

# Samdhana 20 Years Evaluation



## Final Report

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## Cover Photo

1. Don't Stop Dream Team (DSDT) Group, Vientiane-Laos	2. Traditional Food Security Project, the Philippines	3. Women Produces TengawangButter, INTAN, West Kalimantan, Indonesia
4. Community-Base Evaluation, YBAW, Papua Indonesia	5. The Karen Children EducationStrengthening, Chiang Mai, Thailand	6. Dewan Adat Discussion, Sumba, Nusa Tenggara Timur- Indonesia

## Table of Content

List of Acronyms .....	i
Acknowledgements .....	iii
Executive Summary .....	iv
1 Introduction.....	1
1.1. Background.....	1
1.2. Purpose.....	1
1.3. Scope .....	2
1.4. Samdhana Institute .....	3
2 Methodology .....	10
2.1 Overarching Methodology.....	10
2.2 Target Audience .....	10
2.3 Data Collection .....	10
2.4 Number of Participants .....	10
2.5 Feedback on initial findings .....	13
2.6 Limitations .....	14
3 Findings .....	15
3.1 Relevance .....	15
3.2 Effectiveness.....	19
3.2.1 Communication and Project Monitoring System.....	21
3.3 Achievement.....	25
3.3.1 Achievement of Samdhana Program Target Indicators .....	26
3.3.2 Achievements based on partners and staff opinions. ....	33
3.4 Efficiency .....	36
3.4.1 Value of Money of DGM-I Project .....	36
3.4.2 Value of Money of Implemented Partners project: The Amount of Funding for each Project vs its Result/s .....	37
3.4.3 Use of Financial Resources (note: DGM-I Project Evaluation 2022) .....	39
4 Gender Equality, Disability and Social Inclusion (GEDSI) Mainstreaming .....	40
5 Lessons Learnt: Smart Practices and Challenges .....	43
5.1 Smart Practices .....	43
5.2 Challenges .....	46
6 Impacts .....	50
6.1 Impact on Improving Community Welfare .....	50
6.2 Unable to measure the impact of assistance .....	53
6.3 The impact of assistance has not been obiliza .....	54
7 Sustainability .....	58

8	Recommendations.....	61
	ANNEXES.....	64
	Annex 1. Terms of Reference .....	64
	Annex 2. Samdhana Donors .....	67
	Annex 3. Cambodia Background.....	68
	Annex 4. YouTube Facebook and Instagram Partners .....	69
	Annex 5. Reference .....	71
	Annex 6. Google Form Survey .....	72

## List of Figures, Tables and boxes

	Figure 1-1. Samdhana Program Map.....	2
	Figure 1-2. Samdhana organogram .....	4
	Figure 1-3. Samdhana Institute Strategic Plan (2019-2028).....	5
	Figure 3-1 Customary Forest areas at Cerekang South Sulawesi.....	16
	Figure 3-2 Customary forest in Bengkayang, West Kalimantan SK KLHK 2018 .....	17
	Figure 3-3 Partner’s Preparation of Financial Report .....	22
	Figure 3-4. FGD with men and women of IPLCs in Papua.....	24
	Figure 3-5 Aim for Sustainable Assistance Women’s Association in Canaan (ASAWACA), Cagayan de Oro City, Philippines .....	24
	Figure 3-6 Youth Group in Philippine.....	26
	Figure 3-7 Discussion with Samdhana Field Staff, Calamian Tagbanwa peoples.....	33
	Figure 4-1 Women group on Environmental Awareness (KPPL), Rejang Lebong, Indonesia.....	42
	Figure 5-1 Empower Karen’s Indigenous People children, Chiang May-Thailand .....	43
	Figure 5-2 Sandi Florata NGO organised a participatory mapping, to get community forestry licences, NTT-Indonesia .....	44
	Figure 5-3 Laos discussion with the youth organization.....	48
	Figure 6-1 Tengkwang Fruit .....	51
	Figure 6-2 Processing Plant of Tengkwang, support from Samdhana .....	52
	Figure 6-3 Traditional seeds .....	56
	Figure 6-4 Demplot hydrophone KTH Sedyo Rukun Banyusuca Playen Gunung Kidul .....	57
	Table 1-1. Samdhana Journey 2003 – 2022.....	7
	Table 1-2. Samdhana Grants 2005 – 2015.....	9
	Table 1-3 Samdhana Grants 2016 - 2020 .....	9
	Table 1-4. Samdhana Grants 2020-2022 .....	9
	Table 2-1. Number of Participants.....	11
	Table 2-2. List of Projects visited and online interviews.....	11
	Table 3-1. SDGs and Links to Samdhana Projects.....	15
	Table 3-2. Achievement of Indicators of Institutional Targets, End of 2022 .....	27
	Table 3-3 Value of Money Related to tenure and livelihood projects, October 2022 .....	37
	Table 4-1. Female and Male Samdhana Staff .....	40
	Box 3-1 Lessons why field monitoring is highly important: huge impact towards the land rights of the Dani.....	23
	Box 6-1. From Conflict Land to Chili Supplier .....	50
	Box 6-2. Social Value of Tengkwang Fruit.....	51
	Box 6-3. Emergence of New Business in Sahan Village, Seluas District, Bengkayang Regency.....	52
	Box 6-4. Dayak Women can save money and build houses.....	53

Box 6-5. Case Study of Saifana Organic Farm: Stunting and Healthy Vegetable Cultivation in North Lombok, NTB .....	54
Box 6-6. Covid 19 pandemic as the main obstacle for Pokdarwis Cepogo Wijaya, Tumang, Boyolali, Central Java .....	54
Box 6-7. Case Study of Alpekaje West Kalimantan: Seed Center Needs Still High but No Funds Available .....	55
Box 6-8. Farmer Group Sedyo Rukun: Human Resource Development and Hydroponics .....	56

## List of Acronyms

ADSDPP	Ancestral Domain Sustainable Development and Protection Plan
BUMDes	<i>Badan Usaha Milik Desa</i> (Village-Owned Enterprises)
CBD	Convention on Biological Diversity
CDORBMC	Cagayan de Oro River Basin Management Council
CBO	Community-Based Organization
CEPF	Critical Ecosystem Partnership Fund
CFRM	Complaint Feedback Response Mechanism
CLUA	Climate Land Use Alliance
CoI	Conflict of Interest
CSO	Civil Society Organization
DGM-I	The Dedicated Grants Mechanism Indonesia
DSDT	Don't Stop Dream Team
FGD	Focus Group Discussion
FPE	Foundation for the Philippines Environment
GCDA	The Green Community Development Association
GEDSI	Gender Equality, Disability and Social Inclusion
GFS	Google Form Survey
GGF	Global Greengrant Fund
GTMA	<i>Gugus Tugas Masyarakat Adat</i>
HA	Hectares
HJA	Huam Jai Asasamak
IPLCs	Indigenous Peoples and Local Communities
IPRA	Indigenous Peoples Rights Act
KTH	<i>Kelompok Tani Hutan</i> (Farmer Forest Grup)
KFCE	Karen Foundation for Culture

KUPS	<i>Kelompok Usaha Perhutanan Social</i> (Social Forestry Enterprise Group)
KPA	Konsorsium Pembaruan Agraria
LIVE	<i>Lembaga Kajian, Advokasi, dan Edukasi</i> (Research, Advocacy, and Education Institute)
LPP	<i>Lembaga Pengkaji Pembangunan</i> (Development Research Institute)
MNC	Mother Nature of Cambodia
MNKI	Mae Nam Khone Institute
MEAL	Monitoring Evaluation and Learning
NTB	Nusa Tenggara Barat (West Nusa Tenggara)
PAM	Post Activity Monitoring
PDM	Post Distribution Monitoring
PERDA	<i>Peraturan Daerah</i> (Local Regulation)
PMI	<i>Palang Merah Indonesia</i> (Indonesian Red Cross)
RKP	<i>Rencana Kerja Pemerintah Desa</i> (Village Work Plan)
SDA	Sumber Daya Alam (Natural Resources)
SDGs	Sustainable Development Goals
SK	<i>Surat Keputusan</i> (Decree)
OECD	Organisation for Economic Co-operation and Development
TNKS	<i>Taman Nasional Kerinci Seblat</i> (Kerinci Seblat National Park)
TTCIA	Tagbanua Tribes of Coron Island Association
ToR	Term of Reference
TORA	Tanah Obyek Reforma Agraria (Land Subject to Agrarian Reform)
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples
Wallacea	<i>Perkumpulan Wahana Lingkungan Lestari Celebes Area</i>
YBAW	<i>Yayasan Bina Adat Walesi</i>
YMI	<i>Yayasan Mitra Insani</i>

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We hope that the mission and vision of Samdhana become the world's homework!

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## Executive Summary

This external institutional evaluation of Samdhana Institute was carried out from January to June 2023 using the OECD framework (relevance, efficiency, effectiveness, impact, sustainability). Cross-cutting issues like GEDSI were analyzed. Recommendations align with Samdhana's vision and mission in Southeast Asia's social and environmental movement.

### Methodology

The evaluation included desk studies, interviews, and Focus Group Discussions (FGDs) with project partners, IPLCs villagers, fellows, and staff. Field visits in Indonesia, the Philippines, Thailand, and Laos provided insights from participating communities. An online survey using Google Forms was also conducted, involving 401 individuals (183 women, 217 men) including staff, partners, and fellows.

Samdhana Institute has four programs: Grants Programme, Capacity Development, Lifescapes (Living Land and Seascapes), and Policy Development Support. The organization demonstrates effectiveness, particularly in grant management and capacity building. Monitoring activities' progress and tracking expenditures have been handled well. However, there are challenges in measuring grantees' outcomes and achieving the necessary changes for Samdhana's mission and vision. One key issue is strategically influencing policies, practices, and mechanisms of national and local governments to create enabling environments that positively impact IPLCs' rights to tenure and livelihood.

### Findings

Evaluators found Samdhana's work **relevant** as it aligns with national and international development indicators like Sustainable Development Goals, Climate Change, and Indigenous Peoples and Local Communities. It also supports various international and national policies.

Field assessments in the Philippines, Thailand, and Laos showed **efficient** project management despite limited staff. However, staff workload should be addressed. Budgets and project outcomes were well-aligned, but delays in fund disbursement impacted efficiency. Funding capacity is limited. Financial audits in Indonesia and the Philippines found no fraud, but some areas require follow-up, with the Philippine report being more detailed.

Samdhana's efforts have contributed to protecting indigenous peoples and Local Communities' land rights; in Indonesia, this is through local and Ministry of Environment and Forestry regulations and the National Commission on Indigenous Peoples and Local Government Units in the Philippines. They have also raised awareness and supported traditional food security systems of indigenous peoples and local communities. These initiatives have been highly appreciated by indigenous Peoples and Local communities in the Philippines, Thailand, Laos, and Indonesia. Key **impacts** include building confidence and organizational skills of young people and women, cultural revitalization, improved community economic welfare, and tenure security for indigenous peoples and local communities. However, not all Samdhana partners have measured the impact of their assistance. The evaluation team found that while the outputs of Samdhana-funded activities were achieved, the outcomes have not yet been realized in the community. This can be attributed to the Covid-19 pandemic, lack of funds to continue activities, and proposals driven more by desire than actual needs.

Samdhana has successfully incorporated **sustainability** into its programs, focusing on food security and capacity enhancement for marginalized groups, particularly women and youth in IPLCs. While some land rights issuances contribute to IPLCs' welfare sustainability, this outcome varies across cases.

Partners show commitment to sustainability and have incorporated it into their work. However, the question remains whether the benefits will continue. While there is a growing awareness, the presence of necessary infrastructure for long-term sustainability is uncertain.

The OECD's evaluation criteria highlighted Samdhana's successes and identified gaps. In a complex operating environment, Samdhana has made commendable progress in achieving targets and objectives. By addressing gaps and building on successes, Samdhana can have a greater impact in supporting IPLCs and CSOs in Southeast Asia.

### **Achievement**

Over the past decade, Samdhana has gained recognition and trust from stakeholders, including NGOs and local and national governments in the countries where it operates. In Indonesia, Samdhana is trusted by the Ministry of Finance and the Ministry of Environment and Forestry, who often involve them in assisting other NGOs and as a resource in their networks.

Samdhana has also collaborated with various ministries to support community-based organizations at the grassroots level. Similarly, in the Philippines, Samdhana has been a key participant in meetings with indigenous groups to address land rights issues. They have also played a significant role in promoting traditional food security systems and have been highly valued by indigenous peoples in the Philippines, Thailand, Laos, and Indonesia, with neighboring communities frequently visiting the seed-collecting communities.

### **Achievement of institutional target indicators 2019-2028**

Table 3-1 shows Samdhana's institutional target indicators from 2019-2028 but the evaluation for these indicators is only up to December 2022, based on the report provided. The achievements are categorized as achieved, partly achieved, on track, and off track. The Policy Development Support Programme has the highest achievement at 48.2% achieved, 28.5% partly achieved, and 28.5% off track. The Lifescape Programme follows with 43.75% achieved, 25% partly achieved, 18.75% on track, and 12.5% off track. The Capacity Development Programme ranks third with 30% achieved, 40% partly achieved, 30% on track, and 20% off track. The Grants Programme requires improvement with 20% achieved, 40% partly achieved, 10% on track, and 30% off track.

### **The overall conclusion is as follows:**

*Overall, Samdhana has made commendable progress in achieving its institutional targets and strategic objectives, particularly in the Policy Development Support Programme, followed by the Lifescape Programme, Capacity Development Programme and the Grants Programme.*

*Samdhana has also shown steady growth in supporting IPLCs and CSOs through grants. Financial management capacity has improved, with timely submission of donor financial reports and some partners enhancing their financial systems. Human resources support has shown mixed results, with progress in certain areas but unmet targets in others.*

*Samdhana has successfully maintained funding levels and raised additional resources. Attention is needed in grants processing, financial management systems, and human resources support. By addressing these gaps and building on successes, Samdhana can enhance its effectiveness and impact in supporting IPLCs and CSOs in Southeast Asia*

**Target indicators should be simplified and use user-friendly indicators.** The institutional targets should include **qualitative indicators** and differentiate strategic objectives from supporting activities like grant management. Specific targets are needed for supporting activities and enhancing clarity and effectiveness in monitoring Samdhana's progress.

### **Achievements based on partners and staff opinions.**

Partner and staff opinions on achievements are important for project management. They provide diverse perspectives that may not align with target indicators but still contribute to the overall progress of the program.

**Partners recognize Samdhana's achievements** in strengthening the organization and developing leadership through training and workshops. Samdhana's funding supports youth in Laos, contributing to societal progress.

**Some staff stated**, the gender audit conducted among Samdhana staff has brought about significant breakthroughs in policy development, particularly in relation to land tenure security and the conservation of customary and traditional forests in various regions.

### **Gender Equality, Disability and Social Inclusion (GEDSI) Mainstreaming**

Samdhana has **57 staff** members across three regions with **32 females** and **25 males**, with a higher proportion of female employees in the Philippines and Mekong. Efforts are being made to raise awareness about disability issues among partners, and training sessions have taken place. Samdhana has grants for Disability Rights Groups to develop capacity, enhance micro enterprise and other initiatives, However, disabled beneficiaries in each project have not been mainstreamed. Based on Indonesian Law No. 8/2016 on Disabilities article 53 stated that the government and other government institution obliged to employ 2% of disabled staff the from total staff and the private companies need to have employee at least 1% from disabled groups. This can be a way forward for Samdhana's recruitment policy as an organization even though Samdhana is not a government institution or company. It is important to prioritize disabled recruitment as a step towards inclusion.

Samdhana's beneficiaries include women, youth, indigenous peoples, and local communities. Positive outcomes include empowering young leadership, improving project management capacity, revitalizing cultural practices related to food security, conservation, and land rights, as well as instilling confidence among women. Samdhana also works to promote and secure land and resource rights for indigenous peoples and local communities.

Who is excluded? Excluded groups from Samdhana's initiatives include isolated and hard-to-access IPLCs without partnering facilitation. In the Philippines, indigenous people outside the Ancestral Domain Area have been excluded. Solutions are needed for groups with good forest areas.

### **Smart Practices**

Some smart practices include:

- **Community-based funding** for community development in the Philippines
- **Food security s focused on collecting traditional seeds to address climate change impact and preserve culture from Indonesia, the Philippines, Thailand and Laos**
- **Youth engagement** in Samdhana countries to improve skills and culture in a less formal approach
- **Sandi Florata NGO in Indonesia achieved significant results with Ministry of Environment and Forestry licenses**
- **Rumah Solusi Beta NGO in Kupang, Indonesia, contributes to environment, education, and socioeconomic sustainability**
- **Security of landrights for IPLCs in all Samdhana countries with various ways.**
- **Easy access funding for environmental defender** cases in Indonesia and Cambodia
- **Training Centre in Thailand** with limited funding successfully invites international participants and benefits local villagers
- **DGM-I project** has shown various smart practices (Samdhana, 2022)
- **Foker Jayapura** has stated that developing community-based work with private sector provides benefit to local communities. They added IPLC's rights to be complemented with the economic empowerment initiatives.

**Followings are what partners think as smart practices.**

**Smart practices acknowledged by partners in the Philippines** include providing sign language training for hearing volunteers and mass interpreting for the deaf. Additionally, Samdhana's support in terms of housing materials, gardening tools, vegetable seeds, and psychosocial interventions after an earthquake is highly appreciated by the affected communities.

**Indonesia partners emphasize smart practices** such as effective communication, direct community engagement, and timely response to community problems.

**Samdhana staff**, particularly in the **Philippines and Mekong regions**, emphasize the ability of Samdhana grants to reach marginalized communities and employ innovative approaches. **Indonesian staff** highlight the importance of monitoring and evaluation, leading to successful achievement of project targets. Samdhana partners have also influenced village-level policies through the Village Work Plan (RKP Desa) to ensure sustainability.

## Challenges

Samdhana's grants have made significant positive impacts on beneficiary communities. However, there are challenges associated with the grant's design, including the absence of outcome indicators and short contract durations. Other challenges include:

**The need for strategists in Samdhana offices, particularly in Indonesia**, to integrate initiatives for IPLCs. Disseminating IPLCs voices internationally and within each country is vital. Collaboration between NGOs in Indonesia and the Philippines promotes mutual learning for IPLCs

**Philippine partners expressed challenges** such as lack advocacy lawyers and face limitations in education and public interest litigation. Indonesian partners struggle with inconsistent government commitment and weak community self-reliance. They also lack regular partners or donors for institutional development. DSDT, an NGO in Laos, faces challenges in managing their movement, limited youth registration, experience, and unsupportive government policies

**The Philippine staff highlighted** challenges including consolidating outcomes, setting clear targets, limitations in advocacy work, and providing legal or paralegal assistance. They also mentioned the need to facilitate favorable policy development and unite communities into a social movement, which is still a learning process. **In Indonesia, staff pointed out** issues related to project management, emphasizing the importance of managing projects synergistically to avoid focusing solely on outputs. They also mentioned the impact of unchecked conflicts of interest on organizational progress, such as the project leader provides benefits to their own family members or a Community Based Organization only deals with his own family members as project beneficiaries. Other barriers mentioned include collaborating with consortium partners with different perspectives, navigating the political situation during elections, limited donor support as a developing country, and the need for more inclusive practices.

### Other important barrier issues including

- 1) Collaborating with diverse partners during project implementation
- 2) Preparing for upcoming elections and political climate
- 3) Indonesia's developing country status impacts donor support
- 4) Emphasizing inclusive practices

### Dissemination of Project Information

Samdhana official website is [www.samdhana.org](http://www.samdhana.org). The organisation utilise diverse channels like podcasts, YouTube, Facebook, and Instagram to disseminate project information. Samdhana partners have their own social media channels as well, as a way to disseminate information and learning. However, **there is no established system to measure the impact of this dissemination on achieving Samdhana's goals**

### Fellows:

Fellows are individuals who share Samdhana's objectives. As Samdhana expanded, the Fellows' role evolved, leading to tensions and feedback for revitalization. IPLCs expert Marcus Colchester expressed interest in contributing to capacity building and shared learning.

## Communication and Project Monitoring System

### Communication

Grantees and Samdhana staff appreciate fast and helpful communication through WhatsApp and telephone, but some larger NGOs have raised concerns about transparency, roles, and partnership acknowledgement.

Communication with decision makers has been done to some extent but there is room for improvement. Walhi suggested that Samdhana can amplify the voices of Indigenous Peoples and Local Communities (IPLCs) in Southeast Asia, discussing topics like the pros and cons of carbon trade, independent actions against climate change, and the benefits of Customary Forests and Social Forestry.

Samdhana should collaborate with CSOs and local organizations at various levels to address country-specific issues concerning IPLCs

### **Project Monitoring System**

Samdhana **excels in monitoring activity progress and tracking expenditures**, despite challenges such as communication networks and providing supporting documents for financial aspects. The staff demonstrates good performance in monitoring narrative and financial reports.

However, the challenge lies in **monitoring at the site level** for all partner projects, where the real stories unfold, and **many aspects remain unaddressed by solely visiting partner offices**. Another significant challenge is measuring results aligned with Samdhana's mission and vision.

**Monitoring results should aim to provide strategic suggestions for wider impact and sustainability**. Samdhana needs to evaluate the performance of partners, staff, consultants, and grantees, either annually or upon completion of each assignment related to contribution to achieve Samdhana mission, vision and outcomes. It is important to develop a performance assessment tool and incorporate it into the operation manual. **Gathering feedback from communities will enhance the effectiveness of project outcomes, and this feedback can be obtained by Samdhana staff or through third-party involvement**. Samdhana has regular reflections and annual partners meeting, however, it is crucial to establish effective methods for recording, noting, and monitoring the discussions and outcomes of these meetings. This ensures that all points discussed are properly documented and followed up on, serving as a monitoring tool to improve the quality of implementation to achieve the mission and vision.

### **Grievance Mechanism**

Samdhana's Grievance Mechanism includes the use of their website and communication with facilitators and staff. However, not all parties prefer the website, especially remote partners. Expressing grievances to facilitators can be difficult, despite the trust built.

Some partners have raised concerns about transparency on budget allocation, resource sharing, overclaiming, and communication issues, affecting their relationship with Samdhana.

### **Recommendations**

1. Strengthen the overall movement towards achieving strategic objectives, including building a Trust Fund to reduce donor funding dependency.
2. Influence national, provincial, and local policies for IPLCs' security of tenure and well-being. Share Samdhana's insights with policymakers through strategic media engagement, lobby and various approaches.
3. Consider streamlining strategic target indicators. The Lifescape (Land and Seascape) Program can represent the higher objectives, and other programmes on capacity development and policy can support into those objectives.
4. Improve how MEAL is handled, increase MEAL budget allocation and measure effectiveness at the community level and support sustainability and enhance effectively, shared learning among partners that can be measured (how are the follow-ups, how to ensure learning to other staff members, the value of money of the events)
  - a. Develop various grievance mechanisms so partners can convey complaints and suggestions.

- b. Produce a better base line data that are regularly updated.
  - c. Empower local partners to become MEAL officers at the regional level.
  - d. Ensure staff reporting after the field trip is recorded and synthesized.
  - e. Focus on how to achieve the mission, vision and objectives not only outputs.
5. Increase attention to replication of successful approaches, between grantees or villages, learn from Samdhana lesson on this matter. Also, consider opportunities for replication between countries.
  6. Improve and increase the scale of funding and timeline of grants management, measure staff workload and numbers of projects.
  7. Capacity building for Samdhana staff and partners is needed for various topics, involve Fellows to address these matters.
  8. Finding a good communicator or a strategist team for Samdhana office especially in Indonesia that can integrate partner's initiatives and voices of South East Asia at international and national forum, IPLCs needs and aspirations and how to create enabling environments for each country to promote well-being of the IPLCs. This person needs to address communication issues with some big NGOs.
  9. Facilitate and liase Fellows contribution including new fellows to Samdhana and build effective communication.
  10. Samdhana can mainstream people with disabilities to be beneficiaries of each partners project and staff recruitment. Samdhana needs to find ways on how to reach the excluded groups especially when they have a good forest resources.

# 1 Introduction

## 1.1. Background

Indigenous peoples and local communities (IPLCs) in Southeast Asia including Indonesia, Philippines, Cambodia, Thailand, Myanmar, and Laos face a range of problems related to forestry, such as the threat of various companies, illegal logging and the lack of meaningful participation in decision-making processes related to resource forest and sea management. One of the primary challenges IPLCs encounter is the lack of secure land and resource tenure. Despite the recognition of customary land rights in the Laws and regulations, many IPLCs still confront the risk of land grabbing by powerful actors such as the government, foreign investors, and private companies. This can result in displacement, loss of livelihoods, and other negative impacts that lead to chronic poverty. Additionally, IPLCs also face broader social and economic challenges, including limited access to education and healthcare, discrimination, and marginalization, including poverty. These factors can contribute to a lack of political representation and voice and can making it more difficult for IPLCs to advocate for their rights.

Efforts are being made to address these problems, including the implementation of community-based natural resource management systems and the strengthening of legal frameworks for land tenure and resource management. However, further action is necessary to ensure that IPLCs in these countries can fully realize and exercise their rights and participate meaningfully in decisions that affect their lives and livelihoods. This requires a concerted effort to address the underlying social and economic challenges facing IPLCs, as well as to address the governance challenges.

There are various regulations, which recognizes the rights of local communities, including indigenous people, to use and manage forest resources for their livelihoods. The law requires that local communities be involved in forest and resources management and conservation activities and that their traditional knowledge and practices be considered in forest management planning. However implementation of these regulations in many cases are weak, the questions remain who have the control? Who get the most benefits?

To protect the rights of indigenous peoples and other local communities, these countries have also ratified several international conventions and agreements, including the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Convention on Biological Diversity (CBD). These agreements recognize the significance of safeguard the rights and traditional knowledge of indigenous peoples and promoting the sustainable use and conservation of biodiversity. But the challenges are not easy to address.

Samdhana has implemented their projects for about 20 years as an organization to protect the right of indigenous peoples and local communities (IPLCs) and develop their capacity in many areas and an external evaluation needed to gather input, suggestions, lessons, and recommendations. A team of independent consultants conducted this evaluation with the aim of producing an objective report on its impact and effectiveness, sustainability, particularly on its flagship program which providing direct small grantsmaking to indigenous peoples, local communities, and grassroots organizations..

