



**ECONUSA**  
NATURE • CULTURE • CONSERVATION

# ECONUSA FOUNDATION INTERNAL REVIEW REPORT

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By: Remdec Team





Fishermen proudly display tiger prawns, the primary source of income for the community of Konda Village in South Sorong, West Papua Province.





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The Beauty of Malaumkarta Village in Sorong, West Papua Province. The Indigenous people of Malaumkarta revere the practice of Egek as a means to safeguard their precious forests and oceans.







# PART I

# INTRODUCTION

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# 1. Background

EcoNusa Foundation, referred to as EcoNusa) is a national NGO established on July 21, 2017, with the aim of elevating local initiatives to the national and international levels, including promoting equitable and sustainable natural resource management by indigenous peoples in Indonesia, particularly in Eastern Indonesia. Currently, EcoNusa has its head office in Jakarta and 7 regional offices located respectively in Jayapura (Papua), Manokwari (West Papua), Kaimana (West Papua), Sorong (Southwest Papua), South Sorong (Southwest Papua), Ambon (Maluku), Ternate (North Maluku), and 1 floating office station (EcoXplorer Ship), a multifunctional ship that enables EcoNusa to reach the most remote islands and coastal areas. Until 2023, 70% of EcoNusa staff are based in Jakarta. 60% of them are women, 70% are millennials and GenZs.

EcoNusa has its headquarters in Jakarta with the aim to ensure that political access and access to resources can be implemented directly by EcoNusa itself without having to rely on other parties. This includes mobilizing the public nationally/internationally to support initiatives in Eastern Indonesia. It is expected that in the not too distant future EcoNusa headquarters will move to Papua while still managing a representative office in Jakarta.

EcoNusa's vision is to fight for community independence in sustainability and impartial management of natural resources. EcoNusa works with more than 15 local partners and collaborators, including faith-based organizations (Caritas for Catholics in Merauke, GPI Klasis for Christians in 4 provinces (Papua, West Papua, Maluku, and North Maluku), 24 districts, 172 villages, with a total of

34,000 direct beneficiaries. EcoNusa also serves as the secretariat of Interfaith Rainforest Initiative Indonesia, an important initiative of religious leaders and indigenous community leaders, including AMAN, to strengthen the Indonesian government's efforts on forestry and climate change issues.

With a holistic and comprehensive approach from site- to national-level intervention, from coastal to mountainous areas, EcoNusa continues to be a strategic node for social and environmental transformation in Eastern Indonesia since 2017. EcoNusa works to link community initiatives with government programs, communicate to the wider public, connect good practices from local communities, and distribute existing resources to support local initiatives, including small grants, revolving funds, and capacity building.

EcoNusa's work focuses on building community resilience in natural resource management, supporting indigenous peoples' rights through policy advocacy, contributing to low carbon development, mobilizing youth groups and public support, promoting sustainable local economies, supporting indigenous peoples' living systems and institutional capacity building, and creating positive narratives on forest, climate change, marine, biodiversity issues, and good practices in indigenous communities.

To prepare materials for the preparation of EcoNusa's strategic planning for the next five years, a comprehensive study is needed to draw lessons from the implementation of EcoNusa's programs, which is then referred to as an Internal Study, which is technically carried out by the Remdec Team.



## 2. Study Objective

1. Collect information on the performance of program implementation and achievements
2. Get feedback on the performance of program implementation and EcoNusa's role in the future.
3. Identify strengths and weaknesses related to human resource capacity, program and financial management (including managing small grants/funds, and communication strategies.
4. Draw lessons on the quality of program implementation and outcomes, as well as relationships with stakeholders and the public at large.

## 3. Methodology

This study adopted a qualitative approach using in-depth interviews, FGDs, observation and document review for data collection. FGDs were conducted with groups of staff, managers and directors separately, at the EcoNusa office. Information on EcoNusa was also explored in FGDs with youths and cooperatives partner groups and Maluku/North Maluku MSMEs on the sidelines of MSMEs and PT Kobumi partner cooperatives capacity building activities of in Sorong. In-depth interviews were conducted with partners, donors, board and CEO. Observations were made at Kobumi partner meetings, Kobumi Strategic Plan, Ecodefender meeting in Sorong and EcoNusa Strategic Plan meeting in Jakarta. Respondents, methods and topics covered are listed in Appendix 1.





# 4. Implementation Time and Implementation Team

This study was carried out between the period of March and October 2023 by the Remdec Team consisting of Lili Hasanuddin, Roy Chiong, Ririn Habsari and Papang Hidayat.

## Appendix 1. Respondents, Methods, and Topics

No.	Respondent	Method*	Topic
A.	Donor		
1.	Packard	IDI (on line)	<ul style="list-style-type: none"> <li>• Program and financial management performance</li> <li>• Expectations for EcoNusa in the future</li> <li>• other issues</li> </ul>
2.	RFN	IDI (on line)	
3.	Hans Werdorf Foundation	IDI (on line)	
B.	CSO and MSMEs Partners		
1.	Pdt Mario Clif, GPI Papua Klasis Fakfak (CSO)	IDI	<ul style="list-style-type: none"> <li>• Overview of partnership relationships</li> <li>• Partnership impacts</li> <li>• Sustainability potential</li> </ul>
2.	Teria, MCC (CSO)	IDI	
3.	Mama Welmince, Tanggaromi (UMKM)	IDI	
4.	Ibu Widi Astuti, D'Jamur Papua (UMKM)	IDI	
5.	Elvira, Nanieli Busamedia (UMKM)	FGD	
C.	Cooperatives		
1.	Ukar Lean Cooperative	FGD	<ul style="list-style-type: none"> <li>• Overview of partnership relationships</li> <li>• Partnership impacts</li> <li>• sustainability potential</li> </ul>
2.	Dewi, Kamboti Rempah Maluku Cooperative	FGD	
3.	Azhari, Rakyat Lestari Maluku Cooperative	FGD	
4.	Dirman, Banda Neira Mandiri Cooperative	FGD	
5.	Johand, Saloi Rempah Binaiya Cooperative	FGD, IDI	
6.	Dino, Tiva so Babunyi Cooperative	FGD	
7.	Teria, Anugerah Alam Maluku Cooperative	IDI	



D.	EcoNusa Board		
1.	Julia Kalmirah	IDI (online)	
2.		IDI (on line)	
3.	Felia Salim	Written	
E.	Internal EcoNusa		
1.	CEO	IDI	<ul style="list-style-type: none"> <li>• Basic ideas on EcoNusa and PT Kobumi now and in the next 5 years</li> <li>• Strategies in overcoming crises</li> </ul>
2.	Director and CEO Office	FGD	<ul style="list-style-type: none"> <li>• Understanding of the basic idea of EcoNusa and PT Kobumi</li> <li>• Translate basic ideas for manager level</li> <li>• Institution management dynamics</li> <li>• Strategies in overcoming crises</li> <li>• Operational strategy for EcoNusa office move to Sorong</li> <li>• Other issues</li> </ul>
3.	Manager and Coordinator	FGD	<ul style="list-style-type: none"> <li>• Understanding of the basic idea of EcoNusa and PT Kobumi</li> <li>• The dynamics of translating basic ideas into program operational strategies</li> <li>• Program management dynamics</li> <li>• Views and attitudes on the office move</li> <li>• Other issues</li> </ul>
4.	Staffs	FGD	<ul style="list-style-type: none"> <li>• Understanding of the translation of basic ideas into programs/activities/SOPs</li> <li>• EcoNusa program/activity implementation/SOP dynamics</li> <li>• EcoNusa working relationship dynamics</li> <li>• Views and attitudes about the office move</li> <li>• Other issues</li> </ul>

\*IDI: *In Depth Interview*, FGD: *Focus Group Discussion*



Participants of the cocoa cultivation class are diligently acquiring skills in nurturing cocoa plants at Social Transformation School (STS) South Manokwari. This initiative not only bolsters the local economy but also underscores the significance of forest protection and indigenous rights.







