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Public-Private Partnership Options for Timbers and Non-timber Products: A Sound Approach to Improve Smallholders' Livelihood, but Difficult to be Implemented¹

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Abstract

Partnership has been a common option discussed and taken to address smallholder farmers' issues on production and marketing. It is expected that the approach may help farmers to get their production inputs, technical advice, and at the end the products can be sold easily through their partnership with good and better price that lead to better farmers' income. However, facts on public-private partnership in agriculture show some failures and even against the theoretic concept. The partnership has been used to exploit others and get much profits. This paper presents cases from Kanoppi Project where partnership has been agreed as an option to help smallholders, but in fact the study found that not so easy to facilitate PPP. There are some preconditions and pre-requests to establish a good PPP involving both and or two to three parties involving in a partnership such as farmers and their organizations, industry, and may be the government. The pre-conditions are not only on technical aspects of production, but also the human resource components at all parties that involved, and enabling environment including the local and regional policies. The quality of partnership is another issue that need to be addressed.

1. Introduction

Poverty remains as important issues in West Nusa Tenggara for the last 15 years. The poverty cases was about 29.06% of its population in 2006, decreased to 21.61% in 2006 (of 4.5 millions population), and in 2019 about 14.56% of its population (5.07 millions) were living under the poverty line (BPS NTB, 2020). There have been various development programs promoted to reduce the poverty incidence for the last two decades such as rice for the poor (raskin), direct cash supporting program (Bantuan Langsung Tunai), community and social forestry programs (HKM and Perhutanan Sosial), and Program Nasional Pemberdayaan Masyarakat (PNPM) - Mandiri Pedesaan (Muktasam et.al, 2014).

Forest degradation has been the case and issues that is associated with poverty and lack of employment at the rural areas, including those living around and within forest areas. Due to the poverty, farmers and villagers were forced to do illegal logging and encroached forest land for agricultural and other activities. Data reveal that the total degraded land (lahan kritis) in West

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³ Kontribusi dalam penulisan artikel "Analisis Statistik"

Nusa Tenggara was about 305,732 ha in 2007 where about 68,833 ha heavily degraded and 236,899 ha degraded. In 2020 the total degraded land 680.620 ha or about 63.51% (Dinas LHK NTB, 2020⁴).

Forest rehabilitation programs have been launched by the national as well as the local governments to address forest and land degradation, in both within and outside the forest areas. Since 2005 to 2008 the government supported about 56,337 ha, where 35,255 ha within the state forest while about 21,082 ha outside the forest. Moreover, in 2010 the government had supported for the planting of about 17,898,634 trees, and in 2011 planted about 35,560,415 trees (Dephut RI, 2012). Indonesia has been the second largest areas of planted teak forests 1,269,000.00 ha (India was the first with a total area 1,667,000.00 ha), and it was about 7.0% of the total land area (Kollert and Cherubini, 2012). Data released by the Ministry of Environmental and Forestry reveals that the total area of forest rehabilitation has reached ...in 2019.

An evaluation of the Gerhan program indicates that the program has to some extent improved the environmental conditions, especially at the local communities' private land (community forest). From these forest areas, farmers have started harvesting various trees and timbers such as teak, albacia, gamelina, and mahagoni. The key research questions proposed in this value chain studies are (1) how farmers or smallholders produce and market their trees and timbers, (2) what are the constraints of the existing timber value chains, (3) what are the interventions that are needed to improve the value chain performance and also to improve the livelihood of the smallholders. This article presents some findings related to these three research questions.

2. Objectives

The study aims to help smallholder farmers improve their livelihood through effective production and marketing and business of timber and NTFPs. Several intermediate objectives of the study were to identify potential products for partnership, to identify and develop PPP linking smallholders with industries, and operationalisation of the partnership between farmers and industries.

3. Research Methods

Quantitative and qualitative research methods were used for this action research. The study sites in Sumbawa were Batudulang (600-900 m above the sea level) and Pelat villages (100-350 m above the sea level). These villages were purposively selected due to their characteristics – the main areas for timber and NTFP production. Multi-stages data collection was conducted from 2013 to 2014 that consist of *scoping studies, household survey, market survey, and participatory mapping* for the value chains. Field observation, in-depth interviews, structure interviews, and focus group discussions were used for data collection. Primary data for value chain analysis was obtained from village households/farmers, collectors, timber traders, timber industry (processing industry), extension agents, and policy makers. Snow-ball technique was applied to investigate the key players along the timber value chains and to understand the flow of timber products from farmers to the final customers. Key variables measured for the value chain analysis are *core processes, actors, activities/practices, gaps in knowledge/attitudes/skills/aspiration, cost/volume/price, and perceptions of value chain constraints and alternative interventions* (M4P, 2008). Data collected were analysed using quantitative and qualitative analysis.

