

End-line Evaluation: Real-time evaluation of Eastern Indonesia Forest Facility

Final Report

Rainforest Foundation Norway

Yayasan Ekosistem Nusantara
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1. Introduction

1.1 Context and background

The unsustainable management and degradation of Eastern Indonesia's vast rainforest areas is leading to significant challenges related to biodiversity loss, deforestation, climate change, and the violation of indigenous and forest-dependent communities rights. Despite various international and national commitments and goals, including Sustainable Development Goals (SDGs) such as SDG 15 (Life on land) and SDG 13 (Climate Action), as well as commitments outlined in the Indonesian government's Nationally Determined Contribution (NDC) and other initiatives, there is a pressing need to address these issues comprehensively.

The degradation of Eastern Indonesia's rainforests threatens vital forest ecosystem services, contributes to the loss of biodiversity, and aggravates climate change. Simultaneously, it results in the marginalization of indigenous and forest-dependent communities, particularly women, by limiting their rights, access to economic and natural resources, and their participation in decision-making processes. Additionally, the absence of effective, transparent, and inclusive institutions at all levels further intensifies these challenges.

There is a need for a holistic and integrated approach that aligns with international and national sustainability commitments, promoting sustainable forest management, biodiversity conservation, climate mitigation, and the protection of the rights and livelihoods of indigenous and forest-dependent communities.

Rainforest Foundation Norway (RFN) and Yayasan Ekosistim Nusantara Berkelanjutan (EcoNusa) are implementing the project Eastern Indonesia Forest Facility (EIFF) by working with local communities as well as central and local governments to save rainforest areas in Eastern Indonesia. In 2021, Bentara (Perkumpulan Bentang Nusantara Papua) was included as a third implementing partner with the intention of expanding EIFF's local presence and work in West Papua, in particular among youth. Bentara was established in 2012 and has been a partner of RFN since 2014. The relationship between EcoNusa and Bentara also predates EIFF, and EcoNusa's CEO (Bustar Maitar) also sits as the president of Bentara's board.

The EIFF project has been strategically designed to assume a crucial role in curbing land-based emissions within Indonesia's most densely forested region. This ambitious mission is being pursued through a multifaceted approach that includes engagement with a diverse range of stakeholders, spanning both government and non-government organisations. Furthermore, the project is enabling collaboration among key stakeholders that are responsible for reviewing forest conversion licenses, the project is facilitating communication efforts geared toward strengthening transparency and accountability in forest management practices. Additionally, efforts to conserve mangrove ecosystems in West Papua have been reinforced, garnering attention and support for sustainable forest management practices.

The project focuses on slowing down and then reverse the process of natural forest conversion, Indonesia's delivery on its Nationally Determined Contributions (NDCs), including the economic development options for local communities. The project has four components:

1. Community resilience within the key intact forest areas. Enabling resilience local communities that have the necessary information, understanding and resources to choose their own development path in line with the principles of free, prior, and informed consent (FPIC).
2. Policy Advocacy and strategic stakeholder engagement. Ensuring forest protection policies were strengthened, including but not limited to, having concessions in intact forest areas cancelled and prevent new concessions from being granted through strategic stakeholder engagement with decision makers. It will support government implementation of existing and emerging policies such as the permit review and low carbon development.
3. Eastern Indonesia communication hub. To contribute to the building of a narrative and common vision for Eastern Indonesia through the development of a robust communication strategy to tell the story of how Eastern Indonesia is embarking on an innovative forward-looking development which combines human and social development with a healthy ecosystem for the benefit of this and future generations.
4. Community-managed economic development. To build on existing land-use systems and traditional livelihood approaches to enhance local communities' ability to expand their economies in tandem with forest protection. This component was further developed in the second year of the project.

The project addresses several critical issues, including anti-corruption measures to uphold the principle of zero tolerance for corruption, along with holding a strong emphasis on human rights, including those of people with disabilities.

In terms of women's rights and gender equality, the project recognized cultural barriers and traditional gender roles that hindered women's meaningful participation. The project has included a gender sensitive approach, redesigning capacity-sharing activities to accommodate women's needs and breaking down barriers that will prevent them from participating. The project actively engaged with women's groups, village leaders, and youth to promote women's inclusion, resulting in a significant increase in women's participation.

The real time evaluation consists of a total of three studies, the baseline evaluation, the midterm review and the end-line evaluation.

The baseline study took place during March-April 2020, with the scope to 1) provide a basic assessment of the program's design and set-up, 2) to review and consolidate the program's Theory of Change (ToC), and 3) on this basis, to assess and refine the program's monitoring and evaluation system. The study also reviewed the following areas:

- Design of monitoring, evaluation and learning system
- Cross-cutting issues: gender, human rights and anti-corruption
- Institutional capacity of implementing partner, EcoNusa

Due to the COVID-19 pandemic, the fieldwork was not possible to carry on as originally planned. Instead, KPMG jointly decided with RFN and EcoNusa to undertake the assignment based on remote interviews with stakeholders via skype/telephone in combination with a desktop review.

The second study took place in the second half of October and November 2021, with the scope of undertaking a mid-term review (MTR) focusing on how to improve implementation in the remaining period of the programme while also identifying key issues of particular interest both for programme implementation and final evaluation. The study reviewed:

- The state of implementation compared to the original plans.
- In case of deviations, suggest amendments (in plan/design or implementation), in particular on:
 - *Sustainability: phase out stages and/or the next phase. What element of the models to be considered*
 - *The partnership model between RFN-EcoNusa: added value, and how to strengthen the cooperation*
- Identify issues that deserve extra attention during the remaining programme period, or which should be considered for further investigation in the third study.

A more detailed summary of these studies is provided in chapter 2.

1.2 Scope and purpose of the review

Purpose. The purpose of the end-line study is to produce knowledge products to facilitate learning and improve the project while at the same time guide and inspire future interventions across the global RFN portfolio and elsewhere.

Scope. The third and final study undertakes an end-line evaluation of the EIFF project, focusing on assessing the following aspects:

1. Lessons learned and reflections on the potential effect of avoided deforestation;
2. The project's effect on society in terms of impact;
3. The key achievements of the project; and
4. The sustainability of the project's results as they stand at the time of writing.

1.3 Key evaluation questions.

Lessons learned and reflection

- 1) **What are the key lessons learned from the Project's implementation that can be applied to similar interventions in the future?**
 - a. What were the main challenges faced during the Project's implementation, and what were the strategies employed to address them?
 - b. Which strategies have been working well and not, why, and what should have been done differently?
 - c. How can RFN and partners better integrate learning from the Project's implementation into future and other interventions?
 - d. How can RFN and partners design the future intervention, including the tool for measurement (e.g., result framework - are we measuring the right things?) or theory of change (are we doing the right things) to strengthen both the achievement towards outcomes and enhance impact in the future?
- 2) **How have RFN and partners adapted to changing realities, with either improved or decreased opportunities for results achievement?**

Impact and sustainability

- 3) **What is the overall societal impact of the Project, both positive and negative, on local communities, biodiversity, and the environment?**
 - a. Are there any unintended outcomes produced?
 - b. To what extent has the Project examined the potential effects on the community's resilience and cross-cutting issues: anti-corruption, human rights (including the rights of Indigenous People and people with disabilities), women's rights and gender equality, and the environment and vulnerability to climate change?
- 4) **Are the Project results likely to be durable?**
 - a. To what extent have the Project's results been sustained?
 - b. Are there any challenges or threats to the sustainability of the achieved results?
- 5) **What should be done to prepare an exit or bridging plan to ensure a proper handover to the (local and/or national) stakeholders after Project completion?**

Effectiveness

- 6) **To what extent did the Project achieve its stated objectives and outcomes within the specified Project timeframe?**
 - a. What are the explanatory factors behind variations in results achievement?
 - b. Which factors hinder or facilitate the Project's implementation to achieve its objectives?
- 7) **To what extent have the capacity-sharing initiatives under EIFF contributed to the improved knowledge, skills, and performance of RFN and the partners' staff?**
 - a. What is the current status of the partner's skill and capacity to implement and monitor Projects?
 - b. Were there any gaps or areas where the capacity-sharing measures could have been more effective? If so, how could these be addressed in future interventions?

The end line evaluation includes a summary of relevant parts from the previous two studies and comprises holistic recommendations for future interventions in Eastern Indonesia.

The review was conducted as a teamwork between three consultants. **Knut Lakså** was the team leader. Knut was responsible for coordinating the work, delivering the reports, and sharing the draft and final reports with RFN/EcoNusa. **Eusebius Pantja-Pramudya** is a national and thematic expert that conducted the fieldwork and interviews and provided valuable technical input to the report. **Marte Hurlen** supported the team as an evaluation expert, quality assurer and held the role as the KPMG project manager.

1.4 Methodology for data collection

The third study took place between mid-August till end of October 2023. The data collection consisted of three main elements: field work, semi-structured interviews, and document review. The analysis was based on a triangulation of data collected between different sources.

The fieldwork was carried out by Team Leader Knut Lakså and Indonesian local consultant Eusebius Pantja-Pramudya.

Data collection instruments. The Review Team gathered data from:

1. **Project documents:** project document (including Theory of Change, results framework), agreements, annual reports, progress reports, project visit reports and relevant project outputs.
2. **Interviews of stakeholders and beneficiaries.** Interviews were held both digitally and during the field work in Indonesia. The remote/digital interviews were conducted from date September 3-8. In person interviews took place as part of the fieldwork in September 2023.

Interviewees can be divided into the following categories:

- a. RFN and EcoNusa staff
 - b. Partner organisations
 - c. Government agencies
 - d. Independent expert organisations
 - e. The Norwegian Government (Embassy in Jakarta)
3. **Fieldwork in West Papua and Ambon.** Fieldwork was carried out in Indonesia from 12.-22. September. The main purpose was to undertake interviews, as well as to reach out to beneficiaries and representatives of indigenous populations and forest-dependent communities.

1.4.1 Interview schedule

The team conducted a series of interviews with various stakeholders, with different representativeness. This was to ensure a wide array of stakeholders in the evaluation process, thereby ensuring a comprehensive and inclusive range of viewpoints. The team conducted interviews with stakeholders from the following categories:

- Programme staff of EcoNusa and RFN
- Government representatives
- The Norwegian Embassy in Jakarta
- Representatives from local communities
- Other NGOs and/or independent experts

The full list of interviewees can be found in Annex 2.

1.5 Limitations

The review relies on existing documentation such as programme documents, readily available sector documents, onsite visits and interviews with programme stakeholders and beneficiaries. No additional research was performed by the review team given the limited timeframe and available resources. The team largely relied on RFN and EcoNusa to assist in identifying prioritised interviewees and plan site-visits, although additional sources of information have also been identified by the team.

In terms of assessing impact, we try to illustrate some of the indications of high-level impacts in line with the project's intentions. We cannot, however, do more than suggest the likelihood of some of these impacts due to the relatively short timeframe of the project which may be too limited to fully realise broader impacts at societal level, and this would require a far more comprehensive data set than what could realistically be achieved within the scope of this assignment.

2. Summary of previous studies

In this chapter follows a summary of the two previous studies undertaken of the EIFF project, the Baseline study (2020) and the mid-term review (2021).

Findings from the previous two studies confirm that the project has achieved significant milestones, particularly in enhancing community resilience, with communities presenting numerous natural resources management plans and endorsing the protection of substantial forested areas. Moreover, crucial steps have been made in policy advocacy, with the launch of the Regional Low-Carbon Development Plan and the recognition of Indigenous territories as essential elements for sustainable development in Papua's master plan. Also, advancements in community-managed economic development are evident, with feasibility studies and sustainability plans.

2.1 2020 EIFF Baseline Study Summary

The baseline study took place during March-April 2020, with the scope to 1) provide a basic assessment of the program's design and set-up, 2) to review and consolidate the program's Theory of Change (ToC), and 3) on this basis, to assess and refine the program's monitoring and evaluation system. The study will further review and make recommendations regarding:

- Design of monitoring, evaluation and learning system
- Cross-cutting issues: gender, human rights and anti-corruption
- Institutional capacity of implementing partner, EcoNusa

The purpose of the first real-time evaluation study was to produce knowledge that can improve the programme while also guiding and inspiring future interventions. Data collection in the field consisted of three main elements: document studies, semi-structured interviews, and a workshop with RFN and EcoNusa. The analysis is based on a triangulation of data collected between different sources.

Note that due to the COVID-19 situation, fieldwork was not possible to undertake. Instead, KPMG jointly decided with RFN and EcoNusa undertake the assignment based on remote interviews with stakeholders via skype/telephone in combination with document study.

Data collection instruments. For this baseline study, the Review Team has mainly gathered data from:

1. **Project documents:** programme document (including Theory of Change, results framework), agreements, annual reports, progress reports, programme visit reports and relevant programme outputs.
2. **Meetings and interviews of stakeholders and beneficiaries** divided into the following categories:
 - a. RFN and EcoNusa staff
 - b. Partner organisations
 - c. Government agencies
 - d. Independent expert organisations
 - e. The Norwegian Government (Embassy in Jakarta)
 - f. Representatives of indigenous populations and forest-dependent communities
3. **Workshop** with RFN and EcoNusa

2.1.1 Key Findings

Cross-cutting issues: Gender, human rights and anti-corruption	Monitoring, Evaluation, and Learning (MEL) system
<ol style="list-style-type: none"> 1. The programme was well-aligned with the cross-cutting principles of Norwegian development aid. 2. Despite the programme being likely to have achieved a number of outcomes at the end of the programme period (2023) with lasting effect for beneficiaries, it was also likely that without further funding beyond 2023 all programme outcomes might not have been fully achieved. 3. The programme had integrated a number of gender-related good practices, and the programme's risk matrix covered a number of important issues with regard to gender. EcoNusa had a good gender balance, with both women and men in different positions, and was sensitive to the issue of female participation at partner- and field level. 4. In many cases, it was necessary to have the approval of men at the community level before women were involved, and cultural sensitivity was important. Having said so, it was important to involve women to advance gender equality and in terms of a rights-based approach. 5. The programme was focusing on Free and Prior Informed Consent as a general principle to be included in all policy at government level, and the principle was also stressed in the approaches towards local communities. 6. The programme was well-aligned with key human rights principles, in particular when it comes to promoting the rights of communities living in the forests, and has a good strategy towards ensuring Do No Harm. 7. Corrupt practices was particularly relevant regarding revoking existing palm oil concessions. Legally, many palm oil companies may be vulnerable and the issuing of licenses were not always compliant with laws and regulations. 8. At the programme management level, it was important to maintain good systems for ensuring compliance and control of funds. A general risk for RFN was that the organisation was legally liable for the Norwegian "zero-tolerance" policy 	<ol style="list-style-type: none"> 1. Manpower at MEL unit was challenging, as the scope of the program was very big. This made it challenging to handle the two projects- EIFF (RFN) and Ocean Management (embassy), simultaneously. 2. A filing system for programme documents was established, as well as standardised activity reporting formats, with monthly reports from senior officers. Key data came from the activity reports. 3. Data collection was very manual (word and excel), which made it very time-consuming. Formats for reporting was based on donor requirements, in line with RFN's annual reporting format. The MEL manual was not yet developed (apart from SOPs). 4. The MEL unit had concentrated on organisation of data, and had developed a dashboard on achievements. 5. A comprehensive risk monitoring system and a detailed mitigation management plan was in place. However, it was uncertain how risks were monitored and fed back to MEL for learning and possible re-programming of activities. 6. Data quality was sometimes poor, especially what was reported from local communities. 7. There were difficulties in organising data. Therefore, there was a need for improvement, also in organising documents. 8. Many experienced difficulties in working in a new organisation.

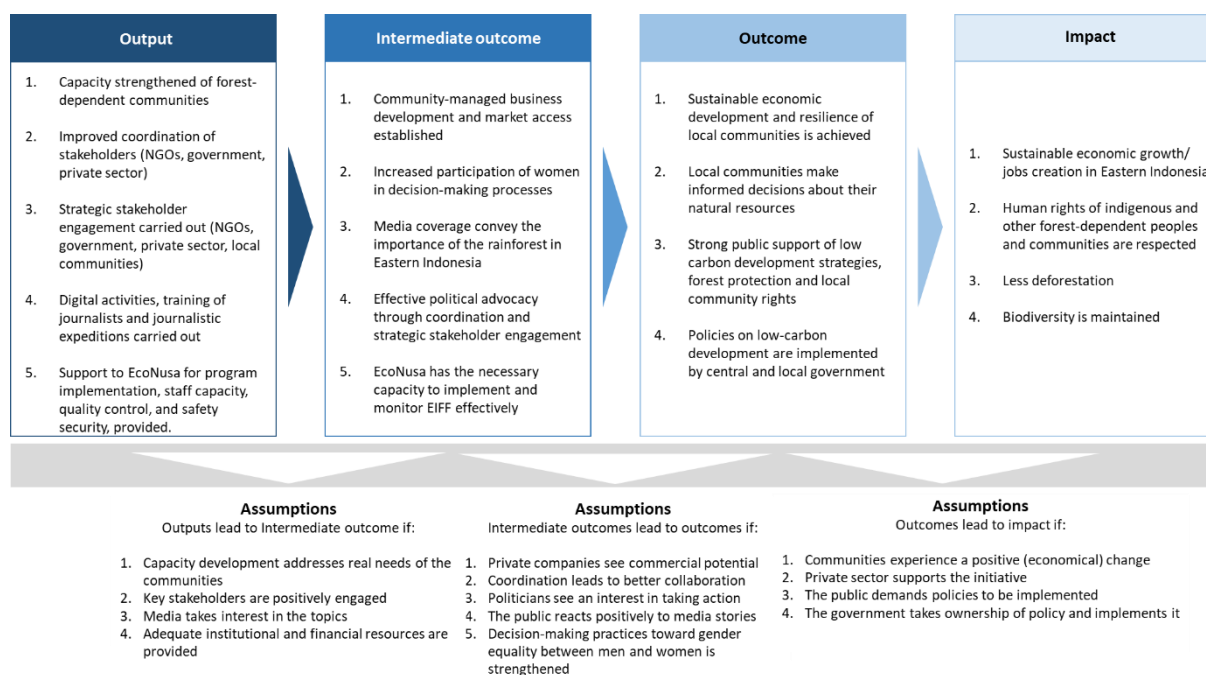
2.1.2 Key Recommendations

Results framework, including Theory of Change (ToC), Logical Framework Approach (LFA) and baseline indicators.

The review team provided the following recommendations pertaining to the results framework, including ToC, LFA and baseline indicators:

- a. **It was recommended to revise the Theory of Change slightly, and to introduce intermediary outcomes in line with the figure presented.** This was argued to bring further clarity to the underlying assumptions, as well as the causal links of input-output-intermediate outcome-outcome-impact (see figure 2 for suggestions, as a basis for discussion).
- b. **It was recommended that the LFA was slightly revised to reflect the overall Theory of Change,** and that some of the indicators were revised. In particular, it was important that indicators for measuring economic development at the community level were properly developed, for instance focusing on sales, increase in yields, and growth in household income. For further refinement of indicators, it is recommended to utilise the World Bank's SMART criteria.
- c. **It was recommended that a clearer division between outcome 1 and outcome 4 is introduced,** in which the former focuses on training and management, whereas the latter focuses on economic development.
- d. **The term "resilience" was not clearly defined, which may have led to different interpretations.** Therefore, it was recommended that this term was further defined, for instance, focusing on 1) the economic sustainability of communities, and 2) the knowledge and capacity to make informed decision making.
- e. **Likewise, the term "stakeholders" was considered very generic, and therefore recommended to be further specified – in particular regarding monitoring "stakeholder engagement."** This was important in terms of clarifying exactly what stakeholders are engaged, and what should be the focus of different components.
- f. **It was recommended that gender is not only formulated as a cross-cutting factor, but as an explicit intermediate outcome on gender equality:** "Increased participation of women in decision-making processes" (from suggested revised ToC).

Figure 1 Revised ToC with casual links and main underlying assumptions



Follow-up of recommendations:

Following the baseline study, RFN revised the ToC to clarify assumptions and causal links. The LFA was also revised to reflect the ToC, however the end-line study finds that economic improvements at community level are still not entirely accurately captured. Outcomes 1 and 4 were distinguished to some extent, but it would have been most beneficial to capture all economic activities under component 4. Terminology for effective monitoring was more clearly defined. No specific intermediate outcome focused on gender equality was included, however gender data is effectively captured despite this.

System for Monitoring, Evaluation and Learning, as well as institutional capacity

The review team provided the following recommendations pertaining to the MEL system and institutional capacity:

- a. **Develop a proper M&E manual for EcoNusa**, clearly establishing deadlines, level of responsibility, methodology/means for collecting data, based on a – potentially – revised results framework.
- b. **Involve project participants at community level more in the data gathering**, for instance at a semi-annual level. This could for instance be done through stories of change and digital imagery.
- c. **Consider how EIFF can recruit more suitable persons to work with local communities**. This could either be done through direct staffing of EcoNusa, or alternatively, further expand subcontracting of other local NGOs.
- d. **Set aside sufficient time and resources for digital innovation**. RFN may take on such a role in partnership with EcoNusa, and dedicate a certain % of staff time fully dedicated to 1) explore existing solutions available, 2) identify potential tools that may be implemented on a pilot basis, and 3) also accept that innovation and implementation of such solutions may also fail.
- e. **Invest in and implement a digital M&E tool**. If an efficient and cost-effective tool were to be implemented, it could both increase efficiency, control as well as programming and impact from interventions. It was important that the tool was not only providing data to the headquarter level, but also that field officers and partners could access a dashboard and be able to monitor and follow their own progress.
- f. **Lastly, it was recommended that a market study should be undertaken, in order to scope economic opportunities for local communities**. This would be an important step in defining component 4, and may also have an impact on revising on indicators and targets for this component. In particular, it would be worthwhile to explore what the potential would be of selling vegetables to the local market, as there may be untapped potential in this. For this to happen, it was also to encounter local relevant private sector partners with a commercial interest in products from the communities.

Follow-up of recommendations:

Following the baseline study, RFN developed a proper M&E manual for EcoNusa, but there may be a need to improve this further. Project participants at community level have been involved more in data gathering, however there is still room for improvement. EIFF has recruited more suitable persons to work with local communities. Most impressively, culminating in the Kobumi initiative, EIFF has undertaken a market study to scope economic opportunities for local communities to sell produce to the local market, and mapped local relevant private sector partners with a commercial interest in community products.

2.2 2021 EIFF Mid-term Review Summary

The second study took place in the second half of October and November 2021, with the scope of undertaking a mid-term review (MTR) focusing on how to improve implementation in the remaining period of the programme while also identifying key issues of particular interest both for programme implementation and final evaluation. The study attempted to:

- Assess the state of implementation compared to the original plans.
- In case of deviations, suggest amendments (in plan/design or implementation), in particular on:
 - Sustainability: phase out stages and/or the next phase. What element of the models to be considered
 - The partnership model between RFN-EcoNusa: added value, and how to strengthen the cooperation
- Identify issues that deserve extra attention during the remaining programme period, or which should be considered for further investigation in the third study.

Purpose. The purpose of the real-time evaluation was to produce knowledge that could improve the programme while also guiding and inspiring future interventions here and elsewhere.

Data collection consisted of three main elements: field work, semi-structured interviews and document studies. The analysis was based on a triangulation of data collected between the different sources.

2.2.1 Key findings

How relevant was the programme?