# **PART II**

## **INSTITUTIONAL AND PROGRAM PERFORMANCE**

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Equipped with relatively large financial support, EcoNusa, institutionally has structured the organization by completing all the instruments and organs of the foundation, including the functions of each component in the foundation to clarify its role. The same applies to the work system in the form of an SOP and other organizational policies related to various agendas and programs. The institutional structuring process is carried out by key people in EcoNusa, namely Bustar and Etik, who already have experience in organizational development. They are also assisted by some strong institutions in organizational structuring, such as Remdec, Insist, and Inspirit which are the networks of Bustar and Etik<sup>1</sup>.

In its almost 7-year journey, EcoNusa Foundation has made various efforts to achieve its goal of promoting sustainable and equitable management of rich natural resources in the Eastern Region of Indonesia, while strengthening local and international initiatives, despite the constant threats in the region<sup>2</sup>.

Quoted from its website, EcoNusa continues to encourage the development and capacity building of civil society groups, while developing relevant strategies and facilitation of advocacy, campaign, communication and stakeholder engagement efforts. With this collaborative effort, they also introduce

the values of sovereignty in natural resource management and conservation to all stakeholders, including policy makers at the regional and national levels.

The organization values sovereignty and sustainability, promoting best practices around environmental protection and sustainable natural resource management based on equitable principles through concrete actions with local communities. They also ensure that the development and empowerment of local communities can greatly benefit indigenous peoples and their livelihoods.

EcoNusa's missions are: (1) strengthening EcoNusa's organizational capacity as an effective and accountable change organization to realize its vision and carry out its mandates; (2) expanding network and enhancing capacity of local NGO partners in equitable and sustainable natural resources management; (3) organizing young people especially in urban areas to support sovereignty movement in equitable and sustainable natural resources management; (4) facilitating stakeholders in equitable and sustainable natural resource management in Eastern Indonesia; (5) promoting lessons learned and best practices by local NGOs and communities to the national and international levels on equitable and sustainable natural resource management.

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<sup>1</sup> In-depth interview with Julia Kalmirah, EcoNusa Supervisor

<sup>2</sup> EcoNusa Website, <https://EcoNusa.id/id/tentang-kami/>



# 1. Description of Institutional and Program Performance

The following is a description of institutional and program performance based on the implementation of EcoNusa's 5 missions.

## 1. Strengthening EcoNusa's organizational capacity as an effective and accountable organization of change to realize its vision and carry out its mandates.

EcoNusa's organizational structure consists of Trustees, Management and Supervisors as befits an organization with a foundation as legal entity. The program implementation and institutional operations are carried out directly by the board, which consists of 4 tiers. The top tier is CEO,

the second tier is directors and head of CEO's office, the third tier is managers and program coordinators and heads of regional offices, while the fourth tier is staff, both in Jakarta and regional offices. In more detail, EcoNusa's organizational structure can be seen in Chart 1 below.



A homestay in Raja Ampat, West Papua Province, that was damaged during the Covid-19 pandemic and received funding assistance from EcoFund.







### a. The role of Trustees

EcoNusa's Board of Trustees consists of people with varied knowledge and experience. Yan Karafir, for instance, has a progressive thought especially on the issue of the need to develop Papua through the people's economy. According to him, Papuans need means of transport to bring agricultural products out of Papua. That was the initial idea of the need for EcoNusa to have a ship. Furthermore, there is a Slank personnel (Ridho) who has campaign expertise through art and youth mobilization to embrace a wider public. Ridho's influence is quite large in EcoNusa's youth mobilization program. There is also Felia Salim, who knows a lot about finance and has long experience working in Papua. In board meetings Felia

Salim often discusses financial schemes in detail, including the issue of Climate Financing, and provides perspectives on Papua's development based on her experience. Meanwhile, Zulfahmi has a lot of experience in environmental issues and community empowerment, which underlies his mentoring activities for communities and various groups at the site level<sup>3</sup>. There is also a supervisor role on the board, namely Julia Kalmirah, who has a strong understanding of organizational and institutional development, in addition to being reliable on environmental law issues and the rights of indigenous peoples. In essence, the board plays a significant role in the programs initiated and implemented by EcoNusa, in addition to ensuring institutional accountability.

### b. The role of CEO

Bustar Maitar as the CEO of EcoNusa has a huge role and influence in the management of Econusa. EcoNusa does not have a program director, so the program managers and coordinators and regional coordinators report directly to the CEO. In the new 2024 organogram, Bustar also handles KOBUMI and Business Development. Almost everything related to ideas, concepts and implementation strategies comes from Bustar. In terms of maturity of experience, he is far above his

directors. Moreover, in terms of "the courage to think big and out of the box", Bustar has no match. This means that in terms of ideas, concepts, idealism, there is a huge gap between the CEO and the ranks below him.

Based on the observation during Kobumi's and EcoNusa's strategic planning discussions, Bustar still has to explain even "teach" very technical things to his staff. Bustar is not only the CEO but also the "facilitator" for the lower ranks.

### c. Program Management

Although this study did not look in depth at the management of the program, there are some notes derived from available documents and/or captured from FGD activities as well as the views of the advisory board related to the program.

particularly marine, forestry and plantation resources, as well as economic empowerment of indigenous peoples, youth capacity building and public communication/campaign. Each program is managed by a division specifically in charge of the issue/field.

EcoNusa develops programs related to fair and sustainable natural resources management,

In the field of communication and public campaign, EcoNusa is very serious in building

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<sup>3</sup> In-depth interview with Julia Kalmirah, EcoNusa Supervisor



its communication division and developing communication and campaign programs through social media and website. EcoNusa can even be said to have its own “production house” including having a professional podcast studio and supported by very adequate equipment. EcoNusa also employs talented young people in this division. The resulting product (according to EcoNusa staff) is one of the best websites, and has become a reference for information on Eastern Indonesia. This communication unit is also supported by efforts to mobilize young people systematically through various capacity building and network development activities (details of this can be seen in the report prepared by Established).

