



Effectiveness and Sustainability of Environmental NGO Performance in Reforestation Activities

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Abstract

Non-governmental organizations (NGOs) are important actors in sustainable development. This organization is considered the core of civil society that not only actively encourages the provision of public services and democratization but also oversees and criticizes the policy of the unfair state. Although the number continues to increase (in year 2000, the number reached 13.400), but in fact they have not been able to give achievements in the management of natural resources and environment. The research was conducted on environmental NGOs in 3 different regions (Yogyakarta, Kolaka and Muna) with the objective of measuring their performance in reforestation activities based on legal, technical and social aspects. Data collection was done by using Close Ended Questionnaire, where each criterion and indicator was assessed based on scoring system, which refers to system: One Score One Indicator Scoring System [3]. To interpret each value the Phenomenology approach was used, while to see the difference of perspective from each stakeholder, Kruskal Wallis analysis was used. The results showed that the performance of environmental NGOs in reforestation activities was not effective and sustainable. This was shown by poorly score of 2 and/or rather poor score of 3 of each assessment criteria value in legal, technical and social aspects.

Keywords: Effective; performance; environmental NGO; sustainable.

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1. Introduction

Non-governmental organizations (NGOs) are one of the important actors in sustainable development. In Indonesia this organization is regarded as the core of civil society that is not only active to encourage the delivery of public services and support democratization, but more than that is to oversee and criticize the various policies of the state that is not fair. The main character of the NGO is self-regulating, private, non-profit and has a clear social mission [48], where its growth in Indonesia is quite rapid. In 1990 the number ranged from 8.720 and in 2000 the number jumped to 13.400 [36]. While [34] revealed that there were about 2.293 active NGOs where almost all regions in Indonesia have NGOs

Although the existence of NGOs in Indonesia has been started since the 1970s or more than 40 years, but in fact they have not been able to provide achievements in the management of natural resources. On the one hand, the results of the work of NGOs so far are not visible or measurable, while on the other hand the rate of deforestation in 1997 to 2000 continued to increase to 3.8 million ha per year [29]. This condition was quite apprehensive because the funds whether sourced from the government, private or donor agencies that had been used by NGOs was very large. In 2013 as an example, according to [34] the NGO sector in Indonesia as a whole had revenues of AU \$ 340 million or 3.4 trillion, of which 73% of the funds came from international donors or NGOs.

Although the grants provided to environmental NGOs are huge, so far they have not been able to deliver effective and sustainable performance to meet the needs of today and the future, as an example, their involvement in the National Movement for Forest and Land Rehabilitation (GNRHL) in 2003 to 2007 with the government. In West Java, the physical realization of GNRHL activities in 2003-2006 was not achieved, where the rehabilitated land area was 200.005 ha, from the targeted land of 580.397 Ha. The losses of Indonesian State in the area reached Rp. 3.635.517.900,00. While in East Java, the physical realization of GNRHL activities reached 69.283 ha, of the target area of 365.080 Ha, with state losses reaching Rp. 12.408.517.475,00 [5]. In other cases, the poor performance of environmental NGOs can be seen from the Kalimantan Tropical Forest Conservation Act (TFCA) program, which involves Local, National and International NGOs, including: WWF, AOI, FORINA, PRCF Indonesia Foundation, Lembaga Gemawan, PEKA Foundation, OWT Foundation, Bioma Foundation, Penabulu Foundation and others.

In the TFCA program, the TFCA administrator explained that they had completed the Grant Cycle II Selection, with the signing of a Grant Acceptance Agreement (PPH) to 16 partners, with a total commitment of Rp. 52.884.876.000 that was equivalent to USD 4.407.073. Furthermore, it was also reported that by the end of 2015, TFCA Kalimantan already had 25 partners to support the HoB (Heart of Borneo) and PKHB (Berau Forest Carbon Program) with a total commitment of RP. 92.630.719.000 or equivalent to USD 7.117.830 [21]. If it refers to Law Number 14 Year 2008 on the Transparency of Public Information (Article 9 paragraph 1,2,3,4, Article 11 paragraph 1a, 1b, 1c, 1d, 1e, 1f and Article 16 letter b, d and g) and Article 17 letter e and Article 51 letter e and f), NGOs should inform various forms of fund used for their performance to the public or related stakeholders. However, the fact that the environmental NGOs never publish their performance in detail and objectively, through mass media, electronic or at least through the agency's website. Above all, research

related to the performance of environmental NGOs is important; to measure whether the extent to which their effectiveness and sustainability are particularly relevant with regard to reforestation activities in the midst of incessant donor funding..

2. Method

This research was conducted at the location of Walhi NGO Yogyakarta, OWT NGO Bogor and Gaharu NGO Southeast Sulawesi, in July to September 2015. Considering the sensitive issue of research topic that exposes the performance of environmental NGOs in reforestation activities, the determination of NGOs of Walhi Yogyakarta, OWT Bogor and Gaharu Southeast Sulawesi as research sites, was conducted using Convenience method, sample selection method in interviews of research process on the basis of convenience and compatibility or suitability [1]. Furthermore, to see the effectiveness and sustainability of the three NGOs, the performance assessments are focused on three main aspects namely legal, technical and social aspects. These three aspects are translated into measurable criteria and indicators that are objectively prepared by the researcher. Criteria on legal aspects, including: (1) legal compliance based on the MOU, (2) transparency, (3) justice, and (4) proportional. While technical criteria, include: (1) location suitability, (2) material suitability, and (3) suitability of time. While social criteria, consisting of: (1) the suitability of economies of scale, and (2) the suitability of beneficiaries.

The data were collected by Close Ended Questionnaire, where each criterion and indicator was assessed based on the scoring system, which refers to One Score One Indicator Scoring System [3]. The scale used in this system is 1 to 7 (development of the Likert scale of 1 to 5), which is very applicable to describe the character of Indonesian society, which articulates a very detail value. Furthermore, to interpret each of the values obtained, it was used the Phenomenology approach, a method used to study human phenomena and their social behavior [15]. Through this approach, researchers will study the phenomenon and seek the meaning of the phenomenon that occurs in each participant, namely the communities directly involved in reforestation activities conducted by NGOs of Walhi Yogyakarta, OWT Bogor and Gaharu Southeast Sulawesi. Meanwhile, in order to see the different points of view of each of the same stakeholders on different areas of each criterion and indicator of the same assessment, it was used the Kruskal Wallis analysis, the development or alternatives of one way analysis of variance, where the selected sample has a continuous distribution [23].