1. **The EIFF was considered highly relevant and aligned with development strategies and strategic development goals**, including key international conventions and agreements on the environment, forest conservation and indigenous peoples' rights. The EIFF was also considered highly relevant to Norwegian development priorities beyond climate and environment.
2. **At the national level, the MTR found that the programme had important linkages to Indonesia's efforts to reduce deforestation and achieve its climate objectives.** Recent developments in the political context in Indonesia further emphasized the importance of the EIFF.
3. **The mid-term review confirmed that the programme to a large extent addressed the needs of the identified stakeholders.** Key stakeholders ranging from national, provincial and local government representatives, expert organisations to village chiefs and youth programme participants broadly confirmed the relevance of programme interventions.

What were the opportunities and challenges of the partnership model between RFN, EcoNusa, and Bentara?

1. **The partnership between RFN and EcoNusa had had important benefits to this point, in particular in terms of reporting and other organisational development aspects.** RFN had played a key role in enhancing the management capacity of EcoNusa, in particular in terms of the necessary setup for and quality of reporting.
2. **The added value appeared more limited going forward due to the organisational development of EcoNusa.** It was argued that the partnership should be examined with a view to further increasing synergies, for instance, related to the use of digital monitoring tools and international media attention.
3. **Synergies related to collaboration with RFN partners in the field have been lower than expected,** and challenges pertaining to competition and the use of shared information in campaigning activities had hampered collaboration. Expanding on the sharing forum introduced by RFN and using the network of partners to scale EcoNusa's youth programmes were opportunities to enhance synergies.
4. **The inclusion of Bentara as a partner** to the EIFF programme did not appear to have entailed any challenges, and synergies of the partnership could be further explored in the third study.

To what extent was the programme achieving the intended medium-term outcomes?

1. **The EIFF undeniably had impressive achievements in the first half of the programme period despite the impact of the Covid-19 pandemic.** Major achievements in particular included the unprecedented revocation of 16 licenses for palm oil plantations covering 3,353 square kilometres of rainforest following the license review process, largely attributed to EcoNusa's work and advocacy.
2. **The programme achieved about two-thirds of its mid-term targets by the end of 2020, both at output and outcome level.** In total, the targets for 18 of 27 indicators (67%) with mid-term targets in EcoNusa's results framework were fully achieved, while seven indicators were partly or close to achieved. Mid-way through 2021, the programme was progressing well towards achieving its 2021 annual targets. Per June 2021, targets for 12 of the 34 indicators for the year were already fully achieved. In some instances, the final target for the programme in 2023 had also already been reached, or the final target had been revised and elevated due to early achievement.
3. **Achievements, however, varied across the four components of the programme as well as across the targeted provinces.** Particularly the work in West Papua had impressive progress under several components, while achievements were more limited in Papua, Maluku and North Maluku. Components 1, 2 and 3 had witnessed important achievements, while component 4 was paused for a re-thinking process.
4. **Looking holistically at the programme, the lag in the implementation of component 4 posed some risk also for results achieved in other components.** I.e., if there were no viable plans and opportunities for alternative livelihoods for areas where licenses were revoked, these results might be at risk of reversal.







Did the programme represent value for money?

1. **The programme had benefited from EcoNusa's dynamic approach to resource allocation, in particular in seizing opportunities and adapting to the Covid-19 pandemic.** Thanks to the donor's flexibility, EcoNusa's Covid-19 response helped affected communities, with important results in terms of building trust. EcoNusa also managed to adapt many activities to digital platforms, actually enhancing communication results compared to targets.
2. **Mid-way through the programme (as per year-end 2020), only 35% of the total budget had been spent.** This entailed that around NOK 86 million of the total NOK 132.9 million budget remained to be implemented with 2,5 years left. Hence, it seemed likely that the programme would need an extension to be able to use its entire budget.
3. **Combined with the achievements in terms of results this indicated a high level of cost-effectiveness, but also possibly a need for more strategic budget planning.** Cost efficiency was further enhanced by EcoNusa's posting of staff to field offices, reducing costs related to travels from Jakarta and bringing the programme closer to key stakeholders.

Was there evidence that the programme would likely scale up beyond the programme life?

1. **The license review work had a strong element of sustainability in its design, with strong ownership by the local government.** Interviews suggested that on the government's side - both at provincial level and at the Corruption Eradication Committee (Komisi Pemberantasan Korupsi, KPK) - the collaboration was so successful, in particular in terms of capacity building, that it could be replicated at national stage (although whether this would materialize remained highly uncertain).
2. **Capacity building of youth and village leaders and community work related to the license review, as well as developing economic opportunities for communities were likely to generate capacities at the local level that would be sustained beyond the programme.** The co-funding of the Young Scientists programme by the provincial government in West Papua was a good sign of commitment.
3. **Other achievements, such as the media programme, were more uncertain in terms of sustained results.** There was also a risk that the license reviews would fail to deliver the expected results if no viable development plan emerged for areas where licenses were revoked.

Table 1 Key findings summarized by the OECD-DAC criteria

1.1.1. Criteria	1.1.2. Rating	1.1.3. Findings
Relevance: Is the intervention doing the right things?		The EIFF programme was highly aligned with relevant global and national development strategies and goals, and stakeholders confirmed its continued relevance. Relevance was also demonstrated in particular by the commitment of the government to participate and take ownership of activities and outcomes.
Coherence: How well does the intervention fit?		The programme had been successful in capturing synergies, forming strong partnerships, and navigating a complex environment. This was in particular demonstrated by the strong relationship with national, provincial and district-level governments, the role of EcoNusa as a local facilitator for the development coordination platforms in Papua and West Papua, as well as the close collaboration with both media and independent expert organisations.
Effectiveness: Is the intervention achieving its objectives?		The EIFF programme, for the most part, achieved the planned mid-term results (2020) despite the impact of the Covid-19 pandemic. However, component 4 had limited achievements at this point and was at risk of achieving only very limited results. EcoNusa had made important improvements in results management and the reporting on EIFF (by both RFN and EcoNusa) was considered satisfactory by relevant stakeholders. There was however room to improve the effectiveness of monitoring and reporting, including by considering using digital tools and enhancing MEL training of staff. It was also impressive how serious programme design was taken by RFN and EcoNusa in terms of having a real-time evaluation and incorporating many of the recommendations from the first study (2020).
Efficiency: How well are resources being used?		RFN and EcoNusa had maintained a dynamic approach to implementation of the EIFF and had seized opportunities and adapted to changes in context, including responding to community needs during the Covid-19 pandemic. EcoNusa had considerably strengthened management capacity due to strong recruitments and improved procedures. The partnership with RFN had been highly beneficial, however it was argued that the partnership model should be assessed to enhance synergies. In addition, the programme was significantly behind on budget implementation and the delay in component 4 entailed the likelihood of the need for an extension. Combined with the achievements in terms of results this indicated a high level of cost-effectiveness, but also possibly a need for more strategic budget planning of financial resources.
Impact: What difference does the intervention make?		There were several positive indications of contributions towards impact. Indications of behavioural changes at both village and government levels were reported and would be interesting to examine further in the third real-time evaluation. No negative effects on cross-cutting issues were identified. Despite the challenging context, there seemed to be scope to improve on gender equality.
Sustainability: Will the benefits last?		Although it was too early to assess the sustainability of results, there were indications that many achievements could be sustained beyond programme life in the short- to medium term, and potentially scaled to other areas. It was likely that without further funding beyond 2023, all programme outcomes would not be fully achieved. Even if Norwegian funding were to be continued, it was important that EcoNusa intensified its work on fundraising and alternative revenues sources.

2.2.2 Key recommendations

Suggested amendments and issues that deserved extra attention during the remaining programme period:

- a. **Maintain momentum achieved in West Papua with the changing political environment after the end of palm oil moratorium.** An important part of this was to strengthen the capacity of local government officials in order to fully understand how government investments could be linked to sustainable investment concepts, as well as the importance of inclusive and participatory approaches towards community development.
- b. **Continue knowledge- and capacity building at village level.** It was important to ensure that the cadres trained in STS were more active in influencing local communities and could play an active role in assuring and improving the programme's outreach at the village level. This also entailed a continued focus on the participation of women and sharing good practices and examples of "successes" to convince the community of the importance and opportunities for women to be involved.
- c. **Consider three key topics to be key focus of end-review in 2023:** 1) implementation and level of success on component 4, 2) coherence, and how the EIFF is further aligned and bring synergies to other initiatives, 3) budget planning and control, as well long-term sustainability.

Follow-up of recommendations: Following the mid-term review, RFN has maintained the momentum achieved in West Papua with the changing political environment after the end of the palm oil moratorium, and continued knowledge and capacity building at village level.

Economic development:

- a. **Ensure a market-oriented approach towards the development of community product value chains.** Potential buyers who had already shown interest in buying community products expected quality, quantity and consistency of supply in meeting market demands. The products at the community level still needed substantial assistance for scaling up and meeting quality requirements. It was argued that a clear target should be that the businesses supported under component 4 became financially self-reliant by the end of the programme, and no longer dependent of subsidies from EcoNusa.
- b. **Consider whether some of the locally based businesses could be brought to scale in the longer term by tapping into the global impact investment market.** There was considerable growth in impact investments globally (particularly green investments), often originating from family-owned businesses and philanthropic foundations. Tapping into that source would require a more private sector-oriented approach than the main focus of EcoNusa and would likely rely on partnering with more commercially oriented institutions and/or recruiting staff with extensive commercial and financial background.

Follow-up of recommendations: Following the mid-term review, RFN implemented these recommendations.

Partnership and financial sustainability

- a. **It was argued that there should be closer dialogue between RFN and EcoNusa on reporting requirements,** and that the partnership should be examined with a view to further increasing synergies, for instance related to the enhanced use of digital monitoring tools.
- b. **Carefully consider whether there is potential to further improve the role of RFN in creating synergies between EcoNusa and other RFN partners.** It was argued that several partners could potentially play a greater role, for instance in monitoring or collecting data pertaining to license reviews. But this would likely entail direct instructions from RFN, as well as a clear compliance framework preventing the use of sensitive information for campaigning purposes. Another opportunity could be to include other RFN partners for scaling up the youth programmes.
- c. **RFN and EcoNusa should assess how the successes in West Papua could become a model for other provinces where EcoNusa work.** Replication in other provinces depends on political networks and relations between the development partners and the government. It was argued that it may be that other RFN partners could strengthen the work, based on their presence and work in other provinces. In particular, the close relationship and acknowledgment of the KPK may be a basis for further upscaling and collaboration – beyond the capacity of EcoNusa alone.

- d. **Assess whether RFN’s global network could be utilized more actively to accelerate international media attention towards the issues of rainforest preservation in Eastern Indonesia**, which is currently the most challenging part of EcoNusa’s communications work.
- e. **EcoNusa should continue to provide training to and interact with other RFN partners**, as its capacity and successes may also contribute to strengthening the capacity of other NGOs. The sharing forum RFN initiated among its partners in 2021 was found to be a good initiative that should be continued. It may also be considered whether the “failure stories” could be extended to other RFN partners as to provide common learning.
- f. **EcoNusa should consider recruitment of additional specialized staff for fundraising and market outreach**. Fundraising was increasingly becoming a highly professionalized area, and funds could potentially also be generated at national level, both through public/governmental sources, but also from private donations (considering EcoNusa’s media-outreach and social media campaigns). Philanthropic and private fundraising was increasingly moving to digital platforms (e.g., crowd funding platforms, such as *GiveWell*, *GlobalGiving*, *Foundgood*, etc.), providing an additional opportunity.
- g. **Maintain close coordination with RFN on fundraising**, as to avoid competition towards international calls and donors.

Follow-up of recommendations: Following the mid-term review, RFN partially implemented the above recommendations, however room for expansion remains (see related details in end-line report).

Monitoring, Evaluation and Learning (MEL)

- a. **Consider using innovative digital tools for enhanced results and risk management** (e.g., Kobo Toolbox). This could reduce workload and improve data quality, if appropriately implemented.
- b. **Explore whether there are also other opportunities of utilizing digital tools**, for instance pertaining to monitoring and early warning systems (for instance, community-based reporting on illegal activities).
- c. **Considered how to publicize results** – which may also be important for fundraising purposes (in addition to the “Eco stories” and annual report, available on EcoNusa’s homepage). Key Performance Indicators on the web was found to be a good marketing strategy and could provide confidence to donors.
- d. **Conduct annual MEL trainings**, possibly in combination with sharing “stories of failure”. It was important for learning to have all EcoNusa staff understand the importance and their role in MEL, as well as to evaluate failures to inform strategic choices (without pointing fingers). Take steps to establish a culture of “failing is fine as long as we learn from it”.
- e. **Consider complementing reporting on results/activities achieved with financial data**, e.g., cost of training vs. results achieved.

Follow-up of recommendations: Following the mid-term review, RFN has conducted annual MEL trainings and assessed alongside EcoNusa how to publicize results, especially for fundraising purposes.

Management issues

- a. **Consider how budget planning and control could be improved**. Despite high level of efficiency and good progress on targets, there was a substantial discrepancy in terms of budget vs. expenditures. This related to substantial unused funds, which may indicate a need for revising the budget planning process.
- b. **Consider strengthening the market division and potential need for additional recruitments** in terms of fundraising, as well as SME development and market-based approaches for component 4.
- c. **Consider whether the organisation was too reliant on the CEO** in terms of networks, relations and strategic decisions, and whether this constituted a vulnerability of EcoNusa.

Follow-up of recommendations: Following the mid-term review, RFN has improved budget planning and control and strengthened the market division. There is still room to consider how the responsibilities of the EcoNusa CEO can be delegated to other team members to mitigate risk.




3. Analysis and findings

This chapter assesses to what extent the Project has achieved its stated objectives and outcomes within the specified project timeframe, what are the explanatory factors behind variations in results achievement, and what factors may have hindered or facilitated this. It does so by assessing effectiveness and the specific outcomes and outputs from the results framework, followed by an assessment of to what extent capacity-sharing initiatives under EIFF has contributed to improved knowledge, skills, and performance of RFN and the partners' staff.


Lastly, this chapter also gives an opinion on the current status of the partner's skill and capacity to implement and monitor Projects, as well as gaps or areas where the capacity-sharing measures could have been more effective. Findings from this analysis is concluded in the subsequent chapter, under conclusions and lessons learned.

3.1 Effectiveness

In the following, we assess to what extent stated outcomes from the results framework have been met according to the RFN annual reporting, and explanatory factors to this. The full results framework and progress made on individual targets/indicators can be found in Annex 3. Each outcome is color-coded according to the progress made till end of May 2023, accordingly:

-  Most targets met, or above target or exceeding expectations.
-  Many targets met or are in process to be met, but not all.
-  Some targets met, but below expectations.

3.1.1 Outcome 1: Local communities make informed decisions about their natural resources

	<p>Main activities under this outcome and corresponding outputs relate to the various capacity building activities under School of Eco Involvement and Indigenous Community Initiatives, in particular supporting the development of economic activities at community level.</p> <p>In general, most targets are met, or exceed expectations.</p>
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According to the 2022 progress report, 379 individuals have engaged in capacity-sharing sessions through EcoNusa SEI series and Bentara's SEKAM in 2022. SEI includes workshops with village leaders, school of social transformation (STS/Sekolah Transformasi Sosial), and further involvement.

Following workshops with village leaders (WKK), village leaders appointed representatives to join STS, ideally one male and one female, though not all villages had female representatives. Low female representation in STS was due to its long duration and difficulty of leaving children without proper attention, making village leaders more inclined to select men. Consequently, EcoNusa introduced several changes to the training, including discussion on management plans with village heads and SEI alumni, and reducing training from three weeks to one, leading to a higher level of female participation in 2022. Yet there are several women-led initiatives, such as the production of taro-chips visited by the team during fieldwork (further described below). Additional facilitation in developing village schools after STS training also opened opportunities for women, as many follow-up activities at the village level requires women's participation.

Output 1.1: Community representatives and village officers (men and women) have capacity to carry out natural resources based – economic activities and resilience

Most targets are met, or are in the process of being met.

Up to May 2023, 194 local initiatives were supported on topics such as ecotourism, food security, public awareness, and local commodity production. In several cases, communities have accessed the Village Fund to support follow-up activity of economic activities. Several products (e.g. fish, banana, taro, mushroom, wild boar meat, nutmeg, citronella grass, sagoo and banana) have been developed locally and are now in the process of applying for license both Special License for Home Food Industry (P-IRT) that is compulsory for home industries, BOPM certification licence obtained from Food & Drug Monitoring Agency (BPOM), and Halal Certificate from the Ministry of Religious Affairs. This is important to broaden market reach and get better prices on the commodities. Several of the economic initiatives under outcome 1 have the potential to be scaled and become part of Kobumi (under outcome 4).

The focus on development of economic activities under Outcome 1 (and 4) has been extremely important for local communities, as well as relations to local government. Many communities traditionally live on subsistence agriculture, where the little surplus they produce may be sold at the local market. However, margins are small, which puts them in a desperate economic position in which a commercial mining- or plantation company on their lands, or logging, may appear as attractive prospects. The focus on developing financial alternatives is thus of the utmost importance for local communities, as well as being a preventive measure against deforestation.

Following license revocations, the economic activities ensure that lands transferred to local communities become a livelihood asset. Despite all good intentions as stated in the Manokwari Declaration, a key priority from the government's point of view is to enhance job creation and economic activities that contribute to national development and benefit local populations. Hence, developing these economic activities also positions EcoNusa with more credibility vis-à-vis the local government, based on a mutual interest towards local economy- and livelihood development.

EcoNusa can both take a critical stand towards government (as a “watchdog”), while simultaneously seeking opportunities for collaboration with government agencies. During the concession review process, EcoNusa has offered technical assistance to the local governments in the West Papua Province, doing so without taking a leading position or asserting dominance in the proceedings.¹ EcoNusa's approach to aiding the government complements the efforts of other non-governmental organisations (NGOs) that start by assisting communities and gradually apply pressure on the government. EcoNusa also collaborates with Forest Management Units (KPH) as the managing entities for forest resources. These units play a pivotal role in ensuring sustainable economic development for forest-dependent communities. Additionally, EcoNusa collaborates with Indonesia's forestry authority to develop social forestry programs. These programs allow communities to manage state forest areas for up to 35 years through renewable permits.

In Merauke, EcoNusa partners with KPH 53² to assist communities in developing businesses based on forest-based commodities, such as *lawang* tree oil, fish floss, and albumin capsules made from cork fish. In Sorong Selatan, Bentara supports the Sira village community in obtaining social forestry permits, establishing cooperatives, and creating businesses related to ecotourism. They also produce sagoo chips and flour, as well as banana products, which are sold in local markets in Sorong and Manokwari.

Religious organisations in Papua and Maluku play a significant role in the community, particularly in remote areas. While EcoNusa is not a religious-based organisation, it is collaborating with several religious organisations. This collaboration allows EcoNusa to reach communities in remote areas that have previously interacted with religious organisations. The skills and knowledge developed during these programs have a positive impact not only on the community but also on partner organisations. For example, Universitas

¹ The mandate to conduct the concession license review rested with the regional government who can enlist support from various stakeholders, including CSO.

² KPH (Forest Management Unit) – Boven Digoel

Muhammadiyah Sorong can mobilise support for implementing the Kampus Merdeka program³ (MBKM - Independent Learning Independent Campus), enabling students to take courses through internships in the industry or at other participating universities. Similarly, GPI Papua improves its capacity in financial management through training provided by EcoNusa.

In conclusion, this is why the EIFF program and EcoNusa hold a unique position. They have facilitated the recognition of local communities' rights over natural resources and promoted economic activities in many communities. They continue to do so, offering an approach that differs slightly from many other conservation-focused efforts. The STS program has also strengthened the resilience of communities, particularly through training in organic farming and the introduction of new crops and processing methods.

Output 1.2: Youth activists have received support and have the capacity to utilize their natural resources, advocate, and campaign on forest and Indigenous People issues



Targets are met, or exceeding expectations.

According to the 2022 progress report, a total of 587 youth activists (40% females) participated in EcoNusa's School of Eco-Diplomacy (SED) and Bentara's youth capacity-sharing programs. From the SED alumni, 64 launched various projects. Training events were held across various locations including Sorong, Jayapura, Ambon, Ternate, and a national-level event in Depok. EcoNusa also collaborated with the Regional Research and Innovation Agency (BRIDA) to induct 60 university students, 60% of them females, from five universities into the Papuan Young Scientist Program (IMP/Ilmuwan Muda Papua) promoting research on environmental issues.

Some 166 communities and 210 volunteers have been supported⁴ - including the involvement of university students. The awareness raising and volunteerism among youth has been positive, incentivising many additional young people to actively contribute and take lead on issues such as village planning, capacity building, campaigning, and advocacy.

As a direct result of the School of Eco Diplomacy, Papuan Young Scientists programs, EcoDefender has been established as a volunteer programme for young people in Papua and Maluku.

3.1.1.1 EcoDefender and youth engagement

Young people, particularly in remote areas, might not have much exposure to external information. EcoDefender has remarked successful mobilisation of the youth to environmental issues. They are active in building awareness of the youth to environmental issues and motivating the youth to take actions for improving environmental condition. EcoDefender can equip indigenous youth with knowledge about their legal rights, land tenure, and environmental regulations that enable them to advocate for their communities and protect their lands from exploitation. Activities of EcoDefender got wide supports from other environmental campaign NGOs, local churches, government, private sector and even the Indonesian navy.

One of the things some of the volunteers contribute to are literacy classes of children aged 5-11 in the villages, as well as awareness raising in communities for environmental-friendly practices, like reducing the use of plastic bottles and bags. EcoDefender in Sorong has, for instance, initiated beach-cleaning events with communities to remove plastics from local beaches. Other activities range from supporting organic agriculture, economic activities, tree planting, declining water supply, and literacy training.

³ Kampus Merdeka Program is initiated by the Minister of Education, Culture, Research and Technology to empower students to adapt to situations and take control of the future. See <https://setkab.go.id/en/kampus-merdeka-program-to-prepare-students-to-face-global-challenges-minister/#:~:text=The%20Kampus%20Merdeka%20program%20is, take%20control%20of%20the%20future.>

⁴ Numbers taken from presentation in Annual Meeting by the RFN, to the Norwegian Embassy in Jakarta.

In one village in South-East Sorong, Mibi, EcoDefender have established a demonstration plot for organic agriculture, and provides training on effective farming and fertiliser production. This initiative has witnessed positive results, according to interviews, with harvests doubling after the introduction of homemade fertilisers.

Ten EcoDefender activists in Merauke (consisting of university and senior high school students that were facilitated to meet in a youth camp) regularly meet to discuss what program can be developed in the AMJI (Aksi Muda Jaga Iklim or Climate Network Youth Action) by involving youths from local churches organisations. Activities conducted by EcoDefender in Merauke included beach cleaning and mangrove planting, media campaign (on social media at Facebook and Instagram, and through government radio RRI Pro 2), and sanitation socialisation for school students where they also raised awareness of environmental issues like waste, forest degradation in South Papua province, beach abrasion, and land use change. EcoDefender was welcomed by the local governments that see EcoDefender's contribution to environmental issues as important, as well as campuses that invite EcoDefender to share their experience.

Similarly, Bentara has engaged many young volunteers, and as of today has some 15 staff members and 30 volunteers (including 11 women). Bentara was established to proactively engage students from the state university in Manokwari, as an alternative to joining political movements. It offers the students a chance to immerse in community development and serves as a youth organisation where individuals volunteer to stay for six months in a village developing activities with the communities. Most of Bentara's staff have been recruited from these volunteers. Bentara's engagement programs in villages like Mlaswat and Udohotma focused on community-economic development.