## 1.2. Purpose

The overall purpose of this external institutional evaluation on Samdhana Institute is to assess its progress, relevance, efficiency, and effectiveness. It aims to generate recommendations that will contribute to Samdhana's institutional sustainability and enable it to fulfill its vision and mission as part of the social and environmental movement in Southeast Asia. The specific objectives include:

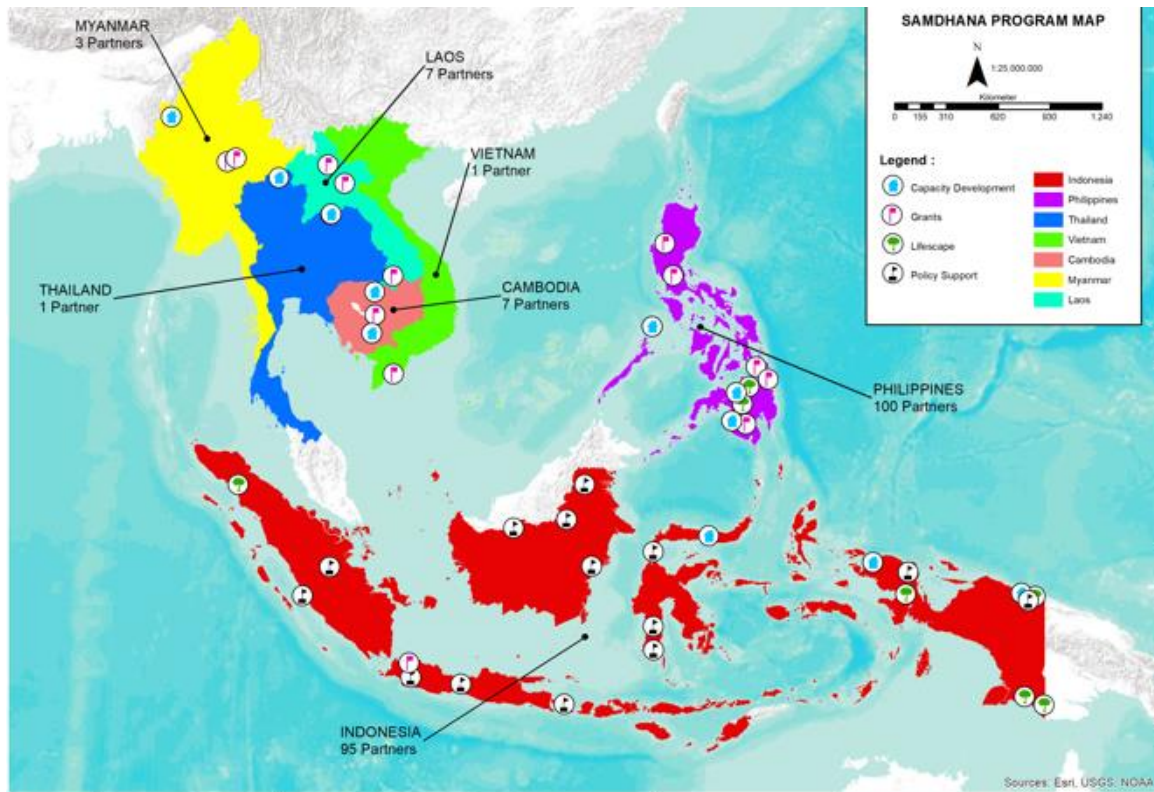
- 1) Review and assess Samdhana’s accomplishments and milestones as an organization, vis-à-vis its founding vision and mission, and its institutional targets for 2019-2028;
- 2) Review and assess the effectiveness of Samdhana’s implementation of (key) projects, its policies, systems and procedures;
- 3) Identify Samdhana’s unique elements and niche, as Fellow organization, as a grantsmaking organization and as being part of a social movement; and
- 4) Generate recommendations for Samdhana to improve its efficiency and effectiveness and build on its milestones to accomplish its institutional targets and contribute to the social-environmental movement in Southeast Asia.

The Terms of Reference for this evaluation are included in **Annex 1**.

### 1.3. Scope

This study will capture the evolution of Samdhana’s grant mechanisms, as well as the range of funding and partnership it has engaged over the years, which cover the following areas – as shown in **Figure 1-1**:

**Figure 1-1. Samdhana Program Map**



In 2023, the majority of Samdhana partners are based in the Philippines, with 100 partners. Following closely are Indonesia with 95 partners, Cambodia and Laos with 7 partners each, Myanmar with 3 partners, and Thailand and Vietnam with 1 partner. Samdhana also worked in other countries such as Timor Leste.



## 1.4. Samdhana Institute

Samdhana Institute started with a dream, a quote from Co-founder of Samdhana below reflecting where Samdhana leading to.

*“It is a dream of 'Samdhana'. What it means is a 'peaceful coming together'. There were mainly two objectives: First objective is to establish a community of people, a virtual 'kampung'(village), and a real 'kampung' who live and actively support each other and other neighbouring communities in living a healthy life, that is respectful of diverse cultures, in a peaceful environment, nurturing and coming together in a space or place. Second objective is, to find ways and means to be able to proactively support the communities all around us, especially in the region of Southeast Asia and around, especially Indigenous Peoples, to protect their places, their land, learn how to better manage their resources sustainably, and be peacefully living their cultural ways and practices without disruption” (Nonette Royo, co-founder of Samdhana, first Executive Director, May 2023)*

Samdhana Institute is a non-profit organization that focuses on building peace and development in Southeast Asia. The organization was established in 2003 by a group of development practitioners, human rights activists, and peace advocates who wanted to address the root causes of conflict and poverty in the region, taken from the Sanskrit word for healing, unity, and peace.

Samdhana Institute works with local indigenous peoples, local communities, civil society organizations, and governments including other stakeholders to promote IPLCs Rights, sustainable development, environmental conservation, and conflict resolution. Its approach is participatory and community-driven, with a focus on building the capacity of local organizations to lead and manage their development initiatives.

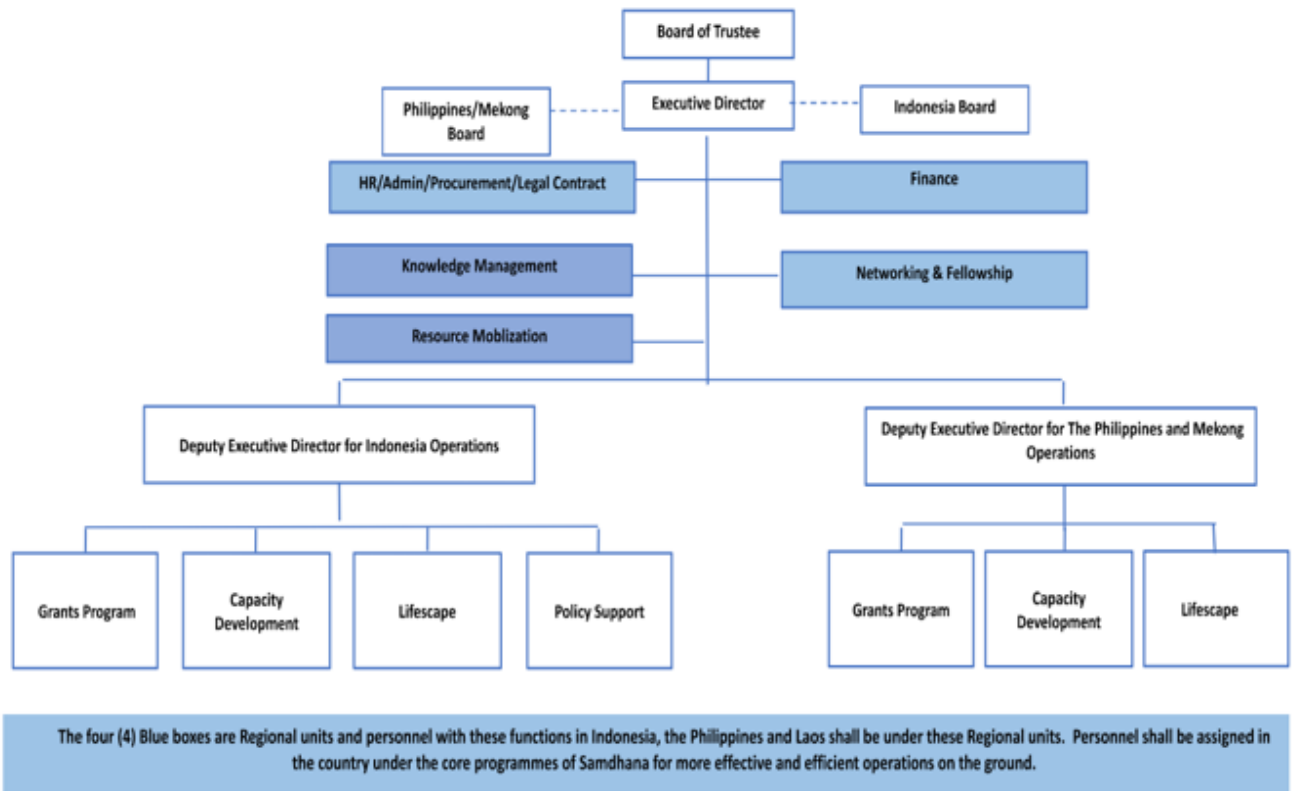
Some of the key areas of work for Samdhana Institute include natural resource management, climate change adaptation, community-based conservation, livelihood improvement, food security, culture strengthening, peacebuilding, support for environmental defenders, youth leadership and conflict transformation. Including strengthening women groups. It has implemented projects in countries such as Indonesia, the Philippines, Myanmar, Thailand, Laos, Cambodia, and Vietnam.

Samdhana currently has **57 full-time staff members**<sup>1</sup>, who are the driving force behind the implementation of programs and projects. Teams are based in Bogor (West Java) and Papua in Indonesia; in Cagayan de Oro, and the Calamian Islands, Palawan in the Philippines; Vientiane, Laos, and most recently in Chiangmai Thailand. **Figure 1- 2** below is the latest Samdhana organogram.

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<sup>1</sup> as informed by Ibu Joan

Figure 1-2. Samdhana organogram



Through its five thematic areas of work, Samdhana is working towards achieving its goals:

1. To support indigenous peoples and local communities and individuals, including women and youth in defining, securing, and asserting their rights over their territories/places and its governance and management
2. To contribute to building resilient and well-governed communities for climate adaptation, risk reduction, and environmental sustainability
3. To nurture individuals, communities, organisations, and networks and support the strengthening of their capabilities.
4. To develop an innovative, caring, sustainable, effective, and efficient organisation that fosters integrated learning and movement building.

▪ **Vision and Mission**

Samdhana’s vision and mission are as below.

➤ **Vision**

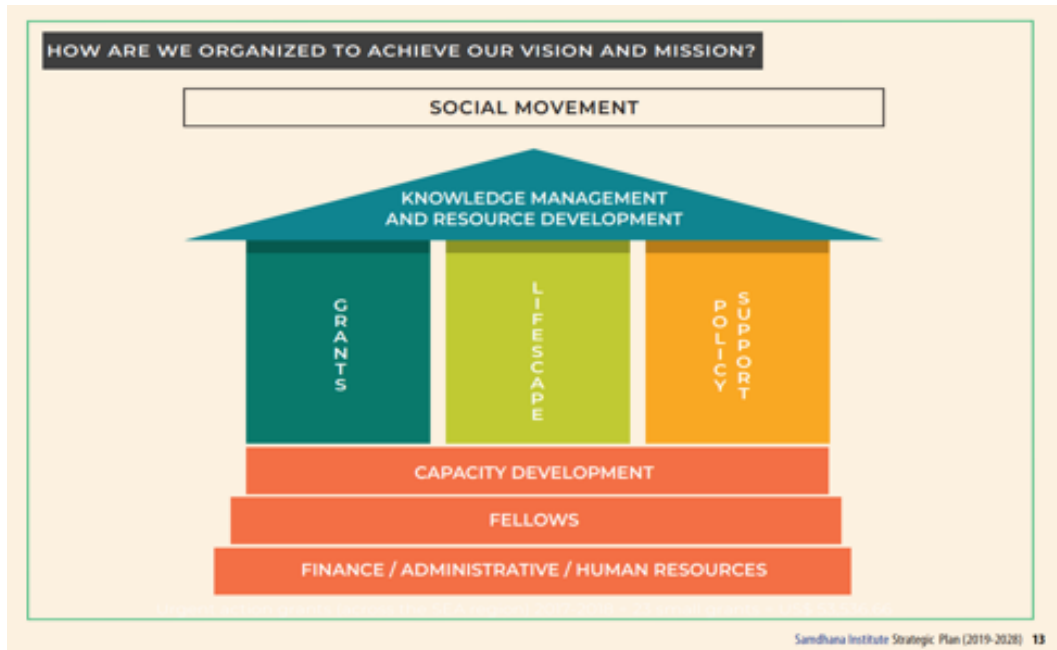
A region where natural, cultural, and spiritual diversity is valued, where communities have control over their territories and well-being.

➤ **Mission**

For communities to have land rights for their territories and full recourse to the rule of law; through a combination of independent leadership and organisational support, they will be responsible for their development and well-being.

The following describe Samdhana's path to achieving its vision and mission.

**Figure 1-3. Samdhana Institute Strategic Plan (2019-2028)**



The Samdhana achieves its vision and mission through various strategies and approaches, **Figure 1-3** above serves as a guidance on how they organise to achieve their mission, which may include:

- **Grant Programme:**

Samdhana provides direct and flexible financial support to partners to achieve their own aspirations. This financial support is intended for IPLCs, community-based organizations, civil society organizations, informal groups, and/or individuals. Projects contributing to this Program, e.g.: DGMI, PERMATA, Grants making for grassroots and environmental movement in SEA (GGF), and other projects with grantsmaking components.
- **Capacity Development:**

Capacity development is a core activity of Samdhana, cross-cutting in the four programs and built into the approaches they take in project implementation. They build on the existing capabilities of individuals and organizations by providing trainings and support the creation of an enabling environment. This empowers communities to take an active role in decision-making processes and sustainable development initiatives. Projects contributing to this Program: PERMATA, We-Defend, Shifting the Power (FGG3), Addressing the intersection of gender equality, poverty and climate change (ICONIQ), CARE, etc.
- **Lifescape:**

Samdhana works on the interconnectedness of mountains and plains, rivers and seas, and people and places with systematic approaches that encompass the socio-political-economic-natural-cultural drivers of local communities' development and well-being across generations based on their perception and appreciation. Through the lifescape approach, Samdhana works with IPLCs partners to secure rights, improve livelihoods, and conserve ecological functions and biodiversity in a particular land and/or seascape. Projects contributing to this Program: PERMATA; Agriculture, Tenure and Livelihoods (ALC) Tanah Papua; Shifting the Power (FGG3); and Forests for a Just Future.

■ **Policy Development Support:**

This program provides support for organizations and individuals working on policy development and advocacy at the international, national, and local levels. They work with local and national government agencies, international organizations, and other actors to promote sustainable and inclusive approaches that support local communities and protect the environment and to better manage their territories, places, and natural resources, and resolve conflicts. Projects include DGMI, PERMATA, Accelerating Recognition of Indigenous Peoples Rights in Tanah Papua as Key to Low-Emission Development, and Social Justice Leaders.

The figure also illustrates the uniqueness of Samdhana’s approach which involve who they refer to as Fellows. Fellows are individuals who share the same aspirations as Samdhana in terms of vision and mission. They come from diverse backgrounds and possess various area of expertise, including NGOs, indigenous peoples, lawyers, scientists, anthropologists, management specialist, donor agencies staff and retirees, freelancers, biologist, indigenous people specialists, climate change specialists, etc.

Based on the Donor Agency list spanning from 2005 to 2022 which was obtained from Samdhana, it is evident that they have successfully collaborated with a diverse range of 29<sup>2</sup> donors. The following **Table 1-1** highlights the donor’s focus and outlines Samdhana Journey from 2003 – 2022.

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<sup>2</sup> Complete list of the donor is presented in Annex 2

**Table 1-1. Samdhana Journey 2003 – 2022**

Year	Donor Agencies	Key Highlights
<b>2003 – 2005</b>	Global Greengrants Fund (GGF), Ford Foundation	<ul style="list-style-type: none"> <li>▪ Samdhana Institute is established as an independent non-profit organization based in Southeast Asia</li> <li>▪ The organization focuses on promoting community-based approaches to sustainable development, social justice, and peacebuilding.</li> <li>▪ Samdhana works with local communities and civil society organizations to promote equitable and inclusive development that respects the rights of communities and the environment.</li> <li>▪ In 2005 when the grant-making mechanism was first put into place, Samdhana Institute funded only 23 grants annually in Indonesia, the Philippines and Mekong on a budget of USD 106,000.</li> </ul>
<b>2006 – 2010</b>	Global Greengrants Fund (GGF), Ford Foundation, Foundation for the Philippine Environment (FPE), Climate Land Use Alliance (CLUA), American Jewish World Services (AJWS), IUCN Netherlands, Norwegian Agency for Development Cooperation (NORAD), Critical Ecosystem Partnership Fund (CEPF)	<ul style="list-style-type: none"> <li>▪ The organization focuses on promoting sustainable agriculture and forestry, biodiversity conservation, climate change adaptation, and the rights of indigenous peoples.</li> <li>▪ Samdhana provides support for peacebuilding efforts, conflict resolution, and human rights advocacy in the region.</li> <li>▪ Samdhana started work in Papua with local staff assigned under the Landscape and Livelihood Support Project together with the Local government and local forestry agency and the Pro-poor REDD project with the local communities.</li> <li>▪ Increased Samdhana small grants making in Laos and Philippines sources from the new donor a US-based foundation and a local foundation, respectively.</li> </ul>
<b>2011 – 2015</b>	Global Greengrants Fund (GGF), Ford Foundation, Philippine Environment (FPE), Climate Land Use Alliance (CLUA), American Jewish World Services (AJWS), IUCN Netherlands, Norwegian Agency for Development Cooperation (NORAD), Critical Ecosystem Partnership Fund (CEPF), ICCO, TIKVA Grassroots Empowerment Funds, Rights and Resources Initiative, McKnight Foundation, Foundation for a Sustainable Society, Inc. , The Asia Foundation, CLUA Task Force – Papua, IUCN/Pro-Poor REDD – Papua, IUCN EA, Margareth A. Cargil Foundation (MACF), BothENDS, The Ecological Trust, Religious Action Center for Reform Judaism, World Jewish Relief, Christian Aid, UNDP BERSAMA, Climate Investment Fund (DGM-I), Good Energy, USAID (MCAI)	<ul style="list-style-type: none"> <li>▪ Samdhana continues to expand its work and partnerships, working with a wide range of local organizations, communities, and governments.</li> <li>▪ The organization places a greater emphasis on gender equality and social inclusion and works to promote the rights of women, children, and other marginalized groups.</li> <li>▪ Samdhana also focuses on promoting sustainable livelihoods and economic empowerment, particularly for rural communities.</li> <li>▪ Implemented projects related to REDD.</li> <li>▪ Early recovery and resilience building of disaster-hit communities in Calamianes Islands, anchored on Indigenous Peoples rights and community-determined plans, focused on capacity development</li> </ul>
<b>2016 – 2020</b>	Global Green Fund (GGF), Ford Foundation, American Jewish World Services (AJWS), IUCN Netherlands, Norwegian Agency for Development, Cooperation (NORAD), CEPF Critical Ecosystem Partnership Fund, TIKVA Grassroots Empowerment Funds, Rights and	<ul style="list-style-type: none"> <li>▪ Samdhana continues its work on sustainable development, social justice, and peacebuilding, with a focus on the achievement of the Sustainable Development Goals (SDGs)</li> <li>▪ The organization emphasizes the importance of environmental sustainability and biodiversity conservation and works to promote sustainable management of natural resources.</li> </ul>

	<p>Resources Initiative, McKnight Foundation, CLUA Task Force – Papua, IUCN/Pro-Poor REDD – Papua, BothENDS, Religious Action Center for Reform, Judaism, World Jewish Relief, Christian Aid, UNDP BERSAMA, Urgent Action Fund, DGM-I, MCAI Kolaka &amp; Sumba, Protectors Fund of RSF Social Finance, Tides Foundation, Packard Foundation, Forest Foundation Philippines (FFP), Stockholm Environment Institute (SEI), Marion R Weber Family Fund (of RSF Social Finance), The Asia Foundation, CARE-Philippines, UNDP-Small Grants Program 5</p>	<ul style="list-style-type: none"> <li>▪ Samdhana also places a greater emphasis on the use of technology and innovation to support sustainable development and improve the effectiveness of its work.</li> </ul>
<p><b>2021 – 2022</b></p>	<p>Global Greengrants Fund (GGF), Ford Foundation, Norwegian Agency for Development Cooperation (NORAD), Climate Land Use Alliance (CLUA), TIKVA Grassroots Empowerment Funds, BothENDS, Climate Investment Fund (DGM-I), Tides Foundation, Packard Foundation, Forest Foundation Philippines (FFP), Marion R Weber Family Fund (of RSF Social Finance), Ministry of Foreign Affairs -Netherlands through BothENDS, The Asia Foundation, Full Circle Foundation, ICONIQ/ NPT, FF-Plus, Mackenzie Scott/ Silicon Valley Comm, IUCN-Netherlands</p>	<ul style="list-style-type: none"> <li>▪ Samdhana continues to work towards its vision of a just and sustainable world, despite the challenges posed by the COVID-19 pandemic.</li> <li>▪ The organization adapts its programs and approaches to ensure the safety and well-being of its staff and partners while continuing to support local communities and civil society organizations</li> <li>▪ Samdhana remains committed to promoting community-based approaches to sustainable development, social justice, and peacebuilding, and continues to advocate for policies and practices that promote sustainability and protect the environment.</li> </ul>

Their collaborative efforts have resulted in substantial contributions to numerous initiatives through the provision of grants. Notably, during the period from **2005 to 2015**, Samdhana disbursed a commendable total of USD 6,755,983 among 1,217 grantees. Over the period of **2016 to 2020**, they allocated USD 3,917,465.18 to support 340 grantees. Similarly, from **2020 to 2022**, they dedicated USD 947,423.41 to support the endeavours of 155 grantees. Please refer to the tables below for a more comprehensive and detailed breakdown of the donors and corresponding grants.

**Table 1-2. Samdhana Grants 2005 – 2015**

Country	No of Grantees	Amount
Indonesia	943	5,731,264
Philippines	190	627,297
Other Countries (Cambodia, Myanmar, Malaysia)	84	397,421
	<b>1217</b>	<b>6,755,983</b>

**Table 1-3 Samdhana Grants 2016 - 2020**

Country	No of Grantees	Amount
Indonesia	197	3,218,099
Philippines	98	456,032
Laos	27	137,350
Thailand	3	20,640
Vietnam	2	13,677
Other Countries (Cambodia, Myanmar)	13	71,668
	<b>340</b>	<b>3,917,466</b>

**Table 1-4. Samdhana Grants 2020-2022**

Country	No of Grantees	Amount
Indonesia	56	408,619.84
Philippines	80	382,469.82
Laos	10	51,280.75
Thailand	5	82,351.00
Vietnam	1	3,000.00
Other Countries (Cambodia, Myanmar, Malaysia)	3	19,701.99
	<b>155</b>	<b>947,423.41</b>

From those 3 periods, Indonesia has the highest number of grantees and amount of funds followed by the Philippines. However, the highest amount received was in the period of 2016-2020. between 2020-2022, the Philippines (80 grantees and USD 382,469.82) has a higher number of grantees but received slightly less grants than Indonesia (56 grantees and USD 408,619.84). Apart from Indonesia and the Philippines, Thailand has the highest amount of grants (USD82,351.00), followed by Laos (51,280.75), other countries (USD 19,701.99) and Vietnam (USD 3,000.00) is the lowest amount of grants received during that period.

## 2 Methodology

### 2.1 Overarching Methodology

This study uses a quantitative and qualitative descriptive approach to explore and analyse primary and secondary data gathered from various relevant sources, as well as triangulate the collected data using various techniques. The data for this study were collected in a participatory and inclusive manner from various stakeholders, including Samdhana partners, both NGOs and community organizations, beneficiaries, fellows, board members, and Samdhana staff.

The quantitative approach is intended to provide an overview of the distribution of respondents' responses to observed factors. Since the questions posed to respondents are vary, separate questionnaires were used for staff, board members, fellows, and partners, but all analysed descriptively. The results of the analysis are presented in the questionnaire using percentages, which enable readers to easily understand the distribution of respondents' answers. The questionnaires for each respondent can be found in the **Annex 6**.

On the other hand, the qualitative approach aims to provide explanations regarding the activities of partners in using Samdhana's support. This includes activities related to land tenure, livelihood, or capacity development and other activities; or to explain the impact of Samdhana's assistance on the beneficiaries or to explore information on benefits and perceptions on usefulness towards knowledge and relationships among villagers including lessons and recommendations.

### 2.2 Target Audience

The report is targeted at Samdhana leadership, management and staff, board members and other Samdhana stakeholders. It is at the discretion of the Samdhana Institute to decide whether to share this information with donor agencies and other parties. Samdhana also has the option to provide two versions of the report tailored separately for internal and external stakeholders.

### 2.3 Data Collection

The instruments for data collection included:

- Desk study of documentation
- Interviews and meetings with project partners, communities, and staff (in person and online)
- Interviews with fellow. Discussions and online surveys.
- Focus Group Discussions (FGDs), females and males.
- Field observations during fieldwork.
- Online Surveys using Google Forms to Staff, partners, and fellows.

Data collection was conducted from October 2022 to March 2023, utilizing a combination of Google surveys and offline interviews. Throughout this period, we visited a total of 7 partners in the Philippines, 8 partners in the Mekong region, and 14 partners in Indonesia. Additionally, we engaged with the communities at the field level, seeking their assessment and feedback towards Samdhana Institute projects.