The samples in this study were chosen by using the Convenience method, a sample selection method used in interview on the basis of convenience and compatibility or suitability [1]. Furthermore, the respondents used as samples were divided into several groups, namely Government, Donor Institution, Environmental NGO and Community. Especially for the community, the respondents were divided into two parts, namely the general public and the community of direct beneficiaries. The total number of respondents was 276 people, consisting of 90 Government people (30 people per location of NGO activity), 3 people of environmental NGO (1 representative person for each NGO), 3 people of Donor, Public Society 90 people (30 persons per location of NGO activities), and 90 people of Direct Beneficiaries (30 people per location of NGO activities). Although the total respondents were 276 people, only 90 respondents were involved to measure the performance of environmental NGOs, namely the people who get direct beneficiaries. This was based on the consideration that

they are directly involved, feel and know the reforestation activities conducted by NGOs of Walhi Yogyakarta, OWT Bogor and Gaharu Southeast Sulawesi. While other groups of respondents focused to assess stakeholders' perceptions and preferences on environmental NGOs, particularly on: the role of institutions, performance, human resources and patterns of action.

3. Result and Discussion

3.1. Legal Aspects

3.1.1 Legal Obedience

Legal obedience is one of the main parameters for assessing the effectiveness and sustainability of environmental NGO performance. This aspect is essential to see to what extent the environmental NGO's compliance with the law itself in reforestation activities. This form of obedience can be judged by a MOU or collective agreement; however, the MOU is not only important for the legal basis for the implementation of cooperation, but also as a tool to ensure the enforcement of community rights in reforestation activities. The MOU, as a document, can be traced: (1) the parties involved in making the MOU, (2) the vision and mission of the activity, (3) the rights and obligations of the parties involved, (4) the sanctions applied, (5) the deadline for enactment of the MOU, (6) the legal validity of the MOU, and (7) the parties authorized to hold or own the MOU. Through the 7th search, the study results showed that the average value of legal compliance of environmental NGOs in reforestation activities was poor (score of 2); which is detailed in Figure 1.

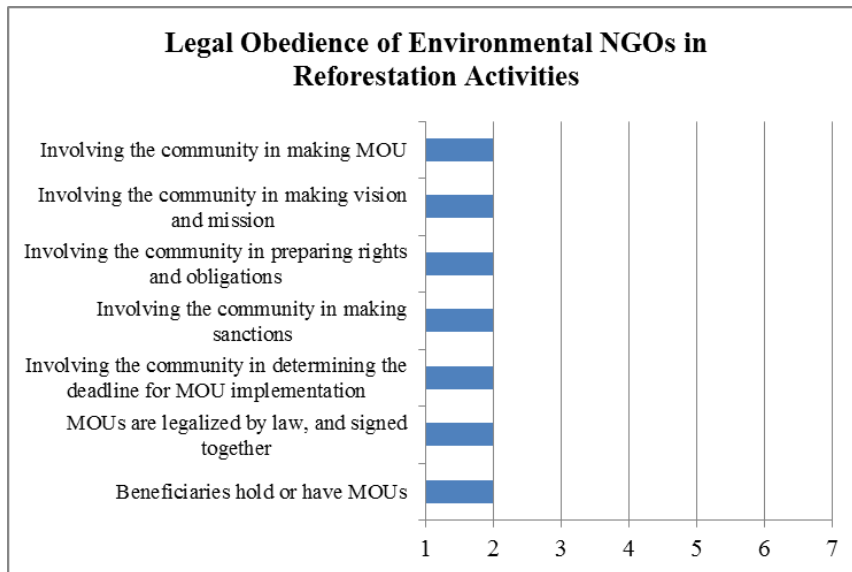


Figure 1: The value of legal compliance indicators of environmental NGOs

Description: 1=very poor 2=poor, 3=somewhat poor, 4=doubtful, 5=rather good, 6=good, 7=very good

Based on the study of researchers in the three research sites, it could be disclosed that it was not factually found any document of cooperation agreement (MOU) which has legal force and can be legally accountable to the state, both to the environmental NGO and to the beneficiary community. The agreement used by an

environmental NGO is an oral agreement. The effect of the agreement is; (1) the approach used by environmental NGOs in reforestation activities is Top Down, where they act without authority, (2) the community becomes ignorant or does not understand about their rights and obligations in the activity, (3) the pattern of beneficiary determination is unprofessional, objective and transparent, (4) materials provided by environmental NGOs to the community are unsuitable both in quality and quantity, and (5) it causes horizontal and vertical conflicts, particularly between lower classes with village and sub-district elite groups. In Muna District, for example, there is a bloody conflict between communities related to the determination of beneficiaries.

In line with the aforementioned issues, the results of the study showed that there were at least 5 aspects of violations related to the MOU, namely: (1) legal certainty, (2) code of ethics, (3) vision and mission, (4) obligations, and (5) opportunities for conflict creation. The absence of legal certainty (Legalization of MOUs according to the law), makes every party involved, easier to commit violations of their rights and obligations. Subject to code of ethics; the absence of a code of ethics has implications for the non-directional activities of afforestation in a good and correct manner.

Meanwhile, in addition to making the vision and mission activities are unclear and directed, the weakness of the MOU also affects the non-intact implementation of obligations of all parties involved. The result is that the afforestation will only open opportunities and conflict space between the parties concerned. This reality is in fact contrary to the concept of Good NGO Governance (adopted from the concept of Good Governance of a country) as disclosed by [20] that one of the principles of Good Governance in addition to accountability, transparency and participatory is the existence of legal certainty.

Furthermore, the score of Kruskal Walls test to public opinion on legal compliance of environmental NGOs, with 5% confidence interval is 0.142 ($> \alpha$ 5%). The value indicates that there is no significant difference in the respondent's opinion on the legal compliance value of environmental NGOs in 3 different regions; Yogyakarta (location of NGO Walhi Yogyakarta), Kolaka District (location of OWT Bogor activity), and Muna District (location of Gaharu NGO activity). This means that the treatment of environmental NGOs in the beneficiary communities in these three different areas is the same, which is bad against the law.

3.1.2 Transparency

Transparency is not only used to see openness, but also become a tool for upholding the pillars of honesty in the management of reforestation funds. The form can be seen through the socialization and publication of the use of funds made by environmental NGOs to the public.