The participatory mapping exercises at the community level, also involve young people. In addition to being a necessary step towards applying for formal customary rights, it has had a positive effect in terms of engaging young people from the villages and giving them a better understanding of the communities' historical relation to the land. Young people can also break the barriers in the community to enable interactions at a wider level among community members. In many cases, EcoNusa has provided capacity sharing, whereas the youth are the ones conducting GPS mapping/ Spatial Analysis Map and helped communities to prepare documents to apply for customary land rights (under the Social Forestry scheme), which will be submitted to the district government. In addition to having a positive impact on awareness raising in the communities, the mapping exercises have also served as a conflict resolution mechanism between clans when it comes to land disputes.

Facilitate networking opportunities with government agencies, NGOs, and companies that have a genuine interest in supporting indigenous communities. Building strategic partnerships can help secure resources and support. Culture can open opportunities for building such strategic partnerships. Culture offers uniqueness from the community and can become assets in promoting cultural preservation programs to ensure that traditional knowledge, languages, and practices are passed down to the youth. Equipping youth with media and communication skills, including social media, video production, and storytelling will enable them to share their stories, concerns, and successes with a wider audience.

3.1.1.2 Summing up

The initiatives are often self-sustaining as of now but would require further technical assistance from EcoNusa to scale it further, as well as the need to expand to other communities. Despite impressive results on what has been achieved so far, a general challenge is how to scale such initiatives and broaden the outreach to – often – very remote communities. The level of EcoNusa's engagement is not the same in every village, and building relations and trust with the communities requires a long-term relationship. It is thus important to develop an appropriate partnership strategy, including religious organisations, to increase outreach and presence ahead.

Even if business activities will continue, further technical assistance and support is needed to scale. Businesses regardless their scale should perform well in servicing their demands and operate with the respective value chain to become viable and sustainable. Developing viable business is challenging, particularly to community businesses that have previously had too little focus on market opportunities.

However, there is at present not sufficient funding to continue at scale beyond 2023, even if the business development under Kobumi (further discussed under outcome 4) may become a substantial future source of income. Continued grant funding would be required to scale and broaden the results achieved so far.

EIFF has had a consistent focus on engaging young people from the beginning of the programme. It has a wide reach and incentivised many dedicated volunteers to take an active role in advocacy, awareness raising as well as development of economic activities for improving livelihoods at community level. EcoNusa has also strategically reached out to establish cooperation with religious organisations such as Caritas (Catholic),

Indonesian Protestant Churches in Papua (GPI Papua) and Muhammadiyah Society (the second-largest Islamic organisation in Indonesia), and more recently has established a collaboration with the Indonesian Scouts' movement to further deepen the engagement of youth.

Yet, many challenges persist. Many of EcoDefender's volunteers are in the cities, and managing time and aligning schedules with community events can be difficult. Due to the wide geographical distances to many of the communities, expanding the reach is also a challenge. Engaging with a community takes time and effort, and it is not a quick process. Therefore, Bentara implemented its strategy to live in the communities where Bentara's staff and volunteers stay in the village for at least six months per year.


EcoDefender operates as an initiative under EcoNusa, and it is not a separate entity. Hence, the youth largely rely on EcoNusa staff to provide training, coordinate their work, and provide funding (mostly for travel). This could potentially be broadened, in particular when it comes to training on economic activities. As described above, the development of organic fertiliser for local communities has provided very positive results in terms of income generation. However, the EcoDefender youth volunteers receive little formalised training by EcoNusa on organic farming, and the case in Sorong where EcoDefender provides training to the communities on such issues was only due to one volunteer – by coincidence - having himself agricultural education and some basic knowledge.

EcoDefender could also provide opportunities in terms of fundraising. The current activities of EcoDefender have attracted some support, including CSR- and local government funding. Given the limited availability of funding from EcoNusa, this could potentially be leveraged further. However, as mentioned above, EcoNusa's facilitation is still required to ensure EcoDefender's activities to continue.

To provide even more impact and reach to the young volunteers, EcoNusa might want to consider developing a "trainer of trainers" programme for young volunteers on organic farming and fertiliser production. EcoDefender could then provide training and broadening the reach to communities even further. Fundraising plays a central role to continue EcoDefender's activities, which also need capacity building.

Lastly, the upcoming elections and new political leadership at the local level, may have a significant impact on work ahead, as discussed in more detail below.

3.1.2 Outcome 2: Low-carbon development initiatives (LCDI) and protection of forest ecosystem is strengthened in national and sub-national policies

	<p>This outcome largely focuses on the various advocacy efforts by the EIFF programme, at district, provincial and central level. Effective policies, advocacy, and the involvement of relevant stakeholders as an important element to challenge the legal and economic drivers of forest conversion and deforestation.</p> <p>Even though many targets are met or superceeding expectations, final supporting document and information from EcoNusa is yet to be furnished to RFN, which is why the overall rating is put at yellow.</p>
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EcoNusa's have provided a number of contributions to policy making, both formal and informally, with several recommendations being incorporated into central policy documents such as Papua's master plan for accelerated development, RIPPP (2021-2024), and other key policy documents. As for RIPPP, EcoNusa's inputs have largely focused on acknowledging and safeguarding the rights and territories of the Indigenous Community, as a necessary requirement for implementing sustainable development.

In relation to this, EcoNusa has consistently supported the regional government on palm oil plantation review in the Papua province, in collaboration with World Resources Initiative (WRI), as well as the participatory mapping of indigenous lands and claims for customary rights.

3.1.2.1 Revoking of licences

An important part of the license reviews has been strengthening the capacity of government agencies (e.g., drafting relevant documents for easy future government use), something which has been highly appreciated. Relations with local government are therefore generally strong (especially with KPK and provincial/district government in Papua), EcoNusa has also tried to limit the branding of "EcoNusa" in such processes, in order to foster government ownership/obligation.

Technical assistance in specific districts led to the revocation of a total of 16 palm oil licences by the end of 2022. Nevertheless, several of these have been challenged in the legal system by the companies; with four companies litigate against the government in the State Administrative Court (PTUN) in Jayapura, further appealed – with the help of EcoNusa - to the High State Administrative Court (PTTUN) in Makassar. Three of the companies won their cases, although they could not reclaim the lands as these had already been cancelled under Ministerial Decree 1/2022. EcoNusa has provided extensive legal assistance to follow up on these legal processes, which serves to illustrate the need for continued advocacy on these issues. There is currently also an ongoing discussion of the validity of the Ministerial Decree issued.

On a positive note, interviews suggest that the licence review done in West Papua is well aligned with similar processes in other regencies in Papua and other provinces, leading to Presidential Regulation No. 1/2022. The latter include revoking licences of 44 forest concessions (812,796.93 hectares), followed by 192 forest concessions (3,126,439.62 hectares), 2078 mining concessions, and 34,448 hectares of abandoned plantation business permits from 36 business entities.

3.1.2.2 Customary land rights

Till date, claims for customary territories for 22 clans are in process, of total 32,800 hectares in West-Papua/Southwest Papua. All claims are expected to be recognised by district government in October (of which three claims are already recognised), for further validation and then sent to the Provincial and Central Government (Ministry of Forestry and Environment) for final validation/approval. However, the process is extremely time-consuming, and faces several challenges and delays.

As an example, South Sorong has recognised the significance of government funding to supporting the review process, and the government of South-West Papua province has emphasised the importance of EcoNusa in the process of empowering communities. Yet, the Sorong verification committee's decree remains unsigned by the district government.

This may be a capacity issue with the district government lacking sufficient staff and understanding about recognition mapping, as the scheme is complex and not easily grasped by many. However, even if customary land rights may be good on paper, it is a highly bureaucratic process that can easily fall victim to delays – or be stopped completely due to red tape and/or lack of political goodwill.

Output 2.1: Stakeholder have been engaged and coordinated to support low carbon development, forest protection, and local communities' rights



Final supporting document and information from EcoNusa and RFN was only provided to the team after the assignment was nearly concluded. However, the latest results as of May 2023 show that most targets have nearly been met.

According to the 2022 progress report, EcoNusa worked closely with the government to fast-track forest protection and several low-carbon development initiatives. The organisation provided 13 recommendations⁵, including offering technical guidance for reviewing palm oil licences, mapping Indigenous territories, and incorporating low carbon and Indigenous Land (Tanah Ulayat) strategies into regional planning. Further, EcoNusa supported the creation and launch of various regulatory documents and offered help with administrative lawsuits, as well as joint event planning and pre-summit activities for various policy events.

The participatory mapping creates opportunities for EcoNusa to work closer with the government by providing technical assistance to the local government. EcoNusa's approach for providing technical assistance to government has filled the "meso-level" approach that potentially strengthens the works of other NGOs in Papua that are mostly focusing on community "micro-level". There is some criticism from other NGOs noted, however, of EcoNusa not coordinating sufficiently with other NGOs.

Another key component for low carbon development is Manokwari Declaration which is a policy commitment to protect 70% of West Papua Province as a conservation area. It is an important policy document that provides basis for further action, for instance, relating to licence reviews/revocations. The establishment of six provinces

⁵ Note that in the comments to final report, the team was provided with updated numbers from RFN showing that 49 recommendations were made by May 2023 (140% of the final target).

provides an opportunity to strengthen this commitment, albeit there is also pressure from central government to become more investor friendly.

Sustainable investment could be a solution to this. However, it requires a convincing facilitation to enable local government to be sufficiently confident for implementing sustainable investment. Adding to this, policy advocacy for promoting sustainable investment requires capacity for integrating it conceptually in policy documents and part of the local development agenda, including implementation framework.

Output 2.2 Targeted commercial actors have access to information about zero deforestation in the supply chain



Most targets are met or exceeding expectations, apart from no. of meetings with private sector (28 vs. target of 30).

EcoNusa collaborated closely with governmental and commercial entities to promote sustainable businesses and environmental services in Tanah Papua. In 2022, they held twelve meetings with these stakeholders. Discussions with government agencies centred around the review of licensing in Papua, steps post-litigation related to West Papua licensing, RIPPP, and coordination on events like the International Conference on Biodiversity Ecotourism and Creative Economy (ICBE) and the Governor's Climate and Forest (GCF) Task Force. In their interactions with commercial players, issues such as environmental service projects, commodities, environmental services, and carbon offsetting were addressed. Furthermore, EcoNusa released a study that year, focusing on the palm oil supply chain and companies holding permits for timber use in natural and plantation forests in Tanah Papua and Maluku.

3.1.2.3 Summing up

Despite notable achievement till date, the challenge remains, in which local government may lack the resources, capacity - and urgency - required to undertake licence reviews/revocations and claims for customary/Indigenous rights. These challenges become even more evident in view of the establishment of new provinces in Tanah Papua. The collaboration at the local level is highly dependent on maintaining good relations with the current administration and depends entirely on the priorities made by the local political leadership. Additionally, the government needs to balance the need for low-carbon development vs. economic development and job creation. Hence, there is a need to maintain constant informal follow-up and relations with the government on all of these issues.


With several new political leaders coming to position in 2024, it is of high importance to build relations with these. It is likely that if EcoNusa is unable to maintain the policy work, results achieved so far – e.g., licence reviews and claims for customary/Indigenous rights - may risk serious setbacks. There is also a discussion concerning whether Ministerial Decree No. 1/2022 is legitimate and may be in violation of other administrative procedures.

According to interviews, there are no other NGOs in Papua providing advocacy at the same level as EcoNusa. At the organisational level, EcoNusa collaborates with RFN and Bentara in communication of best practices, but less on policy and advocacy. Interviews suggest there may be room to expand on the collaboration and coordination regarding policy work, also with other NGOs. However, there have been some instances of attempted collaboration with other RFN partners which did not go well and created tension. Some NGOs also claim that EcoNusa “is taking the credit” for their work, in particular relating to participatory mapping and advocacy conducted earlier by other NGOs. According to interviews, such friction could likely have been avoided if communication with other NGOs had been better. Yet, there is likely also an element of competitiveness, where EcoNusa has come in with substantially larger funding and capacity than what may be available to other NGOs. It may also be that RFN could have played a more proactive role vis-à-vis other partners in these cases, to avoid tensions and foster a better collaboration. There are different opinions on this, however, the fact remains that there is an existing level of tension between Econusa and some other NGOs that need to be handled.

Yet, at the national level, it is equally important for EcoNusa to emphasise their identity as an Indonesia-based NGO and avoid the perception of being too much driven by international NGOs. RFN and partners under the EIFF programme can improve its strategic engagement with government at the national level. Engagement at the national level can be done by directly working with government authorities in forestry, marine and fishery, local government coordination as well as sustainable financing and investment. Such engagement can also be done indirectly through network of Indonesian civil society organisations including by taking example from the past where NGOs at the national level communicate closely with NGOs in Papua. While EcoNusa can take both direct and indirect approaches, Bentara can explore more the second approach.

Continued work on policy and advocacy largely relies on available funding. Without sufficient funding ahead, EcoNusa will likely not have the same capacity and human resources to ensure that the concept of sustainability province in Papua is continued (Manokwari declaration). A likely scenario will then be that the post-EIFF programme will shift more towards economic development and community-based carbon programs.

3.1.3 Outcome 3: Media stories convey the importance of the rainforest in Eastern Indonesia

	<p>The EIFF programme and EcoNusa specifically, emphasises the importance of media coverage and how it plays a crucial role in safeguarding rainforests in Eastern Indonesia. The media strategy is an integral part in the Theory of Change (ToC) and communication strategy, focusing on promoting EcoNusa and its programs, whilst highlighting Papuan voices and their communities, as well as environmental issues and concerns. EcoNusa puts great emphasis on having Papuan people at the forefront of campaigns, allowing them to voice their concerns at public events and media engagements.</p> <p>In general, most targets are met, or exceed expectations.</p>
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EcoNusa’s communication team consist of 11 employees, with a clear strategy to grab attention quickly and generate engagement by young people on social media platforms like TikTok, You Tube and Instagram. Their investment goes significantly into in-house production and hiring creative talent. The communication team in EcoNusa also collaborates with local Papuan content creators, as well as big media houses such as Kompas. The latter is more about creating engagement than direct marketing of EcoNusa.

In terms of visibility, EcoNusa has achieved great outreach and engagement, including raising the attention of government officials and – in particular - many young people.

<p>Output 3.1 Positive narrative promoting the community’s best practices on forest protection and climate initiative is available for the targeted audience</p>		<p>Most targets are met or exceeding expectations, apart from target engagement mobilised on some social media platforms (Youtube and LinkedIn).</p>
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According to the 2022 progress report, some 614 articles were published on the forests and inhabitants of this region, notably during the first half of the year. One of Indonesia’s largest national newspapers, Kompas, featured 305 articles over ten weeks about the Tanah Papua Expedition⁶. The expedition took place in 2020-2021 with 29 journalists taking part in exploring Papua and West Papua for 150 days. Some 309 stories were released through other media, many focusing on the environmental activities of the local youth. Territorial mapping by youth, has for instance been a trending topic on Instagram.

EcoNusa has also had a strong focus on social media presence on platforms such as YouTube, Instagram and TikTok, targeting younger people who favour digital platforms over traditional newspapers. The social media approach emphasises genuine representation by local Papuans. Rather than merely reproducing content, the aim is to introduce audiences to the real Papua, its culture, and the importance of environmental protection. Some stories have even been picked up internationally, especially in Singapore.

3.1.3.1 Collaboration with Kompas

Kompas is one of the largest and most well-known media houses and newspaper in Indonesia, with a circulation of some 100,000 hard copies sold and 1.7 million online readers. The collaboration of EcoNusa was based on a signed MoU between the two, in which EcoNusa would sponsor an expedition to Papua in 2020/21 with journalists from Kompas and assist with access to remote areas. However, it was agreed that EcoNusa would have no editorial rights over content produced and would not seek to control content or even be mentioned in the articles⁷. According to interviews, EcoNusa has always maintained a non-interfering approach when it comes to journalistic approaches, merely suggesting topics.

⁶ EIFF provided funding for the Tanah Papua expedition, which was a collaboration between EcoNusa and Kompas.

⁷ As per the common practice in journalism of a reputable news organisations.

As such, the focus from Kompas has been to focus on Papua's landscapes, people, and culture, while avoiding certain sensitive topics, such as political issues and separatism. Kompas also collaborates with other NGOs and the government, emphasising its neutrality and independence. According to interviews, the journalist expedition would never have taken place without EcoNusa's financial support.

The expedition team was a mix of senior and junior journalists, providing a learning opportunity for the latter, and was deemed invaluable internally at Kompas. The expedition led to the revealing of a lot of new data on several Papua-related aspects and generated content that few Indonesian readers previously have had access to. The many articles published have generated increased public interest in topics such as eco-tourism, the environmental impacts of mining, and the local way of life, to name a few, and have, according to interviews, served as a crucial reference for many local and national policymakers.

The choice for collaboration with Kompas also benefits local newspaper journalism. Local newspapers face constraints in resource limitations, which also impact the quality of local journalism and media publications. Collaborations with Kompas have provided opportunities for local journalists to learn methods and styles of journalism related to Indigenous People, environmental issues, and their rights over natural resources.

Output 3.2 Targeted audience (in major cities) have been presented with discourses and information about indigenous peoples and forests in Eastern Indonesia



All targets are met or exceeding expectations.

According to the 2022 progress report, EcoNusa and Bentara published a total of 5,753 media stories in 2022, averaging 16 per day, highlighting topics such as the protection of forests, culture, local wisdom, and Indigenous Peoples in Papua and Maluku.

The content and platforms have been diverse, including website articles, newsletters, and social media broadcasts. Topics revolving around local community wisdom, biodiversity, and Eastern Indonesian quizzes were particularly engaging. One of the most interactive contents has been "Healing-Hilang", which generated 4.7 million views, 258,000 likes, and 3,030 comments. It spotlighted a Papuan forest and posed a question in a Papuan accent about the loss of nature and its impact on healing. The story went viral, according to the report, prompting influential Indonesian figures to engage, and inspiring many young people to get involved.

The engagement of online readers and followers was also supported by several interviews, as the visibility of EcoNusa and portraying Papua in the media has been an important factor in mobilising volunteerism, as well as fundraising.

Further, some 86 events were held in 2022, focusing on environmental issues in Eastern Indonesia, with participation from thousands of individuals. Through initiatives such as "Mace Papua Maluku" and "Momotoa goes to school", in partnership with EcoDefender and the Provincial Office of Education, high school students were mobilised across 14 cities, including Java, Maluku, Papua, and Jakarta. The aim was to engage youth towards topics such as forests and inhabitants of Eastern Indonesia. The initiative was also endorsed by the provincial government.

EcoNusa has also collaborated with Civil Society Organisations (CSOs) and local communities in organising events, such as the "Bamboo Forest for G20" event where community-made products from Papua, like coffee and banana chips, were shared. EcoNusa also set up an exhibition showcasing these products, fostering communication with key figures from the Central Government, including various ministers. Another example of an event was the Green Sound and Culture (PGSC) online music contest, organised by Bentara, offering Papuans a platform to express their creativity, highlighting the significance of safeguarding Papuan forests and culture through musical compositions.


3.1.3.2 Summing up

The media outreach and communication by the EIFF programme is broad, developing content and engaging Indonesians at many levels. The number of readers and followers of such content is impressive, and it seems likely that many of the articles and various events/contents produced have impacted on building the brand and visibility of EcoNusa as an organisation, while also making more information available to Indonesians in general about the reality in Eastern Indonesia.

Being a relatively young organisation, it is impressive how broad outreach EcoNusa and its collaborators have managed to create within relatively short duration. A key question, however, is how this outreach can be attained ahead. As of now, EcoNusa has 11 people working full-time on content creation and outreach, as well as working with local content creators and sponsoring the journalist expedition to Papua. Some NOK 5.2 mill. was spent on this component in 2022, amounting to 18% of direct project costs by local partners in Indonesia. It seems evident that without continued grant funding, the media work will likely not be sustained at the same level. This would likely lead to less visibility and media focus.

Five years is a limited time to assess much impact from media outreach. Yet, it seems likely that the link between media attention, outreach, and engagement of young people, may have impacted positively on both recruiting young people for volunteerism as well as fundraising/marketing of EcoNusa. There is little doubt that it has targeted a broader audience with information that has previously been hard to come by - even by local Papuans. The many publications by Kompas have generated debate and engagement of many, hence, it may also be an important reference for local government figures when stories from Papua appear in national media. Yet, it is not possible to provide evidence to what extent this has had a positive impact on policy making, or whether it in some cases even may be considered counter-productive (as the example of one particular article published by Kompas that caused tension at ministerial level).

3.1.4 Outcome 4: A business model to support forest community products and a business entity to facilitate market access is available to forest-dependent communities

	<p>Empowering Indigenous People in Papua through local business development necessitates a culturally sensitive and context-specific approach. There is no one-size-fits-all solution to this complex challenge. Strategies must be carefully tailored to address the unique needs and circumstances of each community. An ideal approach involves establishing economically viable enterprises that not only preserve but also reinvigorate cultural traditions for the sustainable management of resources, while securing land and resource rights. This approach enables communities to create value-added products and gain access to markets.</p> <p>All targets are met, or exceeding expectations, in particular relating to the establishment of Kobumi.</p>
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When it comes to managing local business development, the preferred choice is often a community-based enterprise in the form of a cooperative. Such a cooperative allows for collective ownership and community access to its management, ensuring that profits generated are reinvested to support initiatives aimed at improving the quality of life within the community.

Three common practices support the development of businesses that promote forest community products. First and foremost, it involves the establishment of a cooperative with members from the indigenous community. A well-structured cooperative can facilitate economic self-reliance by collectively managing and benefiting from the sale of their products. Proper training and support can enhance the cooperative's competitiveness in the market, enabling them to offer high-quality products that meet consumers' demand for sustainable and ethically sourced goods. Developing a cooperative also provides the indigenous community with a collective voice and decision-making power in business operations, ensuring that the business aligns with cultural values and traditions and provides fair compensation to its members. Nevertheless, preparing members to actively participate in cooperative management while building professional management can present significant challenges.

Secondly, non-governmental organisations (NGOs) can themselves manage the business, either directly or by establishing a separate company. NGOs often prioritize social and cultural sensitivity, which is crucial for promoting community well-being, empowerment, and positive social and environmental impacts over profit maximization. However, there is a risk that external entities may exploit indigenous cultures and traditions without providing fair compensation, create dependency on external organisations for matters that could be managed internally, and overharvest natural resources.

Thirdly, forging partnerships with private companies that have a market-oriented approach and can serve as off-takers is another viable option. Private companies typically possess expertise in business management, marketing, market analysis, greater access to financial resources and investment capital, and a profit-driven

approach. This orientation often results in a focus on product quality, innovation, and customer satisfaction. Private companies also have the resources and scalability to expand the business. The most effective approach frequently involves a combination of these three approaches, with a focus on partnerships that leverage strengths, empower indigenous communities to assume leadership roles, and build trust within the community through transparency and accountability in decision-making and financial matters.

Within the context of the EIFF project, both EcoNusa and Bentara view the business approach as an essential strategy for ensuring the sustainability of community empowerment. They consider business development as an integral part of their efforts to empower communities. However, both organisations pursue business development in distinct ways.

Output 4.1: A business plan to support forest community products and services is developed



Level of business plan development was not concluded in May 2023⁸, and RFN is still waiting for supporting documentation from EcoNusa to change result level. Yet, with the establishment and operations of Kobumi by EcoNusa, as well as Bentara's development of community business, all targets are considered met or exceeding expectations.