⁴ Profil Kehutanan NTB, 2012.

Time series data collection were conducted to monitor and evaluate the progress of partnership options and development, for noth timber and NTFPs. In regard to CV.Sahabat Forestry partnership, a survey was conducted in Nopember 2020.

4. Results

4.1. Identified Commodities and Potential Options for Partnership

The study identified some potential commodities for partnership development for both timber and NTFP products such as teak (*Tectona gradis*), mahoni (*Swietenia mahagoni*) dan gmelina (*Gmelina arborea*), planted at farmers' own plantations (hutan rakyat) and the state own plantation in the area of eks Perum Perhutani (a total area of 5,100 ha with good condition about 3,800 ha, fair condition 1000 ha, and the rest is in the bad category).

The potential of NTFPs that stands out in the Sumbawa watershed includes various types of products, namely *tengkawang* seeds (*Shorea sp*), forest honey from *Apis dorsata* bee species, candlenut (*Alleurites moluccana*) and eucalyptus (*Melaleucacajuput*). According to available data (RPH_JP document, 2014), the potential of each of these commodities is: Tengkawang trees in an area of 250 ha, forest honey production of 25 tonnes / year, and eucalyptus 700 ha. Meanwhile, other HHBK potentials are in the form of environmental services, including utilization of water resources, natural tourism of Embung Pernek and forest carbon potential.

Other NTFP commodities that have economic value and are important in supporting the livelihoods of communities around forests in Sumbawa are coffee, ketak grass, rattan, sea bidara, tamarind, avocado, keruing seeds (*Dipterocarpus retusus*), empon-empon such as ginger and turmeric, and trigona honey. Trigona honey bee becomes a prospective NTFP product in Sumbawa because it has started to be cultivated - Figure 1.

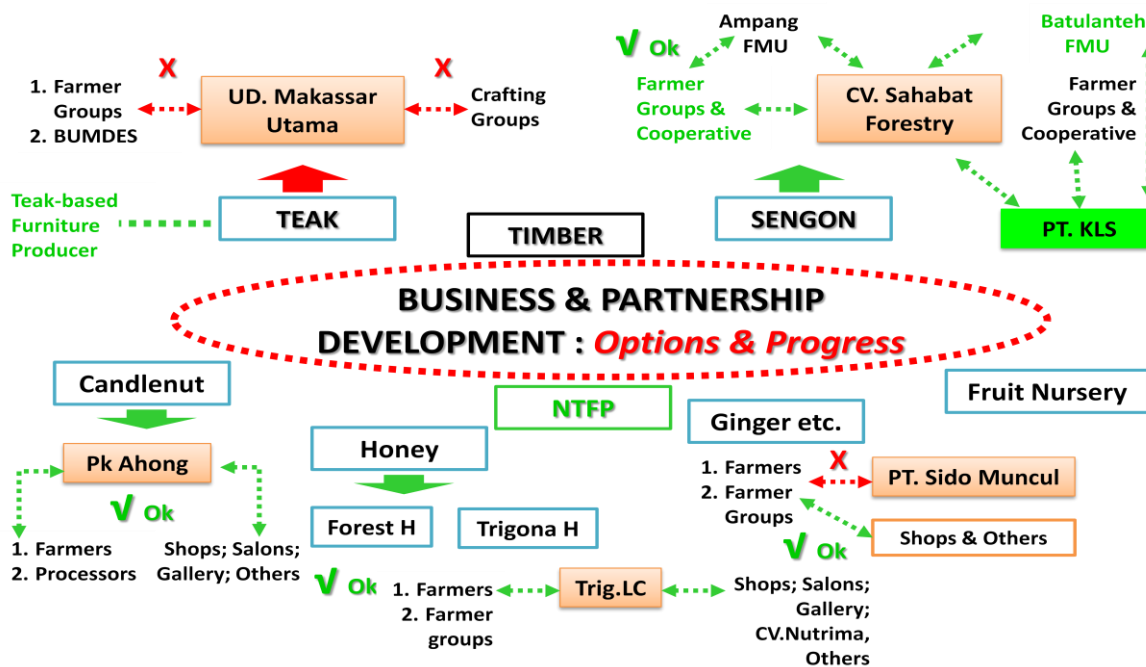


Figure 1. Business and Partnership Development: Options and Progress

4.2. Activity Plan for Partnership Development – Inter-Team Collaboration

4.3. Facts on Partnership Progress

Since the first year of the Kanoppi2 Project, there are two formal types of partnership identified, namely, the Sumbawa Forest Honey Network or it is well known as Jaringan Madu Hutan Sumbawa, and the second is the partnership in timber production and processing among CV. Sahabat Forestry (CV.SF) with Ampang Forest Management Unit and Farmer Groups at Boat and Gapit Villages. The first partnership has been operational for long time while the second partnership just started and identified by the project team within the third year of the project.