Through this way, it can be traced whether environmental NGOs; (1) socializes the source and the amount of fund, (2) conducts the responsibility meeting on using the fund with receipt evidence, (3) shows the results of the physical activity, (4) publicizes the use of funds, (5) permits the audit and publish the results, and (6) facilitates all parties to access information on the use of funds. From the six searches, the study results show that the average value of transparency of environmental NGOs in reforestation activities is poor (score of 2); which can

be seen in detailed in Figure 2

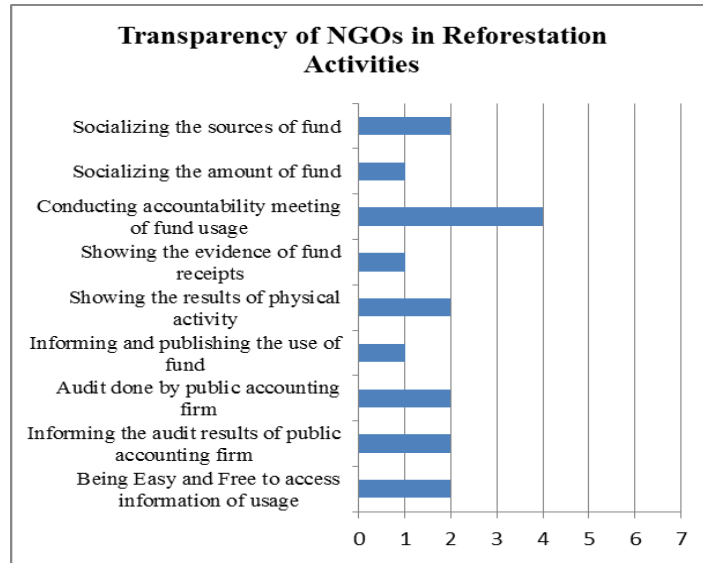


Figure 2: The value of transparency indicators of environmental NGOs

Description: 1=very bad, 2= bad, 3=quite bad, 4=doubt,5=quite good, 6=good,7=very good

Community assessment results related to transparency were reinforced by field notes obtained by researchers namely (1) that many manipulations of administrative documents carried out by environmental NGOs were unnoticed by the public, for example, in a written document the number of seeds received by the beneficiary communities was 600 seeds, but the actual number was 400 seeds; (2) that there was no evidence of publication of the use of environmental NGO funds to be delivered at least to beneficiary communities, either through mass media, electronical media, or environmental information paper set in many information boards of sub-village, village, district, and/or directly distributed to beneficiary communities; 3) that there was no evidence of publication of audit results by public accountant institutions to environmental NGOs; (4) that there was no detailed, physical, and complete evidence; and (5) that there was no evidence of the use of reforestation funds and the financing of all resource uses, detailed, detailed and intact on the website of each institution.

Referring to the results of the study, there are 5 fundamental issues related to transparency aspects, namely (1) awareness and integrity, (2) codes of conduct, (3) state control, (4) corruption opportunities, and (5) public sentiment. Lack of awareness and poor integrity of environmental NGOs, making the transparent use of funds sensitive to them, which need not be open to the public. Related codes; the absence of a code of conduct has implications for the uncontrolled use of reforestation funds in clear and measurable locations. Meanwhile, the weak implementation of Law Number 14 Year 2008 on the Transparency of Public Information (Article 9 paragraph 1,2,3,4, Article 11 paragraph 1a, 1b, 1c, 1d, 1e, 1f and article 16 letter b, d and g) by the state, enabling environmentally free, unattended NGOs to use reforestation funds. As a result, in addition to creating opportunities for corruption of reforestation funds, this condition also triggered public sentiment over the existence of environmental NGOs.

Poor transparency of environmental NGOs as a result of the study, is in accordance with what was disclosed by [10], that NGO accountability is weak and problematic. Even [35] states that most civil society organizations operate a very limited and unimaginative mechanism of accountability. While [37] argues that NGO accountability is a process by which NGOs are willing to be openly responsible for what they believe and do, by showing the parties involved and actively responding to what they find in the field. Based on the views of these experts, the perspective of transparency of environmental NGOs in reforestation activities should be viewed as accountable for the use of reforestation funds; intact, objective, detailed, and open to the public, especially to direct beneficiaries. This is in line with [40] expression that NGOs should be accountable to their constituents.

Furthermore, although the activities of these NGOs were conducted in different areas (Yogyakarta, Kolaka District and Muna District) but their treatments were the same, for example they were not transparent to beneficiary communities. This was based on the Kruskal Wallis test score with a 5% confidence interval, indicating that there is no significant difference in the opinion of the communities in these three different areas, related to the reforestation activities undertaken by environmental NGOs.

3.1.3 Justice

In addition to being used as a measuring tool to see the fairness and not of environmental NGOs in reforestation activities, justice aspect is very important to be applied to avoid conflict of interest between parties involved. Thus, reforestation activities can be done optimally and sustainably. The form of justice can be traced by looking at the extent to which environmental NGOs are able to fulfill the right of society as a whole and objective (quality and quantity). Through that search can be known, whether environmental NGOs; (1) using funds effectively and efficiently, (2) assigning roles and workloads in accordance with capacity and expertise, (3) providing materials with appropriate quality and quantity and providing reserves, (4) honoring the parties involved in accordance with roles and responsibilities, (5) fulfilling people's rights on time, and (6) having no conflict with the parties involved. From the sixth search, the study results show that the average value of environmental justice NGOs in reforestation activities is poor (score of 2); which are detailed in Table 1.

Table 1: The value of indicators of environmental NGO justice in reforestation activities

No	Justice Indicator	Score value
1	Funds are used effectively and efficiently	4
2	Role distribution is according to capacity and expertise	2
3	Types of crops granted is according to agreement	6
4	Number of crops granted is in accordance with agreement	4
5	Type of plant given is in good quality	4
6	Type of fertilizer given is in accordance with agreement	2
7	The amount of fertilizer given is in accordance with agreement	2
8	Types of targets awarded are in accordance with agreement	2
9	The number of sprinklers awarded is in accordance with agreement	2
10	Sprinklers given are in good quality	2

Description: 1=very poor 2=poor, 3=somewhat poor, 4=doubtful, 5=rather good, 6=good, 7=very good

Table 1 (Continued)

Table 2: The value of indicators of environmental NGO justice in reforestation activities

No	Justice Indicator	Score Value
11	Plant and fertilizer reserves are provided	2
12	Workload adjusted to capacity and competence	2
13	The amount of honorarium is in accordance with the roles, powers and responsibilities	2
14	Rights of beneficiaries are given on time	3
15	Absence of demand from all parties	4

Description: 1=very poor 2=poor, 3=somewhat poor, 4=doubtful, 5=rather good, 6=good, 7=very good

The injustice of environmental NGOs in beneficiary communities can be seen based on field facts, including; (1) Environmental NGOs provide materials (seeds, fertilizers and or tanners) that are not in accordance with the agreement as verbally agreed (quality and quantity), (2) workers recruited by many environmental NGOs that are inconsistent with their expertise and competence. For example, found the reforestation facilitator is a nurse and a civil servant, (3) the rights of the community (material) are not given in a timely manner, (4) giving the elites (village and subdistrict) electives in determining the functions and roles of personal and or individuals in reforestation activities.