3.1.4.1 Grassroot Business Development Facilitated by Bentara

Bentara's approach to developing community businesses is firmly grounded in the organisation's extensive history of local engagement and assistance at the village level. Within these villages, Bentara establishes production units, some of which are later formalized as cooperatives. These production units primarily rely on forest resources, serving as tangible examples of how indigenous communities can harness these resources to participate in the modern economy and address their livelihood challenges.

For instance, in Sira village, the community undertakes the production of flour from sago and banana. This flour is then used to make cookies and brownies, reducing the community's reliance on purchased wheat flour. This initiative aligns with the national government's call to develop alternatives for imported wheat flour, mitigating Indonesia's vulnerability to global tensions, such as those stemming from conflicts like the Russian-Ukrainian war.

Similarly, in Salawati, Raja Ampat, the community has ventured into the production of cooking oil from coconuts, reducing their dependence on palm oil-based cooking oils, which have experienced price fluctuations. Notably, there was a significant price surge observed during the second semester of 2021 and the first semester of 2022. This transition to coconut-based cooking oil contributes to enhanced economic stability within the community.

Furthermore, in Udohotma, the Arfak mountain region, opportunities within the coffee value chain are being actively explored. The increasing consumption of coffee, both locally and nationally, as well as on a global scale, presents promising avenues for economic growth and community development.

Output 4.2: A business entity to facilitate market access for forest community products and services is established



With the establishment of Kobumi, all targets are met or exceeding expectations.

In the case of EcoNusa, the focus lies on the development of PT KOBUMI (Ekosistem Bumi Lestari), a social enterprise with a robust environmental vision. KOBUMI collaborates with indigenous communities residing in environmentally vulnerable areas of significant conservation importance. These areas include social forestry concessions where the community holds rights to manage state forest areas. Social forestry plays a pivotal role in aligning with the Indonesian government's Forest and Other Land Use (FOLU) Net Sink 2030 agenda⁹.

⁸ Note that in the comments to final report, the team was provided with updated numbers from RFN showing that business plan development (ind. 4.1.1) reached level 4, or 80% of the target.

⁹ Social forestry management practices contribute to climate change mitigation and adaptation efforts by reducing emissions from deforestation and forest degradation, conserving forest carbon stocks, promoting sustainable forest management, and

KOBUMI engages in diverse business activities, encompassing the trading and processing of commodities produced by indigenous communities, ecotourism ventures such as birdwatching and marine ecotourism, as well as community-operated homestays.

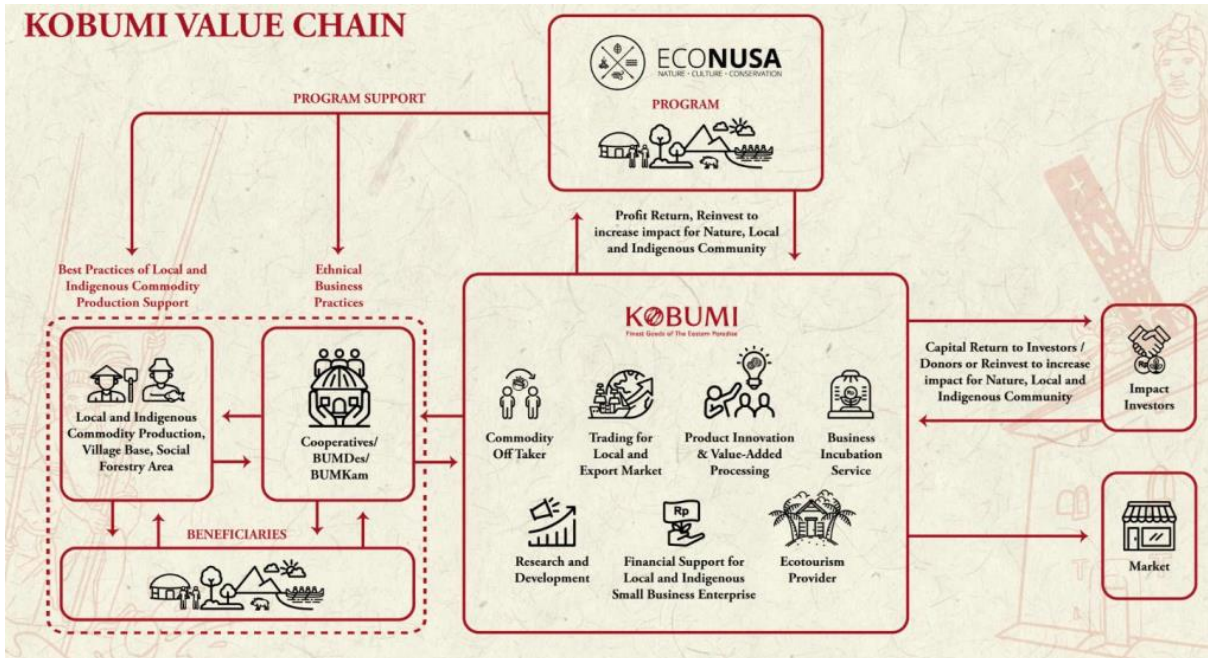
KOBUMI functions as a limited liability company, with shareholders comprising Yayasan Ekosistem Nusantara Berkelanjutan (70%), Koperasi Anugerah Alam Maluku in Banda Neira (3%), Koperasi Banda Naira Mandiri (3%), Koperasi Saloi Rempah Binaiya in Central Maluku (3%), Koperasi Egek Malaumkarta Raya (3%), Koperasi Keik Boson Kamwaris (3%), Koperasi Kamboti Rempah Maluku in Ambon (3%), Koperasi Tiva So Babunyi in Ternate (3%), Koperasi Ukar Lean (3%), Koperasi Tomang Negeri Lengguru (3%), and Koperasi Fgan Fen Sisi (3%). Four of these cooperatives are situated in the Moluccas Islands (Maluku and North Maluku provinces), and three are located in Papua. Three cooperatives (Kamboti Rempah Maluku, Anugerah Alam Maluku, and Koperasi Tomang Negeri Lengguru) were operational before the commencement of the EIFF program. Another cooperative, Koperasi Rakyat Lestari in Seram, has become a partner but has not yet acquired a shareholding. There are two cooperatives that have been involved in the Econusa's program that have not participated in KOBUMI because from the assessment they have not considered ready. The upcoming shareholder meeting in early 2024 will deliberate on new shareholders, bringing the total to ten cooperatives. EcoNusa Foundation will still retain ownership proportion about 45% to 55%, which is a decline from the current ownership proportion of 70%. The decline of shares from Econusa will be diluted to recently joined cooperatives that like the current cooperatives will receive each 3% shares. This means that there will be at least five cooperatives will join KOBUMI early next year.

The prospective range of commodities under consideration includes nutmeg (sourced from Moluccas and North Moluccas for direct export to Asia, and Australia, and Kaimana for the local market; direct export to Europe Economic Area is not possible at the moment as the products are considered contain subsidy from EU member countries), shrimp (sourced from Sorong and South Sorong for the local market, including supermarkets and hotels), and cacao (sourced from Jayapura for indirect export through a collaborating partner). Other commodities to be developed at a later stage encompass white copra, vanilla, and fish. Additionally, the consideration extends to other commodities like canarium/galip nuts (suitable for further processing by the community into jam due to their limited volume) and clove (to be explored as KOBUMI gains strength). According to an interview and referring to business planning developed by KOBUMI, the capital needed for KOBUMI is IDR 6,048,360,000 (NOK 4,244,478), comprising:

- Working capital for trading at IDR 3,915,000,000 (NOK 2,747,378).
- Working capital for office operations at IDR 636,680,000 (NOK 446,892).
- Equipment investment at IDR 471,500,000 (NOK 331,000).
- Loan to partner cooperatives at IDR 1,025,180,000 (NOK 719,635).

The Director of KOBUMI currently holds a dual role as the Business Development Coordinator of EcoNusa. KOBUMI's value chain, based on processes and geographical areas, can be seen in the following diagrams.

enhancing forest carbon stocks. See more in <https://ppid.menlhk.go.id/berita/siaran-pers/6275/perhutanan-sosial-dan-masyarakat-adat-promosikan-kepemimpinan-lokal-untuk-capai-folu-net-sink-2030>



The performance of KOBUMI thus far is indeed impressive. As a commercial continuation of the successful outcomes achieved by EcoNusa in community empowerment, KOBUMI demonstrates significant potential as a viable business entity. In the period between March and June 2023 as referred to the financial report of KOBUMI, KOBUMI achieved revenues totalling IDR 3,596,648,870 or NOK 2,525,089, with 58.22% derived from nutmeg sales, 32.41% from ship trips, 0.64% from shrimp sales, 0.23% from boarding house rentals, 8.34% from vehicle rentals, and 0.17% from other sources. Comparatively, nutmeg sales achieved 37.12% of the first-year target (originally set at IDR 5,518,950,000), and shrimp sales reached 7.23%. Total operating costs amounted to IDR 2,191,467,488 or NOK 1,539,635, resulting in a profit before tax of IDR 1,405,181,382 or NOK 987,279 for the period between January and June 2023. It is noteworthy that ship trips, boarding house rentals, and vehicle rentals were pre-existing businesses that were incorporated into KOBUMI's operations since March 2023.

KOBUMI's impressive performance is partly attributed to its strategic choice of nutmeg as the initial stepping stone for business development in the eastern part of Indonesia. This decision aligns with the region's strengths and resources. Shrimp, although promising, requires further development and the securing of working capital to facilitate shrimp purchases from the community.

The financial achievements of KOBUMI signify a promising start for a community-based enterprise. KOBUMI's business initiatives have fostered economic vitality within the local community. Currently, KOBUMI's focus is on expanding its business operations over the next three years. In the upcoming year, KOBUMI plans to establish the KOBUMI Gallery, serving as an incubation hub. The KOBUMI Gallery is also contemplating a potential collaboration with Smesco, a formal agency under the Ministry of Cooperatives and SMEs (<https://smesco.go.id/>), with a core mission of enhancing market access for small and medium-sized enterprises.

The prospects of KOBUMI have garnered interest from various impact investors and SME financiers that can provide loan with low interest for responsible businesses that contribute to community empowerment. These SME financiers are including Rabobank (<https://www.rabobank.com/>), Systemic (<https://www.systemic.pt/en/>), and several Australian donors. Additional impact investors that may provide support include &Green Fund (<https://www.andgreen.fund/>), Root Capital (<https://rootcapital.org/>), Grassroots Business Fund (<https://www.gbfund.org/>), Impact Investment Exchange (<https://iixglobal.com/>), Environmental Defence Fund (<https://www.edf.org/>), and initiatives within Indonesia, such as the People Business Credit (KUR) from BRI and LPDB (The Agency for Revolving Management for Cooperatives and Small and Medium Enterprises; <https://www.lpdb.go.id/>). Financial access provided by these financiers are often accompanied by non-financial assistances like training both provided by the financiers or in collaboration with organisations providing training, as well as networking with buyers and other impact investors that provides access to market and possibility to mobilise more capital.

However, to fully seize these opportunities, KOBUMI must ensure that it possesses a robust team capable of responding effectively. Transforming KOBUMI, established by the socially oriented entity EcoNusa, into a reliable private company that embodies competitiveness and professional orientation will undoubtedly be a challenge. To achieve this transformation, KOBUMI must develop strong business management skills, adopt a market-oriented approach (prioritizing profitability and competitiveness to ensure high-quality products and market reach), secure the necessary resources (financial resources, technology, and networks to facilitate business development), establish clear lines of accountability and decision-making, align with the social and cultural goals of indigenous communities, involve the community in ownership and control of the business, and prioritize community interests. Developing these capabilities necessitates a well-structured approach with clear task division within EcoNusa, especially concerning the business development unit program that focuses on community empowerment at the grassroots level.

The shareholder structure of KOBUMI, where cooperatives collectively become the majority shareholders, warrants further consideration. While it is common practice for a business entity to have a majority shareholder to ensure timely decision-making, especially in the initial stages, KOBUMI must strike a balance between efficiency and inclusivity.

Concerning the cooperatives, which play a pivotal role in KOBUMI's business operations, it is imperative to adhere to sound principles in their development. Cooperatives typically operate under the ownership and control of their members, ensuring that indigenous communities have a significant say in business operations. Beyond economic objectives, cooperatives can closely align with the social, cultural, and environmental values of indigenous communities. Cooperative management should ensure that profits are distributed equitably among community members, with decision-making involving active member participation. Facilitating the development of cooperatives as functional shareholders in KOBUMI requires resource availability (financial resources, technical expertise, and market knowledge) and the capacity of the community to manage and operate the business. Collaboration with EcoNusa, RFN, and other NGOs is essential in capacity-strengthening efforts for cooperatives to mobilize technical assistance for business development. However, in developing this capacity, business facilitation must consider the specific economic, social, and environmental conditions within the community, as these factors can influence the choice of management model.

3.1.4.2 Summary

Market development constitutes a pivotal phase in ensuring the growth of KOBUMI's business. KOBUMI must transition into a robust company capable of seamless interaction with other stakeholders in the global or local value chain. Nonetheless, KOBUMI must remain rooted in its community origins. In facilitating the active involvement of predominantly indigenous communities in economic pursuits, it is imperative to commence with a profound understanding of their culture, values, and traditions. This foundational step ensures that economic

activities align with a profound respect for the community's way of life and the significance of their traditional practices.

Community engagement plays a vital role in establishing open and respectful channels of communication. Capacity-building programs must be meticulously tailored to the local context, with a primary focus on creating value through sustainable resource management. Conducting comprehensive market research becomes essential to identify potential buyers and niche markets for indigenous products. This research should also delve into understanding the demand and preferences of consumers keen on ethically sourced and sustainable products.

The aspect of quality production cannot be overstated. It must meet all relevant certifications and standards pertaining to ethical and sustainable sourcing. This commitment underscores the promotion of fair trade principles and ethical sourcing practices, further reinforcing the community's position in the market.


In the contemporary era of internet commerce, establishing a strong online presence in suitable online marketplaces becomes invaluable. The strategic utilisation of e-commerce platforms and social media can significantly enhance KOBUMI's outreach. Social media strategies, in particular, can be refined to support storytelling and marketing endeavours, allowing the sharing of the indigenous community's narrative and heritage while simultaneously raising awareness about their unique products.

Furthermore, the integration of community business activities with tourism represents an opportunity for enhanced information dissemination and awareness-building.

The burgeoning dynamism of community businesses has garnered the attention of government authorities. Numerous examples illustrate that government support aligns harmoniously with the burgeoning business activities within these communities. Both national and local governments administer programs dedicated to fostering inclusive economies, supporting micro, small, and medium-sized enterprises (MSMEs), and promoting cooperative development.

At the village level, the Village Fund stands as an accessible financing source for community-level business development. These funds can be judiciously employed to establish production facilities such as production houses and warehouses, offered either on a rental or grant basis. Moreover, provincial government-owned banks, exemplified by Bank Papua and Bank Maluku Malut, represent viable sources of working capital loans, further fortifying the economic foundation of community enterprises.

3.1.5 Outcome 5: Partners have the necessary skills and support to implement and monitor EIFF effectively

	<p>This outcome/component focuses on the management and administrative capacity of EcoNusa, Bentara and RFN to jointly implement and monitor EIFF effectively. As such, the outcome varies somewhat from the other outcomes/components of the programme, encompassing several issues relating to capacity to implement and undertake monitoring and evaluation of activities, quality control, joint cooperation and organisational learning.</p> <p>All targets are met, both in terms of level of capacity for organisational learning and innovation processes (output 1), as well as program implementation, staff capacity, quality control, and safety security (output 2).</p>
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This end-review has concentrated on the specific questions from the ToR, focusing on:

1. To what extent capacity-sharing initiatives under EIFF have contributed to improved knowledge, skills, and performance of RFN and the partners' staff,
2. The current status of the partner's skill and capacity to implement and monitor Projects, and
3. Identifying any gaps or areas where the capacity-sharing measures could have been more effective, and how these can be addressed in future interventions.

3.1.5.1 To what extent have the capacity-sharing initiatives under EIFF contributed to the improved knowledge, skills, and performance of RFN and the partners' staff?

RFN has conducted an organisational review of both EcoNusa and Bentara, based on a comprehensive tool combining organisational and financial assessments. The assessment was based on broad data collection by RFN through desk reviews, spot checks, interviews, and triangulation of other resources. The final score of EcoNusa in this exercise was 3.7 out of 4.0, and was deemed "satisfactory", with lowest scores on financial management (3.2) and sustainability (3.3). Bentara got a score of 3.2 out of 4.0. Weaknesses on the latter was mostly pertaining to sustainability (2.7) and logistics (2.3).

The results framework has one outcome and one output, with two corresponding qualitative indicators:

Indicator 5.1 (relating to Outcome statement) Partners' level of capacity for organisational learning and innovation processes (includes MEL)

The indicator is assessed qualitatively against how EcoNusa is performing according to RFN's Organisational Assessment tool, and was in the 2022 progress report rated according to the highest level (5):

The organisation has a system for monitoring and evaluation in place, with metrics for performance measurement. The organisation uses learning actively in adapting and adjusting plans. There are systems in place to gather and disseminate knowledge.

Although the team did not perform a comprehensive organisational assessment during fieldwork, interviews with both EcoNusa and Bentara confirms that both organisations have undertaken several measures to improve organisational management and skills enhancements of its staff. EcoNusa has for instance put a lot of emphasis on financial control measures, meticulously documenting transactions and conducting random checks to ensure compliance.

EcoNusa also conducts staff performance assessments to determine if employees meet expectations, and contracts might not be renewed due to unsatisfactory performance or financial constraints. A key challenge of EcoNusa, however, has been to recruit qualified people at both HQ and field level, and develop their capacity, due to factors such as geographical distances between offices in Jakarta, Papua and Maluku; as well as the demanding nature of working for an organisation such as EcoNusa, thus being more suited for young people.

EcoNusa plans to move its head office to Sorong by 2025, and this may impact how many of the current Jakarta-based staff the organisation will be able to maintain, and whether the same level of qualified staff can be recruited in Sorong.

Output 5.1: Well organisation support for program implementation, staff capacity, quality control, and safety security



Indicator 5.1 1 Level of organisation support to ensure adequate program implementation, staff capacity, quality control, and safety security is provided yearly

Similarly for this indicator, it measures assessment by RFN of EcoNusa's and Bentara's level of organisational capacity. In the 2022 progress report, only Econusa was reported on, deemed at the highest level of 5:

The organisation establishes a solid foundation for its operations with the functioning of its SOPs. It manages to conduct adequate program implementation with regular ME activities and reporting.

As demonstrated from the previous mid-term review (MTR, 2021), there is no doubt that the partnership between RFN and EcoNusa has had important benefits in terms of reporting and other organisational development aspects. RFN has played a key role in enhancing the management capacity of EcoNusa, especially when it comes to the necessary setup for and quality of reporting. This is also confirmed in interviews, whereas moving forward the MTR highlighted the need for examining further increasing synergies, for instance, related to the use of digital monitoring tools and international media attention.

Whereas annual reporting of the EIFF suggest there is close collaboration between RFN and EcoNusa, interviews suggest that the role of RFN is somewhat dubious. On the one hand, EcoNusa is extremely appreciative of RFN as a partner, in particular because RFN stepped in to fund the organisation when funding from the Norwegian Embassy ended somewhat abruptly in May 2023. On the other hand, interviews suggest that

EcoNusa has had some, but limited interaction at a strategic level with RFN when it comes to fundraising and international advocacy, for instance at COP meetings or other international events.

In short, RFN is largely regarded more as a donor to EcoNusa and Bentara, and there seems to be room for more strategic/programmatic collaboration – especially relating to fundraising and international campaigning/advocacy. There are likely also additional opportunities for collaboration in Indonesia relating to developing EcoNusa's partnership strategy. As mentioned elsewhere in this report, EcoNusa has a wide array of ongoing partnerships, and it largely depends on expanding such partnerships to be able to work more closely and at a larger scale with more communities (which are often in remote locations and depending on a continuous relationship to build trust). Till date, however, existing partnerships appear to have developed on an ad-hoc basis, and less so based on a strategic assessment of where EcoNusa needs partners, what are their role and specific deliverables, capacity to handle sub-grants, etc.

This is an area where RFN could potentially play a much more prominent role: assisting EcoNusa in developing its partnership strategy and helping EcoNusa to undertake organisational assessment/due diligence of partners, thus ensuring sufficient capacity/compliance to handling sub-grants. Despite EcoNusa providing a lot of capacity sharing for IPLCs (e.g., farmers, fishers) and cooperatives at the community level, this work is resource- and time demanding, and it is obvious that the intensity of community engagement varies from place to place. It would require more investment to be able to scale this work further, and partnerships seem the most realistic approach to enable scaling. But to do so, a more structured approach towards partnerships may be required. This is likely one of the issues also under development in EcoNusa's new strategic plan, currently under development by REMDEC. This may also mitigate some of the criticism and perceptions of EcoNusa by other NGOs, which is perceived by many as acting independently from other NGOs and in need for better integration with local NGOs and communities' needs, according to interviews.

As an example: the local NGO MCC in Ambon received a sub-grant from EcoNusa and is considered an important partner of EcoNusa in the Maluku region. Yet, one of the topics MCC is currently working on is establishing a nutmeg business through a local trader. Instead of becoming a competitor of Kobumi and/or risk duplication of efforts, MCC could potentially become a partner in the nutmeg business and provide technical assistance (TA) and assistance to communities where they are working. This could again enable EcoNusa/Kobumi to source additional nutmeg from these communities, thus ensuring they get a better price on their product. What seems to be somewhat lacking is a clear strategy for how to engage with local NGOs/CSOs such as MCC, and how local civil society can have a joint strategy with EcoNusa on certain topics – for instance relating to business development, organic farming, quality standards, etc., and organisational strengthening of cooperatives. This could again enable the sourcing of larger volumes of products by Kobumi. There may also be scope to enhance further collaboration on issues such as participatory mapping (where many other NGOs are also engaged), and advocacy.

Similarly, EcoDefender in Sorong reported that they train local communities on organic agriculture, including production of organic fertiliser (which interviews suggest has proven tremendously important in reducing costs of local farmers and increasing their yields). However, they receive no formal training from EcoNusa on this, and they are not even registered as a separate entity. It may be that the collaboration with youth volunteers such as EcoDefender would benefit from more "training of trainers" on specific topics such as fertiliser production or organic farming, to increase further reach and impact among the communities.

Moving ahead, EcoNusa will necessarily need to refine its partnership approach, whether CSOs, government, business, volunteers, youth organisations or religious organisations. And EcoNusa will likely have to provide subgrants to these, for delivering on specific programmatic components in line with its strategic objectives. In order to do so, the partnership strategy of EcoNusa needs to be clearly defined, including categorisation of partners (roles and capacities, for what strategic purpose) a proper due diligence approach and categorisation of partners to be able to provide subgrants to these.

And this is where the RFN could play a much bigger role, by providing tools and capacity to develop a strategic partnership strategy including corresponding systems for compliance, contracts, and capacity development of prospective partners. Partnership between RFN and EcoNusa may also add credibility and trust to other donors that may want to provide financial support EcoNusa.