Other possible options for timber and non-timber partnership are the partnership between UD. Makassar Utama and teak farmers and crafting groups at Semamung and Pelat. Another potential timber partnership just emerge in the last few month of the second terms of year 3 of Kanoppi project. Potential partnership for NTFP are: trigona honey, ginger, and candlenut processing.

More details of these partnership are presented and discussed in the following sections.

4.3.1. Sumbawa Forest Honey Network

The Sumbawa Forest Honey Network or JMHS is well known for its role in the production and marketing of honey in Sumbawa. Honey production in Batudulang Village is carried out through the process of harvesting honey from inside the forest area, and honey has become an icon of this village. In this village, the community works in groups to collect honey from honey trees, both in forest areas and in community forests or gardens. Honey nests are also located in Mr. Jun's garden location, but are not owned or harvested by Mr. Jun because in this village there is a stipulation that "whoever knows the honeycomb first, will be the owner and harvester of honey". Honey from this village has been commercially managed and packaged to meet the standards. Pak Jun, as the manager of the cooperative as well as the administrator of the Sumbawa Forest Honey Network (JMHS), has even been a resource person for honey management. With his expertise, Pak Jun was invited as a resource person to train farmers in Kalimantan (with the support of the Indonesian Forest Honey Network or JMHI), and also in the Philippines (with the support of Swiss Contact).

5.

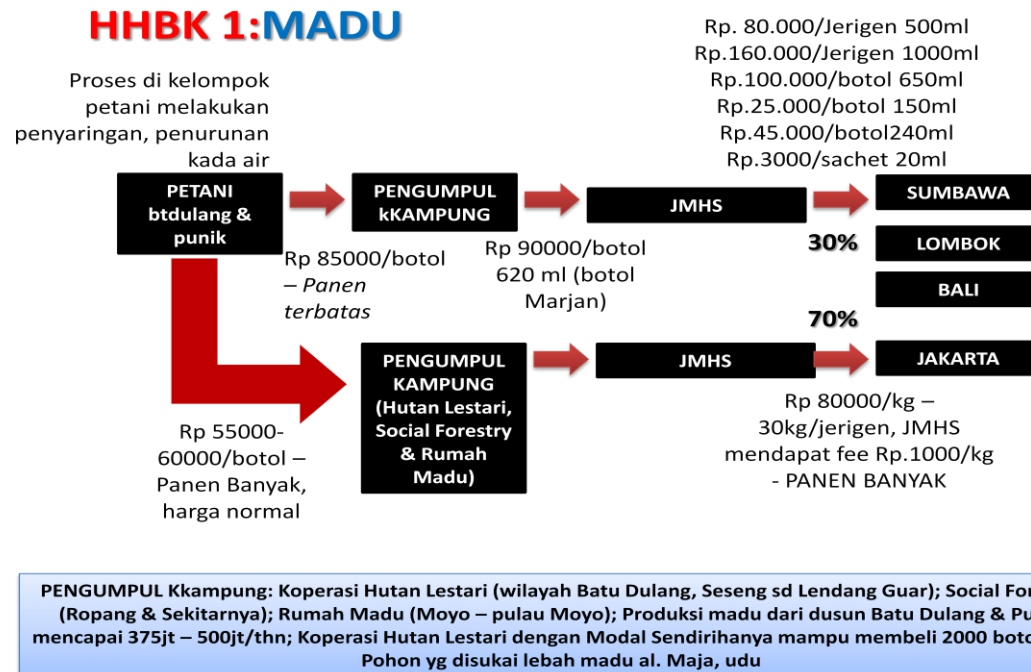


Figure 2. Sumbawa Forest Honey Value Chain

The honey produced by the Lestasi Forest Group and the people of Batudulang Village has been marketed not only at the village level, but also in the cities of Sumbawa, Mataram, and even to Jakarta. Some of the packages used include bottles and jerry cans (small 150 ml, 240 ml medium, and 650 ml large bottles or in small 500 ml jerry cans).

5.1.1. CV. Sahabat Forestry

Scoping studies to KPH Ampang – Plampang (as the new project site) was conducted on the 2nd to the 7th of September 2018 in Sumbawa with the following detail agendas:

- (1) Internal team meeting, between Objective 2 and objective 4 in Sumbawa attended by Bu Ani, Pk Syaf, Efendy, and Pak Julmansyah, conducted at Samawa University on the 3rd September 2018.
- (2) Focus Group Discussion at Ampang Forest Management Unit (KPH Ampang) at Empang – Sumbawa, 4th September 2018. The participants were grouped into 3 groups to discuss three topics, namely the existing partnership at Production Forest (CV Sahabat Forestry with KPH and Forest Farmer Groups, led by Muktasam), ecotourism development at the coastal area of Santong (led by Bu Ani Nawir), and possible social forestry and agroforestry development at the protected forest (led by Syafruddin Safi'i).