### 2.4 Number of Participants

**401 people** were consulted during the evaluation, consisting of 183 women and 217 men:



**Table 2-1. Number of Participants**

Evaluation Participants	Female	Male
GF Partners survey Bahasa	12	35
GF Partners survey English	13	4
GF Partners survey Tagalog	2	4
GF Partners survey Bisaya	10	10
GF Partners survey Mekong	2	2
GF Staff survey	22	17
GF Fellow survey	8	15
Staff interviewed	3	5
Partners staff interviewed	11	13
Community interviewed	100	109
Fellow interviewed	-	4
<b>Total</b>	<b>183</b>	<b>218</b>

**Table 2-2. List of Projects visited and online interviews**

Project Sites	Partner Organization Name	Approach	Dates
<b>Indonesia</b>			
Pontianak, Kalimantan Barat	AIPeKaje	Fieldwork	17 Jan 2023
Pontianak, Kalimantan Barat	LBBT	Fieldwork	18 Jan 2023
Pontianak, Kalimantan Barat	PRCF	Fieldwork	16 Jan 2023
Pontianak, Kalimantan Barat	INTAN	Fieldwork	19 Jan 2023
NTT, (Community Forestry)	Sandi Florata	Fieldwork	23 Jan 2023
NTT, (Infrementel Education for public and preschool children)	RSBI	Fieldwork	24 Jan 2023
NTT	PIKUL	Fieldwork	25 Jan 2023
NTT	Lembaga OAT	Fieldwork	27 Jan 2023
NTT, (Youth Infiment)	Yayasan Papha	Fieldwork	29 Jan 2023
Sumatera	Lembaga Kajian, Advokasi, dan Edukasi (LIVE)	Online	15 Feb 2023
Sumatera	Yayasan Mitra Insani (YMI)	Online	15 Feb 2023
Sulawesi Selatan	Perkumpulan Wahana Lingkungan Lestari Celebes Area (Wallacea)	Online	15 Feb 2023
Jawa Tengah, Boyolali	POKJA Darwis Pogo Wijaya	Online	15 Feb 2023
Yogyakarta, Gunung Kidul	Kelompok Tani HKM Sedyo Rukun	Fieldwork	15 Feb 2023
Nusa Tenggara Barat, Dompu	Lembaga Pengkaji Pembangunan (LPP) Baranusa	Online	18 Feb 2023

Project Sites	Partner Organization Name	Approach	Dates
<b>Indonesia</b>			
Nusa Tenggara Barat, Lombok Utara, Bayan Village	Saifana Organic Farm	Online	20 Feb 2023
Nusa Tenggara Timur, Sumba	Yayasan Satu Visi	Fieldwork	7 October
Papua	FOKER	Fieldwork	18 Oct 2022
Papua	YBAW	Fieldwork	20 Oct 2022
Pasaman, West Sumatra	Perkumpulan Qbar	Fieldwork	13 Oct 2022
<b>Philippines</b>			
Cagayan de Oro City, Philippines	Man-ai Indigenous Youth Community Dansolihon Higaonon community; ASAWA-CA Peoples Organization (Higaonon tribes)	Fieldwork	19 Feb 2023
Opol, Misamis Oriental, Philippines	Dulangan Unified Ancestral Domain Higaonon tribe	Fieldwork	20 Feb 2023
Don Carlos, Bukidnon, Philippines	Kirenteken-Menuvu community	Fieldwork	21 Feb 2023
Davao City, Philippines	Derepa Erumanen Menuvu, Inc. (DEMI) Menuvu Tribe ToBaTADA – Bagobo tribe Kilos Ka Network TAHANPANTAO organization	Fieldwork	22 Feb 2023
Busuanga, Palawan, Philippines	Calamian Tagbanwa tribe	Fieldwork	24 Feb 2023
Coron, Palawan, Philippines	Tagbanua Tribes of Coron Island Association (TTCIA)	Fieldwork	25 Feb 2023
Coron, Palawan, Philippines	SARAGPUNTA	Fieldwork	26 Feb 2023
<b>Mekong (Laos, Thailand, Myanmar)</b>			
Cambodia	Mother Nature of Cambodia (MNC)	Fieldwork	28 Feb 2023
Myanmar	Mae Nam Khone Institute (MNKI)	Fieldwork	1 March 2023
Chiang Mai, Thailand	KAREN FOUNDATION FOR CULTURE (KFCE)	Fieldwork	1 March 2023
Wang District, near Chiang Mai in Northern Thailand	Nong Tao community	Fieldwork	2 March 2023
Luang Prabang, Laos	Pha Tad Ke	Fieldwork	2 March 2023
Vientiane, Laos	Huam Jai Asasamak (HJA)	Fieldwork	3 March 2023
Savannakhet province in Lao	The Green Community Development Association (GCDA)	Fieldwork	3 March 2023
Vientiane, Laos	Don't Stop Dream Team (DSDT)	Fieldwork	4 March 2023

In Indonesia, we visited 14 Grantee projects, and conducted 4 online interviews. Six Grantee projects were reviewed in the Philippines including a workshop attended by various groups. Offline interviews were held with 8 organizations in the Mekong area (4 Laos, 2 Thailand, 1 Myanmar, 1 Cambodia).

## Community feedback

We also integrate community feedback on the project implementation in Indonesia. We conducted separate interviews with men and women in the communities. This allowed us to gather valuable insights and perspectives directly from community members.

Community feedback served as an essential tool for evaluators to obtain responses reflecting the communities' points of views regarding the Samdhana project.

To ensure a comprehensive range of perspectives, we conducted Focus Group Discussions with both men and women representing Indigenous Peoples and Local Communities (IPLCs). During these discussions, we sought their opinions on various aspects of the project, including its benefits, the quality of facilitators involved, the impact on cultural preservation, the improvement of income for livelihoods, and the capacity-building for IPLCs.

To promote community participation and engagement, we encourage community members to express their opinions using materials readily available in the community, such as leaves and small stones. Community members engaged in discussions among themselves, allowing for a collective assessment of the project's performance. Markings were made using a simple rating scale ranging from Very Good, Good, Moderate, Bad, or Very Bad.

In Indonesia, we organised more than ten Focus Group Discussions (FGDs) to gather community feedback, involving both females and males. These FGDs were conducted in diverse regions, including 2 in Maluku, 2 in Papua, 2 in NTT, 2 in Java, and 3 in Kalimantan. This broad geographical coverage allowed us to capture a wide range of perspectives from different communities across Indonesia. Additionally, we conducted 5 FGDs in the Philippines, 1 in Thailand, and 1 in Laos

## 2.5 Feedback on initial findings

The analysis is based on the reading materials results, interview results and Google Form Survey results. Two presentations were conducted, with the initial presentation of preliminary findings to the Indonesia Board members. A second presentation was conducted in the Philippines to gather input from the preliminary findings from the grantees in the Philippines, Thailand, and Laos.

### Structure of the Report

The report is divided into the following sections:

Section	Description
Executive Summary	A synthesized of all important points in this evaluation
1. Introduction	Provide a background of the Project
2. Methodology	Summary of methods and tools used
3. Findings	Findings under each criterion are guided by strategic questions set out in the Project Completion Evaluation TOR. Criterion: <ul style="list-style-type: none"><li>- Relevance</li><li>- Effectiveness</li><li>- Achievements</li><li>- Efficiency</li></ul>
4. GEDSI	Gender Equality, Disability and Social Inclusion (GEDSI) Mainstreaming

Section	Description
5. Lessons Learned, Smart Practices and Challenges	Identified lessons, smart practices and challenges during the evaluation that have affected the project delivery
6. Impact and Prospects of Sustainability	Impacts of Samdhana
7. Sustainability	Sustainability of Samdhana support after project completion
8. Recommendations	Recommendations gathered when conducting the evaluation that has the potential for consideration in any future Samdhana or similar grants programming

## 2.6 Limitations

This evaluation is subject to certain limitations, as it relies on the reports or information received, which may not provide a comprehensive understanding of all aspects of Samdhana's activities over the span of 20 years.

Additionally, it's important to recognize that evaluators also have their own biases that can influence their assessments. To mitigate this, we use triangulation techniques by considering various findings, information, and perspectives to minimize biases and provide a more objective understanding.

## 3 Findings

### 3.1 Relevance

At both the international and national level Samdhana Foundation’s work is strongly aligned with the policy and regulatory framework. Samdhana’s work contributes to supporting several international and national policies.

The Samdhana Institute work aligns with the commitments made by Indonesia at the 2015 Paris UNFCCC Conference of Parties (COP) 21 and the 2021 UNFCCC COP 26 Glasgow, which highlighted the importance of the IPLCs as the experts in managing land, forest, and resources. The IPLCs representatives are equally important as national government representatives at international meetings related to REDD+ and Climate Change issues and the solutions and perspectives provided by IPLCs are crucial in addressing these global challenges.

*Table 3-1. SDGs and Links to Samdhana Projects*

SDGs	Examples of Samdhana Projects
GOAL 1: No Poverty	Income generating projects, land ownership, sustainable forest management, food security projects
GOAL 2: Zero Hunger	As above
GOAL 3: Good Health and Well-being	Collecting traditional food
GOAL 4: Quality Education	Education project for Indigenous people, Karen children education in Thailand
GOAL 5: Gender Equality	Mainstreaming to all Samdhana projects
GOAL 6: Clean Water and Sanitation	Sustainable forest management will protect clean water availability
GOAL 7: Affordable and Clean Energy	Support energy creates from wind, water and solar panel
GOAL 8: Decent Work and Economic Growth	Life scape projects:
GOAL 9: Industry, Innovation and Infrastructure	
GOAL 10: Reduced Inequality	Projects to IP and Local Communities
GOAL 11: Sustainable Cities and Communities	
GOAL 12: Responsible Consumption and Production	Less waste consumption
GOAL 13: Climate Action	Mitigation of Risk Reduction, Sustainable Forest Management, Community Forestry
GOAL 14: Life Below Water	Sea rights in Bueno and Haruku islands
GOAL 15: Life on Land	Traditional Resource Management, Participatory Mapping
GOAL 16: Peace and Justice Strong Institutions	Support Environmental Defenders Cases
GOAL 17: Partnerships to achieve the Goal	Partners work with many local and national governments, local NGOs, academia, research institution,

Similarly, there are three United Nations publications; **International Guidelines on land and sustainable livelihoods**; **UN Guiding Principles on Business and Human Rights** and **FAO Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests** address a number of themes that are central to Samdhana’s work such as: management of land rights, especially for the marginalized groups; the state’s obligation to respect, protect and fulfil human rights, especially of vulnerable groups including women, the poor, landless farmers, indigenous peoples and other groups; guidelines for business people to respect human rights.

According to **Table 3-1** Samdhana’s projects directly contribute to 15 out of the 17 **Sustainable Development Goals (SDGs)**. When it comes to land rights, these contributions are not limited to Goal 1 alone. They are also

relevant to several other Goals, namely Goals 2, 5, 11 and 15. These contributions encompass a total of eight targets and 12 indicators that the Indonesian government must report annually until 2030.

A common thread running through all of Samdhana’s work is securing the land rights of the Indigenous peoples and local communities. The concept of community-based resource management should be accompanied by appropriate regulations within each host country.

**In Indonesia**, community-based resource management are supported by policies related to agrarian reform. The primary objective of agrarian reform in Indonesia is to address land ownership inequality and resolve agrarian conflicts that have been going on for decades. In pursuit of this goal, the government issued **Presidential Regulation on Agrarian Reform No. 16 of 2018**. This regulation has garnered appreciation from agrarian activists, for several reasons: **First**, it demonstrates the government’s increasing commitment to agrarian reform. **Second**, it provides a legal framework for implementing agrarian reform. **Third**, agrarian reform has been integrated into various official government activities as a central theme. **Fourth**, farmers in West Java and South Sulawesi have secured their rights to land, and lastly, the TORA implementation in West Kalimantan, South Kalimantan, Central Kalimantan, and East Kalimantan took place on September 5, 2019. The sample of community-based management in the form of customary forest can be seen in **Figures 3-1 and 3-2**.

**Figure 3-1 Customary Forest areas at Cerekang South Sulawesi**



**Figure 3-2 Customary forest in Bengkayang, West Kalimantan SK KLHK 2018**



Despite of these achievements, the regulation is criticized for needing more public participation in its implementation. The Task Force responsible for monitoring the implementation should be supported by competent officials who possess knowledge of agrarian reform issues. There is also an impression that the regulation focuses only on land certificate distribution, overlooking the need to address structural land rights issues. Furthermore, the regulation mandated the issuance of Ministerial Decree, which will require a lengthy process, and the exclusion of cultivation rights on land (Hak Guna Usaha, HGU). The regulation fails to prioritize the most vulnerable group – small farmers and fishermen – and does not impose penalties on large companies for engaging in land monopolies. The Consortium of Agrarian Reform (Konsorsium Pembaruan Agraria, KPA) objects to the fact that only four locations out of 462 are proposed as TORA and the regulation provides opportunities for companies to become agrarian subjects since they can be profit oriented.

Moreover, Indonesia has **the most ambitious Social Forestry (SF) scheme in the world**. SF has been evolving since the 2000s, and in particular since President Joko Widodo was elected in 2014, the targets for Social Forestry have grown more ambitiously demonstrating greater commitment: a total of 12.7 million hectares have been targeted for social forestry for 2014-2019. Social forestry has been providing some **rights to Indigenous Peoples and Local Communities (IPLCs)** through different schemes, in particular village forests has evolved much faster. However, in terms of recognition of customary rights to land/forest by IPs, this has been lagging compared to what was targeted (the customary forest areas (*hutan adat*) got the license only up to 57,437 ha as of June 2021). The indicative customary forest is more than 1 million ha from the total 4.72 million ha social forestry titles given. The ‘Village Forests’ as one of the best options they have right now as permits help to prevent land grabbing by other actors, especially large-scale companies (though land conflicts are not entirely excluded as there is overlapping land use) as they are easier and faster to obtain permits<sup>3</sup>

**In the Philippines, the Indigenous Peoples Rights Act (IPRA)** respects, protects, and promotes the Indigenous way of life, including the recognition of traditional ownership rights over ancestral domains and prior rights in using the resources it contains. The law also encourages Indigenous people to exercise their rights to create Indigenous plans for natural and human resources development within ancestral domains. It prescribes the Ancestral Domain Sustainable Development and Protection Plan (ADSDPP) as a framework for planning. However, the current practice of ADSDPP seems to be unduly influenced by only a minority group of influential elites of the Indigenous collective. Moreover, NCIP’s strategic direction are not clearly defined and

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<sup>3</sup> Tripple Line and Diameter, 2022 Support for Development of Programme for Investing in Forests and Nature (INAFOR)

communicated to all units, decision making is too centralized and there is no clear delineation between staff and lined function, etc. (Garilao et.al 2002 cited in Ciencia, 2010).

There is also an issue toward the exclusion of the indigenous people who reside outside the Ancestral Domain location. Such problems appear in the implementation of IPRA is often addressed through the resolution of disputes based on customary law applicable to the specific land in question (see Prill-Brett, 2007). Nonetheless, Prill-Brett (2007) points out that customary law tend to be more effective if it is applied in the communities that exhibit certain characteristics such as still practicing subsistence economy with simple technology, culturally homogenous with minimal commercial farming and cash economy. In contrary, Prill-Brett explains that customary law is found to be weak in communities that have transitioned to commercial crops production and depend on interaction with cash economy.

**In Thailand** Prior to 1990, the condition of forests in Thailand was very apprehensive. Logging has caused massive deforestation. Severe deforestation stopped when in 1989 government passed a regulation to ban logging (Salam, 2006). Forest development and conservation are then carried out through a combination of command-and-control institutions, such as national parks or national forests, and through bottom-up institutions such as community-managed forests (Agarwal et al., 2016). To some scholars and NGOs, community involvement in forest management is inevitable because the forest is people's dwelling, and they have the knowledge and local wisdom to protect it. However, since the Thai government claims ownership of forest, there must be a legal framework to support community participation in forest management. To address this, the government with the support of NGOs, initiated the drafting of a Community Forest Bill to establish a legal basis for the community involvement.

However, the struggle to pass the community forest bill has resulted in an ongoing debate between supporters and opponents (Agarwala et al. 2022). This contentious issue has not only caused inter-ethnic problems in North Thailand (Wataru, 2002) but has also generated unsolved academic debate (Wataru 2002, Salam 2006), moreover it has led disagreement among decision-makers, particularly between the Ministry's Royal Forest Department, responsible for all forests outside protected areas, which has long supported community forestry and the Ministry's National Park, Wildlife, and Plant Conservation Department, responsible for protected-area forests, which prevent community forestry in protected areas (Recoftc, 2011). Despite these debates, the spirit of pursuing community forest remains. Ganz and Rattanarat (2021 cited in Agarwala et al. 2022) highlight that in 2019 Thai government urged community leaders to register the forest patches protected by their community by 25 November 2019 and that the Forest.

The department will map these forest patches by 23 July 2020. The government would take over the forest land if the community leader did not comply with this order. Indeed, this mandate must enlighten the community forest movement, but none can guarantee that this mandate will not be changed to curb the community forest movement.

**The Lao Land Law** under revision will not include communal land titling with recognition of communal land ownership, only user rights. From a tenure perspective, the law is weak but not unexpected in the Lao context, where the concept of "community" is only recognized and officially used to refer to the national community, making any reference or recognition of the collective rights of Indigenous communities obsolete. Meanwhile, the newly approved Forest Law remains vague regarding recognizing customary rights and tenure. In the upcoming Forest Strategy 2030, the Department of Forestry (DoF) sets a goal to restore 500,000 hectares of "degraded forest" within the Production Forests Areas (PFAs) by allowing private companies to plant industrial tree species such as eucalyptus. As the strategy categorizes the swidden (shifting) cultivation fields under fallow as degraded forest, it can potentially affect the food security of Indigenous communities. Indigenous communities also encounter restrictions in accessing lands in National Protected Areas (NPAs) where no individual land titling is allowed.



### ***Lao Land tenure rights***

By the end of April 2019, **in Lao** around 5.2 million land parcels were registered nationwide, comprising 74% of the total 7 million land parcels. According to the Ministry's plan, 100 percent nationwide land registration, including indigenous communal land registration, will be achieved by 2021.

In previous land registration initiatives, many communities may have been arbitrarily excluded, predominantly low-income households in high-value urban areas or where ELCs (Economic Land Concession) operate. Studies indicated that the Cadastral Commission, responsible for overseeing land registration, has faced challenges such as bureaucracy and corruption, resulting in a slow pace of registration. These issues are often seen as not primarily stemming from a lack of policy but rather as limitations in law enforcement and irregularities in implementing existing legislation.

Tenure insecurity is often linked to disputes over land ownership. Many low-income households live on the land that require registration in the national land registration system to establish formal ownership.

### ***Lao Land transfer and public land lease***

Nearly 12 percent of the country's land area, or about 2 million hectares, has been granted to investors under terms of economic land concessions. In addition, 704,592 hectares have been granted mining licenses, and 305,405 hectares have been assigned to 72 hydropower projects. The land is leased to local and foreign investors through concessions for agro-industry businesses, energy generation, and extractive industry. A study in 2013 found that "3.9 million hectares, or some 22 percent of the country, is now controlled by the private sector and particularly the local elites". In contrast to their large land area, ELCs make only modest contributions to economic development, generating only US\$ 5 million in government revenue in 2015.

**In Cambodia** Beginning in 2002, the government in collaboration with donor support, initiated a comprehensive process of classifying and registering all land parcels in accordance with the the categories outlined in the 2001 Land Law. In registering all land, the program aimed to eliminate uncertainty over land ownership that caused conflicts and tenure insecurity. A Cadastral Commission was set up to resolve disputes arising during land registration. The Rectangular Strategy for Growth, Employment, Equity, and Efficiency in Cambodia included commitments to increase land distribution to people experiencing poverty and provide titles to secure legal ownership. By the end of April 2019, around 5.2 million land parcels were registered nationwide, constituting 74% of the total 7 million land parcels. According to the Ministry's plan, 100 percent nationwide land registration, including indigenous communal land registration, will be achieved by 2021.

In previous land registration efforts, many communities may have been arbitrarily excluded, predominantly low-income households in high-value urban areas. Studies suggest that the Cadastral Commission has been responsible for overseeing land registration, but it suffers from bureaucracy and corruption, and the pace of registration has been slow. These problems are viewed less as an absence of policy but as limitations in law enforcement and irregularities in implementing existing legislation.

## **3.2 Effectiveness**

The effectiveness in this section covers how effectively the partners achieve their intended outputs within the allocated timeframe and budget. This section will also highlight the effectiveness based on the perceptions of partners and project staff including fellows. The evaluator also aims to discuss how monitoring and evaluation can influence project effectiveness.

If program **effectiveness is measured in terms of how each grantee achieved their outputs** according to the timeframe and budget allocation, we can conclude that **program effectiveness is high**. This has also been shown in the DGM-I project that the effectiveness of how partners disburse their funding and how to achieve their results was around 80-95% (DGMI evaluation 2022). This demonstrates that the grant management team has

effectively monitored activity implementation and ensured that grants are disbursed based on the desired outputs.

Moreover, based on the achievement of the target indicators has shown that Samdhana's four programs (Grant Management, Capacity Building, Lifescapes and Seascapes including Policy support) can be said that Samdhana Program **is quite effective, especially for grant management and capacity building**. It is important to note that this assessment is based on five years of implementation and there are five more years to be determined for 10 years of strategic objective achievement of target indicators.

However, if we measured how grantees **achieved their outcomes or the changes required to achieve Samdhana's mission and vision, there are still challenges** to address. And one important issue is **how Samdhana can enhance its strategic approach in influencing policies, practices and mechanisms of the national and local governments including creating or finding opportunities for enabling environments that have an impact towards the IPLCs rights of tenure and livelihood**.

The following section presents partners' perceptions of effectiveness by region.

As can be expected, partners' perceptions of effectiveness differed by region. In the **Philippines and Mekong**, the focus was on the effectiveness of the process for developing proposals. It is a bottom-up, locally driven process with little intervention from the central office; *"The final project document to be implemented by ICON-SP and SAMDHANA is rooted in the community's identified needs. Before ICON submitted the proposal to SAMDHANA for funding, there was a thorough consultation from the community based on the hierarchy of their needs. It is a bottom-up approach so whatever is implemented, they are a part of it, and they have ownership of the proposal.* Another theme raised is the importance of communication; *"The suggestions and advice from the management team at the project level are very supportive for the effective implementation of the project, communication is the key. Continue face-to-face meetings, exchange learnings, team building and training with this help strengthen and explore possibilities that will help achieve Samdhana's mission and vision".*

In **Indonesia**, there are a number of partners working in the livelihood sector, such as the Brenjonk Community in Mojokerto, East Java, Intan and PRCF in West Kalimantan. These partners have proven to be quite effective in achieving outcomes where the community are now capable of producing products which previously were supported by Samdhana.

But not all partners supporting indigenous peoples in obtaining customary land management rights have been fully successful in securing those rights. Reasons that make it difficult for partners to obtain rights to manage people's customary land are (1) *the contract period between partners and Samdhana is too short*, while the process to obtain rights to manage customary land is very uncertain; (2) *the total amount awarded by Samdhana for a contract period is too small* so that it is not enough to cover the costs of administering customary land management rights. An informant explains that support from Samdhana is usually for strengthening the community's capacity to understand their rights to the natural resources on their land.

#### **Fellows:**

The Fellows refer to individuals who shared the same objectives as Samdhana. Over the years as Samdhana expanded its operations, the role of the Fellows has undergone a number of transformations. **There have been some underlying tensions about their role**, which is reflected in the feedback; *"Samdhana is effective in response to the needs of partners and Fellows and keeps the global-national-local connections as framing to make meaning of Samdhana's contribution. The question is how Samdhana may effectively deal with SEA regional challenges on one hand, and capacity to promote partners' institutional experience and competencies".* As another fellow stated, *"Samdhana is effective as evidenced by the participation of IPLCs especially in supporting the youth programs. It is effective because it innovated its way of work during the pandemic and reached out to many communities, in spite of, and despite of the challenges".* In contrast, one Fellow stated that he/she was not even sure what Samdhana's vision was any more as there is a vacuum where inclusive planning and idea

sharing used to be. *“I have no contact with Samdhana these days except for support for our wildlife education projects, but as a Fellow, they were not communicated well”*. Thus, management of fellows need to be paid into attention. There were issues in the past that need to be addressed. Marcus Colchester, an IPLCs specialist who has experienced dealing with IPLCs all over the world has offered that he can build capacity for Samdhana grantees and IPLCs themselves. His contribution is very valuable, so other fellows as well.

### **3.2.1 Communication and Project Monitoring System**

#### **Communication**

Communication is usually understood as the process of exchanging information between individuals or groups, whether it involves internal communication among staff within an organization or external communication with partners and other external parties. Though this definition seems so simple, the reality is that communication can be a multifaceted and intricate process. Factors such as limited access to devices, geographical barriers, diverse communication systems, and other complexities contribute to the intricacy of effective communication in practice.

Communication between grantees and Samdhana staff is mostly using cellphone, email, or various social media platforms. In essence, grantees have no problem in doing communication with Samdhana’s staff even though they must communicate at night due to difficulties in accessing a signal.

Comments focused on the need to ensure flexibility, good communication and involving new partners due to changing field conditions; *“Regular communication is necessary with stakeholders to ensure that all parties have access to the information. Preparing detailed activity plans through a bottom-up process will ensure that all parties involved are responsible for achieving the planned goals. A willingness to bring in new partners will aid in making a larger impact and ensuring that the program is completed as planned”*. Linked with this is the need for regular meetings to obtain partners’ input; *“At least twice a year, the project/program/institution meets regularly to record the achievements of each project and can immediately respond if changes are needed”*. In addition, Samdhana provides additional support to support the fieldwork, including direct assistance and capacity-building activities for partners.

Communication with decision makers has been done up to a degree but there is still much room for improvement. Walhi (press comm, June 2023) for example stated that Samdhana can integrate the voice of IPLCs of Southeast Asia at the international level and discuss current issues related to IPLCs such as what are the benefits and disbenefits of Carbon trade? What community-based organizations can independently do to face challenges of climate change? What are the pros and cons of Hutan Adat/Customary Forest and Social Forestry? Each country has its own issues related to IPLCs well-being, how can Samdhana address them with other CSOs, community organizations at local, national, and international arena.

#### **Project Monitoring System**

The project monitoring system is a tool developed to monitor and manage projects within the scope of work and expenditure. It is created for both project managers and people responsible for the management of the entire project portfolio in an organisation. Monitoring and controlling project work is the process of tracking, reviewing, and regulating the progress to meet performance objectives. Project Monitoring is the process of watching, keeping track of and gathering data about performance. Monitoring can include monitoring the achievement against milestones; output and outcome against input; actual expenditure against budget or forecast and monitoring the consultants/grantees’ performance against the proposal/scope of work.

The requirement for a formal and detailed travel report or back-to-office report is determined by the line manager, prior to the travel. At a minimum, a summary report detailing trip objectives, accomplishments, information learned, next steps and other material information of the travel is required to support the travel claim where such a report is required, as set out in the back to office report form. **The systematic reports from all the staff after field visit seems lacking in Samdhana, especially in the Indonesia office.** The majority of staff

did not do the field visit or back to office reports. For those who did, there is an issue of how the lessons can be incorporated for learning. **Currently, Samdhana Indonesia office applies WhatsApp/WA Group to communicate field visit. WA group is a good tool for communication, but it is not for monitoring purposes. Another issue is the value of money of all the travel and meeting costs. Third, it is a way to measure performance of a staff on sensitivity of the field issues, part of safeguard social prevention and how to link partners initiatives and the context of local governments policies and other issues.**

Samdhana has **done a good job in monitoring of activities progress and tracking expenditure.** This task is particularly challenging, as attested by the field staff. Challenges include establishing effective communication networks and accurately explaining progress, as well as ensuring the availability of supporting documents such as receipts for financial aspects. However, in terms of monitoring performance related to narrative and financial reports, the staff at Samdhana have consistently exhibited strong performance. As can be seen in **Figure 3.3**, Samdhana staff assisted partner in preparing financial report.