3.1.5.2 What is the current status of the partner's skill and capacity to implement and monitor Projects?

The fact that targets are mostly met, and often above set targets, is a clear indicator that partners indeed have the skills and capacities to implement projects. Delays have occurred, much due to the COVID-19 pandemic, as well as unforeseen events. Nevertheless, the programme has adapted to changing realities and managed to

deliver many impressive results over a relatively short time span. As an example, the MTR indicated that there were delays under component 4 (developing a business model). However, with the establishment of Kobumi in May 2023, there are already a number of achievements under this component, with the potential to further scale impact and reach in the future - thus providing income and sustaining livelihoods in many local communities.

The annual reporting conducted by EIFF is managed by RFN, who coordinates the inputs required through a reporting template distributed to partners (Bentara and EcoNusa). RFN has not provided additional capacity development relating to M&E, according to interviews. Despite some improvements, there is still a need for considering further refinement of the M&E system, as well as learning and reflection mechanisms.

The MEL system of EcoNusa has been discussed in all previous reviews, with several suggestions on how to improve it further. One of the major progresses made was the development of EcoNusa's MEL manual, providing specific guidance on measurement, collection methods, and responsibility specifically for the EIFF results framework. EcoNusa is currently revising this manual to become more comprehensive, as EcoNusa's MEL system had to account for more than just the EIFF project (11 projects in total). EcoNusa's MEL manager conducts monthly one-on-one meetings with regional teams to help update progress, combined with quarterly analysis reviews. EcoNusa is also developing a data visualisation tool using Power BI, called Ecolibrary, which is intended to be made public in October. The MEL unit has further developed a field monitoring tool which is under discussion and being tested for applicability and ease of use also for staff outside of the MEL unit. Since the first real-time evaluation, EcoNusa has also refined their monthly reporting to senior management, to strike a balance with more room for narrative reporting in addition.

There is however room to improve the effectiveness of the MEL system further, but it would require a comprehensive rethinking of the overall results framework, outcomes/outputs, and corresponding indicators.

Interviews with EcoNusa's field staff confirmed that they see current reporting requirements as easy and straightforward, which gives assurance that indeed training and clear reporting requirements have been provided at field level. On the other hand, the reporting is provided through Excel from EcoNusa's regional offices, and there may be a need to reconsider some indicators and to what extent the data collected is addressing the right things – and data quality. A main challenge is that the current EIFF framework is somewhat biased towards quantitative results and indicators, whereas comprehensive qualitative assessments and direct feedback from beneficiaries is more limited. The results framework was also described as “somewhat confusing” in interviews, which may have an impact on the way it is reported upon. Changes in personnel and differing levels of comprehension between Jakarta and the field offices of EcoNusa might be contributed to the complexity of delivering and reporting on the project. There may also be a need to rethink some of the indicators, as discussed further below.

Regarding the current results framework, some discrepancies were noted during the assignment. It was noted that mid-term targets for 2020 were different in the MTR final report and the progress report from 2022. For instance, the targets (2019-2020) for indicator 1.1.1 are 120 (total), 60 (community rep), 18 (females) and 42 (males) in the MTR final report, and the same targets are 110 (total), 56 (community rep), 12 (females) and 44 (males) in the progress report from 2022. The targets are the same in the 2021 and 2022 progress report, but different in the MTR final report.

Uncertainty on what were the actual targets in the results framework makes it somewhat difficult to assess level of goal attainment and raises the question to what extent the current M&E system is sufficiently capable of capturing all results. A key issue is how to ensure that the MEL system is efficient, without making it a burden on programme staff - and too expensive. This would require a rethinking on the overall results framework, and possibly to introduce some Key Performance Indicators (KPIs) that could be tracked over time, across projects, for instance pertaining to economic development at community level, as described further below. In the revision of the final report, RFN explained to the team that another likely explanation may also be due to lack of a shared understanding of the project among personnel in the organisation, and the main issue is knowledge institutionalisation, not the MEL system per se.

3.1.5.3 Lack of baseline data and economic indicators

During fieldwork, several instances were documented at community level showcasing that the level of income before and after interventions had improved drastically for many beneficiaries. One women group had improved their individual income from 0 to one million IDR per month, and another farmer interviewed had nearly doubled his monthly income from one to two million IDR. This may also have broader positive impacts in terms of food security, less stunting/malnutrition, and increased resilience of local populations. In the broader sense, this is also of great importance for ensuring a sustainable economic development – providing real alternatives to activities

such as logging, mining, or plantations. This is again of great political importance to the district and provincial governments, showcasing that there are indeed viable economic options available to foster job creation and economic growth among the communities.

The data was, however, not systematically monitored by EcoNusa, with no existing baseline data on income before interventions took place, or after.

In another case, EcoNusa/Bentara had invested in setting up a cooperative for wild boar meat, however, the local hunters did not get any better price or benefits from the cooperative vs. any selling to any other trader. Consequently, they had no interest in joining the cooperative, and the monthly margins of the cooperative were too small to realistically be providing a better price or any other benefit to the hunters or their communities (rather, paying an additional fee to become a cooperative member was seen as a burden). It raises the question whether this intervention is worthwhile to continue, instead of focusing on other products with better economic potential.

If data on income before and after interventions had been collected more systematically across interventions, it could perhaps have provided a better basis to consider what interventions work best – and not – and where to focus economic activities to achieve best possible impact. It would also improve systematic documentation on results achieved from both components 1 and 4, currently reported more anecdotally. This could for instance be translated into indicators on the number of beneficiaries and communities, and % increase in their income, monitored by an annual questionnaire at the community level utilising digital tools such as KoboToolbox (or similar).

As mentioned in previous studies, such digital tools may greatly take down the burden of reporting, whilst improving data quality and credibility.

3.1.5.4 Were there any gaps or areas where the capacity-sharing measures could have been more effective? If so, how could these be addressed in future interventions?

As shown in the MTR, synergies related to collaboration with RFN partners in the field were lower than expected, in particular caused by challenges pertaining to competition and the use of shared information in campaigning activities. Expanding on the sharing forum introduced by RFN and using the network of partners to scale EcoNusa's youth programmes were flagged in the MTR as possible opportunities to enhance synergies further.

From interviews with EcoNusa and Bentara, the relationship with RFN is greatly appreciated, in particular since RFN stepped in to provide continued gap-funding in 2023 after the support from the Norwegian Embassy ended in May 2023. Without the funding provided by RFN, there would likely be a number of negative consequences on several of the achievements made till date, and ongoing commitments.

Nevertheless, the role of RFN has largely been perceived as a donor/recipient relation, providing funding and reporting templates to EcoNusa. Despite collaboration between RFN, EcoNusa and Bentara on some environmental initiatives and the annual partner meetings, it has not led to much concrete collaboration beyond sharing of experiences. This may also partially be due to the COVID-19 pandemic. Even so, the full potential of collaboration may have a broader potential than what has evolved till date.

This is particularly the case for enhancing collaboration with other NGOs/CSOs, who may have a broader outreach and community presence than EcoNusa. As previously mentioned, the latter already has a broad number of partnerships, and relies largely on such collaborations to maintain outreach and contact with local communities. However, EcoNusa's partnerships are often somewhat ad-hoc, based on existing relations, whereas EcoNusa may have a need to develop a more strategic and comprehensive partnership-strategy: where to engage, with whom and for what purpose. This needs to be combined with appropriate due diligence procedures for local partners (for instance pertaining to the ability to manage sub-grants). RFN has long experience in managing such partnerships, having developed a comprehensive tool for this purpose (the organisational assessment tool), and could potentially assist EcoNusa further in developing its partnership strategy and due diligence procedures.

Despite the annual partner-meetings organised by RFN, interviews suggest that these meetings have not led to much practical collaboration or outcomes. And despite an attempt to include other NGOs in the licence reviews, this did not prove successful - and led EcoNusa to discontinue any further attempts to collaborate with RFN partners on this topic. On the other hand, several interviews also suggest that EcoNusa is perceived as not being sufficiently collaborating with other NGOs at the local level.

Lastly, the budget approval processes between EcoNusa and RFN have been reported to be somewhat time-consuming, with approval processes delaying disbursements from RFN to EcoNusa. There may be a need to consider how budget approvals and payments can be made more efficient.

3.1.5.5 Summing up

In summary, the partnerships and capacity building initiatives of RFN have been greatly appreciated. EcoNusa has developed into becoming a mature organisation, having systems and people in place able to handle funds, activities, and monitoring. The organisation still relies to a great extent on RFN funding, representing currently some 70% of EcoNusa's annual budget, but will likely be able to be less dependent on RFN funding in 1-3 years perspective.

There is, however, room to expand the partnership and for RFN to take a bigger role, in particular when it comes to developing a partnership strategy of EcoNusa, providing tools and measures to onboard local NGOs/CSOs – including necessary capacity building for these to be able to handle subgrants.

There is also additional room for expanding the collaboration between RFN and EcoNusa on international advocacy and fundraising, in which there has been limited cooperation so far. A significant benefit of RFN is their ability to tap into donor networks and international networks. As such, broadening the collaboration could for instance relate to identification of potential sources of funding, joint proposals, and joint advocacy and campaigns relating to international forums such as the COP meetings. Note however, that RFN has contributed substantially through its international networks to sustain and increase the demand for forest tenure interventions, including making philanthropic funding sources more readily accessible for organisations such as Bentara and EcoNusa.

Meanwhile, Bentara is a much smaller partner, with a smaller budget and number of staff. However, Bentara is an example of the kind of partnership EcoNusa ought to be having with local NGOs/CSOs, increasing outreach and community work (especially through its volunteers spending some 6 months inside local communities). Bentara is, however, more closely associated with EcoNusa given the fact that it was established with assistance from EcoNusa's CEO – who also sits as president of Bentara's board. There is currently no obvious conflict of interest emerging from this, but there may be reason to consider the role of Bentara vis-à-vis other NGO/CSO partners and ensure there is no perceived conflict of interest in the future - for instance in terms of level of funding to Bentara vs. other partners.

3.2 Impact

Despite a relatively short duration of the project (2019-2023), including two years hampered by the COVID-19 pandemic, there are a number of indications of potential broader impacts from the project. From the original results framework and corresponding ToC, the impact statement was as follows:

Eastern Indonesia's large, contiguous rainforest areas are managed in ways that uphold biodiversity, forest ecosystem services and the human rights of indigenous and other forest-dependent peoples and communities.

This statement entails four principal areas of desirable impacts (adapted from KPMG baseline study, 2020):

1. Sustainable economic growth/job creation in Eastern Indonesia
2. Human rights of indigenous and other forest dependent peoples and communities are respected
3. Less deforestation
4. Biodiversity is maintained

Based on the data collected during fieldwork and overall assessment, we try to illustrate some of the indications of overall impacts in line with the project's intentions. We cannot, however, do more than suggest the likelihood of some of these impacts due to the relatively short timeframe of the project which may be too limited to fully realise broader impacts at societal level, and this would require a much more comprehensive data set than we have had access to during this assignment. It should be noted, however, that as part of preparation for the strategic plan by REMDEC, there is currently a broader questionnaire at community level being conducted by fieldworkers which may provide better data reliability to the aggregated results from the EIFF project at community level.

3.2.1 Societal impact of the project on local communities

The project has had a broad engagement with many communities since inception in 2019, and it was reported in the 2022 progress report to had activities in a total of four provinces, 24 districts, 172 villages and having 34,000 direct beneficiaries.

Whereas EIFF activities differ from high-level policy advocacy (“macro-level”), provincial and district level policy (“meso-level”) and direct interventions in communities through training and economic activities (“micro-level”), all these activities come together in the ToC through a logical sequencing of activities, expected results (outputs, outcomes), and societal impacts, including a number of underpinning assumptions.

For local communities, the clearest and most tangible impact from interventions are the various trainings and capacity building events happening at local level, in particular the development of economic activities under component 1 and 4. This is work that has been undertaken directly by EcoNusa, but also by other partners such as Bentara, INSIST, Caritas, Klasis GPI, MCC, and many volunteers through EcoDefender and other youth initiatives.

3.2.1.1 Development of economic alternatives

At community level, even if not all initiatives have necessarily proven equally successful, findings from site-visits indicate that many initiatives have indeed been very successful. Especially activities such as training on organic agriculture and production of natural fertiliser (relating to outcome 1) have increased yields, reduced costs, and broadened the number and type of crops produced. This has altogether provided a larger surplus for local producers, ensuring improved food security and incomes from sales at the local market. Already, products from fish, banana, mushroom, wild boar meat, nutmeg, and citronella grass have been developed by local people in Papua, West Papua, and Maluku, several of which are currently in the process of getting license from the Health Agency (Dinkes) and Food & Drug Monitoring Agency (BPOM). In several cases, support from the Village Fund has been utilised to support follow-up activity and develop these business cases further.

Investing in organic agriculture and fertiliser production have substantially increased the income of farmers interviewed, doubling the monthly income of one farmer interviewed (from one to two million IDR per month). Female producers of taro chips interviewed in South-West Papua had increased income from zero to approx. one million IDR per month per woman. Another community interviewed in the same region had with the help of EcoNusa, invested in facilities for eco-tourism, thereby increasing the number of visits per year from 20 to 75 per year. Each group of tourists visiting the community would be charged IDR three million for three days stay, and IDR 9-12 million for five days. By enabling the community to receive 50 more visits per year, income had substantially increased. A conservative estimation is that this constitutes an annual increase of income of approx. IDR 375 million to the community.

Further, the establishment of Kobumi has led to market access beyond the local market, particularly for nutmeg (relating to outcome 4), which is already being exported by Kobumi to countries like China and the Middle East. This is still at very early stage, but with high potential to grow further and expanding to additional products. Even so, the value-added by accessing export markets provides a substantial increase in revenues and value-added to the product. Interviews from Ambon confirm that local producers of nutmeg receive some IDR 1,000 more per kilo nutmeg through Kobumi, than what they would otherwise get paid from other traders. Adding to this, the local producers will also receive a future share of the profits from Kobumi’s sales through their nutmeg cooperative.

The increase in income varies at the community level. Nevertheless, all site-visits conducted suggest that the economic activities developed were commercially sustainable and had continued even after EcoNusa (or partners) had ended activities.

With the establishment of Kobumi, there appears to be great potential to grow such community-based economic activities even further, developing more products and add additional value to these. Already, the annual revenue of Kobumi for 2022 is expected to be around IDR 10 bn., with expected further growth subsequent years. Yet, the challenge being the need for working capital to source products up front, before sales are made.

The importance of providing additional income to the communities cannot be underestimated. Local communities mainly rely on subsistence agriculture, which makes them easily prone to food insecurity, natural disasters and other shocks that may put them in a vulnerable situation. The additional surplus made from the economic activities has significantly reduced their volatility. And it appears to have largely been successful, with indications of several emerging societal impacts in terms of improved livelihoods, education, health, and economic empowerment of women – and potential to be expanded further.

Already, it has enabled many communities to have an additional surplus, thereby strengthening food security and the possibility of buying additional food to the household, when need be. The women group interviewed mainly spent their savings on purchasing food for their children, and other household expenses. Several interviewees reported that they now could now afford school fees for their children, and even keep some monthly savings. One village leader explained how his village had improved income (through eco-tourism development) to the extent that they could afford to keep a house in Sorong - intended for village youth attending higher education in the city. Several interviewees reported that they now had the means to reinvest in agricultural production to boost production further.

In several interviews, it was also reported that farmers had trained additional communities on farming techniques and the production of organic fertilisers (which has proven to be extremely valuable in terms of cost savings and increased yields), on their own initiative, thereby improving agricultural production beyond the communities/beneficiaries directly targeted by the project.

3.2.1.2 Political implications of community work

The provincial government in South-West Papua considers EcoNusa's work to have contributed significantly to the region with what was described as a "unique approach" to social forestry and sustainable economic development. This is perceived to be well harmonised with governmental priorities, providing concrete measures to be able to follow up on the Manokwari declaration and commitments to ensure Low-Carbon Development Initiatives (LCDI). EcoNusa was described as an instrumental partner towards this objective, being able to bridge economic development with environmental protection.

The policy- and advocacy work of EcoNusa happens at many levels, and interviews suggest that there have been several successes in terms of advocating for LCDI. Several examples of this are reported in the 2021 and 2022 progress reports, including recommendations related to LCDI and the Manokwari Declaration being incorporated into local development plan discussions, the medium-term development plan for 2020-2024 at national level (including the concept of low carbon development), and the national action plan for reducing greenhouse gas transitioning towards low carbon development planning. In November 2021, the Governor of West Papua issued Regulation No. 25 of 2021 regarding the Procedures for Acknowledgment and Recognition of Indigenous People and Areas, and in March 2022 the Governor's Decree No. 189/63/3/2022 was issued, establishing a Working Group and Joint Secretariat for acknowledgment and recognition of Indigenous People and Areas. The latter is directly linked to the 22 claims for customary land rights in South-West Papua, supported by EcoNusa. In collaboration with the West Papua provincial government, EcoNusa formulated a draft provincial regulation focused on Mangrove Essential Ecosystem areas to supporting LCDI in West Papua. In May 2022, Provincial Regulation No. 5 of 2022 on the Essential Mangrove Ecosystem was introduced, encompassing roughly 489,741 ha of mangrove areas in West Papua Province.

While national authorities guide regional development, regional policies must consider priority projects. EcoNusa has provided support to Papua and Papua Barat for West Papua's Regional Low Carbon Development (RPRKD) which was finalised in September 2022, intended to guide future provincial development plans, and has also provided inputs to Papua's Regional Low Carbon Development relating to indigenous areas for the RIPP 2022-2041 (Papua's Development Acceleration Master Plan). According to the 2022 progress report, the latest RIPP draft includes both LCDI and indigenous community areas as an "enabling condition."

Despite West Papua and Papua provinces' commitment to low-carbon development, these provinces rank at the bottom in Indonesia's Human Development Index¹⁰ (HDI). For provincial and district government, a key priority is to foster economic development, job creation and improvement of livelihoods at the community level. Hence, underpinning the many advocacy initiatives, is the need for credibility and alignment with governmental priorities at the local level. By providing concrete examples of how this is possible through the various economic activities, EcoNusa may have positioned itself somewhat differentially from many other NGOs by showcasing how LCDIs are indeed possible.

The larger impacts of this are too early to state. Yet, interviews suggest that the close relationship between EcoNusa and the government at the district and provincial level, has had a synergetic effect in terms of providing real-life examples of LCDI with a positive impact on communities, and advocacy work promoting LCDI and indigenous peoples' rights. According to interviews, this is also being acknowledged by the Ministry of Forestry and Environment, and the latter is, according to interviews, considering granting further management rights to local communities in East Indonesia.

¹⁰ See <https://www.bps.go.id/indicator/26/413/1/-metode-baru-indeks-pembangunan-manusia.html>

Support from all levels of government would be important to achieve customary land rights. As such, the current 22 claims supported by EcoNusa in South-West Papua could potentially serve as a model to be replicated in other parts of East Indonesia. Nevertheless, the collaboration with the government at the local level depends largely on the forthcoming elections and maintaining similar good relations with the new political administration coming to power.

3.2.1.3 Training and capacity sharing

In many cases, the economic activities go hand in hand with other trainings and capacity-sharing initiatives at the community level. Organic farming has for instance been combined with awareness raising on environmental issues and had, according to one interviewee, “changed my whole perspective on nature”. There is also a substantial focus on engaging young people, not the least to have more young people in the cities engage with local communities.

Bentara has a focus on engaging unemployed Papuans with higher education as volunteers, having them spend six months in a local community doing volunteer work. Similarly, representatives from EcoDefender explained how they have been able to engage young people to work with local communities, dedicating time to conduct trainings, campaigns (e.g., beach cleaning activities, tree planting, etc.), literacy training of children, etc.

In combination with media work, many young people, both in East Indonesia and elsewhere, have gotten more engaged in environmental work. Although challenging to quantify, the fact that a broad young audiences have been engaged in environmental work may have more long-term positive impacts. EcoNusa recently also signed an MoU to collaborate with Indonesia’s scout movement and has also worked consistently to engage with religious organisations.

The participatory mapping exercises undertaken at community level is important in terms of providing a Spatial Analysis Map for claiming customary land rights. However, interviews suggest that this exercise may also have additional impacts in terms of engaging young people in the communities and for these to become more familiar with historic relations to the land. The participatory mapping has also been important regarding awareness raising on what areas to preserve, and what constitutes an economical benefit for the community. Interviews also suggest that the mapping exercises may serve as a conflict resolution mechanism between clans when it comes to land disputes. According to the 2022 progress report, there has also been a notable increase in communities submitting their natural resource management (NRM) plans to village governments and securing Village Funds for their NRM plans, following participatory mapping. This was also confirmed by several interviews.

3.2.1.4 Societal impact of the project on biodiversity and the environment

The overall ToC assumes that if sustainable economic development is achieved at the community level and human rights of indigenous and other forest dependent peoples and communities are respected, it will lead to less deforestation - thereby maintaining the biodiversity of standing forests.

It is yet too early to suggest impact at this level, given the relatively short timeframe of the project. Yet, many indications suggest that the ToC is based on a sound and realistic approach. This is supported by the many success stories in terms of the revoking of licenses, policy statements, claims for customary land rights (in process), good collaboration and relations to government, awareness raising at the community level and among youth, and the economic development that has happened at community level till date. There have been setbacks, and some of the revoked licenses are currently questioned in the legal system. Nevertheless, the data collected through this end-review strongly indicates that the ToC and underpinning assumptions, are sound, with positive indications of more long-term societal impacts on maintaining biodiversity and the environment.

3.2.1.5 Unintended outcomes produced

One of the most striking unintended outcomes is perhaps how the COVID-19 pandemic impacted the EIFF programme. Many activities were put on hold or postponed, yet due to the flexibility of RFN and the Norwegian Embassy, EcoNusa was able to provide much needed support to communities in terms of protection gear, emergency food supplies and awareness raising. This also gave EcoNusa a broader relation and engagement among many communities. A direct outcome of this was the ability to start developing new economic initiatives in communities where EcoNusa previously had not been present. As an example, according to the 2022 progress report, following COVID-19 support to Arefi (South-West Papua), the project provided support to the Arefi women’s group (“mama-mama”) with organic vegetable gardening, improving both food security and income generation. Interviews with several village members in different locations, suggest a similar story: the support received during the pandemic led to trust and relations building, later evolving into similar economic initiatives at the community level.

Another unintended outcome of the project is how successful cases of organic agriculture or fertiliser production, have incentivised sharing of experiences between communities. It has not been possible to quantify or measure to what extent this has taken place, but there is a certain “trainer of trainers” unintended outcome of the project, which has contributed positively towards a broader impact of project interventions.

A third unintended outcome of the project is, as described more in detail above, the strengthening of EcoNusa’s advocacy-work through community development. The economic development among local communities lends credibility, support and builds relations with the government. It is an approach that is well aligned with government priorities, and perhaps, the most important contributor to EcoNusa’s position as a trusted partner by the government. Interviews suggest that even though many NGOs are doing similar work as EcoNusa, either working locally with the communities, or engaging at more high level “activist” advocacy, EcoNusa’s approach is unique by combining high-level advocacy at macro-level, while working with provincial and district governments at meso-level, and simultaneously developing economic alternatives for the communities at micro-level. This has played an important role in positioning EcoNusa as a trusted and important partner of the government.

Another unintended outcome of the project is the current and future potential scale of Kobumi. It is one thing to develop locally based production intended for the local market, it is yet another to set up a large-scale commercial operation and source products to be exported and – potentially – becoming a major company. Already, Kobumi’s expected revenue for 2023 is approx. IDR 10 bn. But with the strong market demand, there is a real possibility to grow the business to a whole different level. This is yet to materialise, yet, it is a somewhat unexpected outcome that the market potential/demand has proven to be so much bigger more than what was anticipated early on (especially in view of the MTR which questioned the low performance of Outcome 4).