Focus group discussion on partnership was attended by the following participants:

- (1) Pak Bolang – CV Sahabat Forestry
- (2) Rasyidi Dayo – Supervisor of farmer groups -Mandor kelompok mitra)
- (3) M. Nur – A coordinator for Gapit, Koordinator Wilayah Gapit
- (4) Indra Ramdani – Vice Director of CV Sahabat Forestry
- (5) Syaifullah – Farmer Group leader from Gapit , Lenang Lapis
- (6) Syafruddin – The Head of Resort at KPH Ampang

The results of the discussion on the partnership as follows:

Involved parties for the partnership:

- (1) **FARMERS** from Boal village (3 groups) Gapit (3 groups), and other villages (678 farmers & 8 of them female farmers); The big group meeting every 5th of the month, internal group meeting after date 5th
- (2) **CV Sahabat Forestry:** Established in 2016; Management Team consist of Dr. Iwan Jasadi (STKIP Sumbawa), Pk Bolang (Director Technique), H. Mahmud Abdullah (Wakil Bupati, Penasihat), Core business: Sengon Solomon and Sengon laut; triplek, laminating board, and barcode
- (3) **KPH Ampang:**

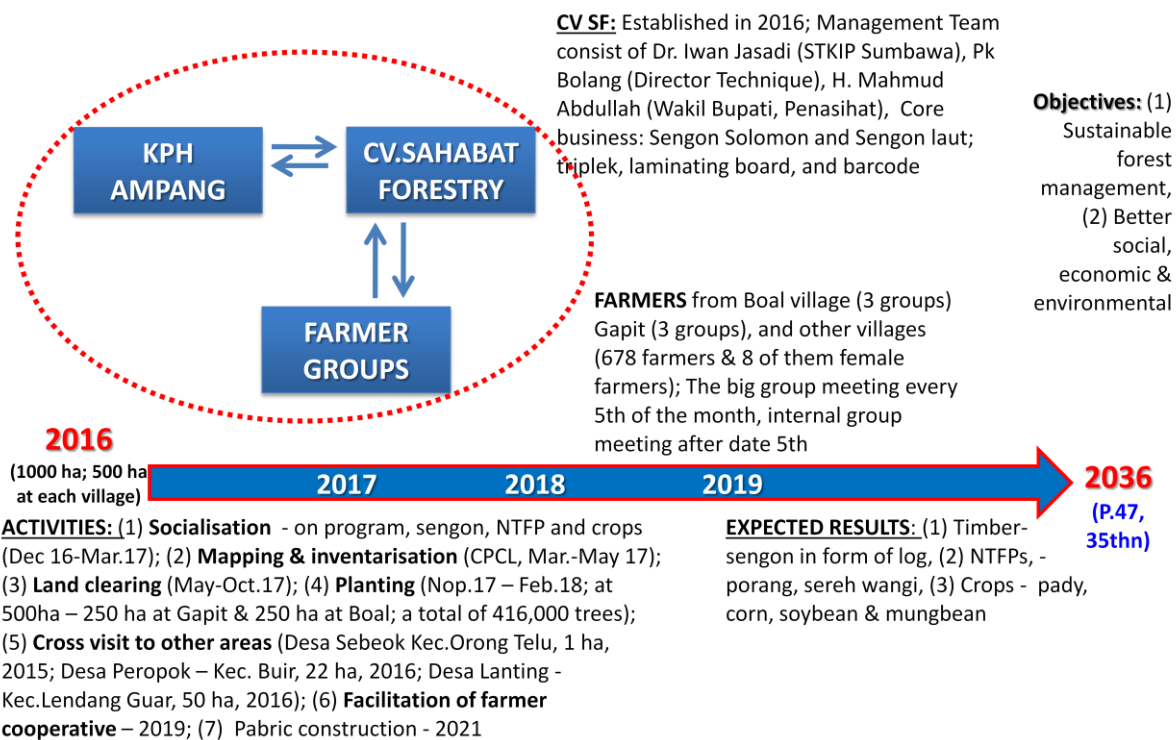


Figure 3. Partnership that Exist at Ampang FMU

Partnership period: From 2016 to 2036

Activities have been done and planed activities:

- (1) Socialisation - on program, sengon, NTFP and crops (Dec 16-Mar.17)
- (2) Mapping & inventarisasi (CPCL, Mar.-May 17)
- (3) Land clearing (May-Oct.17)
- (4) Planting (Nop.17 – Feb.18; at 500ha – 250 ha at Gapit & 250 ha at Boal; a total of 416,000 trees)
- (5) Cross visit to other areas (Desa Sebeok Kec.Orong Telu, 1 ha, 2015; Desa Peropok – Kec. Buir, 22 ha, 2016; Desa Lanting - Kec.Lendang Guar, 50 ha, 2016)
- (6) Facilitation of farmer cooperative – 2019;
- (7) Pabric construction – 2021

