to make good use of the employment opportunities that have been given.

4. Conclusion
Based on the results of the performance evaluation of the management of agroforestry forest partnership in Minangatellue village that have been carried out, the value of the average index of the process, output and outcome is 1.9. The value of the index is in the middle category, which means that the implementation of the agroforestry forest partnership scheme management It is not good enough. The absence of direct communication with the district government, the absence of decision-making related to the operational activities of the partnership, the absence of an agreement to share unexpected risks and lack of improvement in human resources capacity. It is the main problem of the partnership that should receive special attention from the parties involved in the activities of the partnership.

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