**Figure 3-3 Partner's Preparation of Financial Report**



The challenge is **how to monitor at the sites level** as well since that is the real stories. **Many aspects were not captured if only visiting the partner offices.** Eventhough in some sites, Samdhana staff visit the communities and track progress. We cannot provide good suggestions if there is not based on facts and realities. We found that there were communities did not know if the CBO or CSO visit their village or maybe only certain people who were contacted. More importantly, on how to link the big picture of Samdhana with each project and recognising the strength of the communities and the NGOs that go beyond the proposal they submitted. **Other important factor is on how monitoring results can provide suggestions that is more strategic, have wider impact and be sustained.**

In terms of **monitoring performance**, Samdhana must ensure **that performance of a staff/consultant/grantee's performance is monitored and evaluated.** The evaluation takes place annually for staff/consultants/grantees engaged in a project duration of more than 1 year or on the completion of each assignment for engagement of less than a year. A tool to assess performance must be developed and included in the operation manual. Additionally, monitoring the project activities in the field is essential. **Box 3-1** highlights the significance of monitoring performance at the field level.

**Box 3-1 Lessons why field monitoring is highly important: huge impact towards the land rights of the Dani**

Samdhana has collaborated with Yayasan Bina Adat Walesi to conduct a participatory mapping for the entire Baliem Valley. When the evaluator visited Wamena in 2022, a new province called Central Papua was being established, which will have a significant impact on the Dani people's land ownership in the Baliem Valley.

The question is how Samdhana can assist YBAW to mitigate the negative impact of Dani land ownership and how to prepare for the negotiation process with the government that will occupy most of the land. Further, how to use the mapping as a negotiation tool?

If only communicating with the YBAW by phone asking for reports or coming to Wamena without looking at the context, all the work for more than 10 years in Wamena will be affected. That is why field monitoring is a must to be done.

Secondly, the communities we visit can verify whether the partners implemented the activities. Since there is a case that the partner did not do any activities at the village level, but the partner claimed they do. How would Samdhana check this kind of case?

Another experience in Thailand, is that Samdhana provides a small proportion of grants (30%) to build a training centre. The training centre was built, but the benefits of this training centre were enormous.

If we only depend on the report and communicate via phone and emails, we can tick the box that this training centre has been built, but we cannot capture a story that this training centre located in a remote village in Thailand, has already benefitted more than 100 participants from all over the world who came to use the facilities. These are the benefits: the training centre employs around 20 villagers. All the guests stay in villagers' houses. All the food is from the farm planted by villagers using organic crops. Thus, this benefit cannot be captured without visiting the village and hearing the stories.

**Communities' feedback will increase effectiveness of a project result**

Overall, the community members expressed that they have received benefits from the interventions carried out by Samdhana and its partners.

In Maluku, the FGD on **community evaluation** stated that the quality of facilitation was generally perceived as very good. The livelihood activities implemented have shown positive outcomes by increasing the income of community members. However, it is worth noting that certain income-generating activities **still face challenges** and need further support to reach their full potential.

In West Kalimantan, a noteworthy discovery was made where traditional plants with potential as flavouring agents were identified. This finding presents **an opportunity for utilizing these local resources to enhance the culinary experiences and potentially create economic value for the community**.

In Papua, FGD was conducted together with the Orpa Namblong Papua partners in October 2022 to evaluate Samdhana project, with the following results: The community's assessment of the benefits of the activities was considered excellent, as mapping activities and economic development initiatives greatly assisted the community **in recognizing territorial boundaries and managing the potential natural resources** that can be utilized as raw materials for a diverse range of marketable products. However, **to replicate to other villages are still difficult**, this can be seen in **Figure 3-4** below.

*Figure 3-4. FGD with men and women of IPLCs in Papua*



One other result of the women IPs feedback on Samdhana project in communities evaluation assessment is in **strengthening the relationship of indigenous women**, it is **highly regarded as very good**, because through this activity, indigenous women groups are formed that can help identify land boundaries, the village's history and customs, and collaborate in managing the village's natural resources into useful and economically valuable assets, this documented in **Figure 3-5**.

*Figure 3-5 Aim for Sustainable Assistance Women's Association in Canaan (ASAWACA), Cagayan de Oro City, Philippines*



The mix group of Yayasan Adat Walesi, Wamena-Papua stated that there are **many benefits of community mapping**, but the activities have **increased tensions and also tenurial conflicts**. The lessons are that a facilitator needs to anticipate this conflict and try to work out with the elders on how to mitigate the conflict.

A group of women villagers in the Philippines stated that Samdhana projects on food security **is helpful for strengthening their culture on these issues**. However, the income generation activities **need more hands-on guidance on how to implement them**. The women of Karen indigenous people in Chiang Mai **have shown how Samdhana small contribution on food security has strengthened Karen children education and nutrients**. Karen women plants various vegetables and take care livestock and poultry as source of proteins for their families.

### **Grievance Mechanism**

At the moment, Samdhana's mechanism for Grievance Mechanism is through Samdhana website, talk to facilitators and other Samdhana staff. *First mechanism*, a website, it is a platform available to lodging grievance. However, not all parties prefer to utilize this mechanism. For partners in remote areas will not use this Grievance Mechanism. *Second*, the mechanism to address complaint via Samdhana facilitators. Some partners prefer to use this way since they know the persons and trust has been built. However, in cases where partners wish to lodge a complaint against this staff member, the process can be challenging.

Samdhana has also encountered Grievances from certain partners due to various reasons including lack of transparency regarding specific roles and responsibilities, how to agree to share the resources, overclaim and inadequate communications. Since they do not know how to express this uneasiness, the partners relationship (depends on the person in an organization) is affected.

### **Dissemination of Project Information**

Samdhana utilizes various channels such as podcasts, YouTube, Facebook, and Instagram to disseminate information about its work. Although Samdhana uses its own information channels and those of its partners, **there is no system to measure the effects of project dissemination towards achieving Samdhana goals**. Furthermore, it is not clearly articulated how information dissemination **contributes to an advocacy strategy to change policies, practices, and any innovation**. **But it is important to note that partners are potential allies to disseminate information**.

The following are some examples:

#### **Lessons documented through podcast and video stories:**

Podcast with the Director of Sekolah Adat Kampung Hobong Jayapura district

[https://www.youtube.com/watch?v=N-JaY\\_ZrOp0](https://www.youtube.com/watch?v=N-JaY_ZrOp0)

#### **GREETING FOR WORLD INDIGENOUS PEOPLE DAY**

[https://www.youtube.com/watch?v=53CL7a\\_30Ug](https://www.youtube.com/watch?v=53CL7a_30Ug)

(Produced by Sekolah Adat Papua, edited by Alexander)

Please refer to **Annex 4** for examples of the types of information disseminated on digital platforms.

## **3.3 Achievement**

The main achievement of Samdhana as an organization for the last ten years, in general, is to get acknowledgement and trust from stakeholders, including NGOs and local and up to a degree to national governments in the countries Samdhana operates. In Indonesia, the Ministry of Finance, through the Environmental Fund, trust Samdhana as part of the intermediaries who can assist other NGOs. The Ministry of Environment and Forestry often invites Samdhana as part of its network of resource people. Samdhana has worked with other ministries to assist community-based organizations at the field level. In comparison, in the Philippines, the authority on land rights issues in each area used to come to Samdhana meetings with the indigenous people groups.

Samdhana has contributed to protecting indigenous people’s land rights both by local regulations and Ministry of Environment and Forestry regulations. Moreover, Samdhana has increased awareness and contributed to acknowledging indigenous peoples and local communities’ traditional food security system. The indigenous peoples of the Philippines, Thailand, Laos, and Indonesia highly appreciate this effort. The neighbouring communities visit the communities that collect the seeds.

It is important to note that Samdhana has worked with women and youth groups in all these countries and has improved their understanding of the importance of cultural values and skills including trying to build future leaders. Besides doing traditional food conservation, the youth also try to generate income and strengthen their culture through dancing, singing and traditional oratorical skills, one of youth activity can be found in **Figure 3-6**. In addition, Samdhana has increased the capacity of local NGOs, Community-Based Organizations, and local facilitators.

**Figure 3-6 Youth Group in Philippine**



National NGOs have various opinions of Samdhana, the perceptions including Samdhana can be a catalyzer than the doer like other national NGOs. In addition, they think Samdhana needs to be more transparent on how to collaborate. Other NGO thinks that Samdhana asked NGOs for collaboration without adequately explaining on what the mutual benefits are and how budget is allocated. One important issue is that Samdhana should acknowledge the partnership in the media. Good results at the field level are implemented by many parties.

### **3.3.1 Achievement of Samdhana Program Target Indicators**

#### **Samdhana institutional target Achievement 2019-2028**

**Table 3-2** is the Samdhana’s institutional target indicators from 2019-2028 achievement based on the report they provided by December 2023.

This set of indicators represents a ten-year institutional target indicator. The comments regarding the achievement are divided into: **achieved** means that in this five-year project, the indicators for ten years have already been fulfilled. **On track** means that the progress is likely to achieve the results stated for 2028. **Off-track** means the progress must work hard to achieve the project. It is important to note that the on-track



situation may vary across different countries where Samdhana operates. The assessments are based on reports, field trips and our understanding as evaluators.

The result of evaluation team assessment for each Samdhana’s program target indicator as follows:

**Grants Programme** has ten indicators, and the results are in 5 years:

- Two indicators are achieved.
- Four indicators are partly achieved.
- One indicator is on track.
- Three indicators are off track.

**The Capacity Building Programme** has a good performance across the ten indicators.

- Six indicators are achieved,
- three are partly achieved.
- Only one indicator still needs to be accomplished.
- One cannot be measured

**Lifescape Programme** has the most numbers of indicators, 16 indicators. The program target indicator assessment comprised :

- three indicators that are on track,
- two are off track,
- four are partly achieved,
- three are achieved and highly achieved.
- The last four indicators have yet to be accomplished.

**Policy Development Support Programme** has 14 indicators. The achievements of these Program consist of

- four indicators that has not achieved,
- four that are partly achieved and
- six that are achieved to highly achieved.

The details of the achievement of institutional targets can be seen in **Table 3-2**.

**Table 3-2. Achievement of Indicators of Institutional Targets, End of 2022**

<b>GRANTS PROGRAMME</b>	
Strategic Objective 1: To elaborate and formalise new management and administrative protocols able to deal with the increase in funding and more complex donor fiduciary risk management requirements;	
<b>Institutional Targets</b>	<b>Comments of Achievement Up to End Year 2022</b>
1a. Increased effectivity and reach of Grants making in Southeast Asia	
1a.1 Two (2) million hectares of land and sea secured <i>outside the Lifescape focused territories</i> , as a result of grant support to IPLCs partners	<b>Partly Achieved, Samdhana has worked on more than 2 million hectares, but the secured area (which has a legal basis from the government) is less than two million hectares.</b>
1a.2 770 IPLCs and CSOs avail/ receive Samdhana grants, or a 10% annual increase of grants making	<b>On track</b> , at least 425 IPLCs and CSO receive Samdhana grants, more than 50% target of 770 in 2028 (5 more years)
1b.1 Seventy percent (70%) of timely and efficient grants processing annually, as a result of an integrated and regularly updated grants management policy and procedure.	<b>Off track</b> , foundational activities are in the process for all countries
Strategic Objective 2: To strengthen Samdhana Institute’s financial management capacity and oversight role by management and the Board	
<b>Institutional Targets</b>	<b>Comments of Achievement</b>
2a. All staff and partners practice and follow financial policies and procedures	
2a.1 One hundred percent (100%) grant donor financial reports are submitted within the prescribed period.	<b>Achieved for Indonesia and almost achieved for the Philippines (delay for a few weeks and provide information about this</b>

2a.2 Ten percent (10%) of partners annually improve financial management system.	<b>Achieved for Indonesia</b> , partly achieved for Phil-Mekong foundation work in other countries have implemented. 10% a year is too low
2a.3 Seventy percent (70%) of partners successfully liquidated their advances and submitted their financial reports	<b>Achieved for Indonesia, partly achieved for Phil- Mekong Indonesia:</b> 71 percent of partners completely liquidated their advances reports.
<b>Strategic Objective 3: To ensure adequate human resources support including but not limited to advisers to ensure flexibility and effectivity in grants making;</b>	
<b>Institutional Targets</b>	<b>Achievements/ Progress Year End 2022</b>
<b>3a. Full staff complement of Grants Program (includes local facilitators)</b>	
3a.1 At least 10 IP or non-IP local facilitators supporting proposal making and providing mentoring/ accompaniment: 1 Mekong; 2 in Indonesia; and 3 in Philippines	<b>Off-track for Indonesia (none), on track for Mekong (1 out of 1) and on track for the Philippines and Mekong (7 local facilitators for partners in Northern Mindanao and Calamianes + admin support)</b>
<b>3b. Pool of advisers to be strengthened</b>	
3b.1 One Indigenous Advisory Board	<b>Partly achieved for 1 indigenous advisory board of the DGM-I project Indonesia</b> , but the DGM-I project has finished
3b.2 One regional mechanism for Samdhana Advisory Boards from across different subregions/ countries or projects	<b>On track but not achieved</b>
<b>Strategic Objective 4: To maintain the current level of funding through funds raised for DGM-I and other current sources of relatively flexible small grant</b>	
<b>Institutional Targets</b>	<b>Comments Achievements/ Progress Year End 2022</b>
<b>4a. Additional resources for re – granting raised</b>	
4a.1 Total amount of <b>grants budget</b> increase by 10% from baseline in FY 2020	<b>Achieved</b>
4b.1 At least 10 new or first-time grantees annually	Achieved, exceeding the target (at least 14 new grantees)
<b>CAPACITY DEVELOPMENT PROGRAMME</b>	
<b>Strategic Objective 5: To develop a more systematic capacity development approach to strengthen IPLCs and the social-environmental movements in the region;</b>	
<b>Institutional Targets</b>	<b>Comments Achievements/ Progress</b>
<b>5a. Gender Equality and Social Inclusion (GESI) is mainstreamed in all Programs and projects</b>	
5a.1 Samdhana programs and projects implement the GEDSI framework.	<b>Not achieved for disability, but high achievement for women and youth including the indigenous people as beneficiaries for all countries</b>
5a.2 At least 3 Knowledge Products on the results and lessons learned in promoting GESI/GEDSI with IPLCs and next generation leaders are shared with IPLCs and CSOs	<b>Achieved for at least 5 knowledge products</b> but distribution to IPLCs and CSO partners need to complete this information whether shared have happened.
<b>5b Samdhana developed cap dev “curriculum”/ “course” for IPLCs, and thematic<sup>4</sup> areas of work</b>	
5b.1 Samdhana database and <b>resource hub</b> for capacity development of IPs, LCs, women, and next generation established and accessible as open resource.	<b>Partly achieved for all countries</b> (resource hub as learning centers)
5b.2 At least 5 capacity development programs developed are culturally and GEDSI sensitive	<b>Achieved</b> , more than 5 capacity development program developed are GEDSI sensitive
<b>Strategic Objective 6: To support the development of network(s) for capacity development providers to channel support to IPLCs, Samdhana partners and other social-environmental activists in SEA;</b>	
<b>Institutional Targets</b>	<b>Comments Achievements/ Progress Year End 2022</b>
<b>6a. capacity development providers:</b> CSOs/ NGOs and other institutions/ groups are supported to improve their capacity development services/ programs for IPLCs and other social-environmental activists in SEA;	

<sup>4</sup> Thematic areas of work (proposed rephrasing): (1) Indigenous governance; (2) Tenure and resource management; (3) Women leadership; (4) Next generation leaders; (5) Conservation and environmental protection; (6) Green livelihoods and local economies; (7) Disability rights and inclusion; (8) Climate change adaptation and mitigation

6a.1 At least 15 local, 3 national, and 1 SEA regional level CSOs/ NGOs supported	<b>Achieved, since it is engaged 20 CSOs (more than 15), 2 National CSOs and 1 SEA regional</b>
6a.2 At least 5 networks of cap dev providers across the region enabled to support IPLCs in the areas of agro ecology, legal support, resource management, enterprise development, conservation, and others	<b>- Partly achieved, more than 5 networks have been identified but not implemented</b>
<b>Strategic Objective 7:</b> To support key individuals and organizations from partner IPLCs in improving their knowledge, skills and attitude in governance and managing their territories and in enabling them to become capacity development providers; and	
<b>Institutional Targets</b>	<b>Achievements</b>
<b>7a. IPLCs partners</b> strengthened through institutional and organizational development support	
7a.1 25 IPLCs across the region strengthened and improved organizationally	<b>Highly Achieved, more than the target indicators</b>
7a.2 At least three (3) emerging IP entities strengthened, registered, developed operational systems, and functioning independently,	<b>Achieved, 5 out of 3</b>
7a.3 One hundred (100) individuals with organizational responsibilities have increased knowledge and gained new or improved skills	<b>Cannot be measured</b> since no data on how many individuals
<b>7b. Support the development of next generation of IPLCs and CSO Leaders</b>	
7b.1 At least 50 second liners identified by partner communities and CSOs improved knowledge and skills, and hold relevant leadership roles in their communities/ organizations at the end of 10 years	<b>Highly achieved:</b> 8 youth groups Phil and Laos mid-2022, 39 youth from 6 communities, more than 400 youth attended at the end of 2022
<b>LIFESCAPE PROGRAMME</b>	
Strategic Objective 8: To develop integrated land and seascape strategies for priority land and seascapes in Indonesia and the Philippines.	
<b>Institutional Targets 2019-2028</b>	<b>Comments on Achievements/ Progress</b>
<b>8a. By 2028, an effective or a working strategy being implemented in Calamianes Lifescape, Northern Mindanao Lifescape and priority Lifescape in Tanah Papua</b>	
8a.1 Written integrated strategies for at least 4 lifescapes prepared, operational and funded.	<b>On track,</b> needs to follow up for 4 lifescapes
8a.2 Two (2) million hectares of territories (land and sea) secured <sup>5</sup> in the priority lifescapes. <u>Sub indicators:</u> At least 7 partner communities (3 Indonesia, 4 Philippines) implement, manage, and sustain the conservation and restoration 15,000 ha managed by IPLCs.	<b>Off track, for the indicator of secured 2 million ha,</b> it needs to modify the targets of 2 million ha since it is too ambitious to achieve
Strategic Objective 9: To implement sustainable land and sea management initiatives in pilot areas in Tanah Papua, Calamianes and Northern Mindanao;	
<b>9a. Twenty- five (25) priority IPLCs with strengthened political structure, leadership, and management systems for effective governance of their territories and lifescapes, i.e., natural resources, people, culture/ IKSP (Indigenous Knowledge Systems and Practices)<sup>6</sup></b>	

<sup>5</sup> Two million hectares within the Lifescapes (Priority IPLC territories) will be cumulative total from the various programs, including from Grants and Policy Development. **Secured tenure can be the following: native title/ assertion of IP community; formal title or recognition from Government (various forms: Certificate of Ancestral Domain Title, forestry instruments, agrarian reform instruments); Community management and development plan over their territory**

<sup>6</sup> Sub indicators

9a.1 Twenty-five (25) IPLCs' (Indigenous) Political Structures or governance bodies are well-defined and functioning; written by-laws being implemented  
Sub indicators:

- **Seven (7) of ADAT Structures in Indonesia**
- Five (5) Indigenous Political Structure re-defined and strengthened (Philippines)

9a.2 Twenty-five (25) IPLCs advanced their claims over their territory, either government recognition or assertion of rights

Sub indicators:

- At least 2 of CADT Application processes completed: 1 Calamianes & 1 Northern Mindanao
- At least 4 ADSDPP completed and validated: 2 Calamianes & 2 Northern Mindanao
- Four (4) ADSDPP formulated are integrated into the local government development plans (2 Calamianes and 2 Northern Mindanao)
- Twenty-five (25) IPLCs develop and implement strategic community development plans, including land and sea management plans

9a.1 Twenty-five (25) IPLCs' (Indigenous) Political Structures or governance bodies are well-defined and functioning; written by-laws being implemented. <u>Sub indicators: Indonesia</u> Seven (7) of ADAT Structures in Indonesia, Phil: Five (5) Indigenous Political Structure re-defined and strengthened	<b>On track for the Philippines. Off track for other countries and it is unlikely to achieve for indicators of 25 IPLCs.</b> For 5 years time, only 7 out of 25 are managed to achieve. The sub indicators can be the indicators
9a.2 Twenty-five (25) IPLCs advanced their claims over their territory, either government recognition or assertion of rights <u>Sub indicators:</u> At least 2 of CADT Application processes <b>completed</b> : 1 Calamianes & 1 Northern Mindanao. At least 4 ADSDPP completed and validated: 2 Calamianes & 2 Northern Mindanao Four (4) ADSDPP formulated are integrated into the local government development plans (2 Calamianes and 2 Northern Mindanao) 9a.3 Twenty-five (25) IPLCs develop and implement <u>strategic</u> community development plans, including land and sea management plans	<b>Partly on track to achieve indicator</b> stated, 18 communities are in process t to get government recognition or assertion of rights. This proves to be a <b>daunting task</b> . Sub indicators are achievable.
9b. Priority IPLCs supported for self – determined development and resiliency: <sup>7</sup> 1-food sovereignty 2- access to water 3- access to energy 4-communications 5-health system and education system 6-livelihood, community markets, products, and enterprises (and services) developed to benefit the community in priority lifescapes	
9b.1 Fifteen communities (5 Indonesia, 10 Philippines) supported for agro-ecology and local food systems development	<b>Highly Achieved</b> , number of communities are more than the target for 2028
9b.3 Six communities (3 Indonesia, 3 Philippines) supported to access to renewable energy)	<b>Achieved</b> , more than target indicator (13 out of 6 communities)
9b.4 Fifteen communities (5 Indonesia, 10 Philippines) supported to improve communications skills and facilities	<b>Achieved</b>
9b.5 Ten communities (5 Indonesia, 5 Philippines) supported to strengthen its community-based/ indigenous healthcare system. <u>Sub indicators:</u> Partnership with HealthCare Without Harm established and conducted community healthcare and climate change survey; capacitated at least 2 communities in conducting community healthcare survey	<b>Not achieved</b>
9b.6 Ten communities (5 Indonesia, 5 Philippines) supported to strengthen its indigenous education system	<b>Partly Achieved (4 out of 10)</b>
9b.7 Nine (9) IPLCs partners increased their income from improved market access, product, and enterprise development. <u>sub indicators:</u> Nine (5 Indonesia, 4 Philippines) communities capacitated in product development. Eight (4 Indonesia, 4 Philippines) established and managing community markets	<b>Partly achieved</b> , capacity development to seven communities out of nine have been conducted, however income improvement is not sustained to improve.
9b.8 Ten (10) (5 in Indonesia, 3 Philippines, 1 Laos, 1 Thailand) market hubs established, developed, and expanded in the priority landscapes	<b>Not Achieved</b>
9b.9 Two (2 in Indonesia) investment and social enterprise model building successfully piloted (i.e., land concessions in Indonesia, partnership with Health and Harmony)	<b>Not achieved</b>
9b.10 Ten (10) (5 in Indonesia, 5 in Philippines) IPLCs developed and implemented climate change adaptation and mitigation plans	<b>Not Achieved</b>

<sup>7</sup> 9b.1 Fifteen communities (5 Indonesia, 10 Philippines) supported for agro-ecology and local food systems development

9b.2 Fourteen communities (4 Indonesia, 11 Philippines) supported to have access to clean water

9b.3 Six communities (3 Indonesia, 3 Philippines) supported to access to renewable energy)

9b.4 Fifteen communities (5 Indonesia, 10 Philippines) supported to improve communications skills and facilities

9b.5 Ten communities (5 Indonesia, 5 Philippines) supported to strengthen its community-based/ indigenous healthcare system

9b.8 Ten (10) (5 in Indonesia, 3 Philippines, 1 Laos, 1 Thailand) market hubs established, developed and expanded in the priority landscapes

9b.9 Two (2 in Indonesia) investment and social enterprise model building successfully piloted (i.e. land concessions in Indonesia, partnership with Health and Harmony)

9b.10 Ten (10) (5 in Indonesia, 5 in Philippines) IPLCs developed and implemented climate change adaptation and mitigation plans

<b>Strategic Objective 10:</b> To document and share lessons learned from priority land and seascapes initiatives across the social-environmental movement in the region.	
<b>Institutional Targets</b>	<b>Achievements/ Progress Year End 2022</b>
10a. By 2028, 24 lessons documented from the four (4) priority lifescapes and shared with IPLCs partners primarily for continuous learning and improvement, and to other CSO partners and stakeholders	
10a.1 Four Annual Reports on lessons learned and case stories from each of the 4 priority lifescapes	<b>On track and almost achieved</b> for the 24 documents of lessons learnt <b>but not achieved</b> the four annual reports on lessons and case stories
<b>Policy Development Support</b>	
Strategic Objective 11: To support the assessment of the state of tenure security in Southeast Asia;	
<b>Institutional Targets</b>	<b>Achievements/ Progress</b>
11a. By the end of 2028, joint strategy with key players on tenure policy in SEA, and at least \$ 5 M Donor Pledge to support the work	
11a.1 Study of 5 countries released and disseminate for SEA,	<b>Not achieved</b> TOR by Leh Ahn has been distributed and commented
11a.2 Common strategy developed, and funds/pledge achieved	<b>Partly Achieved</b> , the process of discussion has started, but fund allocation has not agreed
11a.3 IPLCs tenure security baseline developed and used for monitoring progress	<b>Achieved, baseline has been done</b>
11a.4 Annual report on tenure policy implementation and developments	<b>The evaluators have not seen the Annual Report on tenure policy implementation and development</b>
Strategic Objective 12: To contribute to clarifying and addressing policy gaps and processes in securing tenurial rights of the IPLCs in the rural areas, and in managing natural resources in Indonesia and Philippines; and	
<b>Institutional Targets</b>	<b>Comments of Achievements/ Progress Year End 2022</b>
12a. By the end of 2028, promoted 8 case studies of IPLCs tenure security through Agrarian Reform and Social Forestry, and other tenure or resource management instruments	
12a.1 Policy case studies on defining and piloting the following: Hutan Adat autonomous province, Adat Land Registration, Java Sosial Forestry, Community Based Conservation, 5 Adat Village, Certificate of Ancestral Domain Title, Native title (Philippines), Ocean/ ancestral water rights for coastal IPs ,Other schemes for Mekong countries and Timor Leste	<b>Not Achieved to all countries</b> , Policies to support IPLCs rights to forest land have been issued, but the policy case studies reports are not finalised.
12a.2 Eight (8) monitoring reports on the points identified in 12a.1 are produced for internal Samdhana learning	<b>Not achieved</b>
12a.3 Five (5) knowledge products to document and share lessons learned from piloting tenure model schemes	<b>Achieved: 7 out of 5 knowledge products are produced</b>
12b. By 2028, Samdhana assisted 350 IPLCs in tenure security processes and natural resource management, through facilitations, grants, direct support, technical support, consultation with related ministries, and experts	
<b>Institutional Targets</b>	<b>Comments of Achievements/ Progress</b>
12b.1 350 IPLCs assisted in tenure security processes.	<b>Highly Achieved, much higher compared to the targets</b>
12b.2 200 IPLCs facilitated in <i>natural resource management</i>	<b>Partly achieved less than 50%, 74 out of 200</b>
12b.3 Five (5) livelihoods development policies <i>are developed and lobbied by CSO partners</i> to support IPLCs in SEA	<b>On track, partly achieved, 2 out of 5 livelihood development policies,</b>
12b.4 Three (3) Million number of hectares of land and sea secured	<b>Partly achieved on security of tenure of two million but not providing legal regulation to protect the areas.,</b>
12c. By 2028, Samdhana engaged with 100 local and national governments for tenure security and natural resource management	
<b>Institutional Targets</b>	<b>Comments on Achievements/ Progress</b>
12c.1 One hundred (100) government agencies (local and national governments) tapped to assist in securing tenure processes or natural resource management	<b>Achieved, 172 local government, more than 100 as target indicator</b>
Strategic Objective 13: To provide continuing policy support to selected partners to accelerate the security of tenure in the region as needed.	
13a. By 2028, to strengthen IPLCs partners' capacities to do lobby and advocacy work with government and private sectors in SEA lifescape	
<b>Institutional Targets</b>	<b>Achievements/ Progress Year End 2022</b>

13a.1 At least 10 partnerships with governments, CSO networks and private sectors to broadening participation of IPLC in decision making	This has been <b>achieved</b> by most of the DGMI projects that ended in end Nov 2022 and need to be followed by certain money for post project monitoring
13a.2 – 1,100 IPLCs/ institution do lobby and advocacy work with government and private sector	This has been <b>achieved</b> by most of the DGMI projects that ended in end Nov 2022, and need to be followed by certain money for post project monitoring

These measurements are based on institutional target indicators and do not fully represent the actual performance and outputs of the management. When we assessed the achievement of indicators among these programs, **Policy Development Support Program** has the highest achievement on 48,2% achieved, 28,5% partly achieved, 0% on track and 28,5% off track. Furthermore, the second highest achievement is **Lifescape Program** which consists of 43,75% achieved, 25% partly achieved, 18,75% on track and 12,5% off track. The third rank is **Capacity Building Program** with 30% achieved, 40% partly achieved, 30% on track and 20% off track and the program needs to be enhanced is Grants **program** that 20% achieved, 40% partly achieved, 10% on track and 30% off track. To note that two out of the four strategic objectives of the Grants Program is focused on its.

internal management system as a Program. Seven out of 11 target indicators are on financial management and program personnel. Thus the measurement implies on how the management system has further developed in the five years, and does not reflect on the outputs of the grantsmaking itself and the achievement on the amount of financial resources that have been facilitated and have reached the IPLC partners.