The results of the business will be shared as the following:

- (1) Timber- sengon (70% CV & 30% KPH; From these 70%, about 60% CV & 40% Farmers; from these 60%, 50% CV and 10% group & village leaders - and these 10% will be allocated 2.5% pengurus, 3% coordinator and manager, 3% village development, and 1.5% social and tactis fund)
- (2) NTFPs, - porang, sereh wangi (90% CV & 10% KPH; from these 90%, 40% CV & 60% farmer groups)
- (3) Crops - pady, corn, soybean & mungbean (100% for farmers)

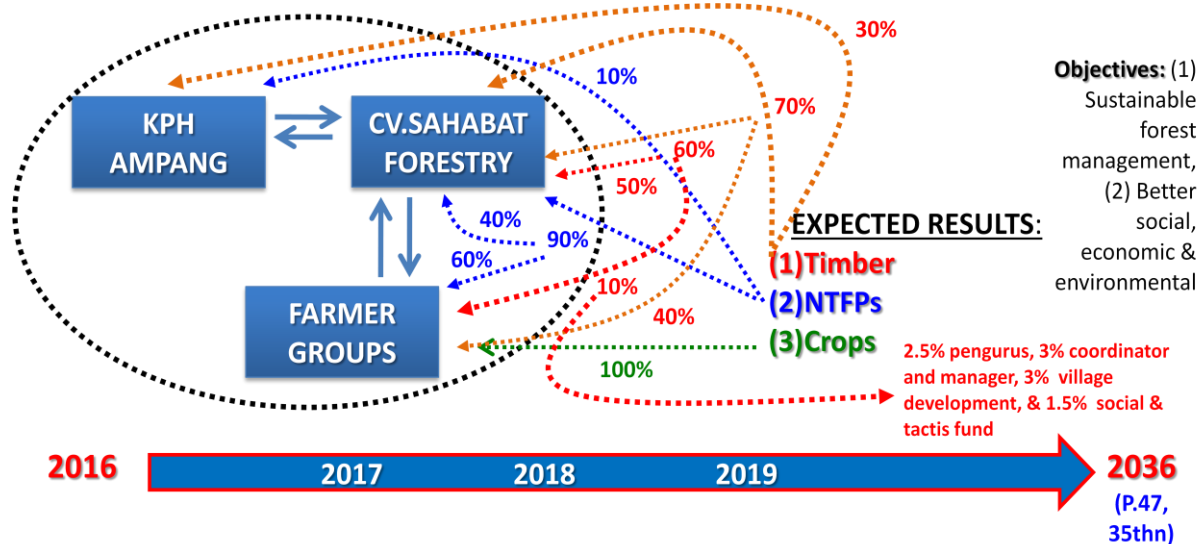


Figure 4. Expected Results of PPP lead by CV. Sahabat Forestry at Ampang FMU

Seedling production facilitated by CV.Sahabat Forestry:

CV. Sahabat Forestry established nursery at Leseng and Moyo Hulu Villages to produce “Sengon Solomon” and “Sengon Laut” employing around 200 local farmers and communities from Leseng, Pernek, Maman, Bina Karya and Sebasang Villages – working on soil and media preparation such as filling the polibag with soil. According to Pk Bolang, the owner of CV.Sahabat Forestry, about 90% of the labours are female and the rest 10% are male.

Another 28 labours (20 female and 8 male) were worked for nursery maintenance such as watering, weeding, pest and disease control, packaging and transportation. More details of the seeling preparation and planed production system of CV. Sahabat Forestry is presented in the following figure.

PEMBIBITAN CV.SF

1. Bibit sengon solomon & sengon laut di Desa Leseng & Moyo Hulu
2. Pengisian kantong (TK 200org dr Desa Leseng, Pernek, Maman (Dusun Pandan Sari), Bina Karya & Sebasang; 90% female & 10% male)
3. Pemeliharaan (TK 28 org, 20 female & 8 male; siram, pembersihan gulma, penyulaman, PHT, seleksi bibit, packing, transport to blocks at Boal & Gapit
4. Tinggi mencapai 50 – 70 cm dlm 4 bln
5. Kegiatan July - Nopember