3.2.1.6 Impact stories

During the COVID-19 pandemic, EcoNusa was one of the very few NGOs able to provide assistance to communities (distribution of package of basic necessities, medicines, protection equipment and Covid test kit)¹¹. In the distribution, medicine volunteers were participated that enabled medicinal aid distributed to the health posts (Puskesmas) in remote areas. This also led to a broader outreach, in which EcoNusa were able to engage with more farmers and communities, followed up by new activities in communities where EcoNusa previously had not been present.

Impact story 1: Seram Barat, Morekau village, Maluku

One farmer interviewed in Maluku (Seram Barat, Piru – Morekau) had received extensive training. Before EcoNusa, his household had a monthly income of IDR one million, which now has doubled to IDR two million per month. Despite some limited assistance for seeds and other inputs from the local government, it was the assistance from EcoNusa (provided by INSIST) that had boosted his production. Whereas he previously would purchase fertilisers for IDR 30,000 per kg, needing a total of IDR one million to cover all his land, he is now able to produce sufficient liquid fertilisers for all his land to a total cost of IDR 100,000. This had dramatically reduced his costs, as well as boosting the yields substantially.

In addition, he had received support to a dry house (for cloves, copra, and nutmeg), and introduced new crops such as eggplant, chilli, corn, cloves, cucumber, and more. He was now able to sell his products in his village, to a lower price than the local market, thus improving the resilience and food security of the whole community. A total of five farmers in this community had received the same training through the EIFF programme, and they had now started training others in the communities, including the local women group, on how to make fertiliser, seeds, etc.

With doubling of his income, he was now able to pay for school fees for his children, as well as set aside savings for further investments in his field. Other households have also reduced their expenses on certain crops they can buy in the village, as well as less travel costs to go to the nearest market (6 km away).

¹¹ This was done through the COVID Expedition, an additional activity in EIFF, as a result of the discussion between the Embassy, RFN, and EcoNusa.

Impact story 2: Mibi village, South-West Papua

A women group (“mama-mama”) interviewed in Mibi village, South-West Papua, had a similar story to tell. The group consists of 10 members who engage in regular activities like agriculture, but previously they only did subsistence farming, with no income whatsoever.

EcoNusa introduced them to the idea of taro-chip production and went on to set up a training centre in their village. They now purchase taro at IDR 24,000 per kg, turning 30 kg of it into 100 packets of taro chips (250 grams). The packets are sold at IDR 40,000 each, translating to IDR 4 million for 100 packages. Bi-weekly production capacity is about 300 packages. The production has only been in place since June 2023, however, the income made so far constitutes a total of IDR 3 million, roughly breaking down to IDR one million a month per woman (note however that instability in production, both income and output can fluctuate).

Profits are split equally among the members, and the group is now looking to reinvest in the business for expansion. This venture has significantly impacted the group, providing them with a source of income they previously lacked. The earnings primarily go towards their children and household essentials like food, thus also having an indirect effect on issues such as malnutrition and stunting which is quite common in many communities.

Impact story 3: MCC (Maluku Community Centre)

MCC is a locally based woman-led NGO in Ambon, Maluku, founded in 2017. MCC focuses on volunteer activities such as mangrove planting, beach clean-ups, and educational schemes, in local communities. They partnered with EcoNusa in 2021, with a particular interest in environmental education on Banda Island, though their primary concern before this partnership was community resilience.

While deforestation currently is not at the same level of threat as in Papua, the rise of illegal logging and mining on some islands in Maluku is concerning. Initiatives are in place to focus on reforestation and advocate sustainable measures like nutmeg regeneration. This is why MCC has assisted in founding a farmer-run cooperative, focusing on the nutmeg trade. Learning from INSIST, MCC created a seed house for communities. The focus is on sales of crops and to teach local communities about planting for better nutrition, particularly focusing on female farmers, to help boost families and address child stunting.

MCC also assist local youth to get access to higher education scholarships, with the stipulation that beneficiaries return to aid their communities. Till date, MCC has managed to assist 10 young people from the communities to achieve scholarships from other funders for MA degrees.

3.3 Sustainability

Sustainability entails several issues, including the sustainable outcomes of the programme that have long-term benefits and can maintain their positive impact over time. It also involves responsible resource management, environmental conservation, and social equity, in short: making investments that create lasting positive change and resilience – including the (financial) sustainability of the partners after RFN funding has ended.

As previously mentioned, there are several interventions that have already proven highly sustainable, especially the development of economic activities, the establishment of Kobumi and capacity sharing at the community level. These have largely continued even after the project ended activities, and even in the process of being scaled up and additional spill-over effects by the above-mentioned “trainer of trainers” unintended effect among additional communities.

At the policy level, there are many indications that the government have aligned its focus towards a sustainable and low-carbon development in Eastern Indonesia. There are also indications that both local and central government see the benefit in further strengthening social forestry and customary land rights of indigenous

peoples. Yet, there is a certain risk that despite good intentions, high-level policies need to be transmitted into practical approaches and actions at the local level. Despite EcoNusa providing added capacity to the government pertaining to license reviews/revocations, there is a consistent lack of capacity, urgency and – perhaps – political economy at play which makes the continued work of NGOs such as EcoNusa vital. As previously mentioned, customary land rights, once approved at the central government level, is an important milestone towards empowering local communities' rights vis-à-vis plantation- and mining companies. However, it is also a highly bureaucratic and time-consuming process, and it is not a given that this will succeed without constant follow-up and pressure.

What has been achieved by the project till date, including two years under the pandemic, is highly impressive. And many of the results achieved till date are indeed likely to have produced lasting effect. But there is no doubt to the fact that it is a crucial moment as of now, and it is yet too early for EcoNusa to have achieved sufficient financial sustainability, or appropriate sustainability of all outcomes.

This was also pointed out in the previous studies by KPMG (2020 and 2021), emphasising the likelihood for continuation of the programme beyond 2023.

3.3.1 Challenges to sustainability

Despite the programme is likely to have achieved a number of outcomes at the end of the programme period (2023) with lasting effect for beneficiaries, it is also likely that without further funding beyond 2023 all programme outcomes might not realistically be fully achieved, and there is a certain risk that some of the accomplishment till date will be negatively impacted – including the license review and achieving customary land rights. Note however, that this also relies on several external factors, including complex policy processes at the national and local level.

As of now, EcoNusa relies to a large extent on continued RFN funding, providing approx. 70% of the operational funds of the organisation. Despite being able to diversify income streams, now counting some additional 8 donors in addition to RFN, these funds are currently too small to sustain the organisation at the present level. The somewhat discontinuation of funding provided by the Norwegian Embassy in May 2023 was mitigated by RFN stepping in to provide gap-funding till the end of 2023. However, this is not sufficient time for EcoNusa to be able to mobilise funding at the same level. It is also a minor risk that EcoNusa may find itself in a position chasing project funding, being somewhat distorted from the overall strategic approach of its current operations and becoming subject to labour-intensive donor requirements for relatively small grants. The big advantage of Norwegian funding till date has been the scale mixed with the flexibility provided.

The establishment of Kobumi provides a promising opportunity regarding maintaining revenue to fund EcoNusa's operations, but also in terms of scaling the development of sustainable economic opportunities for local communities in East Indonesia. However, it will likely take some time to scale this operation sufficiently, and a key challenge for Kobumi is the need for working capital to be able to source products as well as additional investment capital (e.g., for developing warehouses, quality control, logistics, marketing, technical assistance etc.) further. Hence, it is very unlikely that revenue streams generated by Kobumi in the short term will be sufficient to fully cover the current operational expenses of EcoNusa (and partners such as Bentara). In fact, a more likely scenario is that for Kobumi to grow further, additional investments would be required in the short term.

A risk is therefore that EcoNusa's operations will have to be downscaled substantially if funding is not secured before the end of 2023, and many activities will have to be discontinued. This may have a negative impact in terms of the current position and personal relations gained with local government, several policy processes (e.g., license work and customary land rights, capacity building of local government to follow up on the Manokwari Declaration) - and losing trust and engagement with local communities.

3.3.2 Exit plan and handover to local and national stakeholders

There are a number of stakeholders at many levels involved in the project, and as a consequence there is no easy answer to the question of a proper handover. From the above, it is quite clear that Econusa's works require continuation to be able to achieve high-level impacts, even if there are many indications of impacts beginning to emerge. Many activities such as trainings and capacity sharing exercises are sustainable by nature, as they entail a general building of the capacity of stakeholders to better perform or exercise its function – whether government agencies, journalists/media, other NGOs or local communities. There is for instance, somewhat a paradox that the license reviews require an NGO to support government in order for the government to do what it is supposed to be doing – ensuring compliance with applicable laws and regulations. Yet the fact remains, that in

many instances there are capacity constraints and conflicting interests within government, which means that both a watchdog role (which many NGOs take on) or strengthening of government capacity, is required.

EcoNusa has largely developed into a mature NGO, and most of the EIFF programme consist of activities undertaken by EcoNusa or collaborators of EcoNusa. Bentara is, as described in more detail in previous chapters, a much smaller partner, but it is an example of the kind of partnership EcoNusa ought to be having with other local NGOs/CSOs. RFN has largely a role as donor and has commendably provided the much needed gap-funding when the Norwegian Embassy ended its support in May 2023. The main partner of the EIFF programme is Econusa, and the organisation has evolved into a mature NGO with the assistance of RFN. There are opportunities to broaden the collaboration further on strategic issues, in particular when it comes to international media and advocacy, fundraising and partnerships strategy of Econusa. But EcoNusa is no longer reliant on RFN (apart from funding) to the same extent as early on. Bentara would, on the other hand, be one important partner of EcoNusa, and could serve as a model for how Econusa could engage with similar NGOs/CSOs at the local level in order to foster community engagement.

Given the current position of EcoNusa, there are no other NGOs with a similar size or niche that can easily substitute the organisation in East Indonesia. EcoNusa has worked hard to diversify its funding resources and has been able to generate several smaller philanthropic grants and support, and is even in dialogue regarding potential commercial investments in Kobumi. Nevertheless, it is a critical moment for EcoNusa as of now, and of high importance that additional funding is secured for 2024 and onwards. As already mentioned, there is a risk that operations will be hampered and downscaled substantially otherwise, including a potential risk of setbacks on some of the achievements made till date.

A likely scenario is that 2-3 years gap funding would be required, with similar level of funding provided for 2024. This would provide sufficient time for Kobumi to fully develop its business strategy ahead, and EcoNusa to further secure and diversify its funding sources. It would also give time for EcoNusa to undertake consolidation of current programme, including moving its HQ from Jakarta to Sorong, and likely reduce some costs associated with maintaining an office in Jakarta.

Furthermore, as has been discussed at length in the previous, the development of sustainable economic initiatives is highly impressive, but has likely a much larger future potential. Even if Kobumi may already be commercially sustainable, it is still a start-up in need of more investments and working capital to scale its operations. In the longer run, Kobumi may turn into a major enterprise with substantial revenues, and EcoNusa may be able to secure consistent funding from this in addition to grant funding. It should be noted however, that Kobumi and EcoNusa should ideally be separated more clearly in the future, not to confuse business development and non-commercial activities with the more advocacy-related operations of the organisation.

3.4 Cross-cutting issues

The program primarily aims to benefit the forest environment, and feedback from review interviews revealed no unintended adverse outcomes from EIFF actions on the environment, anti-corruption, human rights (inclusive of disability rights and indigenous people's rights), or women's rights and gender equality. Both RFN and EcoNusa keep track of the program's implications on these matters within their risk management structure and haven't observed any negative impacts so far.

3.4.1 Anti-corruption

In terms of anti-corruption, RFN has strict control and follow-up procedures, further reflected at partner level. The project has taken steps to prevent financial malpractice in line with a strict anti-corruption measures, with RFN conducting comprehensive evaluations of partners (ref. Outcome 5), including anti-corruption measures, financial oversight, and internal controls. Both EcoNusa and Bentara have specialised finance and administrative teams overseeing the adherence to their Standard Operating Procedures (SOPs), ensuring a solid procurement process. The financial SOP was updated in 2021 based on recommendations from the auditor. Since 2021, EcoNusa has conducted preliminary audits and kept all financial documentation in the Jakarta office.

Letter from the Auditor shared with the review team has not revealed any notes of concern.

3.4.2 Human rights, including rights of Indigenous People and people with disabilities

The project is intended to provide positive impact on Indigenous Peoples rights, including advocating for customary land rights and the principle of Free and Prior Informed Consent (FPIC), including also conducting appropriate consultations with communities ahead of initiating activities at community level. The project has promoted participatory and inclusive approaches to facilitate ownership and participation of the process by all stakeholders.

No indication of negative impact on this issue was encountered by the review team.

3.4.3 Women's rights and gender equality

Traditional gender norms have to some extent limited women's active participation in decision-making in the communities where the project has engaged. Cultural norms typically expect women to handle domestic duties, thus posing a challenge to the project in terms of ensuring equal opportunities in managing natural resources.

The partners have been aware of this, and designed mitigation strategies as well as targeted interventions towards women – for instance working directly with the “mama-mama” groups and provide economic empowerment for many women. In 2022, the project modified some of the training methods to be more inclusive towards women by reducing training durations from three weeks to one to accommodate for women's household responsibilities.

EcoNusa has also advocated actively towards village leaders to have more female representatives participate in training sessions. Efforts have also been made towards stronger involvement of women in community training, and having equal access to information and opportunities. According to the 2022 progress report, this has proved successful, increasing female participation in training sessions from 8% in 2021 to 30% in 2022.

With the existing gender norms at community level, including or targeting women is not an easy task. The project has taken necessary steps to ensure women participation, and it is commendable what has been achieved both in terms of participation in training sessions as well as the direct focus on women's groups for economic empowerment. This has led to indicative changes in women's initiative to organise, and interviews confirm that for instance vegetable garden trainings have had a positive effect for female participation and economic opportunities to earn their own income. This has also increased women's confidence by having to rely less on their husbands or male relatives.

3.4.4 Environment and vulnerability to climate change

The program primarily aims to benefit the forest environment, thus having a positive impact on the environment and climate change. Economic activities developed at the community level have been focused on sustainable production, including organic agriculture, eco-tourism and awareness raising and campaigns on issues such as reducing plastic waste, various conservation initiatives, and investing in eco-friendly infrastructure like solar panels and micro-hydro systems.

In several interviews, the negative impacts of climate change on crops and natural disasters were noted. An important mitigating factor, as already mentioned, is the contribution to reducing volatility of such shocks on the communities by improving and diversifying production and increased income.

No indication of negative impact on this issue was encountered by the review team.

4. Lessons learned and reflection

This chapter summarises many of the findings from previous chapters, into Lessons Learned and Reflections with reference to the specific questions from the ToR, including (1) key lessons learned from the Project's implementation that can be applied to similar interventions in the future, (2) main challenges faced, and strategies employed to address them, (3) which strategies have been working well and not, why, and what should have been done differently, and (4) how RFN and partners adapted to changing realities, with either improved or decreased opportunities for results achievement.

Lastly follows some considerations and recommendations suggesting how RFN and partners can better integrate learning from the Project's implementation into future and other interventions, including tool for measurement.

4.1 Main challenges faced during project implementation

The basic ToC, results framework and overall strategy behind the entire EIFF is considered sound and realistic, albeit highly ambitious. As expected, a number of challenges have been encountered during implementation, big and small, including the COVID-19 pandemic. Various strategies have been employed to address these and adjust course during the project duration. Most strategies have worked well; whereas others could – perhaps – have been done slightly differently to fully address the challenge(s) in question. However, the fact remains that even if many commendable achievements have been realized during the project period, there is still a need for continuation both in terms of further scaling, but also to avoid the risk of potential setbacks or hampering of achievements reached till date. One of the most conspicuous findings is therefore how to secure continued funding of the EIFF, of which EcoNusa is the most prominent partner.

Below follows a thematic overview addressing challenges, strategies, and considerations regarding what may require a slightly different approach ahead:

4.1.1 Scaling and Sustainability of Initiatives

- **Interventions under the EIFF project have shown large degree of sustainability**, in particular the community engagement and business development, youth engagement and many of the policy and advocacy achievements. However, many of the interventions would require further technical assistance for scaling, and expanding to remote communities. Developing viable community businesses is challenging, and working with community initiatives require a long-term relationship, trust-building, and presence. This would require additional partnerships – and a more strategic approach towards partnerships, as addressed more in detail below.
- **Additional funding is needed beyond 2023, despite the potential for income from Kobumi.** Despite securing additional donors and intensifying fundraising work, EcoNusa is yet to achieve financial sustainability. The organisation still relies heavily on RFN funding, making it vulnerable if sufficient funding beyond 2023 is not secured. Even if the establishment of Kobumi provides a promising future revenue source, it still requires more time and investment to evolve.
- **EcoNusa may have to downscale operations if funding is not secured.** This may risk potential negative impacts on some of the results achieved till date, including affecting relations with local governments and communities negatively. Handing over EcoNusa's work to local and national stakeholders presents challenges, as continued support is required to achieve high-level impacts. Funding challenges may distort or shift the focus of Econusa from media and advocacy towards more economic development through Kobumi, and community-based carbon programs. This could distort focus on further advocacy work in Papua and Maluku, and at central government level. Hence, securing

additional funding for 2024 and onwards is crucial to avoid setbacks. A likely scenario is 2-3 years of gap funding required to allow Kobumi to develop and EcoNusa to diversify its grant funding sources further.

4.1.2 Market Development and Community Engagement

- **Ensuring communities are well-informed about their natural resources and potential conflicts, is crucial for strengthening community rights in natural resource management.** This awareness must be followed by concrete measures to enhance economic activities and resilience. Information and awareness raising alone is insufficient; concrete measures are needed to enhance economic activities and resilience. Focusing on business development is a strategic choice for EcoNusa and Bentara to empower communities, and has worked well. It requires further scaling, however.
- **Market development is crucial for Kobumi's growth,** involving cultural understanding, community engagement, and sustainable practices. Kobumi's focus on nutmeg trading aligns with market demand, but requires more working capital and investment in TA. Shrimp development would also require additional capital to develop further (e.g. new vessel for cold storage). Coordinating the supply chain from community to international markets requires professional management. Yet, the growing interest in these commodities is driven by a trend toward sustainable consumption and socially/environmentally responsible products.
- **Building trust in cooperatives as an economic entity is challenging.** Cooperatives must address challenges such as such as community benefits and better market prices, to remain relevant. Managing rapid growth poses challenges, especially with complex supply chains involving community cooperatives. Effective coordination, professional management, and legal compliance are vital.
- **Bentara's model for producing sago, banana flours, and coconut oil serves as a community-based solution for food sovereignty.** This model can be presented as a viable solution for advancing food sovereignty at the local level. Collaboration with government programs and the use of Village Funds can support community businesses further, and has proven to work well in many instances.
- **The COVID-19 pandemic led to some delays in implementation of planned activities, as well as a shift of focus towards emergency response.** Yet, the EIFF has still managed to deliver on most targets by the end of the project period, and there have in fact been several unintended positive outcomes such as increased engagement with communities spurring new economic initiatives and a broader community engagement, as a result of the COVID-19 response.

4.1.3 Youth Engagement

- **Mobilising youth has proven important and effective in driving social transformation, with the potential to increase impact and be scaled even further.** Environmental campaigns led by youth, like EcoDefender, offer an effective way to engage more young individuals in environmental action. EcoDefenders can foster partnerships with local stakeholders to drive tangible environmental preservation efforts. Engaging youth and partnering with religious organisations have also been a successful strategy. And Bentara involves unemployed Papuan individuals with higher education as volunteers who spend six months in local communities. Media work and community engagement have also encouraged young people, locally and beyond, to become more involved in environmental work.
- **Challenges include coordinating volunteers in remote areas, and time management.** EcoDefender relies on EcoNusa for training, coordination, and funding. Economic activities are often integrated with other community-level training and capacity-building initiatives, and initiatives like organic farming have raised awareness about environmental issues and changed perspectives, whilst also improving income and reduced volatility of local communities. Already, successful cases of organic agriculture and fertiliser production have spurred knowledge sharing between communities not directly targeted by the project. However, a more systemised approach to "trainer of trainers" program for young volunteers could potentially enhance community reach and impact further.
- **Young individuals are powerful agents of change at the community level, but often hinges on persuading influential elders who hold sway at the local level.** Convincing local leaders is key to enabling young people to share their knowledge, and without their support, obstacles may arise after youth capacity building.

- **Female participation is challenging in traditional communities.** Yet the amendments made for instance in terms of focusing on mama-mama groups for economic empowerment, as well as revising duration of training modules to be better adapted to women's schedule, have worked well. Addressing gender issues tied to traditional communities' patriarchal tendencies remains important, including in developing economic initiatives.
- **Participatory mapping has had implications beyond land rights claims, engaging young people and raising awareness about land preservation.** Mapping exercises have also served as conflict resolution mechanisms between clans, and incentivising communities to develop and submit natural resource management plans and access Village Funds.

4.1.4 Partnership Strategies

- **EcoNusa has evolved into a mature NGO with the assistance of RFN, whereas Bentara serves as a model for how EcoNusa can engage with local NGOs/CSOs for community engagement.** No other NGOs of similar size or focus can easily replace EcoNusa in East Indonesia. Sustainable economic initiatives have significant future potential, and separating Kobumi and EcoNusa's operations may be beneficial, including moving the business unit of Econusa under Kobumi and more clearly separating between commercial vs. non-commercial activities.
- **Joint implementation and monitoring of EIFF projects between RFN and partners pose challenges.** RFN's partnership with EcoNusa has been beneficial, but can expanded further to include more collaboration with local NGOs/CSOs, capacity building of these, and more joint international media- and advocacy campaigns, as well as fundraising. The current relationship between EcoNusa and RFN appears more as a donor/recipient relation. Despite initiatives of annual knowledge sharing forums between RFN partners and attempts to incentivise further collaboration among Indonesian RFN partners, it has not resulted in many tangible outcomes. This may also partially be due to the COVID-19 pandemic. However, there is ample room for a more strategic collaboration between RFN and EcoNusa. And even if the MEL system has been updated, there are still need for improvements that could better monitor results and inform programming.
- **Bentara, a smaller partner, exemplifies successful outreach and community engagement.** Bentara relies on its long-standing community presence to develop local resource management capacities. Aligning assistance between EcoNusa and Bentara creates a collaborative model integrating approaches at the local level, yet attention should be given to avoid possible perceived conflicts of interest given the role of EcoNusa's CEO in both organisations. The relationship could serve as a model on how EcoNusa may outsource or collaborate with other local NGOs and CSOs. Collaboration between EcoNusa's media campaigns and RFN partners, like Bentara, can be explored further and potentially be replicated with other partners.
- **Collaborating with religious-based organisations in Papua and Maluku, enhances community empowerment,** bridging the gap between religious and environmental NGOs and further fostering outreach and impact. Among other things, it could create opportunities for collaboration, such as educational initiatives and knowledge sharing with local churches.
- **There are opportunities to expand EcoNusa's partnership strategy.** Existing partnerships have been somewhat ad-hoc rather than strategic. EcoNusa's engagement varies across villages, requiring long-term relationship building and trust. Developing a strategic partnership approach, including religious organizations, is crucial for broader outreach. RFN could potentially assist in developing a structured partnership strategy, conducting due diligence on partners to ensure capacity for sub-grants, and enhancing organisational assessments.
- **Improving the monitoring and evaluation system is necessary to link community empowerment with business development and performance measurement.** Despite many positive outcomes from business development, there is a certain lack of baseline data and structured monitoring of improvements in income and livelihoods at community level.
- **Effective communication is vital due to the unique political context of Papua.** Maintaining a low profile and acknowledging other organisations' contributions in communication materials, are crucial. There is an existing perception of EcoNusa of "not wanting to collaborate" which may impact negatively on the image and brand of the organisation.