Based on the information provided in the table, **the overall conclusion is as follows:**

Samdhana has made commendable progress in achieving its institutional targets and strategic objectives in the Grants Program. The organization has demonstrated effectiveness and reach in grant making, resulting in the securement of land and sea areas outside the Lifescape focused territories. While the target of two million hectares was not fully achieved due to the lack of legal basis from the government, Samdhana has made significant strides in working on more than two million hectares. Additionally, the organization has shown steady growth in supporting Indigenous Peoples and Civil Society Organizations (CSOs), with a substantial number of IPLCs and CSOs receiving grants. The timely and efficient grants processing target, however, is off track, as foundational activities are still in progress for all countries.

In terms of financial management capacity, Samdhana has achieved positive outcomes in several areas. Donor financial reports have been consistently submitted on time, demonstrating adherence to financial policies and procedures. Moreover, a notable percentage of partners have improved their financial management systems, although the target of 10% improvement annually can be further accelerated. The successful liquidation of advances and submission of financial reports have been achieved for Indonesia, with partial achievement in the Philippines.

Efforts to ensure adequate human resources support have shown mixed results. While there is progress in maintaining a full staff complement for the Grants Program and having local facilitators in Mekong and the Philippines, the approach to employ sufficient local facilitators in Indonesia has not been met. The establishment of an Indigenous Advisory Board and a regional mechanism for Samdhana Advisory Boards is still in progress.

Samdhana has successfully maintained the current level of funding and exceeded expectations in raising additional resources for re-granting. The grants budget has increased by 10% from the baseline, and the organization has surpassed the target of 10 new or first-time grantees annually by supporting at least 14 new grantees. Some aspects of this Grants Program need to be paid into attention, such as the timely and efficient grants processing, strengthening financial management systems, and fully establishing human resources

support structures. By addressing these gaps and continuing to build on their successes, Samdhana can further enhance its effectiveness and make a greater impact in supporting IPLCs and CSOs in Southeast Asia.

One remark for these target indicators is that they need to be simplified using more user-friendly indicators; plus, the institutional needs to include qualitative indicators and differentiate strategic objectives on what Samdhana will pursue for ten years and supporting activities such as grant management. For supporting activities like grant management and capacity development, Samdhana needs more applicable targets indicators rather than strategic indicators.

**Figure 3-7 Discussion with Samdhana Field Staff, Calamian Tagbanwa peoples**



### **3.3.2 Achievements based on partners and staff opinions.**

Achievements based on partners and staff opinions as stated in the Goggle Form survey are important to understand for project management since both groups using their own lenses to assess the achievements of programs and some assessments are not in the target indicators but can have a relationship towards the target indicators.

#### **Philippine Partners:**

Strengthening the organization and developing leadership by providing skills training and workshops.

As one example, community partners can gather and reflect on their conditions, to build solidarity. Their collective voice became a way to call attention to their issues: <https://www.lrcksk.org/post/sipa-2022-report-launched-half-of-ancestral-domains-found-under-environmental-threat>, reported in <https://newsinfo.inquirer.net/1689823/report-half-of-ancestral-domains-under-environmental-threat>

*“Our Peoples Organization is thankful to have you (Samdhana) because we continue to serve the IP community on their Ancestral Domain like sitio Alibayon, Malatab, Antipas and Purok 11, Green Hills, President Roxas, Cotabato. Not only in the two areas but also extend our services to other municipalities like Kidapawan, Makilala, Tulumun and Magpet for our community organizing”.*

**(Philippines Partner GFS, 2023)**

The preparatory stage of the case was supported by Samdhana and was resolved in the lower court.  
The higher court will decide on the compensation to the mining victims.



### **Mekong Partners:**

Samdhana's funding is making DSDT able to go on for support the youth in Laos, making it possible to work for society.

### **Philippine staff:**

Connecting with communities, and new trusted partners and able to connect our vision and mission within their dreams. Helping the community and seeing them happy even if they are only small wins.

### **Indonesia Staff**

The formal launching and accompaniment of the WEDs for at least a year. The gender audit is also an eye-opening assessment of the relationship between what we say and what is in our hearts (among Samdhana members), a breakthrough to several policy works, and guidelines for GTRA, GTMA and followed by a breakthrough in land tenure security and customary forests in conservation areas, customary forest in perhutani areas, customary forest in Papua and West Papua Province, traditional forest in Papua etc.

*"During my time with Samdhana, I believe that the management of DGMI is the best. GEDSI provides support for partners who need technical assistance in fund management, policies, and other thematic areas; it also hosts the Regional Forum on Indigenous Knowledge, Systems, and Practices, and conducts three seminars at the 6<sup>th</sup> AMAN Congress. In terms of support for securing rights/access or IPLCs land and land, Samdhana's support has been evident for some time with the issuance of regional regulations or decrees (SK) in several areas." (Indonesia Staff, GFS 2023)*

*"Samdhana help connecting with communities, new trusted partners and able to connect our vision and mission within their dreams. Helping community and seeing them happy even for small Wins" (Mekong staff, GFS 2023)*

### **Other achievement according to Samdhana Staff (GFS, 2023)**

*"In relation to the security of tenure of IPLCs, Samdhana supports can be seen from local regulations and local decree issuance".*

*"New partners from Mekong submitted proposals, these are a good progress" (from Thailand, Myanmar, and Cambodia)*

*"Sustain flexible Grants making, developed programs "*

*"Finalization of institutional targets"*

*"In the Philippines Samdhana almost reach the quota of the Individual Fundraising, GEDSI audit or the one-on-one interview with the staff"*

*"Samdhana has achieved a breakthrough to several policy work, guideline for GTRA, GTMA and followed by breakthroughs of several land tenure policy, customary forest in conservation areas-Perhutani/State Forest lands-Customary Village and Forest in Papua and West Papua Provinces"*

*"With the DGMI project, Samdhana has shown its ability to provide grants, easier to manage but maintain accountability"*

*"Recognition of customary areas in Papua with the issuance of registration code of village forest"*

*"Tenurial recognition for communities in Java since not many organizations will support local organization"*

*"Samdhana has achieved a successful tenure recognition by networking with local government and partners at local level"*

*"Success in establishing the first customary village in Indonesia"*

*"Samdhana has been successful to mainstream GEDSI in partners projects"*

### Achievement according to partners (Google Form Survey Results, 2023)

*Samdhana has "Improved our capacity both individual and organization"*

*"Samdhana strengthened social movement and management of natural resources that is pro marginal communities"*

*"Samdhana is our supporter in getting recognition, protection and empowerment of customary forest"*

*"Samdhana has provided security of community areas, forest areas of the communities, security of institutional, institutional, management of resources. We have the same objectives as Samdhana to empower IPLCs in politics and economy, so they can be independent for their life"*

*"Samdhana Institute is a community of activist and practionaires, that work in collaboration with the IPLCs, collaborating with the CSOs to inspire and produce an independent community that promote social and environmental justice in Southeast Asia"*

## 3.4 Efficiency

Efficiency is defined as the ability to accomplish an end goal with minimal waste, effort, or energy, resulting in an economical and timely way.

In the above quotation "economic" refers to converting inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts in the most profitable way possible.

The efficiency Assessment of Samdhana Institute will include several components. *First*, an analysis of the Samdhana's audit reports in Indonesia and the Philippines, *second*, Value of Money analysis of DGM-I project, incorporating both quantitative and qualitative measurement. *Third*, looking at efficiency practices implemented by Partners and *lastly*, what Samdhana's partners and staff opinions related to efficiency will be taken into consideration.

Samdhana's reporting system is focused on tracking grantee expenditures, but it has not yet been scaled up to measure efficiency.

**Value of Money** (comparison of the amount of fund towards its results) in general, of Samdhana Institute on how much the project funding and what are the results. The evaluators use an example of the efficiency of one Project DGM-I (Decentralization of Grant Mechanism for the Indigenous Peoples and Local Communities in Indonesia managed by the World Bank Indonesia and distributed and implemented by Samdhana Institute for 5 years.

### 3.4.1 Value of Money of DGM-I Project

The USD 6.33 million of DGM-I has resulted in the following outcomes and outputs:

- ✓ Support for 200 community groups across Indonesia (May 2022)
- ✓ Transformed perceptions and role of women at the field level to become resource persons and partners in the development.
- ✓ Encourage village women to sell their products, think out of the box, and generate income.
- ✓ 46 business plans have been developed as of October 2022 to improve livelihoods.
- ✓ Ability to connect private sector with community groups.
- ✓ Support ecotourism initiatives
- ✓ Empower women leaders as heads of NGOs and community groups.

- ✓ Eleven partners developed their own lessons-learned products in the form of videos and books, produced 10 lessons learned videos by Rekam Nusantara Foundation,
- ✓ Partners disseminated DGM-I practices and information through Facebook, Instagram, YouTube, and other social media.
- ✓ Sustainability initiatives from partners, Samdhana and the World Bank have emerged by integrating activities with village allocation funds, continuing the DGM-I project with other funding resources, obtaining support from provincial and national governments.
- ✓ Local culture is being revitalized related to natural resource management, traditional weaving, cultivation of traditional plants, and cultural values in art-language- norms and values with field schools in three DGM-I locations.
- ✓ Contributed to the first Customary Forest Rights decree in Papua.
- ✓ Promoted Customary Forest/Social Forestry claims covering 182,262.93 ha,
- ✓ Produced regulations for the protection of IPLCs rights: 6 local regulations/perda for example, Perda Tapanuli Utara, Sumba Tengah, Sungai Utik dan Kepulauan Aru
- ✓ Produced intra-ministerial collaboration in DGM-I locations that benefit local communities.
- ✓ More than 16,000 people were exposed to the program including 4,600 women. More than 8,000 people benefitted monetarily from livelihood program activities (2,300 were female),
- ✓ Enhance partner networking to support sustainability.
- ✓ Improved CSOs and CBO institutional development capacity by increasing their skills in reporting and financial management accountability.
- ✓ Achieved all Project Development Objectives and Intermediate Result Indicators by May 2022
- ✓ Improved IPLCs leaders' capacity by participating in DGM-I projects (attending national and international meetings, monitoring to the field)

Source: Evaluation of DGM-I Project report, 2022)

### 3.4.2 Value of Money of Implemented Partners project: The Amount of Funding for each Project vs its Result/s

Other results related to the Value of Money such as tenure security and livelihood initiatives, amount of money and the achievements. The funding to each partner varies from IDR 200 million to more than IDR 1 billion. It is hard to say that one partner is more efficient than another since each organization has developed achievable outputs based on context, capacity, and governance.

**Table 3-3 Value of Money Related to tenure and livelihood projects, October 2022**

Partners Name	Approved Budget (IDR)	Disbursement Rate up to Oct 2022	Achievements
<b>Perkumpulan Qbar</b>	960,000,000 291,180,000 (Top-up)	98.46% 96.87% (Top up)	Produced mapping and boundary agreements among the <i>adat</i> leaders. Land conflicts have been reduced significantly among <i>nagaris</i> /cultural groups areas. Produce two business plans for betel nut development.
<b>AruPA_ Jawa</b>	969,300,000 349,950,000 (Top up)	100%	Regulation issued of SK IPHPS covering 30 ha for 112 families of Keduangasri village. Some members have increased their income since the land has been secured.
<b>LSDP SD INPERS, Jawa</b>	380,000,000 250,000,000 (Top up)	99.97% 99.57% (Top up)	MoEF Regulation on Partnership Protection (Kulin KK) to a local community group- Gapoktanhut Sabrang Mandiri. A local community unit was formed to manage the forest.

Partners Name	Approved Budget (IDR)	Disbursement Rate up to Oct 2022	Achievements
Yayasan Satu Visi, Sumba Island	1,137,751,000	100%	Local Regulation/Perda Central Sumba District no 12/2022 on Management and Empowerment of Village and <i>Adat</i> institutions.
AMAN Sumba	200,235,000	100%	One customary community called Umbu Pabal was appointed to manage the Customary Forest of Liangu Marapu
Konsorsium AMAN Sekadau-Sanggau, West Kalimantan	801,775,000	99.84%	Three adat communities are formed (Taman Meragun, Taman Sunsong and Sami) to manage Customary Forest.
KMDK Southeast Sulawesi	570,000,000	99.11%	Community Forestry license is being developed for Kekea, Tondonggito and Polara villages, three community forestry groups were formed. Total area: 4,775.68 ha.
LPPM (Lembaga Partisipasi Pembangunan Masyarakat) Maluku	891,100,000	100%	Delivered customary community profile and produced a customary mapping primarily related to sacred sites. Revitalization of conservation practices of <i>sasi</i> or taboo areas located in the forest, forest garden and sea areas.
AMAN Maluku	660,250,000	79.16% (As of September 2022)	One draft of a local regulation to protect IP rights and three district head decrees of DGM-I locations and 77 other district head decrees to acknowledge and establish all 80 <i>adat</i> communities of Central Maluku district.
AMAN ARU	748,910,000	99.91%	Local regulation for the Recognition and Protection of Aru Customary Communities.
Walang Perempuan NGO	422,000,000 300,000,000 (Top up)	98.05% 99.10% (Top up)	Formulation of Illamahu Women's Group Business Model: improve skills and marketing knowledge to sell traditional snacks to supermarkets and hotels.
Yayasan INTSIA Papua	600,000,000	91.54%	A map of customary areas covering 398,000 ha was produced and delivered to the Jayapura District government, Papua.
ORPA Nambloung CBO	1,184,200,000	Managed by ORPA IDR 200,000,000 (100%)	Planting traditional trees such as <i>melinjo</i> and <i>mahkota dewa</i> in seven villages, Jayapura district as materials for women's bags, food security and, more importantly, revitalizing customary plants that have almost disappeared. This women's group has gained respect from the village apparatus and has been invited to village discussions.

As shown in **Table 3-3** above, partners generally have shown the ability to manage funds according to proposed outputs mentioned in their proposals. Despite all the challenges, including COVID-19, many of the deliverables contributed to IPLCs rights of tenure and better livelihoods. The achievements might lead to intermediary outcomes for most partners.

#### **Challenge: Value of Money of Menoken**

Menoken is popular for Indonesia, the Philippines, and the Mekong partners. In this activity, partners from various locations meet and share their stories. Most participants who came were happy with the nature of the meeting and they could learn from other partners. Bearing into mind, that this activity costs money and the management has to ensure that the learning from an individual is shared among members of the organization and monitor the value of money of coming into this *menoken* activity.

### 3.4.3 Use of Financial Resources (note: DGM-I Project Evaluation 2022)

The budget allocation for DGM-I Project from July 2017 to Nov 2022 is IDR 82,225,000,000. The total Expenditure from 1 July 2017 to 31 Dec 2021 is IDR 58,550,907,659 or 93.71% of the disbursement rate. The DGM-I financial resources have mainly been used to support the project's objectives, with relatively little spent on administration, overheads, and other expenses.

The two largest spending areas are: Strengthening IPLCs Capacity to Enhance Land Tenure Security (37.38%) as grants to 45 NGOs. Project Implementation (16.26%) consists of expenses for operating a monitoring and evaluation mechanism involving sub-project grantees. The budget allocation for Institutional support consists of the salary for DGM-I staff and the running costs, which was about 4.89%. This has shown that the ways of managing the money have supported efficiency since the disbursement rate is high and the budget allocation for institutional support was low (only 4.8%). But the staff have raised issues on **how the management can consider the workload of the DGM-I project plus the Samdhana project compared to the number of staff**. Since some staff said they need additional human resources.

From one project and one country with limited time 2017-2022, the results of this DGMI project are significant. If these are added with other projects, other countries and 10 years framework, the results of both outcomes outweigh the number of funding. It is important to note the sustainability of the outcome and the results after the project period.

#### Partners' and staff opinions on Efficiency

Partner and staff comments about efficiency in both the Philippines and Indonesia are limited in their scope. Following the definition of efficiency above, the comments are more focused on the delivery of inputs but do not link up whether they are converted onto outputs, outcomes and impacts in a cost-effective manner. But their views are crucial.

**In the Philippines**, partners commented, *"It is efficient because it has a timetable. Upon release of the funds, the materials were purchased as soon as possible for the immediate delivery of the materials to the local partners displaced by the earthquake. There was no time wasted, so it was a test of efficiency"*.

Whereas, the Philippines and **Mekong partners** and staff assessment is overall positive, **Indonesia partners** were more cautious. *Efficiency is still lacking because delays in fund disbursement ultimately led to delays in the timely completion of programs, while on the other hand, the institution's funding capacity is also limited".* Indonesia staff commented, *"Samdhana has made efforts to work effectively and efficiently in terms of time, cost, and energy. Samdhana adapts to changes that occur both globally and nationally. This was particularly evident during the pandemic, where activities for partners were conducted virtually due to mobility limitations."*

#### Samdhana Staff perceptions on Efficiency

Philippines staff commented, *"We can be more thoughtful or strategic about how we spend our resources, compared with other organizations that have much more funds, our institution achieves more, but we need an application to run projects and grants more effectively"*.

Another staff person stated, *"In my opinion, it is difficult to say whether Samdhana's achievements so far have been done efficiently. This is because the thematic issues supported by Samdhana cannot be achieved quickly, and it will certainly affect the funding size as well. Efficiency can only occur if the supporting factors are already available from the beginning, and Samdhana's support is only supplementary."*

Source: Google Form Survey/ GFS, 2023

## 4 Gender Equality, Disability and Social Inclusion (GEDSI) Mainstreaming

Samdhana’s management has taken steps to mainstream GEDSI by building tools/modules that are used as guidelines for partners and Samdhana’s staff and management. The Capacity Development team incorporates GEDSI implementation in monitoring and evaluation. This is just beginning in the Philippines, and staff awareness already exists in practice, but institutionalization is still in progress. How Samdhana applies GEDSI can be seen from staff composition, especially at the management level. Who are the beneficiaries of the grants? Are women benefitting? Finally, have the issues related to women, disabled, the youth and indigenous people been addressed and mainstreamed in grantees’ projects? Who are excluded?

### *Women and Gender equality*

There are 55 Samdhana staff dispersed across three regions with 31 females and 25 males (**Table 4-1**). The Philippines and Mekong have a greater proportion female employee, while Indonesia has an equal number of female and male workers. The Executive Director is a woman, and some key management staff are women. In the Philippines, there are 14 females employees. None of the offices employ disabled personnel.

**Table 4-1. Female and Male Samdhana Staff**

Countries	Females	Males	Total
Indonesia	15	15	30
Philippines	15	9	22
Mekong	2	1	3
Total	<b>32</b>	<b>25</b>	<b>57</b>

Samdhana’s beneficiaries include women groups in Indonesia, Philippines, and Thailand. In Indonesia, the Walang Women Foundation in Saparua island, Maluku and Orpa Namblong, Papua conserve traditional plants. In Thailand, the Karen women initiative in Chiang Mai focuses on Karen children’s education and food security initiative by collecting and planting traditional vegetables. In the Philippines, ACAWATA women’s group sells rice and collects traditional food. In Calamianan Islands, women are community motivators to promote food security. Finally, a women’s group in Awang, Philippines is engaged in tree-growing activities.

In addition to women’s groups, Samdhana also provides grants to youth groups. Based on the lessons of the MDGs implementation, youth are one of the segments left behind in achieving the MDGs Target. In Lao, youth groups receive leadership and management training to support other youth. In the Philippines youth groups enhance the capabilities of young people and collaborate with local the government in conservation efforts. In addition, they have a few traditional plant gardens. The youth of Bukidnon, Philippines is strengthening their culture through dancing and music. It is the best example of how the traditional cultures are fostered. In Maumere, the PAPHA Foundation has been worked with the youth for environmental issues. Other youth group activities can be found in lessons learnt section.

### *Disabled Groups*

The “D” in GEDSI is relatively new for partners and currently, there are efforts to build awareness among the partners about the importance of addressing disability issues. Trainings about this issue has been conducted. However, Samdhana has implemented projects that support the disabled groups in four countries. It is important to take steps towards mainstreaming staff to include disabled recruitment, as it represents an important stride towards fostering inclusivity. Indonesia has Disability Law on how many percentages of disabled staff in central and local government offices including private sector companies. There is no

requirement for an NGO or institute like Samdhana, but it will be a good practice to apply in the recruitment process.

### ***Indigenous Peoples and Local Communities***

One program dedicated to the indigenous people and local communities is the DGMI (Decentralised Grant Mechanism for Indonesia) funded by the Climate Investment Fund (using a multilateral bank mechanism through the World Bank), located only in several countries. Out of the DGMI project, some other projects that deal with the IP, such as the YBAW (Yayasan Bina Adat Walesi) of Wamena, Papua and many other projects all over Indonesia, and dealing with the Dani people on the participatory mapping activities. In Thailand, the Karen people deal with land rights, children's education, and food security. In the Philippines, there are many community groups asserting their Ancestral Domain rights such as the Higaonon of the Dulangan Unified Ancestral Domain

The Higaonon tribe in Northern Mindanao, Philippines is Samdhana Partner since 2017, with current ongoing work – governance strengthening, youth organising, environmental protection/conservation, women capacity development, community strategic planning, livelihood.

The inclusion of people with disability can be in various forms such as they can be part of training participants, beneficiaries of any projects, and resource persons. Wonosobo district in Indonesia has tried to implement the Disabled organizations as resource persons in infrastructure planning, development meeting process, and monitoring projects. For Samdhana, they can be beneficiaries and resource persons as well.

*“Not all public facilities will allow access to people with disabilities. If Samdhana wants to raise the issues, Samdhana can work with the government to promote inclusive infrastructure and public building” LBBT, 2023 interview.*

### **Who is excluded?**

Groups that are excluded include those IPLCs who live in isolated places, difficult access areas and the groups that have no partner to facilitate. In the Philippines, the indigenous people outside the Ancestral Domain Area have been excluded. A different approach is needed, especially for the groups who have good forest areas.

### **OTHER EXAMPLES OF Women's initiatives**

- In Rejang Lebong, Bengkulu, women's groups play an active role in socializing the importance of women's involvement in maintaining and preserving the Kerinci Seblat National Park (TNKS) forest area (see **Figure 4-1** below). They do this by cultivating plants (such as *kecombrang*, jackfruit, and avocado) and building organic food gardens within the National Park area. The results can be utilized by the surrounding communities.
- Another example is a women's group in Hopmare who produce coconut oil from their coconut plantations instead of consuming palm oil. This has helped to increase their income.
- The youth group in Talang Mamak, Riau Province is managing 20 hectares of land for agroforestry and expanding it to a larger area.
- “Many women, youth groups, and individuals have played a greater role in participating in decision-making for a better environment in implementing the program (in all countries).”
- Women's groups in Pilang and Gohong villages in Pulang Pisau district have promoted no-burning farming practices and agroforestry.
- Women in Ayapokiar, Tambrauw are exploring the potential for developing ecotourism in their community.

- The Dayak Long Isun women in East Kalimantan manage their sugar cane plantations using agroforestry models and experiment with producing sugar cane blocks instead of selling them raw. This value-added practice has brought a significant increase in their household income.
- Activities in sustainable livelihood efforts in South Central Timor Regency, where the OAT community is led by Mama Aleta Baun.