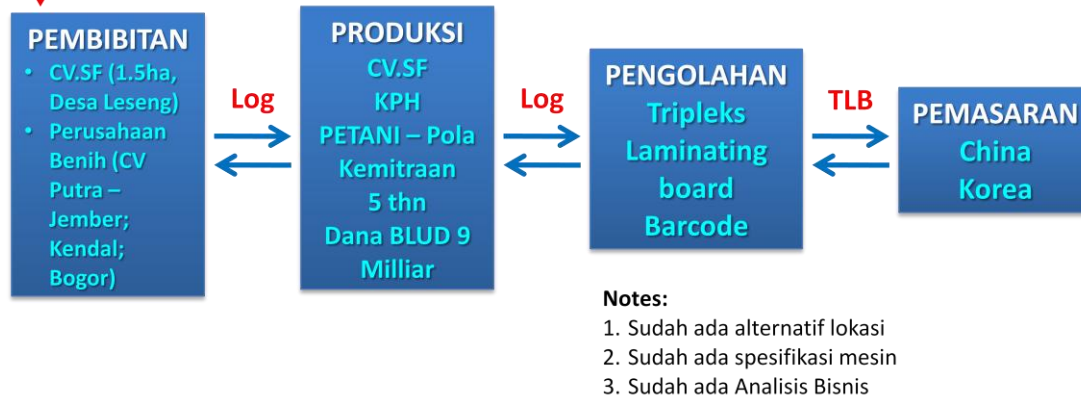


Figure 5. Sengon Value Chain – the Case CV. Sahabat Forestry Partnership at Ampang FMU

Participants of the Focus Group Discussion also raised some issues such as the following:

- (1) There has been a contract prepared between CV. Sahabat Forestry and Ampang FMU and also with farmer groups, but some ideal and expected roles have not been performed by the FMU.
- (2) There is also issue on the policy dynamic that to some extent affecting the partnership performance – related to the concession period 2016 to 2036 (unclear or have changed to less than expected).
- (3) Realisation of loading port at Santong Bay (Teluk Santong) – no clear plan.
- (4) Optimisation of the roles of Ampang FMU to support the existing partnership.

In line with these issues, the participants expected the following points:

- (1) Improving the roles of local government in empowering the local communities and farmers through NTFP development by utilising the space under the trees. Porang has been promoted in the first 2 years, in addition to crops such as paddy, soybean, and green bean.
- (2) Accelerating social forestry to support the existing public-private partnership.
- (3) The University to support product processing such as processing porang into more valuable products such as porang flour.
- (4) There are several other stakeholders related to the existing public-private partnership such as Dinas Lingkungan Hidup dan Kehutanan (DLHK) Provinsi to perform some roles such as supervision, monitoring and controlling, governor – investment section, and the BLU P2H LHK – The Ministry of Environment and Forestry⁵ (no extension activities conducted by the agency).

Progress of the Partnership by Nopember 2020: On the basis of in-depth interview and FGD at Boal and Gapit, it is found that the implementation and outputs of the partnership less than it

⁵ CV. Sahabat Forestry got 9.7 billions from this agency, and the first instalment was released in December 2017 with 10% flat interest rate.

was expected. The poor performance has been identified through the study. Farmers claimed that the partnership and effective communication just exist in the first year of the project, and meeting, supervision and progress discontinue in the second year and up to now. As results, trees and crop performance is very low and far from the plan. Out of 1000 land planted with sengon, only few ha growing well even still less than it was expected – see figures.



Figure 6. Sengon Plantation at Gapit Village - CV. Sahabat Forestry, 2020

5.1.2. Trigona Honey Learning and Business Center

Trigona honey as a non-timber forest product (NTFP) becomes a product which, if managed properly, will provide employment as well as income for farmers and the community. The results showed that trigona honey has become a source of income and employment for many farmers and / or communities in many locations in Indonesia, such as what happened in Lendang Gaga Hamlet Sukadamai Village - North Lombok, Katongan Village - Gunungkidul Regency, and Pelat Village - Unter District. Iwes Sumbawa Regency.

The facts show that from the production and marketing process of trigona honey, the commercialization of the product is not only related to the honey it produces, but is wider. The products sold from the production process of trigona honey are trigona honey, raw propolis or trigona honey harvest, honey and trigona hives, bee-pollen, hive, colony and trigona hive, and even trigona training services.

As part of an effort to increase production and business and business of trigona, in Sumbawa a Trigona Learning Center (PPT) has been established located in Pelat Village - Unter Iwes District - Sumbawa, which was facilitated by the Batulanteh Forest Management Unit (KPH) in phase 1 of the Kanoppi Project. Even though this center has been established or established for a long time, the facts show that its role as a learning center is still not fully implemented. The consequence is the limited learning process carried out or facilitated, and the limited production and marketing of trigona in Sumbawa, and particularly in Pelat Village.