In marine issues, EcoNusa has human resources who are well-versed in marine issues with long experience in previous fisheries organizations. Quoted from its website, EcoNusa plays a strategic role by organizing policy advocacy and connecting civil society groups to unite as a coalition; strengthening the position of local communities to voice concerns related to marine and fisheries at the national and regional levels; and developing evidence-based policy recommendations for the government supported by universities and credible scientists at the regional and national levels. The opportunity to network with various parties is one of the positive things obtained by personnel working at EcoNusa.

EcoNusa currently leads 2 coalitions that it initiated, namely the NGO Coalition for Fisheries and Marine (KORAL) and Jaring Nusa. KORAL helps strengthen policy recommendations at the national level by gathering evidence from national and regional networks, universities and research institutions. While Jaring Nusa works at the local level by facilitating learning and knowledge management processes among local NGOs and organizations, and promoting good practices in small-scale fisheries management. They advocate for the protection of small islands

from mining such as Sangihe Island and Wamonii Island. Their hard work has led to court victories, but implementing the court decisions still requires the government to make a breakthrough.

In the context of marine tenure, they also made a working paper as a translation of the Constitutional Court’s decision on the Coastal Law. The point is how coastal seas are managed collectively or communally, without any recognition from business actors.

*“so we feel victorious because there is no private sector entering the coast”*

Managing 2 coalitions with very different characters requires its own skills.

*“It is not EcoNusa that enjoys (the result) but our friends who advocate in the field. We just orchestrate to help expand support”*

In addition to building coalition with NGOs, EcoNusa also work with universities to conduct policy studies related to marine issues. EcoNusa’s attention to marine issues is in line with the global climate crisis that affects the marine health of all countries, including Indonesia as an archipelago with more than 17,000 islands. Climate change has resulted in a decline in fishery catches that affect small-scale fisheries living in coastal areas with high poverty rates. According to BPS 2021 data, the total number of poor people in Indonesia is 10.86 million and 12.5% or 1.3 million of them live in coastal villages. Based on the complexity, EcoNusa believes that ‘Sustainable Ocean Policy’ should be the government’s main agenda in managing marine and fisheries development in order to improve people’s welfare.

EcoNusa’s work on marine issues uses a strong approach in advocacy and communication strategy, including mobilizing community and youth leadership to promote marine ecosystem protection and sustainable fisheries agenda in Indonesia. In the last three years EcoNusa has made many efforts to



mobilize youth groups such as the ‘School of EcoDiplomacy on Ocean’, an intensive training for youth on ocean leadership mentoring by various experts, and ‘Sail to Campus’, which is a program for students who are mobilized to take action on ocean protection by involving 6,000 students.

Regarding plantation and forestry issues, EcoNusa has an advocacy program to review palm oil and forestry permits. In the last five years, EcoNusa has successfully revoked palm oil concession permits managing 315,377 hectares of land (2.5 times the area of Los Angeles), which is equivalent to 56,773,466 tons of carbon stored and worth USD 283,867,330. Following the first revocation by local governments, on January 6, 2022, President Jokowi, through the Minister of Forestry and Environment, revoked 192 forestry licenses. The effort was also continued by other provinces in Papua where EcoNusa is part of the Papua Provincial permit review team listed in the Governor Decree Number 188.4/108/Year 2023. The success of EcoNusa’s work in the review of oil palm licenses in Papua led to EcoNusa being unofficially requested by the Corruption Eradication Committee (KPK) to lead civil society coordination in the marine and fisheries sector.

#### **d. Financial Management**

Since its establishment, EcoNusa’s finances have been audited by independent auditors and always received WTP (unconditionally appropriate). Initially, the auditor found many issues, but now there are only minor findings. This is one of the proud achievements for the finance staff. Moreover, this status was achieved under different financial coordinators. The auditor’s findings are always conveyed to the staff. However, EcoNusa partners who were also visited by the auditor did not receive information related to the auditor’s report. Partners also want to know the results of the

In addition to license review, EcoNusa also supports the mapping of indigenous territories and protection of essential ecosystems. With the active role of EcoNusa, there are currently 452,549 hectares of indigenous peoples’ land mapped and 83,223,875 tons of carbon protected which is worth USD 416,119,375. In May 2022, West Papua Province issued Provincial Regulation No. 5 Year 2022 on Essential Mangrove Ecosystem, covering approximately 489,741 hectares of mangrove area in West Papua Province. In addition, in October 2022, the Indonesian government has recognized community claims to ancestral forests (Hutan Adat) for the first time in history, a major step that could help preserve one of the most biodiverse areas on the planet.

To get more public attention to all these movements, EcoNusa engages media and journalists to showcase the aspirations of the general public, NGOs, CSOs/CBOs and youth. Considering that media is the fourth estate or fourth pillar in Indonesia’s democracy, it plays an important role in changing public opinion. EcoNusa’s journalist fellowship program has shown significant interest from local and national journalists with in-depth stories from the field combined with stories at the national level making the argument in pushing for policy changes stronger.

auditor’s report, especially those related to the work they do.

EcoNusa has a Financial SOP that regulates all payment submission processes. However, in practice, it is often not implemented consistently. SOP often does not apply to all. This is the dynamic character of EcoNusa program and partners in the field that requires special consideration or wisdom in applying SOP. EcoNusa has built a system by implementing layered financial administration. Before reaching the Jakarta office, the financial report is checked by the regional finance administrator. When the report



reaches Jakarta, it is checked by the Jakarta office finance staff. The Jakarta office finance staff are able to resolve financial issues that fall under their authority, so only issues that require a decision from the finance director or CEO are submitted to the director.

The financial reporting flexibility at the program implementation level may pose a risk of fraud, if it is not balanced with a qualified supervision system. Fortunately, EcoNusa has a competent operational and financial director with a very strong character so as to reduce the risk. The process is also assisted by the regional office that has a financial management strategy to facilitate the implementation of activities in the field. If the Jakarta office finds indications of fraud, it will be cross-checked with the regional office.

The director of operations and finance can also act as a “brake” and control for the CEO in spending the institution’s money, both to provide support to partners and other interests. The control function should also exist in the trustees and supervisors.

One that can link the program to the financial structure is the Chart of Account (COA). To create a good COA structure, the finance team needs to understand the program and its dynamics. On the other hand, the program implementation team must also understand COA and consistently use the right COA. However, the problem is that program implementation teams, including teams in the regions, often do not include COA in their

budgets, or financial requests and reporting. This makes it difficult for the finance team. So the finance team needs to be well briefed on the program or activity before it begins, so that they can help apply the appropriate COA to the expenditure from the activity. On the other hand, the team implementing the program needs to receive training on finance for non-finance people so that they understand the principles of accountable finance. Thus, they can manage program finances in the field properly, in accordance with the rules but not hampering the program or making it difficult for the people or communities involved. The finance team also needs to have an understanding of the limitations of the field so that in certain circumstances it is necessary to exercise “discretion”.