Based on the facts as described above, there are at least 5 fundamental issues related to the aspect of justice, namely: (1) motivation and orientation, (2) moral and mentality, (3) hypocritical attitudes, (4) sensitivity and awareness, 5) lawlessness. Without a strong and firm motivation, and an orientation to reduce poverty and improve the environment in reforestation, undoubtedly the principle of justice can be applied. In a moral and mental context, environmental NGOs must have good moral and mental, and avoid hypocrisy, which they are thus expected to uphold and ensure the creation of a pillar of justice. Furthermore, environmental NGOs also deserve high sensitivity and awareness of poverty and environmental degradation, which by that nature at least encourages them to have an attitude capable of ensuring the full and objective fulfillment of community rights (quality and quantity). In the context of lawlessness; the poor value of justice owned by environmental NGOs in this study, indicates that environmental NGOs are also involved in violating the law, especially the rules contained in; The 1945 Constitution (Article 27 paragraph 2, Article 28, paragraph 2, paragraph 2, and paragraph 1) and Law No. 39 of 1999 on Human Rights (Article 5 paragraph 1, Article 9 paragraph 1, 2.3, Article 11, Article 35, Article 36 paragraph 2, Article 38 paragraphs 1,2,3,4 and Article 69 paragraph 1). The essence of the Articles is the guarantee for every citizen who is equitably and democratically to have the right to livelihood and employment as well as appropriate remuneration, fair and decent treatment in employment, freedom of discriminatory behavior or equal treatment for every citizen, as well as respect for and protection of human rights. The poor value of environmental NGO justice as a result of the study actually harmed [47], who said that although NGOs are very heterogeneous or diverse, they basically want to fight for their goals to

become reality, that is a just and prosperous society. Likewise with his opinion [14], which suggests that NGOs create a new service industry, the social development industry. Based on the exposure of the two experts, the Justice perspective of environmental NGOs in reforestation activities should be enforced through optimal service delivery, by fulfilling all stakeholder's rights, especially the community as a whole and objectively, with appropriate and guaranteed quality and quantity. Environmental NGOs need to show good performance in order to prove the opinion of [13], which says that NGO groups are: community facilitators, social and economic activists (Dinamisators), development programs and social (catalyst) intermediaries with different parties of interest or conflict (Mediators).

Furthermore, the Kruskal Walls test score on public opinion on environmental NGO justice, with 5% confidence interval is 0.354 (> alpha 5%). The value indicates that there is no significant difference in the respondent's opinion on the value of environmental justice NGOs in 3 different regions; Yogyakarta (location of Walhi NGO activity), Kolaka District (location of Bogor OWT NGO activity), and Muna District (location of Gaharu NGO activity). This means that the treatment of environmental NGOs in the beneficiary communities in these three different areas is the same, or they do not give justice to the beneficiary community.

3.1.4 Proportionality

Proportionality is one of the aspects used to assess the ability of environmental NGOs in managing activities effectively and efficiently. In that context, the effectiveness and efficiency can be traced by looking at the level of suitability and objectivity of resource use. (1) focusing activities on farmers or cultivators, (2) involving local communities, (3) managing funds properly and adequately enough to finance all activities, (4)) adjusting workload with capacity and competence, (5) using appropriate and objective time, (6) giving honorariums in accordance with roles, authorities and responsibilities, and (7) conducting activities easily, effectively and efficiently. From the 7 things of the case, the result of the study showed that the average value of proportionality of environmental NGO in reforestation activity was bad (score 2); which are detailed in Table 2.

Table 3: Value of proportional indicators of environmental NGOs in reforestation activities

No	Proportional Indicator	Score Value
1	Focussing on farming communities	6
2	Involving local communities	6
3	Funds sufficient for all activities	2
4	Workload adjusted to capacity and competence	2
5	Activity time is appropriate and objective	2
6	The amount of honorarium in accordance with the roles, powers and responsibilities	2
7	Reforestation is easy, effective and efficient	2

Description: 1=very poor 2=poor, 3=somewhat poor, 4=doubtful, 5=rather good, 6=good, 7=very good

Poor value of proportionality in accordance with the reality of the field found by researchers, that is associated with; (1) labor, (2) honorarium and workload, and (3) allocation of activity fund. With regard to the workforce,

in addition to recruiting many unskilled laborers with expertise and competence, the Environmental NGOs also prioritize workers from outside the province or district rather than the local workforce, especially at the structural level. In the context of honor and workload, significant differences were found between structural officials and workers at the field level. For Program Managers (Director NGOs) salaries earned ranged from 20-25 million and Provincial Coordinators ranged from 10-15 million. While the salaries of the staff at the village level until the district ranged between 500 thousand to 3 million (according to position). In the OWT NGOs, there are contracted and responsible workers in 19-20 Villages (distance of the furthest village with the Subdistrict center is 20-40 km), paid only with a salary of 600 thousand per month. While related to the allocation of funds, found the purchase of plant seeds that exceed the local standard price limits. In Kabupaten Muna and Kolaka (2012 activities), the price of rambutan seedlings for the development of MPTS plants is priced at 25 thousand, while the highest local price with excellent quality is 15 thousand. In addition, activity funds are still allocated for planting training activities, which are objectively not feasible for farmers.

The results of the study show that there are at least 5 fundamental issues related to proportionality aspects, namely: (1) management systems, (2) strategies and approaches, (3) direction and objectives, (4) professionalism, and (5) organizational responsibilities and commitments. Good and correct management will support the effective and efficient use of resources. This is in line with [41] saying that management emphasizes on managing activities effectively and efficiently in production and financial systems. While [46] explains that the basic functions of management are Planning, Organizing, Actuating, and Controlling. In the context of strategies and approaches, environmental NGOs need to strengthen objective reforestation strategies and approaches, and conform to social, economic, cultural, educational and political patterns. This is in line with the thought of [44], which states that development strategies need to be understood as a process of transformation in the social, economic, cultural and political relations of society. Furthermore, in addition to having clear direction and objectives in reforestation activities, environmental NGOs should also have professional attitudes, responsibilities and high commitment to manage and use appropriate and objective resources. [39] and [39] argue that organizational commitment is the ability and willingness of individuals to align behavior and actions with the needs, priorities and goals of the organization. For that matter, in the reforestation context, environmental NGOs must have high commitment to realize the achievement of optimal and sustainable goals so that each member will realize that commitment, so that the pillars of proportionality can be enforced.

The poor proportional value of environmental NGOs based on this study actually injures the treaty law as expressed by [18], which says that the principle of proportionality in the treaty is the basis for the exchange of rights and obligations of the parties in accordance with the proportion or part thereof. Furthermore, in Law Number 28 Year 1999 on the Implementation of a Clean and Free State of Corruption Collusion and Nepotism (Elucidation of Article 3 Point 5), it is stated that the principle of proportionality is the principle that prioritizes the balance between the rights and obligations of state officials. Based on this, the perspective of proportionality in reforestation activities should be viewed as a principle that requires environmental NGOs to fulfill the rights and obligations of all parties involved in accordance with their proportion in a comprehensive, objective, professional and balanced manner so that they are able to perform their respective roles well, true and optimal.