4.1.5 Government Relations and Policy Work

- **Government policies in Eastern Indonesia largely favour sustainable and low-carbon development, social forestry, and indigenous land rights.** Yet, there is a risk that high-level policies may not translate effectively into local actions, necessitating NGOs like EcoNusa. The upcoming elections may also impact on achievements till date, and adapting to new political leadership is essential for continued policy work. Topics such as claims for customary land rights and license reviews/revocations, involve highly bureaucratic challenges, and requires continuous follow-up and maintaining good relations at local government level.
- **Economic development at community level has strengthened EcoNusa's advocacy work, and represents an important factor to becoming a trusted partner of the government.** EcoNusa's success in persuading governments to enforce regulations has boosted confidence among other regency governments. Collaboration and coordination with other NGOs could improve further policy and advocacy impacts, as well as scale and outreach of EcoNusa. Yet, as mentioned, there may be a need to develop a more systemised and strategic approach towards such partnerships.
- **RFN partners employ a unique advocacy approach, with EcoNusa assisting local governments without direct involvement in license reviews.** This has evolved into a model for bridging gaps between NGOs and government capacities, strengthening community rights over natural resources.
- **Expanding participation in license review processes could increase the impact of the activities.** Supporting local governments without framing its direct involvement in license reviews, serves as a model for how to engage successfully at local policy level intervention. Yet, it is a tricky balancing act between being a (critical) watchdog/activist, while simultaneously supporting government agencies. This is partially why collaboration with other more "activist" NGOs has been challenging.
- **While it is too early to measure impact, successes in license revocation, land rights claims, government relations, and economic development, indicate a sound approach.** The project aims to achieve sustainability at the community level, ultimately leading to reduced deforestation and biodiversity preservation. Indications of long-term societal impacts are promising.
- **The creation of two new provinces in West Papua raises discussions on sustainable resource management,** exploring alternative terms like UNESCO's Biosphere Reserve and jurisdiction approaches to ensure indigenous community rights. Who will come into power in the new provinces and relations between EcoNusa and the new political leadership following elections, will greatly impact on continued work.

4.2 How can RFN and partners better integrate learning from the Project's implementation into future and other interventions?

Building on the previous, RFN and partners should consider the following key points to be able to better integrate learning from the Project's implementation into future and other interventions:

There are many commendable results from the EIFF, perhaps most strikingly being the ability to provide sustainable economic development at the community level, and the possible scaling of these. The strong focus on this has had a synergetic effect on EcoNusa's credibility and position locally, as well as vis-à-vis the government. The establishment of Kobumi as a commercial enterprise, owned by an NGO, constitute an innovative approach. Although many NGOs have to some extent integrated commercial activities in their work, EcoNusa has managed to develop a model which is interesting both with regards to the financial sustainability of commercial activities, as well as a future potential revenue stream to EcoNusa's non-commercial work.

Recommendation:

This model may be interesting to replicate for other initiatives, based on a sound commercial approach and understanding of market opportunities. It would, however, require an intimate understanding of private sector development, market studies and value chain development – entailing a somewhat different professional profile than what can typically be encountered within a traditional non-commercial NGO. It may also be important in the longer term, to fully separate between the commercial and non-commercial activities (EcoNusa vs. Kobumi) to ensure that there are no conflicting agendas or interests. Many NGOs have followed

this approach, by separating commercial activities into fully- or partially owned enterprise(s) that operates on a strict commercial basis. There are however a number of legal and tax-related issues to be considered, depending on jurisdiction.

RFN has played a crucial role in enhancing management capacity, particularly in reporting, management and compliance. RFN did an organisational review of EcoNusa and Bentara, resulting in satisfactory scores for both organisations, with areas for improvement identified. Both organisations have actively implemented measures to improve organisational management and staff skills, including financial control measures and performance assessments. Yet, RFN's role can extend beyond funding to include further capacity building, strategic guidance, and promoting synergies for greater program success.

Adding to this, synergies between RFN partners in the field have not reached their full potential, partly due to competition and information sharing challenges. Still, there is also room for more strategic collaboration with other NGOs/CSOs at the local level to increase outreach and community engagement. Developing a structured partnership strategy is essential for EcoNusa to expand collaborations systematically, categorised by roles, specific deliverables, and capacity for handling sub-grants.

Lastly, budget approval processes between EcoNusa and RFN have been reported as time-consuming, requiring consideration for more efficient methods. Similarly, the results framework has been perceived as “somewhat confusing” by some of the partners, and it appears that there is a need to consider how both the MEL system as well as administrative procedures can be improved (further discussed below).

Recommendation:

RFN could play a more significant role in assisting EcoNusa in developing its partnership strategy ahead. This could for instance be by developing procedures and systems for due diligence and administrative capacity building of sub-grantees of EcoNusa, as well as strategic assessment identifying where, whom and for what purpose these partners would be required. Procedures for a more efficient budget approval may need to be updated.

4.3 How to design future interventions

4.3.1 Tools for measurement

Building on the previous findings, RFN and its partners may better integrate learning from the Project's implementation into future interventions by 1) enhancing organisational capacity, 2) refining partnership strategies and 3) fostering more effective collaboration. This is all interconnected to the need for improving data collection, Monitoring and Evaluation – and Learning. As mentioned in previous chapters (especially chapter 3.1.5), the result framework and corresponding ToC, are based on a sound and realistic approach. Still, there are some challenges pertaining to the measurement and overall MEL system that could be strengthened and thus leading to improved impact.

These consist of mainly three distinct areas, some of which have also been addressed in the previous reviews (2020 and 2021):

Unclear results framework. Several interviews suggest that partners see the results framework as somewhat confusing, and it is not always clear how to report on it. There may be a need to reconsider some indicators and how to better capture qualitative results. Despite many examples of noteworthy results from economic development at the community level, the data is not monitored consistently. The only indicator on this in the results framework is “*number of local initiatives in Papua and Maluku that include ecotourism, food security, public awareness and local commodity.*” However, this indicator says nothing about results achieved, or improvements made in terms of income generation, or whether these initiatives have proven (financially) sustainable.

Recommendation:

Consider a revision of the results framework for (possible) continuation of the EIFF, and introduction of Key Performance Indicators (KPIs) for tracking progress, particularly in terms of sales and revenues before and after intervention. This could for instance be monitored through an annual questionnaire at community level measuring impact from interventions.

Use of digital software to ease M&E. To ensure efficiency in the MEL system without overwhelming program staff, a rethinking of the results framework and potential introduction of KPIs are suggested for tracking progress. Some of the KPIs may cut across several donor-funded projects, e.g. number of communities, number of beneficiaries, % increase in income, etc. As mentioned in all previous reviews, the use of digital tools could both take down the burden of reporting on staff, as well as improve data quality. The current reporting in Excel has obvious weaknesses in terms of risk of low data quality, and the confusion regarding actual targets achieved encountered by the team during this assignment clearly indicates that there are weaknesses in the reporting system.

Recommendation:

Consider introducing a digital system such as KoboToolbox¹² (or similar), for collecting field data for instance through regular impact questionnaires at community level.

Lastly, the actual Learning of M&E is equally important to be able to inform programming. If appropriate KPIs are developed, tracking results over time, this will also provide good data on what works – and not. The EIFF has commendably had a strong focus on this through the real-time evaluation, and many of the recommendations from previous studies have been implemented by RFN and partners. But there is also a need to ensure that internal monitoring can provide regular structured information internally, to better assess what works best – and not. The previous given example of the cooperative for wild boar meat, would perhaps suggest that a different approach would be required (as the local hunters did not get any better price or benefits, and saw no interest in joining the cooperative). A stringent results framework, combined with good KPIs and appropriate tools and procedures for collecting the data at certain intervals would be required, as well as possibly revisiting at what level in the organisation or among partners, this information is relevant. For the wild boar cooperative, it is most likely Econosa's Business unit in Sorong that would need to assess the data and consider options, not necessarily central HQ or the CEO of Econosa.

Recommendation:

Following the development of a (possible) new EIFF results framework and corresponding KPIs, the M&E manual should consider at what level monitoring takes place, at what intervals, and or what purposes the data collected is to be presented. Some may be relevant for specific donor reporting, whereas other may be more relevant for internal purposes.

¹² See <https://www.kobotoolbox.org/>

5. Appendices

5.1 Appendix 1: List of Key Documents

Document titles
Bentara_RFN Partner Assessment_Indonesia (ID 99832)
EIFF 2022 Annual Meeting presentations
EIFF Annual Meeting 2022 - minutes and responses (ID 98781)
EIFF Final RTE interview schedule
EIFF FINAL RTE minutes (ID 106681)
EIFF phase 2 - RFN and EcoNusa dialogue
EIFF progress report 2021 revised Oct2022
EIFF progress report 2022 (ID 103972)
INS-2078-19_0011_ Partner assessment of EcoNusa
KPMG Inception report EIFF FINAL 21082023
Summary of changed Annual Meeting Minutes 2022 revision (ID 100009)
ToR 3rd RTE EIFF 2023 (ID 106115)
Laporan Audit EIFF 2019
Laporan Management Letter Audit 2019
Laporan Audit EIFF 2020
Laporan Management Letter Audit 2020
Laporan Audit EIFF 2021
Laporan Management Letter Audit 2021
Laporan Audit EIFF 2022
Laporan Management Letter Audit 2022
Laporan Audit EIFF Jan -- Mei 2023
Laporan Management Letter Audit Jan – Mei 2023

5.2 Appendix 2: People Interviewed

Institution	Name	Position	Date
Econusa Jakarta	Bustar Maitar	CEO	31.08.2023
Rainforest Foundation Norway	Hiasinta Lestari	Grants manager	01.09.2023
Rainforest Foundation Norway	Elna Bastiansen	Head of Indonesia and Papua New Guinea programme	01.09.2023
Bentara	Yanuaris Anouw	Director	02.09.23 and 19.09.2023
Royal Norwegian Embassy in Jakarta	Evi Wulandari	Project Manager	06.09.2023
Royal Norwegian Embassy in Jakarta	Gunhild Oland Santos-Nedrelid	Special Envoy Climate and Forests	06.09.2023
Econusa Jakarta	Anis Syahrir	MEL officer	13.09.2023
Econusa Jakarta	Cindy J. Simangunsong	Director Policy and advocacy	13.09.2023
Econusa Jakarta	Justine Adestika	Director Communications	13.09.2023
Econusa Jakarta	Etik Mei Wati	Operations Manager	13.09.2023
REMDEC	Roy Tijong	Senior Consultant	13.09.2023
REMDEC	Abdul	Programme coordinator	13.09.2023
REMDEC	Lili Hasanuddin	Consultant	13.09.2023
REMDEC	Zumrotin	Director	13.09.2023
ECONUSA Ambon	Gadri Attamimi	Head of office, Maluko region (Ambon)	14.09.2023
KPH Boven Digoel	Ade John Moesieri	Kepala KPHP 53	15.09.2023
GPI (Gereja Protestan Indonesia di Papua)	Andre Serhalawan	Program Coordinator	16.09.2023
MCC (Ambon)	Teria Salhuteru	CEO	15.09.2023
MCC (Ambon)	Candida Putri N.S.	Volunteer	15.09.2023
MCC (Ambon)	Engel Laisina	Forest Policy/Eco Defender	15.09.2023
Kobumi (Ambon)	Dewi Kristanti	Purchasing	15.09.2023
ECONUSA Ambon	Khadija S. Makatita	Administrative staff	15.09.2023
ECONUSA Ambon/Kobumi	Daybra P. Titihalawa	Econusa staff & head of Kobomi Maluko	15.09.2023
GPI (Gereja Protestan Indonesia di Papua)	Cindy Wangko	Vicar	16.09.2023
GPI (Gereja Protestan Indonesia di Papua)	Sherly Anakotta	Vice Chair of Merauke Classis	16.09.2023
Caritas - Merauke Diocese	Harry Worsok	Program Coordinator	16.09.2023
EcoNusa Papua Region	Maryo Saputra Sanuddin	Regional Papua Coordinator & Head of Papua Office	16.09.2023
EcoNusa Papua Region	Lucia Erni Indahwati	Senior Administration EcoGrant Officer	16.09.2023
EcoDefender	Susana Kandaimu	EcoDefender - Merauke	16.09.2023
EcoDefender	Moses Ramses	EcoDefender - Merauke	16.09.2023
ECONUSA Sorong	Adi Saputra	head of Sorong office	18.09.2023
ECONUSA Sorong	Marsel Salamoco	staff Sorong	18.09.2023

ECONUSA Sorong	Nurdana Rizki Pratiwi	enterprise development officer	18.09.2023
ECONUSA Sorong	Vilta Lefaan	Regional Coordinator	18.09.2023
ECONUSA Sorong	Jemima Desi Wanma	staff Sorong	18.09.2023
Universitas Muhammadiyah Sorong (Unimuda)	Sirajudin	Vice Rector IV: research, innovation and partnership	18.09.2023
Universitas Muhammadiyah Sorong (Unimuda)	Wisnu Wardoyo	Head of Implementation Freedom to Study Program	18.09.2023
ECONUSA Sorong	Kristian A. Renyaan	staff Sorong	20.09.2023
Kobumi (Sorong)	Ian (Mohammad Nur Mandirian Syah)	Director Sorong Kobumi	18.09.2023
ECONUSA Sorong	Tori Kalami	staff Sorong	19.09.2023
Ecodefender	Tesartonika Sane	Volunteer	19.09.2023
Lingkar Jerat Papua (cooperative)	Pascalis Awa	Head of cooperative	19.09.2023
South-West Papua regional government	Edison Siagian	Regional Secretary in Provincial Government South-West Papua (second to governor)	19.09.2023
Mushroom business group	Widi	Group coordinator	18.09.2023
Mushroom business group	Frenki Duwith (Widi's husband)	Group member	18.09.2023
Dinas of Agriculture, horticulture and plantation	Franky Wanafma	Head of Dinas	19.09.2023
Village Malagufuk (Sorong)	Amos Kalami	Village leader	20.09.2023
Village Malagufuk (Sorong)	Opyor Kalami	Village member, tourism coordinator	20.09.2023
Village Malaumkarta (Sorong)	Jefri Mobalen	Village leader	20.09.2023
Village Malaumkarta (Sorong)	Ester Salamala	Village member, leader mama-mama group	20.09.2023
Village Mibi (Sorong)	Helena Sapisa	Village member, leader mama-mama group	20.09.2023
Village Mibi (Sorong)	Yemma Kalasuat	Village member, member mama-mama group	20.09.2023
Former Assistant 2 for the District Head	Suroso	Head of Human Resource, and Energy and Mineral District Office	20.09.2023
Community in Kampung Sira, South Sorong	Arkilaus Kladit	Customary Council of Knasaimos Indigenous People	20,09,2023
Community in Kampung Sira, South Sorong	Yosefina (Arkilaus' wife)	Processor of Sago and Banana Flour Production	20.09.2023
Community in Kampung Sira, South Sorong	Michael Kladit	Cooperative Member, Secretary of Village Forest Institution (of Social Forestry Programme)	20.09.2023
Community in Kampung Sira, South Sorong	Maritje (Mikael's wife)	Processor of Sago and Banana Flour Production	20.09.2023

Bentara Papua	Duketini Youwe	Field Staff	20.09.2023
Bentara Papua	Yunes Bonay	Field Staff - commodity productoin	20.09.2023
Bentara Papua	Syafril aka Aling	Field Staff - Sira Station Coordinator	20.09.2023
Community Sadir Wet Yifi	Simon Sremere	Community Member	20.09.2023
Community Sadir Wet Yifi	Michael Kladit	Community Member	20.09.2023
Cooperative Kna Mandiri	Yoel Sremere	Chair of Cooperative	21.09.2023
Village Morekau (Seram Barat, Piru)	Salmon Salenusssa Augutinus	Village leader	16.09.2023
Econusa Jakarta	Lanny Losung	Director of Kobumi and Business Development Coordinator	22.03.2023
World Resources Institute	Julia Kalmirah	Papua Regional Senior Manager	23.09.2023
Lawyer team for license revocation	Nur Amalia	Coordinator	25.09.2023
FOLU Net Sink 2030 (Ministry of Environment and Forestry)	Wiratno	Formerly Directorate General of Conservation of Ecosystem Natural Resources	26.09.2023

5.3 Appendix 3: EIFF results framework and progress

Version of the EIFF results framework received by the review team on 10.10.2023 and used in the analysis.

Impact/Outcome/Outputs	Indicator	Unit	Disaggregation	Baseline Value	Final target	Result Jan 2019-May 2023	Current rate as of May 2023 (%)
1 - Local communities make informed decisions about their natural resources	1.1.1 - # of village's natural resources management follow-up plans submitted as input for the village program and budget plan		Projects	0	114	121	106.14 %
	1.1.2 - The average level of ability of School of Eco INVOLVEMENT participants (women and men) in the decision-making process at the village level		Projects		Level 5	Level 5	100 %
	1.1.3 - # of area (km2) where forests is protected in the targeted area	km ²	Projects	0	670	1,010.39	150.80 %

Impact/Outcome/Outputs	Indicator	Unit	Disaggregation	Baseline Value	Final target	Result Jan 2019-May 2023	Current rate as of May 2023 (%)
	1.1.4 - # of local initiatives in Papua and Maluku that include ecotourism, food security, public awareness and local commodity		Projects	0	166	199	119.88 %
1.1.1 - Community representatives and village officers (men and women) have capacity to carry out natural resources management	1.1.1.1 - # of community representatives and village officers living within the concession area completed the School of Eco INVOLVEMENT (SEI) and Sekolah Kampung Merdeka (SEKAM)	p	EIFF type of participants, Projects	0	486	1051	216.26 %
			Community rep		243	798	328.40 %
			<i>Females</i>		69	271	
			<i>Males</i>		174	527	
			Village officers		243	253	104.12 %
			<i>Females</i>		69	13	
	<i>Males</i>		174	240			
	1.1.1.2 - # of forest volunteers (RATAN) recruited to assist community initiatives	p	Projects	0	25	25	100 %
			<i>Females</i>		7	12	
			<i>Males</i>		18	13	
1.1.1.3 - # of community representatives participated in community learning visit (Forest Xchange) program	p	Projects	0	300	13	4.33 %	
		<i>Females</i>		120			
		<i>Males</i>		180			
1.1.2 - Youth activists have received support and have capacity to utilize their natural resources, advocate and campaign on forest and IP issues	1.1.2.1 - # of youth activists (males and females) participate in trainings	p	Gender, Projects	0	587	765	131 %
			<i>Females</i>	0	260	328	
			<i>Males</i>	0	326	437	
			<i>From Papua</i>			370	
			<i>From other regions</i>			395	

Impact/Outcome/Outputs	Indicator	Unit	Disaggregation	Baseline Value	Final target	Result Jan 2019-May 2023	Current rate as of May 2023 (%)
	1.1.2.2 - # youth participate in young scientist program in Papua and Maluku	p	Projects	0	50	60	120 %
			<i>Females</i>		22	36	
			<i>Males</i>		28	24	
	1.1.2.3 - # of youth (females and males) involve in influencing policy and engage with commercial actors, the government, and international financial institutions	p	Projects	0	132	179	136 %
			<i>Females</i>		40	84	
			<i>Males</i>		92	95	
1.2 - Low-carbon development initiatives (LCDI) and protection of forest ecosystem is strengthened in national and sub-national policies	1.2.1 - Stakeholders support local actions for the implementation of LCDI and Manokwari Declaration in Papua and West Papua		Projects		Level 4	Level 3	75 %
	1.2.2 - Policies related to LCDI at the regional, provincial and national levels are mutually supportive		Projects		Level 4	Level 3	75 %
	1.2.3 - Area (km2) of land concessions permits in Eastern Indonesia is under review by the local government derived from project activities	km ²	Projects	0	7900	8810.64	112 %
	1.2.4 - Area (km2) in canceled concession in Eastern Indonesia is documented	km ²	Projects	0	3000	3665.31	122 %

Impact/Outcome/Outputs	Indicator	Unit	Disaggregation	Baseline Value	Final target	Result Jan 2019-May 2023	Current rate as of May 2023 (%)
	1.2.5 - Community-managed forest protection initiatives are integrated into the national and sub-national policies and planning		Projects		Level 3	Level 2	67 %
1.2.1 - Stakeholder have been engaged and coordinated to support low carbon development, forest protection, and local communities' rights	1.2.1.1 - # of thematic policy brief is developed		Projects	0	11	10	91 %
	1.2.1.2 - # of reports based on regular forest monitoring		Projects	0	18	13	72 %
	1.2.1.3 - Number of recommendations provided for key stakeholders organized by EcoNusa		Projects	0	35	49	140 %
1.2.2 - Targeted commercial actors have access to information about zero deforestation in the supply chain	1.2.2.1 - #of meetings with government and the private sectors to protect the Papuan forests		EIFF meeting type, Projects	0	50	71	142 %
			# of meeting with the government	0	20	43	
			# of meeting with the private sectors	0	30	28	
	1.2.2.2 - # of published studies on the operations or concessions of major commodities which pose a threat to Eastern Indonesia's forests		Projects	0	4	4	100 %

Impact/Outcome/Outputs	Indicator	Unit	Disaggregation	Baseline Value	Final target	Result Jan 2019-May 2023	Current rate as of May 2023 (%)
1.3 - Media stories convey the importance of the rainforest in Eastern Indonesia	1.3.1 - # of media stories on the importance of rainforest in Eastern Indonesia		Projects	0	692	1620	234 %
	1.3.2 - Social media engagement rate derived from project activities	%	EIFF social media types, Projects	0			
			Facebook		5.85 %	10.05 %	172 %
			Youtube		17.25 %	16.12 %	93 %
			Instagram		8.88 %	14.09 %	159 %
			Twitter		1.77 %	5.10 %	288 %
			Linkedin		9.71 %	16.27 %	168 %
		Tiktok		5 %	7.44 %	149 %	
1.3.1 - Positive narrative promoting community's best practices on forest protection and climate initiative is available for targeted audience	1.3.1.1 - # of media stories with positive content related to indigenous peoples or highlighting threats of deforestation by EIFF partners		Projects	0	5090	12030	236 %
	1.3.1.2 - # of social media followers		EIFF social media types, Projects	0	261,203	322,462	123 %

Impact/Outcome/Outputs	Indicator	Unit	Disaggregation	Baseline Value	Final target	Result Jan 2019-May 2023	Current rate as of May 2023 (%)
			Facebook		34,500	45,028	131 %
			Youtube		34,569	19,458	56 %
			Instagram		37,936	50,078	132 %
			Twitter		4,198	4,188	100 %
			LinkedIn		10,000	4,896	49 %
			TikTok		140,000	198,814	142 %
1.3.2 - Targeted audience (in major cities) have been presented with discourses and information about indigenous peoples and forests in Eastern Indonesia	1.3.2.1 - # of events on the impact of deforestation on indigenous peoples in Eastern Indonesia		Projects	0	84	151	180 %
	1.3.2.2 - # of participants of events on indigenous peoples and forests in Eastern Indonesia	p	EIFF gender, Projects	0	15405	29647	192 %
			Females	0	3211	5849	