EcoNusa has managed to get donors who are not too strict in financial management. EcoNusa’s donors generally only stipulate the amount and not the details of the fund allocation. The Finance Team ensures that there is no misuse of funds and the management is in accordance with the procedures set by the donor. On the other hand, one of EcoNusa partners complained that EcoNusa cares more about finance but less about program achievement. Therefore, there should be a clear assignment in EcoNusa on who will pay attention to the program implementation. It is impossible for the CEO to be directly involved in mentoring and supervising the program. If it is the responsibility of the head of the regional office, then the role needs to be reminded, so that partners do not feel that EcoNusa is more concerned with financial reports than program achievements.

#### **e. Fundraising**

In the last 5 years, the total funds managed by EcoNusa amounted to USD 10.2 million. The funding sources include the Norwegian Government (NICFI/RFN), Packard Foundation, CLUA, Wedgetail Foundation, SWIFT Foundation, London Stock Exchange Foundation (LSEG), Walton Family

Foundation, World Conference Religion for Peace, and the Rainforest Trust. To support EcoNusa’s core programs, 70% of the funds are allocated to forestry initiatives and 30% to marine initiatives. EcoNusa has also begun to integrate its programs including to support basic services of indigenous peoples and local communities, including renewable energy



independence, and in the future will also cover basic health and education services.

EcoNusa has the strength in building a good “report card” with international donor networks. EcoNusa even managed to get flexible funding from some donors without having to submit complicated proposals. In some cases they only need two pages containing the core of the program idea. The CEO plays a prominent role in fundraising by utilizing his network. EcoNusa’s CEO actively acts as a fundraiser, not only waiting for donors to come to Indonesia, but actively attending world philanthropy meetings to introduce his organization. He strives to make his organization known and noticed by following the world trend related to environmental issues and indigenous peoples which are the focus of EcoNusa’s issues. It is hoped that EcoNusa will be included in the “circle philanthropy” and get recommendations given among philanthropies.

EcoNusa also conducts fundraising (grant making) and fund management for the community with Ecofund/small grant<sup>4</sup> program. EcoNusa seeks to access global funds related to climate change impacts. The world understands that indigenous peoples and local communities are the spearheads of saving the adverse impacts of climate change, but in reality only 5% of the funds channeled actually reach indigenous peoples and local communities.

Recently, the issue of climate change has become a global concern. The meeting in New York, for example, discussed how to ensure that funds for climate change mitigation reach indigenous peoples and local communities. Global funds are available up to USD 3 billion. Many organizations initiate but have no way to channel directly to indigenous groups and local

communities. The initiative encouraged by EcoNusa in the form of EcoFund is much in demand by donor agencies, because of the principle of “not making it difficult for the community” although it must still meet the agreed SOPs. For example:

- If a proposal is needed and the community group is not able to make it, EcoNusa helps to make the proposal.
- If (the community) are unable to make a budget plan, EcoNusa will help to make one.
- If legal entity is required, they will be assisted to obtain a referral from the village head.

Ecofund managed by EcoNusa is relatively ready to be implemented in the field, as EcoNusa works at the local level close to the target groups in its working areas, namely in Tanah Papua and Maluku Islands. In addition, EcoNusa has a team that can directly assist the community to overcome the problems they face. EcoNusa’s mechanism seems to be in demand by donor agencies.

Ecofund has two funding schemes: grants and revolving funds. For businesses that have little profit, such as the wild boar sausage produced by one of the fostered MSMEs, grant funds are given. But for businesses that have the potential for large profits, they are encouraged to take revolving funds.

Regarding fund-raising, here is the opinion of Felia Salim as a member of the advisory board:

*“The CEO/management has swiftly shifted gears when funding from the donor (Norway) suddenly faltered and decreased. With this experience, it is better to diversify funding sources, in-kind assistance, forms of cooperation that do not only require funds but scaling up initiatives through coalition and network cooperation. It is also necessary to balance foreign donor assistance with domestic sources of funds”*

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<sup>4</sup> Based on an interview with Bustar Maitar, CEO of EcoNusa



## f. HR Management

At the time of data collection, EcoNusa had 82 staff spread across 7 offices in Jakarta, Papua, West Papua and Maluku. Most of EcoNusa's staff are young people with ages between 22-35 years old. Currently 40% of the staff are local people from various backgrounds, most of them are in the regional office. At the implementing staff level, in the FGD with staff, there are some fresh graduates who are working at EcoNusa for the first time. The implementing staff involved in the FGDs have been working at EcoNusa for 1-3 years on average, some even joined just a few weeks before the FGD.

In relation to HR management, "appraisal" was one of the topics that came up in the FGDs. At the staff level, there is a desire for appraisals to be conducted not only at the end of the contract, but also mid-contract. They

- **Staff understanding of EcoNusa**

Not all staff, managers and even directors have experience working in NGOs, with resource/environmental issues and indigenous peoples in Eastern Indonesia, so one of the attractions for them to work at EcoNusa is getting the opportunity to visit work areas in Papua and Maluku that they have never visited before. New issues related to the environment and indigenous peoples, let alone being able to meet directly with the community is also an attraction to increase their knowledge and experience. In addition, issues on blue carbon, ecofund, and bio-diversity are also new issues that are considered interesting.

At the executive staff level, EcoNusa is known as an NGO that cares about natural resources and indigenous peoples in Eastern Indonesia. Although they find it difficult to explain to their friends outside EcoNusa who are mostly GenZs. Apparently 'NGO' is not popular among their peers. To make it easier, they use examples of large NGOs such as: WWF or Greenpeace

also wish that the appraisal results be shared and discussed with them, so that they understand their strengths and weaknesses. Thus, they still have the opportunity to make improvements. The advisory board, on a different occasion, stated that EcoNusa has no measurement tool to see the day-to-day operationalization, for example measuring with tools such as independent Employee Engagement Survey; or 360-degree performance evaluation and other available accountability systems.

According to the prevailing rules at EcoNusa, notification of non-renewal of employment contract is made 1 month before the contract expires. Considering the difficulty of getting a job at this time, there is a proposal to give a notice 3 months before the contract ends, so that the person concerned still has time to look for work elsewhere.

which are widely known as environmental NGOs. Some examples of the explanation they gave about EcoNusa are as follows:

*"An NGO that focuses on Eastern Indonesia"*

*"An environmental NGO focused on Papua and Maluku, which uses a community empowerment approach so that they want to protect their environment"*

*"NGO that continues to promote fair and sustainable natural resource management and encourage local initiatives"*

If at the staff level, they define EcoNusa in general, at the manager/coordinator level, EcoNusa is defined according to the program or field they are working on, namely:

*"Proudly local, Indonesian NGO"*

*"EcoNusa 'is Papua', personified as a human on its social media platform"*



*“A smart NGO that sees the political economy situation in Eastern Indonesia, which narrates it into a publication tool”*

The staffs are proud to be part of EcoNusa because of the positive impression from other NGOs or the government. EcoNusa is used as a reference for Eastern Indonesia, especially Papua, so that if there is a new issue that develops, it is often heard: “Check EcoNusa first”. EcoNusa’s social media is often used as a reference for publication media for

East Indonesia issues, as well as from the creative side. It was even used as an example in one of the digital social media workshops. Its content, which highlights the success stories of local communities, received a positive response.