In conclusion, Samdhana has successfully implemented GEDSI for IPLCs, with a strong emphasis on ensuring access for project beneficiaries, for women and youth groups. Both groups have demonstrated their capacity to successfully execute projects and maintain a high level of accountability in terms of implementation and financial management.

The best result for these two groups is their ability to revive and preserve traditional cultures and crops, while also demonstrating exceptional management of forest resources.

Experiences from Laos, Thailand, Myanmar, Cambodia, Philippines, and Indonesia have shown that the GEDSI approach enriches the project results and improves the capacity and understanding of CSOs and CBOs.

The next crucial step is to ensure the inclusion and active involvement of individuals and groups with disabilities as project beneficiaries, board members, fellows, and staff members within the Samdhana Institute. By embracing and incorporating the perspectives and expertise of individuals with disabilities, the organization can foster a truly inclusive and diverse environment, leading to more impactful and sustainable outcomes.

***Figure 4-1 Women group on Environmental Awareness (KPPL), Rejang Lebong, Indonesia***





## 5 Lessons Learnt: Smart Practices and Challenges

### 5.1 Smart Practices

During the evaluation process, we have identified numerous smart practices that showcase innovative approaches and successful interventions. However, it is crucial to note that the lessons learned from these practices have not been adequately documented in these four countries.

Some smart practices include:

- **Community-based funding as a Counterpart Fund of Samdhana grants**

In meetings in Pali or Buenavista, Philippines, communities in a medium isolated area practise cash self-sufficiency for their group' development. For instance, group members collect food and snack funds during the meeting. There are rules and regulations regarding the amount of money they collect on a regular basis, and those who did not attend the meeting must pay additional cash. They also accept donations as a community-based fund. They presented the expenditure in front members of their member. This practise is interesting and can offer the model for community-based organizations as criteria for providing the grants.

In this instance, the community is more sustainable when the project ends.

- **A food security project in collecting traditional seeds as one way to address climate change impact and have received IPLCs support**

As a result of climate change, food production will get affected since many villagers depend on outside food availability that is less nutrient and contains chemicals and cost more money. The Karen Foundation for Culture-Khun Win indigenous people in Thailand collect their own traditional seeds of various crops and keep them in good storage (see **Figure 5-1**). In Bukidnon, Philippines, the Kirenteken-Menuvu indigenous people group collects traditional rice and other fourteen clans asked these seeds to plant in their own areas. The Calamian Tagbanwa women villagers in the Philippines also encourage the villagers to collect their traditional crops. Pha Tad Ke Botanical Garden in Luang Prabang, Laos project has worked with the villages to do similar activities, they also produce local food to improve villagers' nutrients and income. IP/LC members like this and a study on the outcome of this project towards health, income and food availability can be considered. In Indonesia, the women villagers in Namblong village, Papua, have shown how they plant their traditional crops in their gardens and the initiatives go to other villages. All the women interviewed like this activity because they know it is important for survival.

*Figure 5-1 Empower Karen's Indigenous People children, Chiang May-Thailand*



- **Working with the youths in all Samdhana countries has shown good results in improving skills and strengthening culture, the approach needs to be less formal.**

In all Samdhana countries, working with the youths has shown good results. In Laos, a youth organisation called DSDT (Don't Stop Dream Team) trains other youths in leadership, management and problem-solving. These skills are not taught in schools or universities, but they are important as life skills and as main ingredients to be leaders. In Chiang Mai, Mae Nam Khone Institute works to improve youth capacity in Myanmar in the conflict zone areas. Thus, often, they have to move or change dates and places. To do this requires courage, good planning, and high perseverance. The youth groups are good at doing this. The Mother Nature of Cambodia (MNC) NGO thanks Samdhana because Samdhana provides emergency funds for the young activists who were jailed in Cambodia as environmental defenders. In Sikka Indonesia, the NGO worked with the youth to clean the beach of garbage and to improve awareness of environmental issues among the youth and villagers. In the Philippines, the youth group in North Mindanao, the Dulangan community, Higaonon indigenous people have contributed to forest conservation, the survival of culture and traditional crops. Similarly, the youth group of the Kirenteken-Menuvu group at Bukitnon has also revitalize the culture through the youth groups.

- **A Small organization Sandi Florata NGO has the biggest result of Indonesia issuance of Ministry of Environment and Forestry licenses**

A small organisation such as Sandi Florata from the Sikka district has achieved many community forestry statuses from the Ministry of Environment and Forestry. It is probably the highest in Indonesia compared to other big organizations. Sandi Florata has managed to get the issuance of 22 regulations of community forestry licenses in the Ende District of 7000 Ha, 13 regulations in the Sikka District of 17000 Ha and 7 regulations in the Alor District of 8,000 Ha. Total of 42 regulations from the Ministry of Environment and Forestry.

The Samdhana result is located at Sikka districts for 13 regulations of the Community Forestry scheme 17,000 Ha. Sandi Florata NGO consists of small individuals and the director is a lawyer, this may be a contributing factor to the issuance of the regulations.

***Figure 5-2 Sandi Florata NGO organised a participatory mapping, to get community forestry licences, NTT-Indonesia***



- **A small NGO Rumah Solusi Beta Indonesia in Kupang contribute to environment, education and develop sustainability for their activities**

An NGO in Kupang has one director and the other staff work at voluntarily basis. They have assisted a pre-school students to learn about environmental issues and work with recycled materials. This NGO was appointed by Education sector at the provincial level to lead on developing a guideline for nursery schools on environmental awareness. They have a camping ground that can be rented by the public and they have discussion during staying at this camp related to environmental issues. From visitors' contribution, this organization can cover running cost of the implementation and their activities.

- **Easy access funding for environmental defender cases**

Samdhana supports the legal cases for environmental defender cases on various needs such as expenses, legal assistance, logistics and other needs in such a short time. In Cambodia, the Mother Nature Organization stated that the Samdhana support are highly appreciated, since the process are fast. Similar remarks from Walhi Indonesia stated on how Samdhana support their legal cases at the field level, with very limited bureaucracy.

- Foker Jayapura has stated that developing community-based work with private sector provides benefit to local communities. They added IPLC's rights to be complemented with the economic empowerment initiatives.

### **Followings are smart practices according to staff and partners based on the Google Form Survey Results (2023)**

#### **From the Philippines staff**

Voluntary participation of other private groups and individuals, creation of alternatives on how to implement the project despite strict pandemic health protocols, Local participation in research, unique characteristics of geographically isolated areas are good practices.

Other smart practices including strengthening regular community meetings, consultations and strategy sessions, engagement with local officials and government agencies to help convey the issues/concerns of community partners and having a clear concept of what the project is all about guides the implementation of the project. This sets the parameters: targets, timeliness and produce good relationships.

#### **Followings are what partners think as smart practices.**

##### **Partners Philippines:**

From the goggle form survey, partners in the Philippines select some smart practices.

- **A Sign Language Crash Course Training** for the Hearing Volunteers, Mass Interpreting for the Deaf and Recollection & Counselling are beneficial for the mute and volunteers.
- **During an earthquake**, Samdhana provision of housing materials for rehabilitating dislocated victims of the earthquake around Batasan, Makilala, giving gardening tools and vegetable seeds for their day-to-day subsistence, and especially to conduct sessions on community sharing and reflection (psychosocial intervention and trauma healing) after the earthquake are considered very helpful in that situation.

##### **Indonesia Partners:**

Indonesia partners emphasize smart practices as 1) to possess good communication, and the ability to achieve understanding and agreement in cooperation; 2) Good approach: directly engaging with the community, directly formulating community issues/addressing the community's needs and providing solutions for the community/together achieving their goals. 3) Responding quickly to community problems.

Besides communications, Indonesia partners stress that encouraging initiatives for the village and sub-district-based resource management arrangements, developing initiatives for traditional irrigation system arrangements and cooperation between customary institutions are crucial. Moreover, activities such as

integrating budget for activities for weaving groups in the village budget, Documenting the experiences of weavers as the basis for promoting woven ikat fabric products.

For example, the community of Ensaid Panjang Village has successfully obtained a Decree on the Determination of the Village Forest Work Area in the Protected Forest because of good communication, promote village-based resource management and work with customary leader.

### **INPUT From Samdhana Staff**

Philippine and Mekong staff stressed the importance of elements to manage the Samdhana grants.

1. Listening to each staff and giving a chance to everyone to speak out (democratic system) is a good practice, supporting each other and the voluntary spirit of the team is also included.
2. **Teamwork.** Practice Teamwork all the time and no staff left behind. Samdhana staff are not just a colleague but a family.
3. **Flexibility**, an effort to stay grounded with partners' realities and compliance with government-mandated/statutory requirements are good practices.
4. Samdhana grants could reach to very bottom of the community, finding new ways/approaches, beyond the project. Such as *menoken* that is more relaxed and improving communities' knowledge and experiences.

### **Indonesia staff:**

How to achieve targets

*Firstly, we monitor and evaluate all our activities starting from the Baseline and Endline, Post Activity Monitoring (PAM), Post Distribution Monitoring (PDM) and Complaint Feedback Response Mechanism (CFRM). As a result, the project targets were achieved successfully. Secondly, our team is required to report on the administration no later than 3 days after the activity, including finance, documentation, and other supporting documents. Thirdly, we successfully influenced policies at the village level through the Village Work Plan (RKP Desa), ensuring that our activities continue to be sustainable.*

Eco friendly agriculture of local crop is becoming more popular.

*Firstly, the community becomes more self-sufficient with jengkol plants and the dissemination of jengkol cultivation in other areas. Secondly, the Cerekeng community is the only community in Indonesia recognized by the local government for their local wisdom in natural resources and environmental management and thirdly, it is supported by the local governments.*

### **From the Fellow input**

"Samdhana and Fellows are like coffee and cream. The Fellows are the cream adding richness and a creamy texture to coffee. As Samdhana, it can stand alone implementing its mandate. Fellows contribute by being adviser to the small grants program, or project leader or simply adviser. Outside of the organization, Samdhana Fellows shall be known as the "giver" contributing to healing the earth, forging unity among the tribes and the non-tribe, and mediating conflicts or peacemaking. What mechanism? Simply get the communication flowing in whatever medium is available, accessible, and exciting!" (**Fellows Samdhana, 2023**)

## **5.2 Challenges**

Although the Samdhana's grants have had significant positive impacts on the beneficiary community, the design of the grant's present unique challenges to its partners. These challenges are grouped into two categories: (a) the absence of outcome indicators; (b) the contract duration being too short.

### ***The absence of Output and Outcome indicators***

Several interviews with partners revealed that they found it difficult to measure the performance achievements due to the lack of indicators. In order to determine the success of the results, they referred to the project title.

If the activities performed were consistent with the title, then the activities were considered successful. Another example shows that the indicators included were only output indicators, not outcome indicators. Even when outcome indicators are included, they are often not accompanied by a value, making it difficult to measure. As an example, a proposal submitted by Brenjonk Community, which received funding from Samdhana.

The Brenjonk Community has written output indicators accompanied by a specific value. However, outcome indicators are not clearly written. If the expected results are considered outcome indicators, then it can be assumed that this proposal already has outcome indicators. However, these outcome indicators are not accompanied by a specific value, making it difficult to measure performance. However, Samdhana follows up by skipping some of indicators because the project duration is too short.

As a comparison, DFAT's KONEKSI program asks partners to identify outputs and outcomes at the concept note level. Therefore, it is not excessive for funding institutions to require partners to include outputs and outcomes. Having output and outcome indicators will make it easier for donor agencies to measure the performance of their own as well as that of partner institutions. This is a good way to identify pitfalls from the beginning stage. If we wait until the middle of the process, it will cost more resources and communities time consumption.

***The contract duration is too short.***

The time allotted by Samdhana for partners to work on proposed activities is typically between three and six months. Although Samdhana's assistance project can be continued, the 3- to 6-month duration of the program makes it difficult for partners to advocate for the local government or engage in with the community. Difficulties arise with local governments because officials sometimes travel or the local government does not budget for agreed activities, leaving partners with no funding. Meanwhile, difficulties in working with the village community arise because of activities in the field or natural obstacles such as rain, which sometimes make it difficult to carry out the activities.

Other than that, technical administrative matters are sometimes time-consuming, thus reducing the available contract time, as stated by the Director of Alpekaje as follows:

In the written contract stated a commencement date of September 1<sup>st</sup>, 2022, the contract signing was not completed until September 10<sup>th</sup>, 2022. Additionally, the transfer of funds from Samdhana occurred on September 12<sup>th</sup>, 2022. Consequently, the field team required three days to prepare, which ultimately led to the practical initiation of activities with the community on September 15<sup>th</sup>, 2022. This delay of two weeks in the implementation period is particularly burdensome considering the contract's limited duration of only three months.

**The need of strategist in Samdhana office: how to accelerate changes and integrate various initiatives for the benefits of the IPLCs at strategic level**

Samdhana does not have a strategist including Indonesia office who can liaise all partners inputs and provide practical advice for the government and private sectors including important topics for the academia. Strategic changes need to happen and how to work with all partners are crucial. Voices of Southeast Asia IPLCs need to be disseminated and discussed at international, each country arena. Complimentary between NGOs in Indonesia and the Philippines for example, how both countries IPLCs can learn will speed the learning.

**Philippine Partners expressed the (external) challenges including** too strict protocols so not all members were able to participate during pandemic. Also, there is an issue of remoteness and field conditions. Other challenges are vulnerability of poor and marginalized communities, such as IPs, to machinations of corporate/business entities and politicians, Other important issues are lack of lawyers to do advocacy, education and public interest litigation were weak and very limited budget.

**Indonesia Partners stated that the (external) challenges comprise of**

The government's commitment is inconsistent, and the community's self-reliance is still weak. Other matters related to partners institutional development that their organization does not have a regular partner/donor. This poses a significant challenge to the organization's sustainability. Second, they cannot conduct an external audit. This situation affects organization's sustainability in building new partnerships that require financial audit documents. Third, their organization has only relied on volunteers and recruits' staff only when there is a project.

**Other internal challenges including** 1) Field conditions/practices often do not align with conceptual logic due to cultural clashes, difficult terrain, climate change, unavailable internet network, etc. 2) Many administrative demands can lead to getting trapped in formalities and losing substance, for example, the repetition of survey questions becomes excessive despite being the same or similar. 3) Policy changes that do not align with plans will make the program stagnant. 4) The community mentoring time is short, only 8 months, and the community is left behind when they are not yet strong enough.

**Mekong Partners, the NGO DSDT in Laos said,** "Three challenges faced by DSDT movement managed and for young people, we didn't register, we have a short experience and policy of government that do not support us".

*Figure 5-3 Laos discussion with the youth organization*



**Philippine Staff stated different issues** such as consolidation of outcomes, clarity in the targets, limitation in advocacy work, providing legal or paralegal assistance are a daunting task; facilitating favorable (local or national) policy development and uniting communities into a social movement are still in learning process.

**Indonesia staff pointed out issues related to project management such as** managing existing projects synergistically to avoid being **trapped in focusing only on project outputs** but also paying attention to program and organizational outcomes achievements. Conflict of Interest (COI), when left unchecked, has a significant impact on the progress of an organization. Conducting a comprehensive evaluation of Samdhana's project and program implementation (internal and external). **Other important barrier issues include** 1) Collaborating with consortium partners who have different perspectives during project implementation. 2) Political situation

(preparation for presidential and regional elections). 3) Indonesia is already categorized as a developing country, which affects donor support coming into Indonesia. 4) Practices should be more inclusive,

*“Learning from what has been done, Samdhana needs to create a sustainability design for various projects/programs that have been or will be collaborated with partners in accordance with the project/program objectives. The sustainability of the project/program is closely related to both the sustainability of program management and the sustainability of funding support”.*

**From GFS, Indonesia Partner, 2023**

Mama Aleta Foundation is an interesting case since the fund is from an international organization and mama Aleta has inspired many people because of her and her people actions to defend the environmental issues. However, to implement and continue the activities at the field level, without good assistance has led to confusion. Head of organization in Kupang, PIKUL who is willing to assist but the person has his own tasks for his organization and resources to implement the activities are needed. A facilitator is going to be appointed to assist the foundation and hopes this can be a solution. However, the organization needs energetic and dedicated staff to run the foundation. Outsiders can help but the organization staff themselves need to have motivation to work. Perhaps, NGO-style of management is not sufficiently adequate. They may need a different model.

## 6 Impacts

This section describes the impact of Samdhana’s assistance to the beneficiaries. This can be divided into 3 categories: (1) improving the welfare of the community; (2) the impact of assistance has not been realized and (3) unable to measure the impact of assistance.

Key impact’s

Confidence, the organization skills of young people and women

Revitalization of culture in relation to traditional food has the potential for food security.

Increased security of tenure for indigenous communities who have obtained land rights from the government. Capacity of Community-Based Organizations (CBOs) and Civil Society Organizations (CSOs) has improved in terms of financial management and project implementation.

The impact of the assistance provided by Samdhana to the beneficiary communities includes improved community welfare. To give an idea of the improvement in the social and economic welfare of the community, the following case studies in West Kalimantan are presented. In this case, improvements in social welfare include a sense of security from conflict, fulfilling the need to perform rituals and the like.

### 6.1 Impact on Improving Community Welfare

#### Improvement in Social Welfare

##### a) *Fostering a sense of security from conflict*

West Kalimantan is very rich in natural resources, including timber, various minerals, and large tracts of land suitable for plantations, which attracts investors to develop their businesses. The expansion of these extractive businesses often creates conflicts over land ownership with indigenous communities who have traditionally inhabited the areas targeted by the investors. Land ownership conflicts make the communities feel uncomfortable and anxious about losing their ancestral land. Samdhana’s assistance is used by partners to help communities regain their rights to customary land so that they do not have to worry about losing their ancestral land rights. One good example of Samdhana’s assistance that can foster a sense of security and change people’s lives can be seen in **Box 6-1**.

#### ***Box 6-1. From Conflict Land to Chili Supplier***

In 2012 the people living around Sugai Garong, Sintang district complained that investors would take their customary lands for oil palm plantations.

With financial assistance from Samdhana, LBBT assisted indigenous peoples in Sungai Garong by conducting meeting with the Regent and his staff explaining land cases faced by indigenous peoples in Kampung Sungai Garong were accompanied by legal regulations regarding customary lands. The advocacy efforts carried out by LBBT succeeded in obtaining support from the Sintang Regency government.

The support from the Sintang District Government is increasingly evident with the ratification of the Sintang District Customary Forest Community Decree (SK MHA) issued in 2020. This significant decree has alleviated concerns about the potential loss of ancestral lands, providing a sense of security and stability to the community.

Following the successful recovery of their customary lands, the community has utilized these restored lands for cultivating chili peppers. As a result, the once disputed territory has now transformed into a thriving chili production hub in the Serawai District, Sintang Regency.



b) *Fulfilment of traditional ritual needs*

Indigenous communities place significant importance on traditional rituals, which often necessitate the use of plants or fruits with cultural significance that can be obtained from their local environment. However, these plants have become rare or even extinct over time, posing a threat to the cultural heritage and practices of these communities. The case study in **Box 6-2** illustrates Samdhana's contribution to the preservation of the tengkawang tree (*Shorea* spp.). The fruit of this plant has cultural significance for traditional rituals. Photo of Tengkawang fruit is presented in **Figure 6-1**

**Box 6-2. Social Value of Tengkawang Fruit**

In addition to its economic value as a basic ingredient for making vegetable butter, the tengkawang tree also has social value. Within various Dayak tribes' communities, the tengkawang fruit plays a vital role in traditional rituals, including conflict reconciliation.

Furthermore, Valentinus Heri et al. (2020) noted that in the Dayak Iban community, the tengkawang tree is considered one of the heirlooms and is used as a marker of family and communal ownership rights of the longhouse. 'Where there is a tembawai (sacred site), there is a tengkawang tree,' as expressed by the Iban community. Additionally, Valentinus Heri also explained that the tengkawang flowering season usually coincides with the flowering season of other fruit plants. According to the beliefs of the Iban community, when the tengkawang and other plants are flowering, they are usually accompanied by diseases. Therefore, the tengkawang flowering season is used as a marker by the Dayak Iban community to hold the Ngampun traditional ceremony, which is attended by all village residents to ask the ruler of the universe to prevent them from getting sick.

In the same writing, Valentinus Heri also revealed that there are customary rules in tengkawang harvesting to regulate when to start harvesting, who should be involved, how the work is divided, including the involvement of women and children, and the clear and fair distribution of the results. However, Valentinus Heri admitted that at present, many people do not know the customary rules regarding tengkawang harvesting. Therefore, Valentinus Heri emphasized the need for local institutions that can regulate the use of tengkawang clearly and fairly to prevent conflicts from arising.

**Figure 6-1 Tengkawang Fruit**



**Figure 6-2 Processing Plant of Tengkawang, support from Samdhana**



### **Improvement Economic Welfare**

Improvements in economic welfare can mean new entrepreneurship opportunities which in turn can contribute to better incomes and improved education within a community or society.

*a) New business opportunities.*

The assistance of Samdhana can stimulate the village economy and encourage the emergence of new businesses in indigenous communities. The growth of new businesses in Sahan Village, Seluas District, Bengkayang Province is illustrative of the economic development of the village. The case study presented in **Box 6-3** highlights Samdhana's impactful support, particularly in the form of hydraulic equipment and a processing plant for tengkawang fruit. This assistance has had a significant positive impact on the income of farmer families involved in supplying tengkawang fruit across six districts. Prior to the operation of the tengkawang processing plant provided by Samdhana, they had no income from the sale of tengkawang. However, they now have income from the sale of tengkawang. In addition, Samdhana's assistance has facilitated the expansion of new businesses operated by a group of mothers in Sahan Village, Bengkayang.

**Box 6-3. Emergence of New Business in Sahan Village, Seluas District, Bengkayang Regency**

The utilization of hydraulic tools, supported by Samdhana, has significantly expedited the process of cracking and processing tengkawang fruit in comparison to manual methods. This accelerated process, however, necessitates a higher supply of tengkawang fruit. In addition to the community in Seluas District, Bengkayang Regency, suppliers of tengkawang fruit are sourced from villages situated in five districts and four regencies surrounding Bengkayang, namely Karangany District in Landak Regency, Ambawang District in Kubu Raya Regency, Toho District in Mempawah Regency, and Tayan and Batang Tarang Districts in Sanggau Regency.

The supply chain of tengkawang fruit is not too complicated, starting from farmers to direct collectors, and then to the factory. The price of fresh tengkawang fruit at the origin of farmers ranges from 1,000 to 2,000 per kilogram, while dried tengkawang is priced at 6,000 to 7,000 per kilogram. Each node in the supply chain is only allowed to take a profit from Rp. 500 per kilogram. This price is calculated together using the fair-trade principle.

The sale of tengkawang fruit provides an opportunity for farmers to generate additional income. In Sahan Village, a group of women has capitalized on the earnings from selling tengkawang fruit to venture into a new business, specifically snack-making. This entrepreneurial endeavor not only utilizes

the proceeds from the tengkawang sales but has also received financial support from the Social Forestry Enterprise Group (KUPS).

b) *From weaving, Dayak women can save money and build houses.*

Does Samdhana's assistance contribute to the preservation of Dayak ikat weaving? It is difficult to say for sure, but ikat weaving has a market niche and can support livelihoods (See **Box 6-4**)

#### **Box 6-4. Dayak Women can save money and build houses**

The weaving groups assisted by PRCF are spread across 21 villages. Each group consists of around 5 to 10 members, and they are all women because weaving is traditionally considered as a women's profession. The purpose of these weaving groups is to improve their technical weaving skills, learn functional designs, and share knowledge about Dayak's intellectual property related to coloring and local wisdom in forest and dye plant conservation. Sharing this knowledge is important so that they can explain the connection between the woven fabrics and the dye plants and the value of local wisdom in preserving the forest.

The ability to narrate is important in creating an exclusive market. Without narration, potential buyers will have difficulty understanding the benefits of natural dyes on woven fabrics and the effort towards forest conservation. The success of creating an exclusive market has made Dayak ikat weaving continue to exist and provide a significant income for female weavers because a shawl-sized ikat woven fabric can be sold for around 50,000 – 100,000 rupiahs; a tablecloth-sized woven fabric costs around 200,000 – 600,000 rupiahs, and a blanket-sized fabric is around 400,000 to 1 million rupiahs depending on the motif and the number of colors used in the ikat weaving.

With such price structures, female weavers have the opportunity to earn significant incomes. In fact, there are female weavers who can have savings of up to 10 million rupiahs, build houses, or even send their children to school in Bandung.

#### **More jobs opportunities, increase income of forest dependent communities and improve education**

*"Job opportunities are open to communities inside and around the forest, increasing the income of forest-dependent communities, and children can go to school until they graduate from high school and university. This is evident through participatory mapping training that Samdhana has supported, which is now replicated by the government of Dompu and budgeted through the ADD, indirectly supporting sovereignty over space in this country. Samdhana's support has helped communities have resources to produce crops, and they are able to gradually develop their farming activities while strengthening their understanding of the importance of maintaining Indigenous Territories and managing natural resources sustainably and fairly" (Indonesian Partner GFS, 2023)*

## **6.2 Unable to measure the impact of assistance**

In general, Samdhana partners understand that the assistance provided by Samdhana is expected to have a positive impact on the beneficiary community. However, not all Samdhana partners have measured the impact of the assistance provided. In the case study in **Box 6-5**, exemplifies this situation, where the project recipient has not collected the necessary data to establish a clear link between a healthy diet and the prevention of stunting and thus is unable to measure the impact of the intervention.

### **Box 6-5. Case Study of Saifana Organic Farm: Stunting and Healthy Vegetable Cultivation in North Lombok, NTB**

Saifana Organic Farm collaborates with Samdhana to encourage the community to utilize existing abandoned land to grow organic vegetables. Fulfillment of family nutrition through organic vegetables is expected to be able to answer the issue of stunting that has emerged in the community.

The beneficiaries of the organic vegetable planting program are 5 groups with about 10 members in each group. Generally, the beneficiaries reside along the 2 existing river streams. It is difficult to develop agriculture if one does not live close to the river streams. In addition, Saifana has also successfully collaborated with an elementary school to develop a healthy garden in the schoolyard.

Saifana's director considers the success of involving the elementary school to be strategic as the school holds meal gatherings by eating healthy vegetables. The habit of meal gathering in school becomes an opportunity to promote healthy vegetables to the families of students through the children's stories and experiences shared with their parents. However, Saifana cannot explain in detail the extent of the influence of healthy vegetable consumption on the stunting issue since they have not conducted such a study.