Furthermore, the Kruskal Walls test score on public opinion on the proportionality of environmental NGOs,

with 5% confidence interval is 0.347 (> alpha 5%). The score shows that there is no significant difference in the respondent's opinion on the proportionality of environmental NGOs in 3 different regions; Yogyakarta (location of NGO Walhi Yogyakarta), Kolaka District (location of OWT Bogor activity), and Muna District (location of Gaharu NGO activity). This means that the treatment of environmental NGOs in the beneficiary communities in these three different areas is the same, ie not applying the principle of proportionality to the beneficiary community.

3.2 Technical Aspects

3.2.1 Location Suitability

In addition to being used as a measuring tool to assess the level of land suitability to the plant, the location suitability aspect is also important to be used to determine whether or not the land used by environmental NGOs in reforestation activities. The suitability of the location can be traced by assessing whether the location used by environmental NGOs has: (1) a suitable climate, (2) appropriate topography, (3) appropriate soil type, (4) appropriate land area, (5) legal legality strong and agreed upon by all parties involved, and (6) ease of access. From the 6th search result, the result of the study showed that the average value of the suitability of the location of environmental NGOs in reforestation activities was rather poor (score 3); which is detailed in Figure 3.

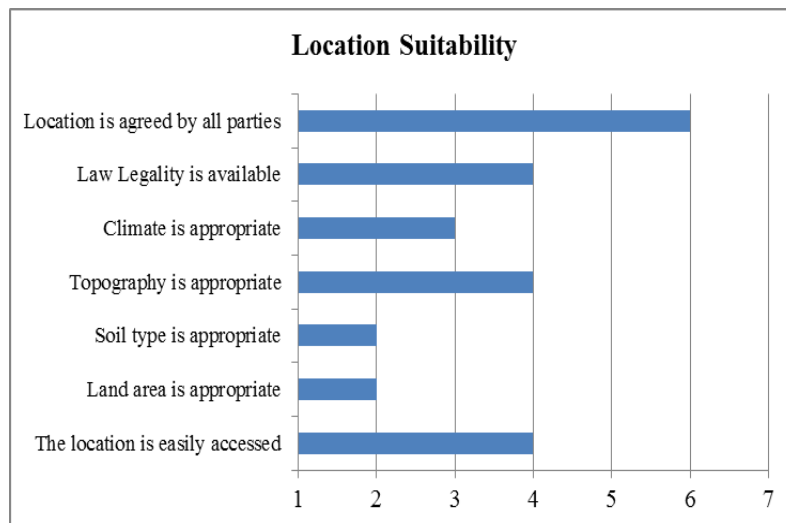


Figure 3: Indicator Value of Location Suitability of Environmental GNOs

Description: 1=very poor 2=poor, 3=somewhat poor, 4=doubtful, 5=rather good, 6=good, 7=very good

The factual condition of field observations shows that; (1) many planting sites are very far from beneficiary settlements and very difficult to access. Walhi Yogyakarta alone, for example, together with his binaaannya group (residents of Yogyakarta) to planting in the area of Mount Lawu (outside the administrative area of Yogyakarta), (2) planting on land with a very critical condition (land and topography), not managed by conservation and or by using the silvicultural system, (3) many locations of activities are areas prone to erosion, flooding and also where puddles, and (4) many lands that do not have strong legal legality, based only on village

certificates and/or recognition of customary leaders, village heads, and elites in villages and districts.

There are at least 2 fundamental issues related to the suitability of the location, namely: (1) land planning, and (2) land evaluation. Planning and evaluation of land that is done properly and correctly, will support and ensure the creation of appropriate decisions in determining the location of reforestation. [11] states that land planning is a systematic assessment of the land, to obtain alternative land use and obtain the best option in utilizing the land to meet human needs, while maintaining the land can continue to be used in the future.

[32] states that land evaluation is a process of assessing land resources for a particular purpose, using a proven approach or means, where the results can provide information and / or direction of land use as required. Some important factors to evaluate are related to; (1) topography; relief and altitude, (2) climate; temperature and rainfall, and (3) land; drainage, texture, coarse material, depth, peat thickness, alkalinity, erosion hazard, flood hazard (puddle), and acidity. Correspondingly, Reference [25] reveals that it takes a lot of experts in evaluating the land, especially in soil, agronomy, hydrology, biology, and ecology; for decision making in determining land suitability.

Based on the views of these experts, in the context of reforestation activities, before conducting activities; Environmental NGOs must first conduct site feasibility studies, properly, correctly, cooperatively and systematically.

This is very important, so that environmental NGOs can take the right decision in determining the location of activities, namely; at the appropriate location, objective and free from conflict.

Furthermore, the Kruskal Walls test value at a 5% confidence interval shows that; there was no significant difference between the respondents' opinion on the suitability of the location of environmental NGOs in 3 different regions (Yogyakarta, Kolaka District and Muna District), which means that the treatment of environmental NGOs in the beneficiary communities in those three areas is the same, ie the process of determining the location reforestation is bad because it is not done through a site feasibility study, and its actual location is also bad because it does not meet the standards of climate suitability, topography, soil type, land area, legal legality and ease of access.

3.2.2 Material Suitability

Material suitability is used as a measuring tool to see whether or not the material used by environmental NGOs in reforestation activities.

This suitability can be assessed by assessing the quality and quantity of materials provided by environmental NGOs to the beneficiary communities, which are related to; (1) plant seeds, (2) plant fertilizer, (3) cropping, (4) seed price, and (5) material reserves. From the 5th study, the study results show that the average value of material suitability of environmental NGOs in reforestation activities is poor (score 2); which are detailed in Table 3.

Table 4: Value of indicators of material suitability in reforestation activities

No	Indicator of Material Suitability	Score
1	Type of plant is according to the agreement contained in MOU	6
2	Number of plants is in accordance with the agreement contained in MOU	2
3	Seedlings have good quality (healthy)	2
4	Type of fertilizer is in accordance with the agreement contained in MOU	2
5	The amount of fertilizer is in accordance with the agreement contained in MOU	2
6	Types of crops are in accordance with the agreement contained in MOU	2
7	Number of crops is according to the agreement contained in MOU	2
8	Plant sprinklers given have good quality and can last a long time	2
9	Type of plant is not an exotic plant species	6
10	Price of plant type seeds is easily accessible	4
11	Types of plants, fertilizers and sprinklers used have reserves	2

Description: 1=very poor 2=poor, 3=somewhat poor, 4=doubtful, 5=rather good, 6=good, 7=very good

During the study at the study site, identified problems related to bad material compatibility, among others; (1) seedlings given to the community under lean conditions, and also have pests and diseases, (2) most of the planting is done without fertilizer and ajir, and or there is also use the sprinklers but not last long (poor quality), (3)) no crop and fertilizer reserves, and (4) many communities receive materials but are not in accordance with the amount as promised by an environmental NGO.