*“These are the ones (issues) that should go viral”*

*“love working at EcoNusa because their social media is cool”*

- **Staff understanding of Eastern Indonesia (particularly Papua and Maluku)**

Although EcoNusa works in Eastern Indonesia, not all of the Jakarta office staff have set foot in Papua. Some who have been to Papua are only limited to Sorong city. The knowledge and understanding of some EcoNusa staff about Eastern Indonesia is still at the level of “naive” awareness, not yet at the level of critical awareness. It has not yet come to a deep understanding of why amidst the abundance of natural resources in the Land of Papua and Maluku Islands, the population remains poor. Some illustrations of such understanding can be seen from some of their expressions about Papua below:

*“Beautiful nature”*

*“Underdeveloped in terms of education, health, and food”*

*“limited access, so no choice”*

*“There is nothing there, it is difficult to find things. But it turns out there is already a mall in Sorong”*

*“I used to think Papua is scary with OPM, but after I joined EcoNusa, I know that OPM exists but is not supported by the community.”*

*“EcoNusa is here to provide an understanding of Papua so that East Indonesians want to protect their environment and be empowered”*

- **Work atmosphere at EcoNusa**

One of the nice things about working at EcoNusa for the staff is the flexibility in working hours. Although there is actually a rule on working hours, there seems to be no strict sanction or consequence when violated. In fact, they also strongly remember the CEO’s oft-delivered phrase regarding working hours, namely:

*“Come at 9 and leave at 5, that’s mandatory. The rest is optional.”*

As an organization that has regional offices in Eastern Indonesia with a 2-hour time difference with Jakarta, of course the accuracy of working hours greatly affects performance.

When Jakarta staff start working at 08.00, it is already 10.00 in Eastern Indonesia. If working hours are not adhered to, it will certainly affect work coordination with regional offices. At the manager level, flexibility is more interpreted as a space to be creative in planning, implementing, budgeting, and maneuvering as needed.

According to the staff, the working atmosphere at EcoNusa is pleasant with a reliable team and given the opportunity to advance and perform. Unfortunately, not everyone is able to take advantage of the opportunity. Working at EcoNusa also opens up opportunities for networking with academics, other NGOs and government agencies, which may not be available elsewhere. However, EcoNusa is



also not free from ‘office drama’ like other institutions. This is mainly complained by the executive staff. Drama at the ‘top’ level often

puts staff in a bind and disrupts their work comfort. Cases of ‘silent treatment’ is also complained about by staff.

## **2. Expanding networks and increasing the capacity of local NGO partners in equitable and sustainable natural resource management.**

One of the partner representatives met in the KOBUMI partner meeting in Sorong was Pastor Mario Clif who is the representative of Protestant Church in Indonesia (GPI) Papua in Fakfak. He shared that the collaboration with EcoNusa started in 2021 with the signing of MOU for resilience program especially organic vegetable. EcoNusa helps to provide tools and materials for organic farming. The congregation’s land (church land) is planted organically with vegetables by women members of the church (Until now, there are not many young people who are interested in planting vegetables). The harvest is marketed either to the congregation or to the general public.

In 2022, the activity was halted due to internal problems within the organization, not with EcoNusa. Then in 2023, it was restarted, this time in collaboration with the synod, to make it stronger and wider in scope. Program administrators in Fakfak become program managers at the synod level. With cooperation at the synod level, it can involve various congregational groups with various products such as VCO (virgin coconut oil), fish floss, crabs floss, shrimp floss, corn, chili, organic vegetables. Marketing is done through Facebook and WAG (WhatsApp groups) both for internal congregations and the general public. Farmers bring their crops to the church, the church distributes them to consumers for free. “Free Shipping”! This benefits farmers because they are not burdened with shipping costs to consumers. Within 1-2 hours the farmer is paid immediately. Farmers receive net proceeds and voluntary donations for the church. The management team does not ask for payment, they are happy to help because

EcoNusa has also helped.

*“We are just helping, because EcoNusa has also helped us” (Rev. Mario, GPI Fakfak)*

The group has been able to engage the government to contribute to the capacity building of farmers. There was also ‘knowledge transfer’ between congregations. Congregations in Muting who have received training in producing fish floss, train congregations in other places to make crabs and shrimps floss.

Initially, when it was only the scope of GPI Fakfak, they received Rp 60 million for equipment and land preparation. In 2023, with the scope of the synod, they received Rp 400 million for the procurement of tools and materials, as well as related activities. The target is that within one year these farmer groups can be independent, so that funds can be given to other groups. For Fakfak, next year it will be directed to nutmeg farmers, because 90% of farmers in Fakfak are nutmeg farmers. The proceeds will be channeled to cooperatives. At the time of the interview, cooperatives in Fakfak were in the process of being established.

In the experience of managing the Rp 60 million fund obtained for the Fakfak church, EcoNusa church requires a report every 3 months accompanied with supporting documents. Fortunately, GPI Fakfak has a competent treasurer who is able to manage finances and make good financial reports. When in 2023, the same committee had to take care of funds at the synod level, it became a challenge because they had to wait for reports from many groups with different locations and far apart. Whereas now reports must be every 10th of the month, at least an online report. Physical evidence can be submitted later.



The reporting requirement accompanied by physical evidence is a challenge for program managers. They can only make a good report when physical evidence has been received in Fakfak, because often digital reports do not match the supporting documents. Meanwhile, sending physical evidence takes a long time and can take up to a week (for example, shipping from Merauke to Fakfak). After physical evidence from all groups are collected, only then the program manager can make a financial report. It is not certain that all expenses are in accordance with EcoNusa's SOP. For example, there are expenses for areca nut and cigarettes that cannot be covered by EcoNusa. Or EcoNusa is not willing to bear the cost of making banners. EcoNusa also applies strict rules regarding per diem. If it is mentioned in the plan that there are 20 participants, then the number of per diem is also only for 20 people. If the number of participants is more than 20 people, EcoNusa will not cover the excess.

Program managers at the partner level are able to assess budget absorption and group compliance in utilizing the phase I budget. If there is waste or low absorption, it will be compensated for in the phase II budget.

Of the CSOs partnering with EcoNusa, perhaps GPI Papua is the one with clear constituency base. GPI Papua from classis to synod level

also has congregational economic empowerment program, which can be a tangent point with EcoNusa and Kobumi. Strengthened by the spirit of service that characterizes church organizations, this cooperation has the potential to become a religious group-based economic strengthening movement.

Relationships with partners do not always run smoothly, one of which is with MCC whose contract was not renewed. From EcoNusa's side, MCC is considered to have violated financial reporting rules, and often 'bypass' the CEO which disrupts the workflow of the EcoNusa team. There is a fundamental difference in perception between MCC and EcoNusa regarding the status as 'partner'. MCC feels that it is a partner and not a 'subordinate' of EcoNusa.