As part of an effort to increase the role of PPT as a location or facilitator of trigona learning, and in order to encourage increased production and marketing of trigonas in Sumbawa Regency and even encourage business partnerships with the propolis industry, efforts are needed to explore and identify potential locations in trigona honey production and marketing. On the basis of this objective, it is necessary to map the location and potential of trigona in Sumbaw. The results of the mapping activity will look like in the following picture, and in time business partnerships will be built that will support the realization of better community livelihoods.

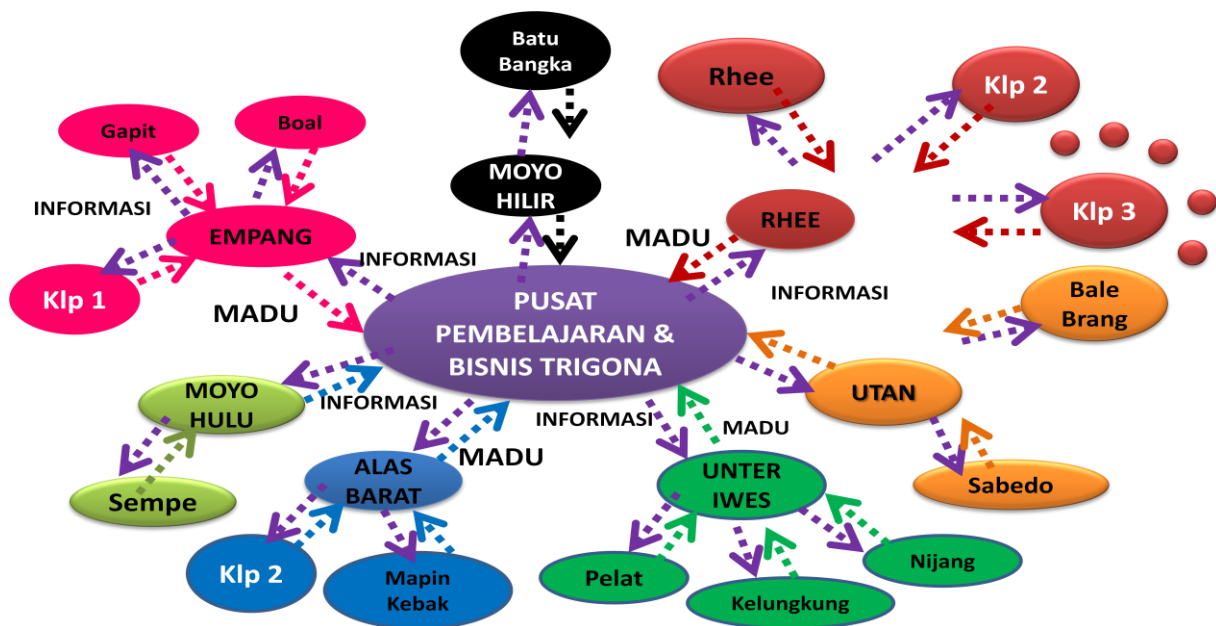


Figure 7. Sengon Plantation at Gapit Village - CV. Sahabat Forestry, 2020

6. Discussion

The first year activities of this project highlight some possibilities to strengthen the pre-conditions to promote small scale and large scale of public-private partnership (PPP), between smallholders timber and NTFPs and processing industries in Sumbawa. Some timber and NTFPs that have the potential to be promoted for PPP have been identified, and at the same time some possible options for partnership are also learned.

The second year of the project, a new project site has been added in Sumbawa which is belong to Ampang Forest Management Unit (FMU) located at Empang – Sumbawa. A formal form of public-private partnership has been identified and operated involving three parties, namely CV.Sahabat Forestry, Farmers through Farmer Groups, and Ampang FMU. An agreement on profit sharing for timber, non-timber forest products, and crops among the three parties has been made.

The third year of the project activities found a slow progress on the public-private partnership development, especially those involve potential industries such as UD. Makassar Utama, CV. Sahabat Forestry, and even the FMUs (KPH Batulanteh and KPH Ampang). An interview with the head of Ampang FMU highlighted poor performance of farmers and farmer groups, especially in managing the trees. The Head of FMU claimed the low viability of farmers' trees growing within the corn farm where farmers mostly focus on corn rather than trees. As results, CV Sahabat Forestry has moved to other potential farmers beyond its original plan – such as to Batudulang Village and others. In case of UD. Makassar Utama, no effort is needed to promote partnership with farmers and crafters at the industry performance is poor.

Partnership development remains ok for NTFPs production and marketing. Not much problems with candlenut and forest honey and ginger. A slow process is found in promoting trigona honey partnership as it is the fact that trigona association and production has not come to a level where massive production is taking place. There is a need to identify the proper location for production and network, and there is a critical need to get a support from Objective 1 to identify the right potential location for trigona bee keeping.