Referring to the above phenomenon, then at least 3 fundamental issues related to material suitability aspects, namely in terms of; (1) contractual agreement, (2) standardization of material quality, and (3) material inspection and assessment. In the context of contractual agreements, environmental NGOs must enter into written agreements that have legitimate legal force, which provides guarantees for the fulfillment of the quality and quantity of reforestation materials to the public. [28] states the agreement as a legal relation of wealth property between two parties, in which one promises to do something or not do something, while the other party has the right to demand the execution of that promise. Furthermore, in the context of the standardization of material quality, environmental NGOs must have material standards that meet the criteria appropriate for use in reforestation activities (quality and quantity). Reference [43] states the availability of quality seeds is needed to increase the productivity of plantations and the success of forest and land rehabilitation. While related to the assessment and inspection of materials, environmental NGOs shall conduct assessment and inspection of materials to ensure that the quality and quantity of materials to be used meet the standards of eligibility as applicable. Based on the Regulation of Director General of Land Rehabilitation and Social Forestry Forest, Number P.05/V-SET/2009 About Technical Guidance of Forest Tree Seed Quality Assessment (Part IV: Measurement and Physiological Physical Quality Assessment) stated that there are 2 conditions that must be fulfilled in setting (1) general requirements, including: single trunk, straight, healthy, and the base of the stem should be woody, and (2) special conditions: stem diameter, media compactness, leaf number and age.

Furthermore, the Kruskal Walls test score on public opinion on the material suitability of environmental NGOs with 5% confidence interval shows that there are no significant differences among respondents' opinions in 3 different regions: Yogyakarta, Kolaka District and Muna District. This reflects that the treatment of environmental NGOs in the beneficiary communities in those three areas is the same, that is, to provide poor reforestation materials (quality and quantity) to beneficiaries.

3.2.3 Time Suitability

Time suitability is an important aspect used as a measuring tool to see the timeliness of environmental NGOs, in completing the whole series of reforestation activities. This time suitability can be assessed by tracing the timeliness of environmental NGOs in terms of: (1) program socialization, (2) community training, (3) land clearing and preparing, (4) spacing and planting holes, (5) planting and provision of fertilizer, (6) monitoring and evaluation, and (7) final completion of activities. From the seventh tracking of the case, the results of the study indicate that the average time suitability of environmental NGOs in reforestation activities is poor (score 2); which are detailed in Table 4.

Table 5: Value of time suitability indicators of environmental NGOs in reforestation activities

No	Indicator of Time Suitability	Score
1	Socialization	6
2	Selection and location set	4
3	Selection and assigning beneficiaries	2
4	Planting training	2
5	Land clearing	2
6	Making of sprinklers	2
7	Plant spacing	2
8	Making a planting hole	2
9	Planting	4
10	Provision of fertilizer	2
11	Monitoring and evaluation	2
12	Completion of all activities	5

Description: 1=very poor 2=poor, 3=somewhat poor, 4=doubtful, 5=rather good, 6=good, 7=very good

Facts that occur in the field related to time management many problems, such as; (1) the socialization of activities is only done at a certain time depending on conditions and circumstances and or without measurable planning; (2) no time allocation for selection and verification of beneficiaries; (3) time of planting does not refer to seasonal calendar; (4) the time between cultivation and provision of seeds is not appropriate and effective, where it is often the case that the planting of the hole has been completed, but the seed is not yet available or vice versa; and (5) there is no time allocation for fertilizing, monitoring and evaluation activities.

The poor value of time suitability based on this study, indicates that time management of environmental NGOs

in reforestation activities is poor, ineffective and inefficient. This injured the concept proposed by [9], which says that project time management is the process of planning, organizing and controlling the project activity schedule. The time management system centers on whether or not the planning and scheduling of the project, in which planning and scheduling have been provided specific guidelines, to complete project activities more quickly and efficiently. Likewise, the opinion of [12], which states that time management is the process of planning and organizing about how much time is spent on certain activities to improve effectiveness, efficiency and productivity. While [31] suggests that project time management is an activity planning, organizing, directing, coordinating and overseeing activities in the project in such a way, so that in accordance with the schedule and budget set. Based on the opinion of these experts, then in the context of reforestation; Environmental NGOs should be able to manage time activities properly and correctly, effectively and efficiently, so that the entire range of reforestation activities can be completed in a timely manner, and with optimum and sustainable results.

Furthermore, the Kruskal Walls test score on public opinion on the time suitability of environmental NGOs with 5% confidence interval shows that there is no significant difference between respondents' opinion in 3 different regions, Yogyakarta, Kolaka and Muna. This reflects that the treatment of environmental NGOs in the beneficiary communities in those three areas is the same, that is, to carry out a whole series of reforestation activities at an inappropriate time.

3.3 Social Aspects

3.3.1 Economic Scale Suitability

Economic scale is one of the aspects used as a measuring tool to assess the ability of environmental NGOs, in improving and developing the economy and living standards of the community. The economic scale can be assessed by assessing whether the material (seeds and honoraria) provided by environmental NGOs in reforestation activities can meet the needs of the community (primary and secondary) with appropriate and objective quality and quantity. From these studies, the results of the study indicate that the average value of suitability of economies of scale in reforestation activities is poor (score of 2); which are detailed in Table 5.

Table 6: Suitability Indicator Value of Economic Scale

No	Indicator of Economic Scale Suitability	Scale Score
1	Type of plants is additional capital	4
2	The number of plants is additional capital	4
3	Crop yields can meet primary needs	3
4	Crop yields can meet the quality of primary needs	3
5	Crop yields can meet secondary needs	4
6	Crop yields can meet the quality of secondary needs	4
7	Honorarium can increase business capital	2
8	Honorarium can meet the primary needs	2
9	Honorarium can improve the quality of primary needs	2
10	Honorarium can meet secondary needs	1
11	Honorarium can meet the quality of secondary needs	1

Description: 1=very poor 2=poor, 3=somewhat poor, 4=doubtful, 5=rather good, 6=good, 7=very good

From the reality that occurred in the 3 research sites, there are 3 main factors causing the low value of economies of scale, namely in terms of; (1) wages, (2) plant seeds, and (3) location of activities. With regard to wages, the environmental NGOs do not provide or pay wages to beneficiaries in land clearing, planting and planting, planting and maintenance. In the context of plant seeds, environmental NGOs provide unsuitable plant seeds in both quality and quantity, so the risk of plant death is very high. Regarding the location of the activity, many reforestation activities are conducted in public places (not property rights), thus crops can not benefit the economy in the future.

The poor value of the economic scale of society based on this study, actually injured the concept of sustainable development as expressed by [7], which says that the main priority of sustainable development is the fulfillment of the basic needs of the world's poor.