Despite the not-so-pleasant settlement of the cooperation, MCC admitted that it has learned a lot from the cooperation with EcoNusa. They get the experience of being trusted to manage a large fund. They gained valuable experience working with the community by living and working with the community. They gained new knowledge and skills (e.g. companion houses, nursery houses, biogas, organic fertilizer production, mapping, finance). They also feel developed and given space to be creative in developing the program. However, EcoNusa is considered very strong in monitoring and evaluation from the financial side, but less in exploring program achievements.

### **3. Organizing young people, especially in urban areas, to support the sovereignty movement for equitable and sustainable natural resource management.**

EcoNusa actively develops programs for young people to enhance their critical thinking and involvement in sharing sustainable, low-carbon and rights-based development processes as seen from the programs posted on EcoNusa website. Building the leadership of young people in the Land of Papua and Maluku Islands is considered important by EcoNusa, considering that of the total population in Papua of around 6 million, around 3 million of them are aged 15-40 years,

with an open unemployment rate of around 3.5% of the total population.

EcoNusa is one of the few youth mobilization organizations that combines many approaches, both through regional and national programs. Currently, there are about 30,283 youth groups who are part of the EcoNusa youth movement. They actively participate in youth programs such as School of Eco Diplomacy Program (SED), Papuan Young Scientists



Program (IMP), EcoDefender (volunteer-based group), Youth Entrepreneurship Program, and Forest Volunteers Program. In 2022, EcoNusa started a new collaboration with PRAMUKA Indonesia (Indonesian scout movement) for mangrove conservation that has the potential to reach around 25 million scout members and connect with the Global Scout Movement. Field stories published by EcoNusa in the media generated PR Value of up to USD 11,438,872, which includes media publications in Kompas, the largest and most influential media in Indonesia. EcoNusa also encourages local partners to create and publish their own stories to the media to gradually reduce EcoNusa's public presence. Total 280,099 followers across EcoNusa's 6 social media channels, with 201,356 website visits in 2022.

With more than 4,000 alumni now scattered in various regions and in various fields, EcoNusa has actually made a huge investment. Although

not all alumni now work on environmental issues or continue to voice environmental protection, wherever they are, they have experienced EcoNusa 'school'. Even when they choose to become civil servants, as is generally the aspiration of young Papuans, they are expected to make changes from within the government.

One of the advisory board members, Ms. Felia Salim, noted the importance of paying attention to and involving young people:

*"There are many good activities, but my concern is always related to the resilience of the community, especially young people who do not have a stable livelihood; have not 'graduated' from school or have a qualified education."*

A more detailed description of the implementation and achievements of this youth-targeted program can be found in the Established report.

#### **4. Facilitating stakeholders in the equitable and sustainable management of natural resources in Eastern Indonesia.**

EcoNusa pays attention to indigenous peoples and local communities, as one of the main stakeholders in natural resource management in Eastern Indonesia. The facilitation provided by EcoNusa is in the form of economic development and institutional strengthening

through the establishment of cooperatives to accommodate and conduct joint marketing of commodities produced by the Community, provide support to MSMEs and establish a Business Unit in the form of PT. Ekosistem Bumi Lestari (PT. Kobumi).

- **Business Unit Establishment (PT. Kobumi)**

PT Kobumi was established in June 2022 with shareholding from EcoNusa and 12 cooperatives and village economic institutions owned by indigenous and local communities in West Papua, Papua, Maluku and North Maluku. It is a social enterprise owned by indigenous peoples and local communities. It aims to strengthen the socio-economic conditions

of indigenous peoples and local communities as well as to strengthen environmental sustainability and natural resource management with the values of sustainability and preservation of the earth's ecosystem<sup>5</sup>. With the tagline 'Finest Goods of The Eastern Paradise', Kobumi believes that superior commodities in Eastern Indonesia only grow in the hands of empowered local communities<sup>6</sup>.

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<sup>5</sup> Kobumi Website, <https://kobumi.id/id/beranda/>

<sup>6</sup> Kobumi Website

The establishment of PT Kobumi is based on the experience of EcoNusa Foundation that has been assisting indigenous peoples in Tanah Papua and Maluku Islands related to commodities, but there has been no meaningful improvement in the economy of indigenous peoples. One of the major problems is the gap between commodity products and the market. As a non-profit organization, EcoNusa Foundation engaged in community-based equitable and sustainable natural resources management activities in Eastern Indonesia, invites 12 cooperatives owned by indigenous peoples in Papua, West Papua, Maluku and North Maluku to form a socio-eco enterprise jointly (joint venture)<sup>7</sup>.

EcoNusa, Cooperative and PT Kobumi have different but interrelated roles. EcoNusa has the task of community strengthening through organizing farmers and fishermen (who are part of indigenous peoples and local communities) and influencing policy makers to create policies that are fair to indigenous peoples and protect their natural resources.

The cooperative has the duty to ensure the availability of commodity products in accordance with the quality demanded by PT Kobumi produced mainly by members who are EcoNusa assisted communities. Meanwhile, PT Kobumi is in charge of finding and opening local and international markets and fostering the cooperatives.

Potential commodities developed by PT Kobumi in Maluku and Papua are nutmeg, mace, cloves, cinnamon, walnuts, Papua coffee, cocoa, copra, mangrove shrimp, tuna. The target for the second semester of 2023 is Rp 6.2 billion for 47 tons of nutmeg and shrimp, not including the target for Ecoexplorer. PT

Kobumi will also standardize shrimp exports, related to the ABF machine investment that has been made. With this machine, it is possible to export shrimp with good quality.

PT Kobumi together with EcoNusa also plans to build 'Kobumi Gallery', which is managed by Kobumi. Currently, a business feasibility study is being conducted. Aside from being a showcase for products of MSMEs assisted by Kobumi, the Kobumi Gallery is also expected to be an incubation, training center, receiving commodities from indigenous communities and collaborating with stakeholders both in Papua and at the national level. In one of its milestones, PT Kobumi will also build a cooking oil factory.

PT Kobumi held its general meeting of shareholders (GMS) at the end of January 2023. One of the results of the GMS was to set the cost of goods sold (COGS). In 2023, the company has bought 69 tons of nutmeg, with a target of 100 tons in 2024. In 2023, PT Kobumi also has a solid team, although some people still have concurrent positions and duties at EcoNusa. In addition, PT Kobumi has also been more progressive in building leverage and improving management. The role of EcoNusa (or PT Kobumi's dependence on EcoNusa) is still very large. Apart from providing capital, EcoNusa also finances the purchase of nutmeg by PT Kobumi.