The economic achievements are still difficult to determine. Because the vegetables produced by group members are mostly consumed by their own families rather than being sold. From Director Saifana's observation, so far there are only two families who have successfully sold healthy vegetables but the income from selling healthy vegetables is unknown.

## **6.3 The impact of assistance has not been realized**

The evaluation team found that the outputs of Samdhana-funded activities were achieved but the desired outcomes of these activities have not or are yet to be realized in the community. There are at least 3 reasons why the impact of the assistance has not been realized: (1) the Covid-19 pandemic; (2) partners do not have the funds to continue activities; (3) the proposal for activities is driven more by desire than need.

### **The Covid 19 Pandemic**

The Covid 19 pandemic had a negative impact on development activities around the world, including those planned by Samdhana partners. One of the sectors most affected by Covid 19 was tourism. One of Samdhana partners, Pokdarwis Cepogo Wijaya in Boyolali, plan to develop tourism in the village has yet to achieve the desired impact due to the Covid-19 pandemic (**Box 6-6**).

### ***Box 6-6. Covid 19 pandemic as the main obstacle for Pokdarwis Cepogo Wijaya, Tumang, Boyolali, Central Java***

The cool atmosphere at the foot of Mount Merapi and metal handicrafts are the potentials that inspired young activists in the village of Tumang, Cepogo, Boyolali, Central Java to establish Pokdarwis Cepogo Wijaya in 2017. However, the tourist attraction managed by Pokdarwis is not related to metal handicrafts. The village chief entrusted Pokdarwis to manage a reservoir together with the BUMDes (Village-Owned Enterprises).

Therefore, in 2019, Pokdarwis conducted a training about tourism in Tumang village by requesting funding assistance from Samdhana. The training was attended by 30 participants consisting of Pokdarwis members, youth activists from Karang Taruna, and the PKK (Family Welfare Movement) women of Tumang Cepogo village. The training was conducted for 3 days, with the first day focusing on the exploration and development of tourism by the Boyolali Tourism Office. The second day was about emergency response to disasters by the PMI (Indonesian Red Cross) Boyolali due to the high risk of Mount Merapi disasters in the Cepogo District area. Finally, on the third day, there was a discussion on outbound activities with a speaker from Salatiga.

At the end of the training, Pokdarwis, along with BUMDes, had planned to develop homestays and add selfie spots to the reservoir. However, the plan for tourism development in Tumang village faced several obstacles such as the narrow road to the reservoir and the pandemic that lasted for 2 years from 2020 to 2022. The infrastructure obstacle was tackled by using the village fund to widen the road, and now it can be accessed by motorcycles. Due to Covid-19 no outsiders visited Tumang village, resulting in a slowdown in the tourism development plan.

Despite the decline in visitors, according to the observations of Pokdarwis members, the young activists of Tumang village remained cohesive, as seen in their community cleaning activities and their willingness to build a gazebo at the reservoir in a self-managed way. To revive interest in visiting Tumang village, Pokdarwis held a fishing event at the reservoir just before the New Year 2023 in the hope of attracting visitors.

#### **Partners do not have funds to continue activities.**

It is not uncommon for Samdhana-funded partner activities to receive support and enthusiasm from the beneficiary community. However, a common challenge arises when the Samdhana funds are depleted, and the partner lacks alternative sources of funding to sustain and continue the activities. This situation was observed in the case of Alpekaje West Kalimantan (**Box 6-7**).

#### **Box 6-7. Case Study of Alpekaje West Kalimantan: Seed Center Needs Still High but No Funds Available**

The Kalimantan Women's Alliance (Alpekaje) has identified an anomaly in food agriculture. The community relies on factory-produced seeds, despite having many local gardens in the forest behind their houses. The mindset towards organic farming has shifted to dependence on chemical products. Additionally, the community depends on rice, although there are many rice substitutes in the woods such as gadung, yam, or sago. These facts have led Alpekaje to encourage the community to recognize and reintroduce the use of local plants to maintain food security.

The process of recognizing and reintroducing the use of local plants starts with identifying the plants, searching for the types of plants in the forest, sowing the plants in the forest, caring for the seedlings, transferring the plant seedlings to the seed house in the village, and finally distributing the plant seeds to the community for planting, **Figure 6-3** describe type of seed distributed to the communities. To support the knowledge dissemination process, Alpekaje and the community document various local plants in a catalogue book.

According to the opinions of women and men in Benuang Village, Toho District, Mempawah Regency, West Kalimantan, who participated in separate FGDs during this study, stated that the activity of recognizing local plants was very beneficial because it increased knowledge about food resilience and reminded them of local wisdom related to medicinal plants, spices, and dyes. One important finding from this process was that the community discovered a type of plant that functions like MSG, which is the sansang or sekubak leaves.

However, the women and men in this FGD explained that there has been no change in the community because after Alpekaje completed building the seed house in Benuang Village there have been no activities. Therefore, the community recommends that the program be continued because after successfully building a seed house, the village needs a comparative study to other areas that have successfully developed and sold plant seeds in order to learn how to find good seeding and plant seed selling strategies.

Separately, the Director of Alpekaje actually hopes that Samdhana will continue to develop the pilot project that has been started, ".so that it does not become a hit and run activity" said the Director of Alpekaje.

**Figure 6-3 Various Traditional seeds**



**The proposal of activities is more driven by desire rather than needs**

Data shows that 45 percent of partners received Samdhana assistance more than once, GFS data related to financial disbursement. Therefore, Samdhana staff need to be extra careful in assessing a proposal submitted by partners who have previously received assistance. The case of Farmer Group (KTH) Sedyo Rukun in Banyu Soca Gunung Kidul shows that the proposed activities are more driven by desire than need, as described in Box 6-8.

**Box 6-8. Farmer Group Sedyo Rukun: Human Resource Development and Hydroponics**

Farmer group Sedyo Rukun received two grants from Samdhana. The first Samdhana grant in 2019 was used for human resource development which included providing skillful training in making of emping garut, eco-printing using dry leaves and other trending media, making candles from used cooking oil or grease, and dishwashing soap. The emping garut training was chosen because of the high price of emping garut, eco-printing was chosen because of the easy availability of materials for printing motifs, making candles from used cooking oil was chosen because every family has used cooking oil, and dishwashing soap was chosen because it is a household necessity.

Are there any changes after the training was given? In terms of skills, the participants who attended the training were able to make emping garut, make t-shirts with eco-print motifs, candles, and dish soap. However, according to the Sedyo Rukun Management, all the skills provided have not been developed optimally due to several reasons, for example, for emping garut, KTH has difficulty marketing its products, while for dish soap, they have difficulty obtaining raw materials, especially soda ash.

The second Samdhana grant in 2022 was used to create a hydroponic installation and a house to protect the installation. The Samdhana grant has been realized because the members of KTH were trained and successfully harvested 56obiliza and sawi. However, most of the sales of hydroponic plants were used to pay for electricity because the electricity consumption for pumping water to keep it circulating 24 hours a day was quite expensive. Demplot Hydroponic can be seen in **Figure 6-4**

After the pilot hydroponic installation was completed, was there any change in the community? Based on the information provided by the KTH Sedyo Rukun management, it can be concluded that the Samdhana hydroponic assistance has not made any significant changes in the community, as the community still has enough land for planting and additional costs for electricity to pump water. Clearly, the data shows that 48 members of KTH Sedyo Rukun have received the HKm program from the government to manage 17 hectares of forest for 35 years, or about 3,500 square meters per member, and they also have their own land. This means that the community has sufficient agricultural land, and thus hydroponics is not well developed.

The case studies showed that pandemic covid 19, partners (NGO) do not have the funds to continue activities; proposal activities which are driven more by desire than need have hindered the outcome. Indeed, covid 19 pandemic is beyond Samdhana’s control but for the other two reasons i.e., partners (NGO) do not have the funds to continue activities and proposal activities which is driven more by desire than needs could have been addressed by Samdhana through the implementation of a more rigorous assessment mechanism.

**Figure 6-4** Demplot hydrophone KTH Sedyo Rukun Banyusuca Playen Gunung Kidul



*“The most evident impact of Samdhana’s grant support can be seen in the implementation and success of participatory mapping of indigenous territories in various regions of Indonesia”*

**From GFS, 2023**

## 7 Sustainability

Assessing sustainability will determine if an intervention's benefits last financially, economically, socially, and environmentally. Any sustainability discussion has to consider whether the benefits of interventions will endure after the project ends. As Goals 2 and 4 indicate sustainability has been mainstreamed into the organizations programming, see below:

- Goal 2: To contribute to building resilient and well-governed communities for climate adaptation. Risk reduction and environmental sustainability through integrated land and seascape management, economically viable livelihoods, and other effective means
- Goal 4: To develop an innovative, caring, sustainable, effective, and efficient organization that fosters integrated learning and movement building.

These goals guide Samdhana in the execution of its programs. According to the results of the survey, both through online media and interviews, Samdhana's grantees have already incorporated sustainability into the implementation of their activities. This can be seen in the reports to donors and feedback from partners and staff as below:

- As the result of assistance from Samdhana, the Higaonon partners will develop their 'food forest'.
- Through the learning exchange they identify raw materials and resources that will be viable for product development and marketable.
- Ongoing mangrove planting will contribute to coastal sustainability.
- Construction of monitoring boats and mangrove monitoring centre
- Youth networking and linkage – Samdhana facilitated several activities that were opportunities for the youth and community members to create new networks and linkages.
- One of the Samdhana's partner communities' youth groups was able to establish their cooperation.
- The project was able to collaborate with the CDORBMC (Cagayan de Oro River Basin Management Council) by providing obilization support; with this support, they were able to increase their obilization and implementation of partner communities and Local government units, particularly in developing the ordinances for PES (Payment for Environmental Service) and monitoring.
- With co-funding from its various projects, Samdhana developed and supported the innovative Noken movement – the *Menoken*, this initiative intended to support a movement of young people, women, and differently-abled persons primarily (without prejudice to the men of course), who will be connected and contribute to a movement that will address issues of tenure security and sustainable livelihoods.
- Working and collaborating with governments and other donors ensured the work impacted as the result of the Samdhana project implementation bring the lesson learned and will be continued (sustain)
- The work with partners in the Philippines includes facilitating 5-year strategic plans for UKIMTRICO (Menuvu Tribe), and local CSO: ICON-SP; support for strengthening the Indigenous Political Structure is a key strategy so that the community themselves are able and capable beyond any external assistance.
- Continuous linking of partners, especially related to their livelihoods and enterprise development provides an opportunity for financial sustainability.
- As per the recommendation of some IPLCs Task Force Steering Committee members, the National Training can be replaced by a Provincial Training/ Workshop, i.e. In two or three provinces that are committed to the acceleration of the Agrarian Reform and Social Forestry, including recognition of adat rights. So far, there has been a request from West Papua and Papua Provinces to conduct such a workshop to accelerate the IPLCs rights through a sharing and coordination effort from several offices under both the Papua Provinces that relate to the recognition of adat forest.



We also noted important inputs from the survey results with partners related to sustainability, namely:

- The barangay/village has the lone improved health care facilities and emergency equipment proximate to the locality among all other villages in the municipality, particularly during emergencies and COVID-related cases and now it is used for other health issues.
- It is undeniable that ICON-SP has a limitation despite its gigantic tasks to help the poor, deprived, oppressed, marginalized, exploited, unheard and struggling sectors of society. Its limitation is on its financial capability. Since it is an NGO, it has no fixed sources of finance generation. But with Samdhana, ICON-SP had reached a milestone of implementing relevant programs and projects which are the answer to the people's needs; To name a few, the provision of materials for housing of IDPs in barangay Batasan, Makilala town, their livelihood program (seeds, garden tools), training on finance, management, proposal development, strategic Plan Review, and Partners Organizational Review, mentoring of partners and others. These are very important and crucial fundamentals for ICON as an NGO. These were made possible even during the pandemic because Samdhana cares for our sustainability and survivability. They provided the funding support for us to conduct these aforementioned training and activities successfully.

**Indonesia Partners:**

- As for the second statement, there is no such thing as Samdhana only supporting projects that are proposed with a small budget. However, SMK Swasta Arjuna Laguboti plans to submit an MOU for sustainability, and the support of Samdhana can help in carrying out their work programs.

**Philippine staff:**

**According to them Samdhana has supported sustainability by** improvement of individual capacity (professionalism) and aims for lasting projects that will nurture and support IPLCs in the long run. Always practice the SMART approach: Sustainable, Measurable, Achievable, Realistic and Time bounded.

In Philippines, 5-year strategic plan for partners and ensure capacity development, avoid dependence on external funding, and implement long-term projects that need long-term partnership.

**Indonesia Staff:**

**Approach to project what are needed to support sustainability.**

- As a social movement organization, Samdhana's support to its partners is not just limited to project-based activities, especially for activities that require a long process to achieve tenure certainty (which has no standard timeframe). So, when the project cooperation is completed but tenure certainty has not been achieved, Samdhana tries to monitor and support the sustainability of the process. If the related partner requests continued support, Samdhana will try to find resources that can be used to support the partner. In addition, Samdhana also acts as a bridge for partners with relevant stakeholders.
- There is a need for collaboration with third parties. And there is a need for a team to monitor partner activities so that we can continue to communicate and see their progress when grants are completed. For example, because Samdhana works more on tenure-related matters, sometimes only that aspect is monitored, while livelihood is not given as much attention."
- "In implementing its projects, Samdhana encourages collaboration and networking among partners and other stakeholders working on the same issues to support each other in achieving the partners' work targets. This ensures that the sustainability of work at the grassroots level is not solely dependent on Samdhana's support. In addition, it is important to strengthen the capacity of partner organizations for their institutional independence. For example, support for organizational strategic planning, institutional audits, project management and financial training, proposal writing, etc.
- Samdhana builds communication with partners to prepare an exit strategy for the project.

The partners are also committed to sustainability and have incorporated it into their work as evidenced by the feedback from partners. But the more difficult question to answer is whether the benefits will continue. Based

on the evaluation, the answer is mixed; on one hand, there is a commitment to sustainability, but on the other hand, it is not always clear if the infrastructure (financial, human, social and environmental) is in place to support sustainability.

Samdhana has been quite successful in incorporating the concept of sustainability into its programs. The changes can be seen in the community's growing awareness of the issues around them.

*"If we want to achieve a real change, it needs courage to change program management and financial management, to develop better quality of partnership and focus to develop a real benefit to villagers such as participatory mapping, village planning and economic development that can have a direct impact"* **Form GFS, Mitra Indonesia, 2023**

Secured land tenure can also contribute to sustainability. But with empowerment to the IPLCs. The sea tenure in Buano island that an NGO has assisted to gain agreement between villages related to sea resources can also be sustained, but a mechanism to implement is needed.

Samdhana can contribute to the sustainability of land tenure if the approaches are focused on addressing the challenges the IPLCs faces. In Indonesia's case, Samdhana can also consider how to contribute to a social forestry concept and implementation of the Village Fund. It will have an impact on 81.616 villages in Indonesia.

## 8 Recommendations

1. **Strengthen the overall movement towards achieving strategic objectives.** This might mean increasing attention to ensuring that the work of grantees together constitutes a more integrated strategy, for instance combining site-based land rights mapping and advocacy with policy advocacy, targeting a combination of influencer stakeholders (politicians, private sectors, media influencers, and other individuals). This may mean increasing staffing for this purpose or relying more on Fellows. This can also enable Samdhana to identify gaps in the portfolio and seek additional partners/grantees to address those gaps. It is also recommended to consider longer term grants or trust fund with higher funding amounts, for continuity in pursuing strategic or policy advocacy objectives, which take longer than the short grant period.
2. **Consider streamlining strategic target indicators.** The Lifescape and Seascope programs perhaps represent the higher objectives, and other programs on capacity and policy can feed into those objectives. Also ensuring that grantees are involved in the establishment of strategies, so that there is strong collaboration / buy-in. A simpler set of strategic objectives can then be easier to measure progress on, together with grantees, and focus attention on achieving.
3. **Make improvements to how MEAL is handled.** The MEAL system should ensure that data is recorded, stored, and analyzed, and is user friendly to retrieve, and can show progress. Also:
  - a. **Improve data base** on measuring strategic indicators such as land or sea coverage area and differentiate between how many Ha that Samdhana partners are working, how many Ha are secured by the legislation from the authorities plus communities' agreements. Monitor past projects related to IPLCs land rights are also encouraged.
  - b. **Increase budget allocation** for implementing Monitoring and Evaluation including develop a strategy on how and whom can do Monitoring and Evaluation in one area. DFID model to enhance NGO capacity in Monitoring & Evaluation and they can become the organization MERL component.
  - c. **More field visits for MEAL purposes**, as this can assist in identifying and highlighting successful project efforts, as well as providing feedback for improvement. Also **ensure Back to Office Reports are a regular part of operations** and can be used for MEAL (as well as for measuring staff performance).
  - d. **Develop regional capacity in MEAL and Project Management within Samdhana** because this will improve capacity of local people in the long run. Also include capacity building for partners and IPLCs at the field level need to include these skills and how to MEAL at a small scale.
  - e. **Ensuring** that each grant includes output and outcome indicators (from Section 5.2).
  - f. **Develop a grievance mechanism** by using various means such as work with other organisations outside Samdhana that can be a grievance mechanism institution that are respected by Samdhana stakeholders that can be communicate via WhatsApp, text messages, email and others. Especially, communities who do not have access to social media and are very far geographically, Samdhana needs to think of different ways for grievance such as there is staff or consultant who are dedicated for this issue.
4. **Increase attention to replication of successful approaches, between grantees or villages.** This might mean replicating a food security project in another area or expanding it by the original grantee. Samdhana can also learn from GTMA in Papua and the GTRA in some provinces and districts, can be synthesized on what the lessons are. **Also consider opportunities for replication between countries.** For example, a model of community facilitators in the Philippines can be tried on in Indonesia since it is

more efficient and learn from this model. Community-based self-sufficiency in funding (learn from the Philippines) can be encouraged.

5. **Capacity building for Samdhana staff** should cover stakeholder mapping; advocacy strategies to influence policy and practices; how to work with various stakeholders including media, private sectors, politicians, scientists, artists, influencers; and measuring the effectiveness of this approach (including use of social media for this purpose). Also **enhance the capacity of project staff and partners on GEDSI** and how to build social inclusion into project implementation (in beneficiary selection and in other ways).
6. Finding a good communicator or a strategist for Samdhana office especially in Indonesia that can integrate voices of Southeast Asia IPLCs needs and aspirations including among fellows and young fellows. The person can facilitate or to liaise among parties and try to make the partners can complement each other and also support each Samdhana country approaches to build alliances for IPLCs well-being and ensure all updated issues related to IPLCs can contribute to policies and implementation changes

A strategist needs to facilitate discussions with all Samdhana partners on important topics to address for each country. For example, Indonesia is going to have a new president for 2024, what issues are important to be implemented for the next presidency, what are the roles of IPLCs in these political discussions. A strategist will identify with stakeholders in each country on what Samdhana focus of intervention should be and how the partner's proposal can support these initiatives.

7. Samdhana can encourage people with disabilities to be beneficiaries and staff. Samdhana needs to find ways on how to reach the excluded groups especially when they have a good forest resources.
8. **Facilitate and liase Fellows contribution to Samdhana**

Internal Samdhana and Fellows coordinator can develop series of activities with the Fellows Program. A person such as Marcus Colchester has offered his services for capacity building in a regular basis. Fellows can have a role in monitoring and evaluation to the sites, producing stories on smart practices and other expertise of Fellows. A management in place is needed.

#### RECOMMENDATIONS

*"I feel and believe that Samdhana, which began with a group of activists, is able to transcend its uniqueness, the messages it wishes to convey, and the core values that the staff now adheres to. These principles and values just need to be sustained and integrated into all its programming, decision-making, and activities with the communities or partners"*

**From GFS, Philippine staff, 2023**

Thus, efficiency can be observed in various aspects including observation of audit reports, measuring the Value of Money of Samdhana projects, and perceptions of the staff and partners related to efficiency.

#### Recommendations from Fellows to Samdhana

The first rank recommendations including organizational development includes ideas on organizational structure i.e., Board, Executive Director; strategies and policies; providing capacity building; more hands-on engagements with implementers and beneficiaries; better documentation – writing/publishing more lesson-learned projects not just project reports.

The second rank of Fellow's recommendation to Samdhana is about working with IPLCs. Respondents perceive working with IPLCs as essential because government policy in many cases neglects their rights. Therefore, a

respondent explicitly stated, *“Keep networking (with IPLCs – pen) and learning as part of a movement that should be increasingly run by IPLCs communities”*. In connection to the dream, that one day the IPLCs themselves should run all movement activities, a respondent suggests, *“Samdhana has to adapt according to IPLCs needs, build the capacity of IPLCs and work accordingly”*. Some other respondents reminded that capacity building for IPLCs should prioritize the participation of women and youth.

In relation to IPLCs, 9 percent of the total respondents strongly propose to provide easily accessible funding for grassroots. A respondent in this category even clearly states, *“Don’t lose sight of the original idea of providing easily accessible funding to real grassroots groups. Have the courage to refuse funding that imposes too much bureaucracy”*.

Aside from organizational development and IPLCs, the third rank of Fellow’s recommendation is about how to improve fellowships. The issue appears to surface because Fellows find that the current situation is different from its original concept. A respondent describes, *“... current situation, Samdhana is something separate from the Fellows who compose it. That this should be the case is an illustration of what has been lost and not nurtured during the past six years. The initial concept was that Samdhana would be the Fellows acting together facilitated by the HQ, not a top-down organisation that did not actively communicate and collaborate with Fellows, and one which as far as I can tell has actively avoided reporting and accountability to Fellows”*.

For this reason, the core recommendation for Fellow improvement is about transparency and clarity of Fellows’ role in the governance of Samdhana. Nonetheless, another respondent suggested, *“Fellows should be outside the governance structure – they should be supporters but without any role in electing the board or approving policy and strategy”*.

Another fellow’s recommendation suggests Samdhana always focus on outcomes. Though this idea is brought by one person only, this idea should get full attention because the outcome results mean that people in the surrounding project area already get benefits from Samdhana’s project that partners implement.

## ANNEXES

### Annex 1. Terms of Reference

<b>TERMS OF REFERENCE</b> <b>Samdhana Evaluator</b>	Project: GGF, PERMATA, FGG, Iconiq
Report to: Executive Director	Office: N/A
Supervisor/daily coordination: Head of KMRD UNIT	Effectivity Date: 19 August 2022 Completion Date: 3 March 2023
<b>Background</b> <p>Samdhana, in Sanskrit, means healing, uniting, and peacemaking. It was established in 2003 by a group of individuals, conservationists, development practitioners and human rights activists who are the Samdhana Fellows. Deeply rooted in their commitment to give back what they know to the next generation, they brought together skills, knowledge, experiences, networks, colleagues, and friends, which helped foster maturity, strength, and sustainability in the organization. Samdhana Institute is a non-profit organization focused on work across Southeast Asia, with offices in Indonesia and Philippines.</p> <p>Samdhana envisions a region where natural, cultural, and spiritual diversity are valued, and where communities have access, control, and responsibility over their territories and well-being. To achieve this, the organization strives for communities to have clear and secured rights to manage their territories/places, adequate access to information, recourse to the law, leadership and organizing skills, information/media, and funding and technical support for their own development and well-being.</p> <p>In 2016-2018, Samdhana Institute underwent an organizational development process and crafted its 10-year strategic direction for 2019-2028. Under this 10-year strategic plan, Samdhana's goals are focused on Indigenous Peoples and Local Communities (IPLCs) rights and their assertion; supporting IPLCs increase resilience through integrated landscape-seascape management and climate change adaptation; inclusive capacity development of individuals, grassroots institutions and networks supporting IPLCs; and learning as an organization.</p> <p>At present, Samdhana has four programs: Grantsmaking, Capacity Development, Living Landscape and Seascape and Policy Development Support. Through these programs, we provide direct funding support, as well as "facilitation" – which is to support communities either through capacity development or direct implementation of activities that increase ability of the communities and local actors to move further in their plans and goals.</p> <p>Samdhana is entering its 20<sup>th</sup> year as an organization in year 2023. Samdhana endeavors to conduct an overall external evaluation to assess its progress as an institution in Southeast Asia. It aims to gain an objective report on its impact and effectiveness, especially on its flagship program which is direct small grantsmaking to indigenous peoples, local communities and grassroots organizations and CSOs. This is a timely point for the institutional evaluation, as Samdhana embarks to broaden its work in other Southeast Asia countries, focus on trust- and relationship building with partners, improve its knowledge management and communication work, and develop organizational sustainability mechanisms. Samdhana seeks to gather feedback, insights and recommendations that will inform the Institution in the next 6 years of implementing its 10-years strategic direction and serve as guideposts for its future.</p> <b>Overall Purpose of the Position:</b>	

To conduct an external institutional evaluation on Samdhana Institute, on its progress, relevance and effectiveness; and collect recommendations that will contribute to Samdhana’s institutional sustainability and enable it to fulfill its vision and mission as part of the social and environmental movement in Southeast Asia.

**Specific objectives:**

- 1) Review and assess Samdhana’s accomplishments and milestones as an organization, vis-à-vis its founding vision and mission, and its institutional targets for 2019-2028;
- 2) Review and assess the effectiveness of Samdhana’s implementation of (key) projects, its policies, systems and procedures;
- 3) Identify Samdhana’s unique elements and niche, as Fellow organization, as a grantsmaking organization and as being part of a social movement; and

Generate recommendations for Samdhana to improve its efficiency and effectiveness and build on its milestones to accomplish its institutional targets, and contribute to the social-environmental movement in Southeast Asia.