Likewise his opinion [42] who said that the NGO is an organization that has the potential to support the improvement of people's welfare. On the other hand, the results of this study also further reinforce the criticism and criticisms addressed to NGOs, as [26] has pointed out, that in many of its activities, NGOs are accused as institutions that coordinate more protests and protests than real activities in the field. Even [19] says that NGOs in Indonesia have sold poverty, highlighting the poverty of the Indonesian people to get help from funding agencies. Based on the exposure of these experts, then in the context of economies of scale in reforestation activities; Environmental NGOs should be able to improve the economy and living standards of the community, by meeting their needs through the provision of appropriate, objective and appropriate material in both quality and quantity so that their existence as civil society organizations can be sustainably maintained.

Furthermore, the Kruskal Walls test score on public opinion on economies of scale with 5% confidence interval shows that there is no significant difference between respondents' opinions in 3 different regions, Yogyakarta, Kolaka District and Muna District.

This reflects that the treatment of environmental NGOs in beneficiary communities in those three areas is the same, that is not able to improve and develop the economy and living standards of the community in reforestation activities.

3.3.2 Beneficiary Suitability

The beneficiary suitability aspect is very important in reforestation activities. This is not only related to the choice of beneficiaries, but also because of the variety of characteristics and typology of the community, especially the poor.

In line with that, in order to realize the achievement of optimum and sustainable afforestation activities, the beneficiaries must have specific criteria, namely; (1) having high motivation and awareness, (2) having active skills and participation, (3) being marginalized, (4) having no employment, and (5) having the number which is in accordance with the provisions of the donor agency and/or MOU. Referring to the 5 criteria, the study results indicate that the average value of the suitability of beneficiaries of environmental NGOs in reforestation activities is rather poor (score of 3); which is detailed in Figure 4

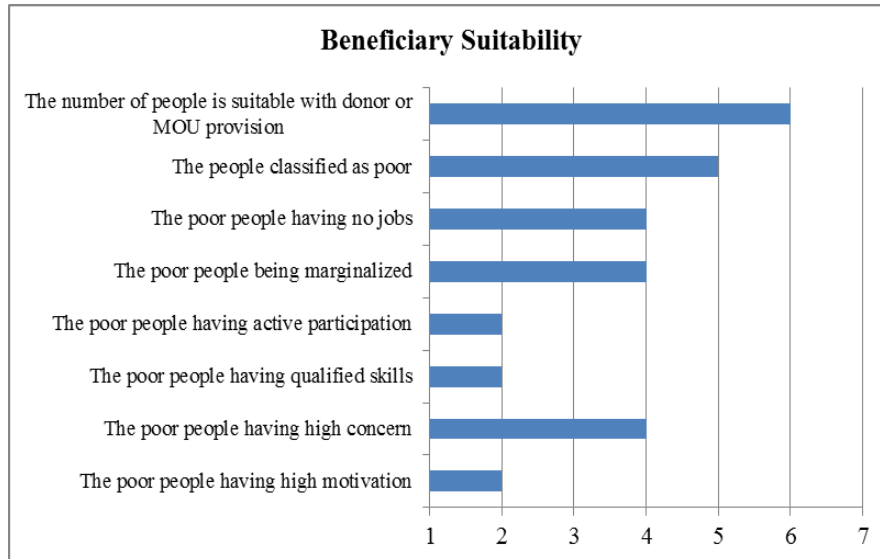


Figure 4: Suitability Indicator Value of Beneficiaries

Description: 1=really disagree, 2=disagree, 3=somewhat disagree, 4=doubtful, 5=somewhat agree, 6=agree, 7=really agree

Based on the results of field studies, the determination of beneficiaries by environmental NGOs is not professional, objective and or transparent. This is indicated by (1) the number of influences and involvement of village and district's elite staff; (2) determination of beneficiaries based on special linkage or emotional connection (friendship, family, ethnicity, ethnicity and/or other identity) between the community and environmental NGOs; (3) the number of a few middle to upper class defined as beneficiaries of the program; (4) community participation in all series of activities, not used as a measuring tool in determining beneficiaries; and (5) communities with skills, motivation and awareness high on the program, not a guarantee to serve as a beneficiary. The logical consequence of this problem is that besides creating anxiety and triggering social conflict, it also makes reforestation activities ineffective, inefficient, unoptimal and unsustainable.

For the above mentioned matters, there are at least two basic things that environmental NGOs must improve upon the suitability of the beneficiaries, namely; (1) standardization of beneficiaries, and (2) verification and selection. Environmental NGOs must have clear and objective standardization of beneficiaries; related to who is eligible to receive the reforestation program. In that context, the program should be directed and focused on people who are objectively classified as poor. [6] states that the population is categorized as poor if they have an average monthly per capita expenditure below the poverty line. The meaning of the poverty line is the minimum amount of rupiah required to meet the minimum food and non-food basic needs. While [38] determines that the determination of the poor can be assessed based on: ownership of assets, livestock, marital status, sex, head of household, education level of head of household and spouse, employment status, occupation sector, access to financial institutions, food, and health indicators, welfare, and political participation and access to information. Furthermore, although beneficiary standards and criteria are poor, NGOs must also verify and select them. [24] say that selection is a process of selecting people who have the qualifications required to fill a job in an organization. Reinforcing the statement, [17] said that job qualifications, related to; gender, age, education,

work experience, physical health, character, temperament, talents, skills, cooperation, honesty, discipline, initiative and creativity. Based on the arguments of these experts, verification and selection of the poor in reforestation activities is not only important to ensure that beneficiaries are rightly people who are objectively poor, but also to ensure and ensure that those selected are beneficiaries who have a high commitment to realize the achievement of the objectives of the activity in an optimal and sustainable way.

Although Walhi NGO Yogyakarta, OWT Bogor and Gaharu South East Sulawesi work in different provinces (Yogyakarta, Kolaka and Muna districts) but in reality their behavior in terms of determining the beneficiary community is the same (no significant difference), for example in assigning beneficiaries who do not meet the criteria and/or not appropriate, to support and ensure the implementation of optimum and sustainable afforestation activities. This is based on Kruskal Wallis test (5% confidence interval) on the opinion of the community in the 3 locations of environmental NGO activities concerned.

3.4 Discussion

Taking into account the various explanations in the previous section, there are two basic things that are important to discuss, namely: (1) the effort to create Good NGO Performance, and (2) strategies to realize the performance of environmental NGOs that are effective and sustainable. In the context of reforestation activities, Good NGO Performance can be created by restructuring four main areas: (1) institutional roles, (2) human resources, (3) performance, and (4) acting patterns. In the context of institutional roles, environmental NGOs must have umbrella organizations or associations that represent NGO thinking and movement in reforestation activities. The umbrella organization or association can be functioned to: (1) represent the NGO community in various forums with government, private or donor agencies; (2) defend the values, objectives and interests of environmental NGOs and their members; (3) develop programmatic cooperation among networks; (4) help dig and mobilize their source potential in transferring information and knowledge; (5) assist capacity building and service to its various members; and (6) as a platform, build a code of ethics for environmental NGOs and the principles of participatory organizational management which are transparent, accountable and law-abiding. With this function, it is expected that environmental NGOs can improve performance together while enhancing government, private and donor trust.