Since the beginning of 2023 until mid-year, PT Kobumi has added assets and has the following achievements:

- Warehousing:
  - Using Wayari warehouse in cooperation with Kamboti Rempah Maluku Cooperative
  - Leased a warehouse in Sorong that has been in operation since January
  - Renting Bulog warehouse in Ambon

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<sup>7</sup> Ibid



- Purchase and sale of nutmeg
  - In April 2023, successfully sold 1 container (12.3 tons) of nutmeg,
  - Owns 4.7 tons of nutmeg and 1.7 tons of shrimp that need to be sold immediately.
- New products
  - Started Waimon Konda shrimp business as a new product
- Asset additions
  - One car currently ‘rented’ by EcoNusa as the program’s operational vehicle for 1 year.
  - motorcycle in Sorong warehouse
  - Freezers for Sorong and Jakarta warehouse
  - Cold storage and ABF machine for Sorong warehouse
  - 1 Mitsubishi pick-up car, purchased in installments, used as operational transportation of nutmeg to Seram to be brought to the Ambon warehouse
- Certification
  - In May, received a GMP (Good Manufacturing Production) certificate from the Ministry of Maritime Affairs specifically for fisheries businesses.

Bustar Maitar as CEO of EcoNusa targets:

- In the next year, PT Kobumi will be able to pay the salaries of the director and their staff.
- In the next three years, PT Kobumi has to earn profit to be returned to EcoNusa or reinvested to Kobumi. EcoNusa fund is booked as additional capital of PT Kobumi.

- In the next five years, PT Kobumi should be a self-sustaining company.

In addition, Bustar also targets that next year there should be other investors in PT Kobumi so that the control is not only in the hands of EcoNusa (in this case Bustar Maitar), but also from other investors by utilizing the scheme of “impact investment”<sup>8</sup> and “blended finance” which is currently a trend in the global scope. Bustar assessed that PT Kobumi has a lot of social added value that has the potential to attract investors.

In order to cover its operational costs, PT Kobumi needs to sell 100 containers of nutmeg per year with an estimated 1 container equivalent to IDR 150 million. Kobumi is currently looking for investors who understand the business so they can get help from the technical side of the business. If this plan is successful, according to Bustar, there will be learning that can be spread to the investors’ network. At the time of the interview with Bustar, EcoNusa was exploring with several potential investors including:

- Rabobank with its Rabo Foundation. It is hoped that PT Kobumi can get assistance<sup>9</sup> and be curated to reach ‘bankable’ conditions, so that Rabo Bank can eventually inject investment funds.
- Visa Credit Card
- Some large philanthropies such as Ford and Packard also have impact investment programs.

Bustar hopes that in the first semester of 2024, Kobumi can be assisted to get investment, and in the second semester it can get investors.

<sup>8</sup>Impact investments are investments made with the intention to generate positive, measurable social and environmental impact alongside a financial return. Impact investments can be made in both emerging and developed markets and target a range of returns from below market to market rate, depending on investors’ strategic goals., (Global Impact Investing Network). [https://thegiin.org/impact-investing/need-to-know/?gad\\_source=1&gclid=CjwKCAiAp5qsBhAPEiwAP0qeJn2b1fqwE0s8Ir-DOEkq6NG9vnJYW8yqN5Jcjmi8I1d5v74Fu7ZWEJR0CXMcQAvD\\_BwE#what-is-impact-investing](https://thegiin.org/impact-investing/need-to-know/?gad_source=1&gclid=CjwKCAiAp5qsBhAPEiwAP0qeJn2b1fqwE0s8Ir-DOEkq6NG9vnJYW8yqN5Jcjmi8I1d5v74Fu7ZWEJR0CXMcQAvD_BwE#what-is-impact-investing)

<sup>9</sup>In the concept of ‘impact investment’, assistance is considered as a grant. Investors consider it important to provide assistance to the business units that receive their investment funds so that they can grow and develop so as to generate p

- **Support to Cooperatives**

EcoNusa also provides support to cooperatives as a means of collecting and joint marketing of community commodity products. The names

of cooperatives supported by EcoNusa can be seen in the following table.

**Table 1. Cooperatives – EcoNusa/PT KOBUMI cooperative partners**

No.	Name	Location	Members	Member fee	Time of Establishment	Products
1.	Cooperative Keik Boson Kamwaris	Sorong Papua Barat Regency	8			Waimon shrimps
2.	Fgan Fen Sisi Cooperative	Sorong Selatan, Papua Barat Regencies	3			Konda shrimps
3.	Tomang Negeri Lengguru Cooperative	Kaimana Papua Barat Regency	9			Nutmeg and mace
4.	Yora Mekhande Cooperative	Jayapura, Papua	7			Mamberamo cocoa
5.	Egek Malaumkarta Raya Cooperative	Sorong, Papua Barat Regencies	32			Nutmeg
6.	Anugerah Alam Maluku Cooperative	Banda Neira, Maluku Tengah	9			Nutmeg
7.	Ukar Lean Cooperative	Seram Bagian Timur Regency	9			
8.	Kamboti Rempah Maluku Cooperative	Ambon, Maluku	15	Rp. 25.000	25 August 2021	Copra and nutmeg
9.	Rakyat Lestari Maluku Cooperative	Seram Bagian Timur Regency	12	Rp. 25.000	14 December 2023	Nutmeg
10.	Banda Neira Mandiri Cooperative	Banda Neira, Maluku Tengah	10	Rp. 25.000	7 July 2023	Dried salted fish
11.	Saloi Rempah Binaiya Cooperative	Tehoru, Maluku Tengah	14	Rp. 75.000	1 July 2023	Local commodities
12.	Tiva so Babunyi Cooperative	Ternate, Maluku Utara	21			Ternate nutmeg

Notes: Data on membership dues and time of establishment is incomplete.

Source: Questionnaire and presentation by the Director of PT Kobumi, Kobumi Business Plan 2024



The establishment of Kobumi/EcoNusa partner cooperatives is initiated and facilitated by EcoNusa, not at the initiative of community groups or farmers or fishermen. The cost of notarial deed of cooperative establishment is also borne by EcoNusa. Each cooperative also received a 3% grant of PT Kobumi shares from EcoNusa. EcoNusa and PT Kobumi also include their staff as cooperative administrators. Legally, the cooperative has met the requirements for the establishment of a cooperative that only needs nine members, but with almost no understanding of cooperatives. Membership fees, which are important capital in a cooperative, for example, have not been consistently applied to members.

Cooperative membership is still within the scope of friends, family, or staff of the parent organization, so it does not have a strong base in the community. Although there are some cooperatives that actually have the potential for a strong community base, such as cooperatives based on church congregations, cooperatives based on indigenous peoples or cooperatives based on young people. Unfortunately, the membership of these cooperatives is still very 'exclusive' and has not been seriously worked on to target potential community groups. There is not even a cooperative program that seriously targets groups of farmers or groups of fishermen or groups of fostered young people to join cooperatives.

- **Support to MSMEs**

EcoNusa also conducts mentoring programs for MSMEs with various products as listed in the following table.

In relation to PT Kobumi, these cooperatives are in charge of providing commodity needs to PT Kobumi. Since the cooperatives are not based on nutmeg farmers or fishermen members, the cooperatives have to buy commodity products from farmers or fishermen, including from nutmeg farmers who are not EcoNusa-assisted farmers. Since the existing cooperative does not explicitly mention the type of cooperative (e.g. nutmeg farmer cooperative or fishermen cooperative), and the benefits or advantages of being a cooperative member compared to non-members, the buying and selling process carried out by the cooperative is similar to that of a collector in general. The role of the cooperative as the party in contact with nutmeg farmers, as well as the cooperative as a shareholder of PT Kobumi, and the cooperative independently can also conduct business relations with other parties, does not seem to be well understood by the cooperative managers.