**Deliverables**

1. Presentation of the evaluation results and draft of the narrative report
2. Final narrative report, based on validation and clarifications by Board, Management, and Staff

Notes or documentations of interviews (internal references)

**Working relationship**

Internal: KMRD team, Management team, Senior managers, other staff necessary  
 External: Donor Partners, community partners/ subgrantees

Scope of Work	Timeline
<p>b. Review of (Small) Grants Program from <b>2005 to 2021</b> which will include: history of Samdhana’s grant making, reach and type of partners supported, impact on the priority thematic areas, effectivity of small grantsmaking process, lessons and good practices            The review on the Grants Program will capture the evolution of Samdhana’s grant mechanisms and the types of funding and partnership it has engaged through the years;</p>	<p>August 15 – Nov. 15, 2022             Location: Indonesia, Philippines, Laos</p>
<p>a.1. Dedicated Grant Mechanism Indonesia (DGMI) Project – increasing IPLCs and local CSOs access to funding, impact on the priority thematic areas            As a distinct and major grants project in Samdhana, DGMI evaluation will serve as a subset of the institutional evaluation and will be reviewed within the context of the whole of Samdhana and its operations.            Some key features that will be reviewed are:</p> <ul style="list-style-type: none"> <li>- Environmental and Social Management Framework, conflict management</li> <li>- Procedures and mechanisms developed to increase accessibility and flexibility of DGMI</li> <li>- Governance structure, i.e. National Steering Committee</li> </ul>	

<p>a.2. Facilitation and support package, and capacity development of partners – review the support mechanism to grants</p> <p>c. Review of Partnerships and “chain of trust” – review of consistent or continuing partnerships through the years with various organizations (IPcommunity, grassroots org, local community, donors, government, otherNGO or CSO institutions) Some partners suggested for this scope are:</p> <ul style="list-style-type: none"> <li>- KPA</li> <li>- WALHI</li> <li>- PB. AMAN</li> <li>- PEREMPUAN AMAN</li> <li>- SARAGPUNTA</li> <li>- CDO Higaonon group</li> <li>- <i>Cordillera Peoples Alliance</i></li> <li>- KAGDUMA</li> <li>- <i>Teduray Justice &amp; Governance</i></li> <li>- <i>KESAN (Myanmar)</i></li> <li>- <i>Mother Nature Cambodia (Cambodia)</i></li> </ul> <p>d. Priority Lifescope work – effectiveness of Samdhana’s model and approach on IPLC resiliency-building; internal coordination of Samdhana’s various strategies, i.e. facilitation, grantsmaking, capacity-development, on-the-ground presence and technical support; externalcollaboration with partners and stakeholders Some areas of work that will be covered are:</p>	
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<b>Activiti es</b>	<b>Week/Mo nth</b>
Documents Review	<b>Mid-August – Second Week of November</b>
Interview Samdhana’s Indonesia and the Philippines staff	<b>First week of Dec</b>
Design google form and distribute	<b>Second week of Dec</b>
Interview some NGOs on chain of trustIndonesia (offline)	<b>Second week of December</b>
Conduct first analysis on results of interview, goggle form and chain of trust	<b>Third and Fourth December</b>
Field visits Indonesia	<b>Mid-August – End of first week January- secondweek</b>
Filed Visit Philippines	<b>Third week of January</b>
Analysis of Findings	<b>End of January</b>
Produce Draft report and send to peer reviewers	<b>Mid of February</b>
Submit Draft Report and Presentation	<b>Third week of February</b>
Samdhana Comments	<b>End of February</b>
Final Report	<b>First week of March 2023</b>



## Annex 2. Samdhana Donors

	Donor
1	American Jewish World Services (AJWS)
2	BothENDS
3	CARE Philippines – Tuklas Network
4	Christensen Foundation
5	Christian Aid
6	Climate Investment Fund
7	Climate Land Use Alliance (CLUA)
8	Critical Ecosystem Partnership Fund (CEPF)
9	Ford Foundation
10	Forest Foundation Philippines (FPE)
11	Foundation for a Sustainable Society, Inc. (FSSI)
12	FPE (Foundation for the Philippine Environment)
13	Full Circle Foundation
14	GGF (Global Greengrants Fund)
15	Good Energy
16	ICCO
17	ICONIQ Impact Climate Equity Co-Lab, managed by the National Philanthropic Trust (NPT)
18	IUCN Netherlands
19	Mackenzie Scott – Silicon Valley
20	Margaret A. Cargill Foundation (MACF)
21	McKnight Foundation
22	Ministry of Foreign Affairs -Netherlands through BothENDS
23	Norwegian Agency for Development Cooperation – Norway’s International Climate and Forest Initiative (NORAD-NICFI)
26	Packard Foundation
27	Religious Action Center for Reform Judaism (RACRJ)
28	Rights and Resources Institute
29	RSF Social Finance
	Scott Mackenzie
30	Stockholm Environment Institute
31	The Asia Foundation
32	The Ecological Trust
33	Tides Foundation
34	Tikva Grassroots Empowerment Fund
35	UNDP BERSAMA
36	Urgent Action Fund
33	USAID Millenium Challenge Account Indonesia (MCAI)
34	World Jewish Relief (WJR)

### **Annex 3. Cambodia Background**

Prior to the emergence of community forest program, i.e., about late 1990s, the Royal Government of Cambodia (RGC) have licensed more than half of Cambodia forestland to 30 logging companies (RECOFTC Cambodia, 2011). Due to licensing forestland to these companies, deforestation rate was high, but the in-reality Government only received a small portion of revenue from these licenses. It was estimated about 4 million cubic meters of illegal timber were not reported each year (RECOFTC Cambodia, 2011).

In response to this situation, RGC issued the Forest Law in 2002 and followed by the issuance of 2003 sub decree on community forest management (ODC, 2015). Though legal basis for community-based forest management had been formalized but deforestation continued and even worse because much forestland has been converted to agro-industrial crops such as rubber and other plantations (RECOFTC Cambodia, 2011).

Some articles reported that there are at least three factors which impede the implementation of community forestry in Cambodia that are (1) there is no clear path to legalize community participation in forest management (RECOFTC Cambodia, 2011); (2) political authoritarianism and patronage relations is still strong in Cambodia (IUCN, 2021) and (3) the practices of CBFM are frequently associated with physical violence and threats which scare of the community to take forest resources and make environmental defenders into silence.

#### Annex 4. YouTube Facebook and Instagram Partners

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<https://perkumpulanwallacea.wordpress.com/2019/08/07/sinergi-klhk-dlh-lutim-wallacea-huma-brwa-tingkatkan-kapasitas-opd-luwu-timur-lakukan-identifikasi-verifikasi-dan-validasi-mha/>

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<https://perkumpulanwallacea.wordpress.com/2013/06/06/masyarakat-liku-dengen-desa-uraso-budidayakan-lebah-hutan-trigona/>

<https://perkumpulanwallacea.wordpress.com/2017/04/10/warga-liku-dengen-uraso-panen-jengkol/>

<https://perkumpulanwallacea.wordpress.com/2016/10/01/perempuan-penginspirasi-tanaman-jengkol-liku-dengen/>

<https://perkumpulanwallacea.wordpress.com/2016/10/01/usaha-madu-trigona-liku-dengen/>

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<https://perkumpulanwallacea.wordpress.com/2015/07/25/petani-liku-dengen-produksi-pupuk-organik-dan-kompos-sendiri/>

<https://perkumpulanwallacea.wordpress.com/2015/01/17/petani-madu-trigona-liku-dengen-dan-tuwu-terus-tambah-koloni-baru/>

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<https://www.facebook.com/523430971037403/posts/pfbid0pSebhCbvu2f2JefohDa3zCReaFoCHGuapa95JetFF3fqEphVCNrvPANgqRV349dtl/?mibextid=Nif5oz>

<https://www.facebook.com/523430971037403/posts/pfbid0kLTiMwtNHZ7e9dVSHX8o9Vt6qnAtH6J3fJQ2ib1wNmKogJAVKdqaoW2rw8mig3hVl/?mibextid=Nif5oz>

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<https://www.facebook.com/523430971037403/posts/pfbid0311XzXMGyUj4Ew3WYSJ4FHh7FzgCnKjSb9yThNFPijHzS64fPxmKvaLiJaM3c4yoMl/?mibextid=Nif5oz>  
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<https://www.instagram.com/p/BrVGGemFFBN/>  
<https://www.ymp.or.id/masyarakat-pesaku-butuh-air-layak-minum/>  
[https://linktr.ee/BadanRegistrasiWilayahAdat?utm\\_source=qr\\_code](https://linktr.ee/BadanRegistrasiWilayahAdat?utm_source=qr_code)  
<https://kaoemtelapak.org/?p=10526&lang=id>  
<https://www.greeners.co/aksi/menggali-kehidupan-berkelanjutan-masyarakat-adat-tambrauw/>  
<https://suarapapua.com/2022/04/17/sistem-pertanian-agroekologi-mendukung-ekonomi-dan-kesejahteraan-masyarakat-tambrauw/>  
<https://www.youtube.com/watch?v=OqE1ZHw-no0>  
<https://headtopics.com/id/potensi-alam-tambrauw-belum-tergarap-24170006>  
<https://www.instagram.com/kaoemtelapak/?hl=en>  
<https://www.facebook.com/lrcphl>  
<https://www.lrcksk.org/>

Film ketangguhan masyarakat adat Pattallassang dalam masa covid 19

Instagram @tanahairsemesta

Instagram: Pesona Pagerharjo

@koppesda Blog: koppesda.vo.vu

@mamaaletafund

## Annex 5. Reference

RECOFTC Cambodia, 2011. **Community Forestry in Cambodia**. <https://archive.recoftc.org>

Open Development Cambodia, 2015. **Community Forestry in Cambodia**.  
<https://opendevelopmentcambodia.net>

International Union for Conservation of Nature, 2015. **Community-level responses to 'forest violence' in Cambodia**. <https://www.iucn.org>

Secured tenure can be the following: native title/ assertion of IP community; formal title or recognition from Government (various forms: Certificate of Ancestral Domain Title, forestry instruments, agrarian reform instruments); Community management and development plan over their territory.

Based on FY2020 total grants = 88 + 10% annual increase from 2022-2028

Timely and efficient based on the grants processing cycle, timetable, and steps

Received Finance Management Training, developed their financial policies and check and balance system, and submitted accurate and timely reports.

IP Advisory Board with all IP members representing from across Southeast Asia

Various forms of support provided through grants, direct capdev, knowledge and learning exchanges, networking and others.

Institutional/ organizational development support: Project management, Financial management and establishing financial policies and system, visioning and strategic planning, legal registration, human resources development, etc.)

Strategy as developed by Samdhana through its localized approaches and complementary programs.

Priority lifescapes: Philippines: Calamianes and Northern Mindanao (2); Indonesia: West Papua and Papua (2) **to be confirmed**

Two million hectares within the Lifescapes (Priority IPLC territories) will be cumulative total from the various programs, including from Grants and Policy Development. **Secured tenure can be the following: native title/ assertion of IP community; formal title or recognition from Government (various forms: Certificate of Ancestral Domain Title, forestry instruments, agrarian reform instruments); Community management and development plan over their territory.**

Pocket Forests - a concentrated forest in a small area (small forests like a botany/ backyard garden)

Ancestral Domain Sustainable Development and Protection Plan (ADSDPP), community development plan; what are the Adat plans in Indonesia?

In 2021: NicFi: 1.1 M (achieved), TF: 2M (Pledge), Iconiq?

Clarification if the donor support is on securing land tenure itself? Or developing the tenure policy?

Indonesia and Phil (Ongoing), Laos, Myanmar, and Timor Leste (Potential)

Already 3 Hutan adat application submit Nov 2021 (Papua Barat)

Initiated in Papua Barat policy set up Working with 64 communities.

Draft RUU conservation. also working in 7 conservation area

Initiated in 14 village in Papua Province

Coron calamianes IP Phil, Sea Semi Nomad/Nomad and settled IP Indonesia

2016-2021 total: 235 Communities (Indonesia) already 64 local government are assisted until 2021 (Indonesia)

*To be clarified and confirmed vis-à-vis: target 2m has outside lifescapes in Grants program; 2m has in Lifescape program.*

Gov: Kementrian Koperasi, Kemenaker, Kemendikbudristek, LHK, ATR/BPN, Komnas HAM, etc.; National CSO

Network : tenure coalition , Filiantropi Indonesia, ICCAS, Tanah kita, GNSDA; Local CSO Network : Jaringan Gambut, FOMMA, KPH Jawa, Foker; Private Sector : Perhutani, BRI, BNI, Pertamina; CSO Phil: STR3AMS

## Annex 6. Google Form Survey

### Mitra Samdhana

Dear Samdhana Partners

*Mitra yang baik,*

We are evaluating Samdhana's organisation, and **Partners** are essential to Samdhana's stakeholders. Partners contribute to Samdhana who shape the organisation's current form and performance.

*Kami mengevaluasi organisasi Samdhana, dan Mitra sangat penting bagi para pemangku kepentingan Samdhana. Mitra berkontribusi kepada Samdhana dalam memberi bentuk dan kinerja organisasi saat ini*

We would like to ask your permission to implement this evaluation since we need your input. If you think your input is unnecessary, you can always refuse to fill in and submit it. We appreciate your choice. Your personal identity and opinions will be taken care of.

*Kami ingin meminta izin Anda untuk melaksanakan evaluasi ini karena kami membutuhkan masukan Anda. Jika Anda merasa masukan Anda tidak perlu, Anda selalu dapat menolak untuk mengisi dan mengirimkannya. Kami menghargai pilihan Anda. Identitas pribadi dan pendapat Anda akan kami jaga*

Thank you for your participation.

*Terimakasih atas partisipasi Anda*

The Evaluation Team, January 2023

*Tim Evaluasi, Januari 2023*

---

**Please select or write the right answer**

*Silahkan pilih atau tulis jawaban anda*

**If the space provided is insufficient, please write at the end of your answer.**

*Jika kolom yang disediakan tidak memadai, mohon tulis jawaban anda pada akhir halaman*

1. You are:  
*Anda adalah:*
  - a. Female  
*Perempuan*
  - b. Male  
*Laki-laki*
  
2. In what region does your institution work?  
*Di region mana Lembaga Ibu/Bapak bekerja?*
  - a. Jawa
  - b. Sumatra
  - c. Bali dan Nusa Tenggara
  - d. Maluku
  - e. Sulawesi
  - f. Kalimantan
  - g. Papua
  
3. How long has your institution **been working with Samdhana?**  
*Sudah berapa lama Lembaga Ibu/Bapak kerjasama dengan Samdhana?*
  - a. 0-1 Years  
*0-1 Tahun*
  - b. 1-3 Years  
*1-3 Tahun*

- c. 3-5 Years  
3-5 Tahun
- d. > 5 Years  
> 5 Tahun

4. How many **staff** implemented the Samdhana Program?  
*Berapa jumlah staff yang melaksanakan Program Samdahana?*

- a. 1 Person  
1 Orang
- b. 1-3 People  
1 – 3 Orang
- c. >3 People: please specify:  
> 3 Orang, sebutkan:

Are these sufficient? Please explain their functions  
*Apakah ini mencukupi?, jelaskan fungsi mereka*

5. What **capacity building** did Samdhana provide (staff, consultants, advisors) to strengthen program implementation (can be more than one)

**Peningkatan kapasitas** apa yang diberikan Samdhana (baik staff, konsultan, advisor) untuk memperkuat implementasi program (bisa lebih dari satu)

- a. Financial organization management, reporting  
*Pengelolaan organisasi keuangan, pelaporan*
- b. Monitoring and Evaluation  
*Monitoring dan Evaluasi*
- c. Community assistance for indigenous/local community rights issues  
*Pendampingan masyarakat untuk persoalan hak masyarakat adat/local*
- d. Knowledge of business management, income-generating activities  
*Pengetahuan mengenai pengelolaan usaha, kegiatan untuk peningkatan penghasilan*
- e. Lainnya  
*others*

Bagaimana **kualitasnya secara umum** dan apa yang bisa ditingkatkan  
*How is the quality in general and what can be improved?*

Penilaian kaitan kualitas  
*Quality related assessments*

Usulan untuk peningkatan, jika ada  
*Suggestions for improvement, if any*

6. What is the theme of your proposal? (You can choose more than one)  
Apa **tema yang diusung** dalam proposal? (bisa memilih lebih dari satu)

- a. Community rights  
*Hak hak masyarakat*
- b. Economic improvement  
*Peningkatan ekonomi*
- c. Both  
*Keduanya*
- d. Others, please specify  
*Lainnya, sebutkan /*

7. How much do you and your staff involved, understand about the **long-term results** of the Samdhana project?  
*Seberapa banyak ibu/bapak dan staff yang terlibat **paham mengenai hasil jangka panjang** dari proyek Samdhana?*

- a. Very Good  
Sangat Baik
- b. Good  
Baik
- c. Moderate  
Cukup
- d. Poor  
Buruk
- e. Do not know  
Tidak tahu

8. In your opinion, how do you rank **the achievements and results** that have occurred to date (relation between **the outputs to be achieved** in the proposal and **the implementation of activities**)  
*Menurut Ibu/Bapak bagaimana **peringkat capaian dan hasil** yang telah terjadi saat ini (kaitan antara **output yang ingin dicapai** dalam proposal dan **pelaksanaan kegiatan**)*

- a. 100%
- b. 70 – 100%
- c. 50 – 70%
- d. 20 – 49%

9. What is **your institution's disbursement rate**? (Comparing the amount of expenditure already incurred for activities etc. and the amount in the proposal)  
*Bagaimana kira-kira **tingkat pencairan akan dana lembaga anda**? (membandingkan jumlah **pengeluaran** yang sudah dikeluarkan untuk kegiatan dll dan jumlah dlm proposal)*

- a. 100%
- b. 70 – 100%
- c. 50 – 70%
- d. 20 – 49%
- e. 0 – 19%

*If you answer a, b, and c what does the Institute do?*  
Jika jawaban a, b, dan c apa yang dilakukan Lembaga?

*If you answer d and e, what is the reason?*  
Jika jawaban d dan e, apa kira2 sebabnya?

10. Are there **partnerships** between the Institute, village government, other NGOs, local government, other communities, private sector, academia, in the implementation of project activities?  
*Apakah dalam pelaksanaan kegiatan proyek **ada kemitraan yang terjadi** antara Lembaga, pemerintah desa, LSM lainnya, Pemda, masyarakat lainnya, swasta, akademisi?*

Yes/No  
Ya/ Tidak /

**Please specify**  
**Tolong dijelaskan:**

If yes, why  
Jika Ya mengapa /

If No, why  
Jika Tidak mengapa /



11. How was the **reporting system** provide by the Samdahana Program?  
*Bagaimana sistim pelaporan dalam Program Samdahana?*

- a. Very Good  
Sangat Baik
- b. Good  
Baik
- c. Moderate  
Cukup
- d. Poor  
Buruk
- e. Do not know  
Tidak tahu

Please explain your answer  
*Jelaskan jawaban yang diberikan*

12. How does the system of **financial reporting and fund disbursement**?  
*Bagaimana sistim pelaporan keuangan dan pencairan dana*

- a. Running well  
*Sudah berjalan dengan baik*
- b. Good, but there are things still need to be understood  
*Baik tapi masih ada yang belum dipahami*
- c. There are difficulties in some areas  
*Masih ada kesulitan untuk beberapa hal*
- d. Difficult to be implemented  
*Sulit untuk diterapkan*
- e. Others  
*Lainnya*

Please explain your answer and provide examples that will help our understanding  
*Jelaskan pilihan yang diberikan, contoh2 akan membantu pemahaman kami*

13. Do you think **women and other vulnerable groups** (the poor, landless, disabled, remote access etc., according to the local context) have been sufficiently involved in the Project activities?  
*Menurut Ibu/Bapak apakah perempuan dan kelompok rentan lainnya (yang miskin, tak punya tanah, difabel, akses jauh dll sesuai konteks lokal) telah cukup dilibatkan, dalam kegiatan Proyek*

**Yes/No**  
*Ya/Tidak /*

**Please explain**  
*Tolong dijelaskan /*

14. Name and describe 3 smart practices and challenges in terms of activity implementation, administration etc.  
*Sebutkan dan Jelaskan 3 praktek cerdas dan tantangan baik dalam pelaksanaan kegiatan, administrasi dll /*

**Smart practice**  
*Praktek Cerdas*

**Challenge**  
*Tantangan*

15. According to you. are there any **changes that have occurred at the community level** due to the activities carried out, If yes, what kind of changes?

Menurut bapak. Ibu, apakah **ada perubahan yang terjadi di tingkat masyarakat karena kegiatan yang dilakukan, jika ya, perubahan yang bagaimana?**

16. If you are a policy maker in the design of the next Samdhana program, what needs to be changed/modified?  
*Jika ibu dan bapak adalah **penentu kebijakan** dalam disain program Samdhana berikutnya, Apa yang perlu dirubah/dimodifikasi?*

What needs to be retained?  
*Apa yang perlu dipertahankan?*

17. What do you think about Samdhana's current mentoring model?  
*Bagaimana pendapat anda kaitan dengan **pola pendampingan Samdhana** saat ini?*

- a. Very Good  
Sangat Baik
- b. Good  
Baik
- c. Moderate  
Memadai
- d. Poor  
Kurang

Please explain your answer  
*Berikan komentar akan jawaban yang dipilih*

18. If there are problems or disagreements related to mechanisms, procedures and so on, where can **complaints** be made?

*Jika ada persoalan atau ketidak setujuan akan mekanisme, prosedur dan lainnya, kemana **bisa melakukan keluhan?***

- a. Samdhana's mentor  
*Pendamping Samdhana*
- b. NSC  
*NSC*
- c. Direct to Samdhana organization  
*Langsung ke organisasi Samdhana*
- d. Others, specify  
*Lainnya, sebutkan*

19. *What are the proposed recommendations, if the Samdhana project is extended:*

*Apa rekomendasi yang diusulkan, jika proyek-proyek Samdhana diperpanjang /*

Sustainability: <i>Keberlanjutan:</i>
More useful capacity building needs for Institute staff: <i>Kebutuhan peningkatan kapasitas yang lebih bermanfaat untuk staf Lembaga:</i>
Samdhana's Mentoring model to partners <i>Pola Pendampingan Samdhana kepada mitra</i>
Program administration, both reporting and financial mechanisms and other administrative matters: <i>Adminstrasi program baik pelaporan dan mekanisme keuangan dan hal administrasi lainnya :</i>

Complaint mechanism: <i>Mekanisme Pengaduan:</i>
Other recommendation <i>Rekomendasi lainnya</i>

***Highly appreciated your time and participation!  
Waktu dan partisipasi Anda sangat kami hargai***

**Staff Samdhana**

Dear Samdhana Partners  
*Mitra yang baik,*

We are evaluating Samdhana's organisation, and Partners are essential to Samdhana's stakeholders. Partners contribute to Samdhana who shape the organisation's current form and performance.

*Kami mengevaluasi organisasi Samdhana, dan Mitra sangat penting bagi para pemangku kepentingan Samdhana. Mitra berkontribusi kepada Samdhana dalam memberi bentuk dan kinerja organisasi saat ini*

We would like to ask your permission to implement this evaluation since we need your input. If you think your input is unnecessary, you can always refuse to fill in and submit it. We appreciate your choice. Your personal identity and opinions will be taken care of.

*Kami ingin meminta izin Anda untuk melaksanakan evaluasi ini karena kami membutuhkan masukan Anda. Jika Anda merasa masukan Anda tidak perlu, Anda selalu dapat menolak untuk mengisi dan mengirimkannya. Kami menghargai pilihan Anda. Identitas pribadi dan pendapat Anda akan kami jaga*

Thank you for your participation.  
*Terimakasih atas partisipasi Anda*

The Evaluation Team, January 2023  
*Tim Evaluasi, Januari 2023*

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**Please select or write the right answer**  
***Silahkan pilih atau tulis jawaban anda***

**If the space provided is insufficient, please write at the end of your answer.**  
***Jika kolom yang disediakan tidak memadai, mohon tulis jawaban anda pada akhir halaman***

20. You are:  
*Anda adalah:*

- c. Female  
*Perempuan*
- d. Male  
*Laki-laki*

21. In which country do you work?  
*Di Negara mana anda bekerja?*

- a. Indonesia  
*Indonesia*
- b. Philipines  
*Philipina*

- c. Laos  
*Laos*
- d. Mekong  
*Mekong*
- e. Lainnya, sebutkan  
*Others, Please specify*

22. How long have you been working for Samdhana ?  
*Sudah berapa lama anda menjadi staff Samdhana ?*

- a. 1-5 Years  
*1- 5 Tahun*
- b. 6-10 Years  
*6 – 10 Tahun*
- c. 11-15 Years  
*11 – 15 Tahun*
- d. > 15 Years  
*> 15 Tahun*

23. How do you think about Samdhana's project management?  
*Bagaimana pendapat anda terhadap management proyek Samdhana?*

- a. Very Good  
*Baik sekali*
- b. Good  
*Baik*
- c. Moderate  
*Cukup*
- d. Worse  
*Kurang Baik*
- e. Worst  
*Tidak baik*

24. How do you think about the Reporting, Monitoring and Evaluation system of Samdhana's programs?  
*Bagaimana pendapat anda terhadap sistem Pelaporan, Monitoring dan Evaluasi pada program-program Samdhana?*

- a. Very Good  
*Baik sekali*
- b. Good  
*Baik*
- c. Moderate  
*Cukup*
- d. Worse  
*Kurang Baik*
- e. Worst  
*Tidak baik*

25. How do you think about the collaborative efforts Samdhana has made with Partners and the Government in running its programs?  
*Bagaimana pendapat anda terhadap upaya kerjasama yang telah dilakukan Samdhana dengan Mitra dan Pemerintah dalam menjalankan program-programnya?*

- a. Very Good  
*Baik sekali*

- b. Good  
*Baik*
- c. Moderate  
*Cukup*
- d. Worse  
*Kurang Baik*
- e. Worst  
*Tidak baik*

26. Have you received or participated in any capacity building activities organized by Samdhana?  
*Apakah anda pernah menerima atau mengikuti kegiatan peningkatan kapasitas yang dilaksanakan oleh Samdhana?*

- a. *Yes*  
*Ya*
- b. *No*  
*Tidak*

*If yes, please specify:*

*Jika Ya, tolong disebutkan:*

27. *What challenges did you face while performing your duties?*  
*Apa tantangan yang anda hadapi selama menjalankan tugas ?*

28. *what is your evaluation regarding the implementation of the task so far?*  
*Apa evaluasi anda terkait pelaksanaan tugas selama ini?*

29. *Is there an assessment of staff performance from Samdhana management?*  
*Apakah ada evaluasi terhadap staff dari management Samdhana?*

- a. *Yes*  
*Ya*
- b. *No*  
*Tidak*

*If Yes, when did it take place?*

*Jika Ya, kapan itu dilakukan?*

30. *As staff, how much do you understand about the long-term results of Samdhana's programs?*  
*Seberapa banyak anda sebagai staff paham mengenai hasil jangka panjang dari Program-program Samdhana?*

- a. Very good  
*Sangat Baik*
- b. Good  
*Baik*
- c. Moderate  
*Cukup*
- d. Little  
*Sedikit*
- e. Very little  
*Sangat Sedikit*

31. *What do you think of the achievements of the Samdhana program during your tenure?*  
*Apa pendapat anda terhadap capaian dari program Samdhana selama kurun waktu anda bekerja?*

32. *What do you think improvement need for Samdhana to achieve the Program's goals well and provide greater benefits?*

Menurut pendapat anda apa yang masih diperlukan sehingga Samdhana dapat mencapai tujuan Program dengan baik dan memberikan manfaat lebih besar?