In terms of human resources, environmental NGOs should be able to create quality human resources that are morally and mentally good, high integrity and master science and technology quality, competitive and efficient in the field of environment and forestry. This can be realized through improvements in 2 things, namely (1) human resources procurement, and (2) human resource development. Procurement of human resources should be conducted objectively and appropriately, in the case of; human resource planning, recruitment, selection, and job placement. While linked to human resource development, environmental NGOs must be able to ensure the existence of; human resource capacity building, career planning and development, as well as performance management assessments in an objective, selective and measurable manner.

In the context of performance, there are 3 things to think about, that is related to; (1) ideology and territorial focus, (2) certification, and (3) program implementation. In order for the use of resources to be more

concentrated, directed, measurable, effective, efficient and optimal, environmental NGOs must focus on a specific environmental agenda, not on other matters such as human rights, gender or corruption issues, work (island, province or district). Furthermore in perspective certification; NGOs should establish national certification bodies not only as a means of assuring the quality of the NGOs' feasibility in performing mallok as well as stimulating NGOs to achieve. In this case, the Philippine Council for NGO Certification (PCNC) Certification Council can be used as a lesson. [16] states that among the roles of PCNC in the Philippines are: (1) issuing tax deductibility status certificates for donor agencies, (2) assisting to NGOs resulting in financial support in situations where foreign funding continues to decrease, (3) issuing certificates for foreign and domestic donors to ensure that NGOs are in good shape, (4) eliciting and/or eliminating excessive government regulation of NGOs, (5) impeding the flow of funds to terrorist organizations and other criminal activities, (6) strengthening structures, operation and professionalism of NGOs, (7) providing incentives to NGOs to assess and improve themselves, and (8) facilitating contacts between NGOs from different sectors and different ideas, which can broaden the perspective and strengthening of civil society. While in the context of optimal and continuous program implementation; then the 3 main pillars (with the criteria and indicators) measure the effectiveness and sustainability of the performance of environmental NGOs in this study as described in the previous section, the representative to be used as the implementation principle of activities, namely: (1) Law pillar; legal obedience, transparency, justice and proportionality, (2) technical pillar; location, material and time suitability, and (3) social pillar; suitability to economic scale and beneficiaries.

In the context of acting patterns, environmental NGOs need to have a code of conduct established, implemented and supervised together. [22] states that the code of conduct is a collection of rules that contain moral principles that are believed to be true or false, good or bad, to do. This is not only important to maintain the credibility and integrity of NGOs, but also as the realization of environmental NGOs in implementing the spirit of philanthropy and altruism in reforestation activities. Through the code of ethics; as a basis for thinking and acting, it is hoped that the mindset and behavior of environmental NGOs will be more focused, measured within the limits of fairness for the benefit of civil society and the national ideals as set forth in the 1945 Constitution.

In terms of strategies for realizing the performance of effective and sustainable environmental NGOs, the most important thing is that environmental NGOs must relinquish their dependence on donor agencies. It is not only urgent to make NGO self-supporting, but also for the independence and integrity of NGOs as agents of change to be maintained. However, it is undeniable that the pattern of NGO movement and performance has been heavily influenced by donors, as has been pointed out in the previous section that the NGO sector in Indonesia is 73% of the funds and programs dependent on donor agencies. Reference [4] also said that the activities of NGOs in Indonesia are driven by funding (funding driven). Even [27] says that some NGOs have taken actions that deviate from their function, weaken the movement of the people and conduct counter-productive activities for the benefit and self-interest. Likewise [30] states that NGOs are only looking for projects for self-interest, seminars, workshops and so forth with no concrete results for the people.

On the above issues, the fundamental thing to think about is how to reduce and/or relinquish the dependence of environmental NGOs on donor agencies. In that context, CSR (Corporate Social Responsibility) funds are potential to be accessed and used. CSR should be understood as a social responsibility fund that must be issued

by the company (private or national). This is as stipulated in Law Number 40 Year 2007 regarding Limited Liability Company (Article 3 paragraph 3, and Article 74), Law Number 25 Year 2007 on Investment (Article 15 letter b) and Regulation of Minister of State Owned Enterprises Partnership Program and Environmental Development of State-Owned Enterprises. The essence of the Law and Regulations is the recommendation to private and national companies to be obliged to fund social and environmental activities through CSR funds.

Yohana Susana Yembise (Minister of Women Empowerment and Child Protection for the Period 2014-2019), said that the potential of CSR funds in Indonesia that has not been managed maximally reached Rp 12 trillion per year, where the funds are sourced from around 700 private and national companies [2] . With that potential, If allocated only 1% for reforestation activities, then the amount reaches 7 trillion per year. This figure is more than double the total revenue of the NGO sector in Indonesia in 2013, sourced from donors, amounting to 3.4 trillion. It is just to maximize the management of these funds, it would be important to establish a National Institution called National CSR Institution, which is technically functioned to manage the fund through a management gate.

In addition to CSR funds, environmental NGOs can also optimize and actualize the potential of community-supported NGO funds sourced from WTP (Willingness To Pay) related to environmental convenience. Research [45] shows that in Bandar Lampung City alone, the potential value of WTP environmental comfort reaches Rp. 41.242.182.420 per year. In the same study, [33] said the potential of community participation Bogor City for environmental funds amounted to Rp.38.645.442.552 per year. If the value in the 2 cities is correlated with the community population in 416 districts and 98 cities in Indonesia, then the estimated potential of urban community participation in Indonesia to compete in overcoming the global climate ranges between Rp. 19.863.757.471.728 to Rp. 21.198.481.763.880. This figure is much larger than the potential of CSR funds in Indonesia of 12 trillion per year and also the total revenue of the NGO sector in Indonesia in 2013 worth 3.4 trillion. Even the value of the WTPs is much greater when compared to the funds managed by the KEHATI NGO in 2015 for 114 grant projects, worth only 84.8 billion [21].

4. Conclusion and Suggestion

4.1 Conclusion

The results of the study indicate that the performance of environmental NGOs (WALHI Yogyakarta, OWT Bogor and GAHARU Indonesia South East Sulawesi) in reforestation activities is ineffective and unsustainable. This is indicated by the poor value of criteria from every aspect of the study, namely legal, technical and social aspects. The values of each criterion are: (1) Legal aspects (legal obedience, transparency, fairness and proportionality) each have a score of 2 or poor, (2) technical aspects: site suitability is scored with 3 (rather bad), material suitability and suitability of each score of 2, and (3) the social aspect value: the suitability of economies of scale has a score of 2, and the suitability of the beneficiaries is scored with 3.

4.2 Suggestions

Further research is needed related to the position and role of environmental NGOs in Indonesia in the

perspective of natural resource management. It is very important to answer how exactly the position and role of environmental NGOs in civil society development and environmental improvement amid the importance of donor entry in Indonesia.

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