Impact/Outcome/Outputs	Indicator	Unit	Disaggregation	Baseline Value	Final target	Result Jan 2019-May 2023	Current rate as of May 2023 (%)
			Males	0	2979	4638	
			F/M	0	9215	19160	
1.4 - A business model to support forest community products and a business entity to facilitate market access is available to forest-dependent communities	1.4.1 - # of commodities and services that are included in the business model		Projects	0	5	9	180 %
	1.4.2 - Level of implementation for business model for forest-community products and services		Projects		Level 3	Level 3	100 %
1.4.1 - A business plan to support forest community products and services is developed	1.4.1.1 - Level of business plan development		Projects		Level 5	Level 4	80 %
	1.4.1.2 - # of stakeholders consulted in developing the business plan (communities, commercial actors, government agencies)		EIFF types of business stakeholders, Projects	0	33	43	130 %
			Communities		15	23	
			Commercial actors		10	12	

Impact/Outcome/Outputs	Indicator	Unit	Disaggregation	Baseline Value	Final target	Result Jan 2019-May 2023	Current rate as of May 2023 (%)
			Government entities		8	8	
1.4.2 - A business entity to facilitate market access for forest community products and services is established	1.4.2.1 - Stage of the establishment of business entity	%	Projects		Stage 2	Stage 2	100 %
	1.4.2.2 - # project sites with an agreement with the business entity		Projects	0	7	12	171 %
1.5 - EcoNusa and Bentara has the necessary skill and support to implement as well as monitor EIFF effectively	1.5.1 - Partners' level of capacity for organizational learning and innovation processes (includes MEL)		Projects	Level 1	Level 5	Level 5	100 %
1.5.1 - Well organization support for program implementation, staff capacity, quality control, and safety security	1.5.1.1 - Organization support to ensure adequate program implementation, staff capacity, quality control, and safety security is provided yearly		Projects	Level 1	Level 5	Level 5	100 %

Version of the EIFF results framework received by the review team on 31.10.2023

Impact/ Outcome/ Outputs	Indicator	Disag.	Value	Target		Validated Result		Definition of key terms	Means of verification (other)	Code
				Mid-term	Final	Jan 2019- May 2023	Current rate as of May 2023 (%)			
1 - Eastern Indonesia's large, contiguous rainforest areas are managed in ways that uphold biodiversity, forest ecosystem services and the human rights of indigenous and other forest-dependent peoples and communities										
1.1 - Local communities make informed decisions about their natural resources	1.1.1 - # of village's natural resources management follow-up plans submitted as input for the village program and budget plan	Projects	0	30	114	118	104 %	EcoNusa and Bentara	Alumni's follow-up plans analysis	EIFF 1.1
	1.1.2 - The average level of ability of School of Eco INVOLVEMENT participants (women and men) in the decision-making process at the village level	Projects		Level 1	Level 5	Level 5	100 %		Qualitative assessment on overall SEI processes	EIFF 1.2
	1.1.3 - # of area (km2) where forests is protected in the targeted area	Projects	0	100	670	999,95	149 %		Includes EcoNusa and Bentara Level: 1: Lack of information about threats, options and consequences 2: Has Information about the threats, but not understand it 3: Can make a problem statement and relate it to the Village plan (bisa bikin problem statement - recana desa diadopsi ke problem) 4: Can prepare input to the village plan to overcome the threats in the problem statement (bisa meurumskan rencana desa untruk mengatasi ancaman di problem statement) 5: Community representatives are able to express their stance, negotiate and	EIFF 1.3

Impact/ Outcome/ Outputs	Indicator	Disag.	Value	Target		Validated Result		Definition of key terms	Means of verification (other)	Code
				Mid-term	Final	Jan 2019- May 2023	Current rate as of May 2023 (%)			
									influence decision-making process in meetings with stakeholders.	
	1.1.4 - # of local initiatives in Papua and Maluku that include ecotourism, food security, public awareness and local commodity	Projects	0	30	166	194	117 %		report of activities	EIFF 1.4
1.1.1 - Community representatives and village officers (men and women) have capacity to carry out natural resources management	1.1.1.1 - # of community representatives and village officers living within the concession area completed the School of Eco INVOLVEMENT (SEI) and Sekolah Kampung Merdesa (SEKAM)	EIFF type of participants, Projects	0	120	486	1054	217 %		SEI and SEKAM reports	EIFF 1.1.1
		Community rep		60	243	801	330 %			
		<i>Females</i>		18	69	271				
		<i>Males</i>		42	174	530				
		Village officers		60	243	253	104 %			
		<i>Females</i>		18	69	13				
	<i>Males</i>		42	174	240					
	1.1.1.2 - # of forest volunteers (RATAN) recruited to assist community initiatives	Total	0	0	25	25	100 %		Volunteer agreement documents	EIFF 1.1.2
		<i>Females</i>		0	7	12				
		<i>Males</i>		0	18	13				
1.1.1.3 - # of community representatives participated in community learning visit (Forest Xchange) program	Total	0	0	300	13	4 %	Alumni from School of EcoInvolvement (SEI) and School of EcoDiplomacy (SED) share results and experiences	Forest Xchange Report	EIFF 1.1.3	
	<i>Females</i>		0	120	1					
	<i>Males</i>		0	180	12					

Impact/ Outcome/ Outputs	Indicator	Disag.	Value	Target		Validated Result		Definition of key terms	Means of verification (other)	Code
				Mid-term	Final	Jan 2019- May 2023	Current rate as of May 2023 (%)			
1.1.2 - Youth activists have received support and have the capacity to utilize their natural resources, advocate, and campaign on forest and IP issues	1.1.2.1 - # of youth activists (males and females) participate in trainings	Gender, Projects	0	241	586	742	127 %		EcoDiplomacy training attendance notes Bentara training attendance notes	EIFF 1.2.1
		<i>Females</i>	0	84	260	309	119 %			
		<i>Males</i>	0	157	326	433	133 %			
		<i>From Papua</i>				391				
		<i>From other regions</i>				351				
	1.1.2.2 - # youth participate in young scientist program in Papua and Maluku	Total	0	10	50	60	120 %		Young Scientist Report	EIFF 1.2.2
		<i>Females</i>		6	22	36				
		<i>Males</i>		4	28	24				
	1.1.2.3 - # of youth (females and males) involve in influencing policy and engage with commercial actors, the government, and international financial institutions	Total	0	60	132	179	136 %		meeting notes and reports	EIFF 1.2.3
		<i>Females</i>		18	40	84				
		<i>Males</i>		42	92	95				

Impact/ Outcome/ Outputs	Indicator	Disag.	Value	Target		Validated Result		Definition of key terms	Means of verification (other)	Code
				Mid-term	Final	Jan 2019- May 2023	Current rate as of May 2023 (%)			
1.2 - Low-carbon development initiatives (LCDI) and protection of forest ecosystem is strengthened in national and sub-national policies	1.2.1 - Stakeholders support local actions for the implementation of LCDI and Manokwari Declaration in Papua and West Papua	Projects		Level 1	Level 4	Level 3	75 %	<p>Level 0: Papua and West Papua are considered as the pilot provinces for LCDI. West Papua Governor signed the Manokwari Declaration in 2018.</p> <p>1: A guiding framework for the LCDI is developed</p> <p>2: Documents (LCDI logframe for Papua and West Papua is integrated into the developmental sectors.</p> <p>3: Two LCDI documents submitted and presented to district governments</p> <p>4: Recommendations in LCDI documents are integrated into the district governments plans</p>	Analysis of the LCDI guiding framework, MoU, progress of Manokwari Declaration, and other forms of documents	EIFF 2.1

Impact/ Outcome/ Outputs	Indicator	Disag.	Value	Target		Validated Result		Definition of key terms	Means of verification (other)	Code
				Mid-term	Final	Jan 2019- May 2023	Current rate as of May 2023 (%)			
	1.2.2 - Policies related to LCDI at the regional, provincial and national levels are mutually supportive	Projects		Level 1	Level 4	Level 3	75 %	Level: 0: Initiatives for low carbon development are hindered by policy gaps and discord. 1: Policy gap analysis including recommendations for policies alignment at national and sub-national levels is available Result as of 2020: Policy Gap Analysis has been in place as the basis for this alignment. 2: Policy gap analysis including recommendations for policies alignment at national and sub-national levels presented to policy makers. 3: Recommendations related to LCDI and Manokwari Declaration are integrated in the local development plans discussion (draft) 4: Local development plans incorporated LDCI recommendations	EcoNusa policy gap analysis	EIFF 2.2
	1.2.3 - Area (km2) of land concessions permits in Eastern Indonesia is under review by the local government derived from project activities	Projects	0	7500	7900	8810,64	112 %		License review report published by Dinas Perkebunan	EIFF 2.3

Impact/ Outcome/ Outputs	Indicator	Disag.	Value	Target		Validated Result		Definition of key terms	Means of verification (other)	Code
				Mid-term	Final	Jan 2019- May 2023	Current rate as of May 2023 (%)			
	1.2.4 - Area (km2) in canceled concession in Eastern Indonesia is documented	Projects	0	114	3000	3665,31	122 %		Decree (Surat Keputusan/SK) on the license cancellation Econusa: SK Bupati	EIFF 2.4
	1.2.5 - Community-managed forest protection initiatives are integrated into the national and sub-national policies and planning	Projects		Level 1	Level 3	Level 2	67 %	Level 1: There are some policy gaps that hinder the formalization and replication of prior and existing efforts for community-based forest management. Community-managed forest protection is not integrated into regional policy. 2: Concepts and principles of indigenous community forest protection will be developed based on community best practices and inform policy development and planning. 3: Policies and planning will have integrated the framework, principles, and best practices of forest protection by indigenous peoples.	Decree (Surat Keputusan/SK) on the license cancellation Econusa: SK Bupati	EIFF 2.5
1.2.1 - Stakeholder have been engaged and coordinated to support low carbon development, forest protection, and local communities' rights	1.2.1.1 - # of thematic policy brief is developed	Projects	0	0	11	10	91 %		published policy brief document	EIFF 2.1.1
	1.2.1.2 - # of reports based on regular forest monitoring	Projects	0	3	18	13	72 %		Forest monitoring reports	EIFF 2.1.2
	1.2.1.3 - Number of recommendations provided for key stakeholders organized by EcoNusa	Projects	0	2	35	49	140 %		technical assistance progress report	EIFF 2.1.3

Impact/ Outcome/ Outputs	Indicator	Disag.	Value	Target		Validated Result		Definition of key terms	Means of verification (other)	Code	
				Mid-term	Final	Jan 2019- May 2023	Current rate as of May 2023 (%)				
1.2.2 - Targeted commercial actors have access to information about zero deforestation in the supply chain	1.2.2.1 - #of meetings with government and the private sectors to protect the Papuan forests	EIFF meeting type, Projects	0	6	50	71	142 %		Meeting notes and reports	EIFF 2.2.1	
		# of meeting with the government	0	5	20	43					
		# of meeting with the private sectors	0	1	30	28					
	1.2.2.2 - # of published studies on the operations or concessions of major commodities which pose a threat to Eastern Indonesia's forests	Projects	0	2	4	4	100 %		published studies	EIFF 2.2.2	
1.3 - Media stories convey the importance of the rainforest in Eastern Indonesia	1.3.1 - # of media stories on the importance of rainforest in Eastern Indonesia	Projects	0	270	692	1620	234 %		media report and analysis	EIFF 3.1	
	1.3.2 - Social media engagement rate derived from project activities	EIFF social media types, Projects	0							social media analysis report	EIFF 3.2
		Facebook		1,50 %	5,85 %	9,82%	168 %				
		Youtube		7,00 %	17,25 %	11,14%	65 %				
		Instagram		4,00 %	8,88 %	10,05%	113 %				
		Twitter		0,30 %	1,77 %	5,73%	324 %				
		Linkedin		0,50 %	9,71 %	18,79%	194 %				
		Tiktok		0,00 %	5 %	8,13%	163 %				

Impact/ Outcome/ Outputs	Indicator	Disag.	Value	Target		Validated Result		Definition of key terms	Means of verification (other)	Code
				Mid-term	Final	Jan 2019- May 2023	Current rate as of May 2023 (%)			
1.3.1 - Positive narrative promoting community's best practices on forest protection and climate initiative is available for targeted audience	1.3.1.1 - # of media stories with positive content related to indigenous peoples or highlighting threats of deforestation by EIFF partners	Projects	0	956	5090	12030	236 %		Media monitoring records	EIFF 3.1.1
	1.3.1.2 - # of social media followers	EIFF social media types, Projects	0	261 203	261 203	322 462	123 %		social media report	EIFF 3.1.2
		<i>Facebook</i>		4 973	34 500	45 028	131 %			
		<i>Youtube</i>		10 980	34 569	19 458	56 %			
		<i>Instagram</i>		10 606	37 936	50 078	132 %			
		<i>Twitter</i>		825	4 198	4 188	100 %			
		<i>LinkedIn</i>		3 137	10 000	4 896	49 %			
		<i>TikTok</i>		-	140 000	198 814	142 %			
1.3.2 - Targeted audience (in major cities) have been presented with discourses and information about indigenous peoples and forests in Eastern Indonesia	1.3.2.1 - # of events on the impact of deforestation on indigenous peoples in Eastern Indonesia	Projects	0	34	84	151	180 %		econusa activity/event report	EIFF 3.2.1
	1.3.2.2 - # of participants of events on indigenous peoples and forests in Eastern Indonesia	EIFF gender, Projects	0	1285	15405	29683	193 %		activity report, registration form	EIFF 3.2.2
		Females	0	643	3211	5866				
		Males	0	642	2979	4657				
		F/M	0	0	9215	19160				

Impact/ Outcome/ Outputs	Indicator	Disag.	Value	Target		Validated Result		Definition of key terms	Means of verification (other)	Code
				Mid-term	Final	Jan 2019- May 2023	Current rate as of May 2023 (%)			
1.4 - A business model to support forest community products and a business entity to facilitate market access is available to forest-dependent communities	1.4.1 - # of commodities and services that are included in the business model	Projects	0	0	5	9	180 %	Counts the type of commodities or services. Suppose partners have the same commodity, we will only count it once.	business plan and feasibility report	EIFF 4.1
	1.4.2 - Level of implementation for business model for forest-community products and services	Projects		Level 0	Level 3	Level 3	100 %	Level 0: Baseline 1: Business model is finalized 2: Business entity established 3: Business entity is ready for investments	Business Plan and Feasibility Report	EIFF 4.2
1.4.1 - A business plan to support forest community products and services is developed	1.4.1.1 - Level of business plan development	Projects		Level 1	Level 5	Level 4	80 %	Level 0: Baseline 1: A basic feasibility study is completed. 2: Market and feasibility studies for selected forest community products and services, documented lessons learned from similar efforts, and an overview of institutional options for forest communities are completed 3: The business plan is completed for phase I (pilot phase) 4: Phase I of the business plan is implemented 5: The business plan is adjusted based on lessons learned from phase I and prepared for phase II	Business plan and feasibility reports	EIFF 4.1.1

Impact/ Outcome/ Outputs	Indicator	Disag.	Value	Target		Validated Result		Definition of key terms	Means of verification (other)	Code
				Mid-term	Final	Jan 2019- May 2023	Current rate as of May 2023 (%)			
	1.4.1.2 - # of stakeholders consulted in developing the business plan (communities, commercial actors, government agencies)	EIFF types of business stakeholders, Projects	0	0	33	43	130 %		business plan and feasibility report	EIFF 4.1.2
		Communities		0	15	23				
		Commercial actors		0	10	12				
		Government entities		0	8	8				
1.4.2 - A business entity to facilitate market access for forest community products and services is established	1.4.2.1 - Stage of the establishment of business entity	Projects		Stage 0	Stage 2	Stage 2	100 %	Level 0: Baseline 1: Preparation for the establishment of business entity 2: The business entity is formally established 3: The business entity is operational	legal entity of business registration	EIFF 4.2.1
	1.4.2.2 - # project sites with an agreement with the business entity	Projects	0	0	7	12	171 %	To be decided based on the development of the business plan for phase I	agreement between econusa/business entity and community production sites	EIFF 4.2.2

<p>1.5 - EcoNusa and Bentara has the necessary skill and support to implement as well as monitor EIFF effectively</p>	<p>1.5.1 - Partners' level of capacity for organizational learning and innovation processes (includes MEL)</p>	<p>Projects</p>	<p>Level 1</p>	<p>Level 4</p>	<p>Level 5</p>	<p>Level 5</p>	<p>100 %</p>	<p>Level 1: There is no system to monitor results and/or performance. The organization needs substantial assistance in assessing and reporting results. There is no perceived "learning" 2: Monitoring and evaluation is restricted to RFN's projects and formats, and the organization requires significant assistance in assessing and reporting results 3: There is no systematized M&E, but the organization does use "learning" in order to inform its work. Knowledge gathering and dissemination happen within the organization, but it is not systematized. Little assistance needed 4: There is a rudimentary M&E system in place (aggregated project results/indicators from various donors, for example) but it needs improvement. Knowledge gathering, dissemination and learning happen, but can be fostered 5: The organization has a system for monitoring and evaluation in place, with metrics for performance measurement. The organization uses learning actively in adapting and adjusting plans. There are systems in place to gather and disseminate knowledge</p>	<p>1. EIFF Annual Report 2. Progress to RFN's Organizational Assessment</p>	<p>EIFF 5.1</p>
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Impact/ Outcome/ Outputs	Indicator	Disag.	Value	Target		Validated Result		Definition of key terms	Means of verification (other)	Code
				Mid-term	Final	Jan 2019- May 2023	Current rate as of May 2023 (%)			
1.5.1 - Well organization support for program implementation, staff capacity, quality control, and safety security	1.5.1.1 - Organization support to ensure adequate program implementation, staff capacity, quality control, and safety security is provided yearly	Projects	Level 1	Level 2	Level 5	Level 5	100 %	Includes EcoNusa and Bentara Level 1: There is no mechanism in place and it is a lack of organizational support for the aspects related to the program implementation. 2: There is an effort to ensure that the operations may function properly. The organizational foundation is developed with the manual, guidelines, and/or protocol. 3: Based on organizational learning, there is continuous effort to adapt to the existing phases and conditions. The system is regulated through the SOPs that should be followed by all staff. 4: Overall quality control has been in place along with yearly capacity development for all staff. 5: The organization establishes a solid foundation for its operations with the functioning of its SOPs. It manages to conduct adequate program implementation with regular ME activities and reporting.	organization management support	EIFF 5.1.1

5.4 Appendix 4: Terms of Reference

Terms of reference for final real-time evaluation (3rd study) of the Eastern Indonesia Forest Facility (EIFF) project

Background:

The Eastern Indonesia Forest Facility (EIFF) Project is designed to play a pivotal role in reducing land-based emissions in Indonesia's most forested region. The goal of the Project is to slow down and then reverse the process of natural forest conversion in Eastern Indonesia through a combination of enhanced stakeholder engagement, both government and non-government, improved collaboration among players involved in reviewing forest conversion licenses, and broad-based communication intended to enhance transparency and accountability in forest management. The implementation of this Project is carried out by The Rainforest Foundation Norway (RFN) in partnership with Indonesian-based Civil Society Organizations, Yayasan Ekosistem Nusantara Berkelanjutan (EcoNusa) and Perkumpulan Bentang Nusantara Papua (Bentara). The Project was implemented from May 2019 to May 2023 and is organized into four components:

1. Component 1: Community resilience within key intact forest areas
2. Component 2: Policy Advocacy and strategic stakeholder engagement
3. Component 3: Eastern Indonesia Communication Hub
4. Component 4: Community-managed economic development

Purpose, objectives, and Scope

The real-time evaluation has been divided into three separate studies (2020, 2021, and 2023) to produce knowledge that can improve the Project while guiding and inspiring future interventions here and elsewhere. Each of the studies will serve specific purposes. **The third (final) study will focus on lessons learned and reflections on the potential effect of avoided deforestation, assess the Project's effect on society (impact), the Project's achievements, and the sustainability of the Project's results.** The final study **will also summarize relevant parts of the previous studies**, cover the whole period of the Project, and provide recommendations for future intervention in Eastern Indonesia.

Evaluation questions

The third (final) study will focus on lessons learned and reflections on the potential effect of avoided deforestation, assess the Project's effect on society (impact), the Project's achievements, and the sustainability of the Project's results.

Lessons learned and reflection

- 1) What are the key lessons learned from the Project's implementation that can be applied to similar interventions in the future?
 - a. What were the main challenges faced during the Project's implementation, and what were the strategies employed to address them?
 - b. Which strategies have been working well and not, why, and what should have been done differently?
 - c. How can RFN and partners better integrate learning from the Project's implementation into future and other interventions?
 - d. How can RFN and partners design the future intervention, including the tool for measurement (e.g., result framework - are we measuring the right things?) or theory of change (are we doing the right things) to strengthen both the achievements towards outcomes and enhance impact in the future?
- 2) How have RFN and partners adapted to changing realities, with either improved or decreased opportunities for results achievement?

Impact and sustainability

- 3) What is the overall societal impact of the Project, both positive and negative, on local communities, biodiversity, and the environment?
 - a. Are there any unintended outcomes produced?
 - b. To what extent has the Project examined the potential effects on the community's resilience and cross-cutting issues: anti-corruption, human rights (including the rights of Indigenous People and people with disabilities), women's rights and gender equality, and the environment and vulnerability to climate change?
- 4) Are the Project results likely to be durable?
 - a. To what extent have the Project's results been sustained?
 - b. Are there any challenges or threats to the sustainability of the achieved results?
- 5) What should be done to prepare an exit or bridging plan to ensure a proper handover to the (local and/or national) stakeholders after Project completion?

Effectiveness

- 6) To what extent did the Project achieve its stated objectives and outcomes within the specified Project timeframe?
 - a. What are the explanatory factors behind variations in results achievement?
 - b. Which factors hinder or facilitate the Project's implementation to achieve its objectives?
- 7) To what extent have the capacity-sharing initiatives under EIFF contributed to the improved knowledge, skills, and performance of RFN and the partners' staff?
 - a. What is the current status of the partner's skill and capacity to implement and monitor Projects?
 - b. Were there any gaps or areas where the capacity-sharing measures could have been more effective? If so, how could these be addressed in future interventions?

Evaluation use and users

The findings will be used by RFN and partners and reported to the Project's primary donor, the Norwegian Ministry of Foreign Affairs (MFA), represented by the Royal Norwegian Embassy in Jakarta (the Embassy). The parties will further discuss whether the final study should be shared with a broader audience of all agencies working in similar fields.

Methodology: Desk review, field visit interviews, and other agreed methodologies between the parties.

Timelines and deliverables:

Process and deliverables	Due
Start of evaluation	07 August 2023
Inception report (proposed methods, plan for data collection, timeline, etc.) 2-4 pages	21 August 2023
Based on the inception report, field visits and meetings were developed with RFN, EcoNusa, and/or Bentara.	September – October 2023 (based on discussion)
Draft report (include all the key elements of the final report)	20 October 2023
Final report, not more than 50 pages excluding annexes with an executive summary and two main results pages.	3 November 2023
Presentation to implementing partners, donors, and possibly other relevant audiences.	4-6 November 2023

*) Due dates can be adjusted per discussions and agreement of all parties, except for the FINAL report and presentation



Oddbjørn Vegsund

Partner

Tlf: +47 406 39 919

Oddbjorn.vegsund@kpmg.no

Marte Jørgine Hurlen

Manager

Tlf: +47 458 68 211

martehurlen@kpmg.no



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