The challenges and the remaining activities are to strengthen the local communities, farmers and farmers' organisations, in not only technical aspects of production (primary industry) and processing (secondary industry), but also in entrepreneurship, business and business development. There is a need to work across the project objectives (objective 1, 2, 3, 4, and even 5) to promote effective PPP within this Kanoppi 2 project.

On the basis of the results and lessons learned from Kanoppi 1, and the first two years of Kanoppi 2 project, ***the Project Objective 2 Team is likely to promote the small scale forms of partnership*** instead of those types of large-scale partnership that has been promoted by for example PT. Sido Muncul in Semarang - This form of partnership requires a large scale of technical interventions where a massive and large scale production of medicinal plants is needed⁶. To this option, the Objective 2 Team is focusing on the following timber and non-timber forest products processing, business and marketing through small scale partnership forms:

- (1) Further development of **candlenut processing and marketing** – the scaling up and scalling out. Up to June 2019, the candlenut processing business has reached a substantial level where the processors could sell 300 bottles of candlenut oil per month. The product has been displayed and distributed through many vendors in Sumbawa such as Dinasty Supermarket, Rumah Madu, Sumbawa Mall, Cahaya Robusta, Sumbawa Gallery, and almost all hair and salons in Sumbawa City. By the end of June Pk Ahong explained that he has problem with the bottle supply where he could not get the bottles that he needs due to the supplier's was away. Alternatives are needed to address this issue.
- (2) **Crafting smallscale industry groups** involving young villagers at both Pelat and Batudulang Villages is the second option for a partnership development. Several meetings have been facilitated to improve groups' capacity while few supports on equipments has been made such as "crafting knife or tools".
- (3) **Further multistakeholder supports** are needed to develop effective partnership among farmers, Ampang FMU and CV. Sahabat Forestry in Empang – Sumbawa. FAO (2016) summarised a number of common key success factors that have the potential to positively influence performance of agri-PPPs (based on 70 cases), and three of them (among 8

⁶ The fact on the whole project activities confirmed for ***limited or the absence of agroforestry interventions*** in the project while in fact the project title is clearly indicates the need for the agroforestry interventions – "Developing and promoting ***market-based agroforestry options*** and integrated landscape management for smallholder forestry in Indonesia".

factors⁷⁾ are “*Adopt a participatory approach during the design phase - multi-stakeholder meetings/consultations are important*”, “*Creating an active (and rewarding) role for local authorities*”, and “*Creating synergies with other public-sector programmes and/or networks*”. However, it is a challenge to bring stakeholders to promote synergies due to its difficulties – it is not an easy task (OECD, 2006).

7. Conclusions and the Way Forward

Public-private partnership has been an option to improve smallholders' livelihood in this project as it is believe that through the partnership farmers' access to market could be promoted. The objective 2 team has been working with farmers and their groups and or association in Sumbawa, especially at the two project villages, and at the new location at Boal and Gapit. Project 2 team has facilitated the groups to improve their knowledge and skills for product development to meet the pre-conditions for partnership such as in scaling-up and scaling out the production level. Trigona learning center, handy-craft, candlenut and ginger processing, and sengan production have been facilitated, but the progress so slow. Trigona groups have moved and expanded to a new areas such as Uma Buntar, and Karang Dima, but more efforts are needed to improve the groups' performance. Handy-craft and teak-base product processing has also been supported with some progress. The following conclusions are made:

- (1) Further support are needed to get farmers and their groups ready for more effective partnership.
- (2) There is a need to have inter-team work to support each others, such as in the case of all potential partnership on timber and not-timber forest products. Partnership in timber that the project trying to promote facing critical constraints such as at UD. Makassar Utama and CV. Sahabat Forestry. Issue of mismanagement was found at Makassar Utama and it is likely the project will left the industry for partnership promotion. The second potential partnership at CV.Sahabat Forestry has another issue where farmers have low commitment to achieve agreed objective. The project team found the plantation viability was very low due to unsupporting farmers' behavior – sengan trees were destroyed by farmers' activity on land clearing for corn cultivation.
- (3) Partnership on NTFPs, especially for trigona, candlenut, ginger have some constraints and challenges. The partnership for trigona has been very slow due to lack of technical knowledge on production scaling out and scaling-up.

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⁷ (1) *Conducting value chain analysis studies to identify appropriate commodity chains, intervention points and market demand for the outputs of VCD PPPs*; (2) *Adopt a participatory approach during the design phase - multi-stakeholder meetings/consultations are important*; (3) *Promoting the roles of FOs in intermediation and capacity development*; (4) *Creating an active (and rewarding) role for local authorities*; (5) *Rewarding private partners' commitment through exclusive supply agreements*; (6) *Creating synergies with other public-sector programmes and/or networks*; (7) *Monitoring and evaluating key partnership indicators, including farmgate prices*; (8) *Addressing issues in the enabling environment to improve the potential for longterm impact*.

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