When PT Kobumi rented a Bulog warehouse in Ambon, one of the cooperative managers felt that PT Kobumi was competing with the cooperative, because it was setting up a warehouse that could accommodate products from farmers. This understanding could create a crisis of trust that will disrupt the future work of the cooperative and PT Kobumi. In fact, the Bulog warehouse is rented to accommodate products from the cooperative. The cooperative as one of the shareholders of PT Kobumi, will also benefit when PT Kobumi makes a profit.

**Table 2. EcoNusa's Support to MSMEs**

No.	MSME Name	Location	Products	Turnover/ year	Assistance/Support provided
1.	Neniali Busamena	SBB Maluku	Forest Honey		COGS Training Product training
2.	KUB Sini Fagu	Mibi, Sorong	Caladium chips		Construction of Keik Kili Mibi Learning Center
3.	D'Jamur Papua	Sorong	Mushrooms		Capacity building of workers, training on cultivation techniques and also the construction of production houses.
4.		Sorong Selatan	Organic vegetables		
5.		Sorong	Powdered shrimp stock		
6.		Sorong Selatan	Powdered shrimp stock		
7.		Sorong	Shrimp crackers		
8.		Sorong	Boar sausage/fillet		
9.	PKBM INSAN PAPUA	Maybrat	Black-eyed pea, powdered black-eyed pea		
10.	PKBM Woi Mekuk Karok Mabot	Maybrat	Peanuts		Facilitation of the establishment of Community Learning Centers (PKBM)
11.	PKBM KEKRE SEREH WANGI	Maybrat	Citronella essential oil		Facilitation of the establishment of PKBM
12.	Tanggaromi Group	Kaimana	Banana chips		Product development training Packaging development (design and ready-to-use packaging)
13.	KPHP BOVEN DIGUL	Boven Digul	Fish floss, areca nut oil, Albumin pills		
14.	GPI Klasis Fakfak and Merauke	Fakfak, Muting Merauke	Shrimp floss, crab floss, organic vegetables		
15.		Raja Ampat	Organic vegetables		
16.		Raja Ampat	Homestay		

Source: - EcoNusa Business Development Presentation  
- Narasi MSME Profile

Notes: Data is incomplete until the writing deadline



These MSMEs received assistance from EcoNusa in the form of training related to product development, household industry licensing (PIRT) from the Health Office, determination of COGS, business canvas model, packaging design and manufacture and capital assistance. Based on interviews with several MSME partners, on the sidelines of the workshop on the preparation of the business canvas model, they felt helped by the training and assistance provided by EcoNusa.

The Taromir Snack banana chips business, for example, received assistance for product development, so that it can make banana chips with various flavors such as original, balado and sweet. The banana chips are packaged in a contemporary designed 'pouch' packaging which design and production of the packaging are financed by EcoNusa. Likewise, the mushroom product 'I Mush' is supported by product development training and packaging production.

Another MSME product that is very potential and unique, but requires a long and expensive

process for licensing is albumin pills. If this product is included as a drug, it will take a long time to fulfill good and correct drug production procedures. However, this product is very potential to find a pharmaceutical company partner who can become its 'foster father'.

Among the MSME products fostered, there is an 'underrated' product, namely forest honey from Maluku. This forest honey is originally taken directly from the forest. However, due to the limited knowledge of the business actors, they often have to go in and out of the forest to ensure that the honey is available and ready to be harvested. EcoNusa has facilitated training on how to collect honey and provided protective clothing. However, the honey is still sold very cheaply at only Rp. 25,000 per bottle. The packaging still uses plastic bottles that will be damaged if they used to contain wild honey. Forest honey should be packaged in glass bottles. This original forest honey was only marketed among friends of the business owner, a young woman. This forest honey business is in dire need of assistance from honey experts in order to produce high quality, high economic value forest honey.

**Picture 1: MSMEs Products**



## 5. Promote learning and best practices by local NGOs and communities on equitable and sustainable natural resource management to the national and international levels

Some lessons learned and good practices from EcoNusa that can be promoted include:

- **Flexible working schemes of intermediary institutions**

EcoNusa conducts fundraising to several philanthropic institutions and distributes it to indigenous groups and local communities through schemes that are convenient for them.

In addition to mentoring, EcoNusa also provides assistance in the initial processes to access the fund support.

- **Joint marketing of community products**

EcoNusa seeks to develop cooperatives as an instrument in jointly marketing community products, and encourages cooperation among cooperatives to utilize each other's strengths

and eliminate each other's weaknesses so as to achieve maximum final results. Experience in this field, with various challenges faced, is a lesson that can be replicated in other areas.

- **Building networks with various parties**

EcoNusa seeks to be the node of advocacy network for forest, marine and climate change issues by building networks with various strategic parties. In addition to fellow CSOs, EcoNusa also builds networks with academics from various universities, media and youth groups. Cooperation with media and youth

groups has given more value to the advocacy activities carried out, because it can attract attention and increase public awareness, even those who are not in Papua and Maluku, regarding problems that occur in Tanah Papua and Maluku Islands. This is a valuable experience that can be practiced in various other issues and initiatives.

## 2. Donor's View on EcoNusa's Performance

EcoNusa is considered by donors as an Indonesian NGO led and run by Indonesians with organizational capabilities on par with international NGOs. This organization works in Eastern Indonesia with CSOs with limited organizational capacity and at relatively small numbers.

EcoNusa developed rapidly. When it was first established, it only had 7 staffs, but now it has dozens of staffs. EcoNusa has young staff with high commitment to environmental issues. Not only the

number has increased but also the organization's work has expanded. EcoNusa has had and produced 'experts' at the national and local levels. The challenge for EcoNusa towards young people is the high turnover of young staff. Papuan youths prefer to become civil servants rather than working in EcoNusa. In addition, the leadership style in EcoNusa may have to keep up with the times which is more suitable for young people. The lost cost due to high turnover is considerable. 'The old dogs have to learn new tricks.'



EcoNusa has the ability to build a long-term strategic plan, so that it can achieve goals that have real impact, not just merely achieving short-term goals. In order to achieve long-term goals, EcoNusa dares to take the risk of using ‘counter narrative’.

EcoNusa has a big ambition to defend the environment through an economic development model for the community. The donor is concerned that the business model could be risky for EcoNusa as an NGO, as the business development aims to make profit. Moreover, EcoNusa currently uses donor funds to purchase products.

The biggest appreciation to EcoNusa is its ability to network with other NGOs, and its ability to manage cross-cutting issues in Indonesia, one of which is managing JARING NUSA. However, there is a critical note from donors on the advocacy capability of CSOs/NGOs in Indonesia, especially in Jakarta, which has not put up strong resistance to policy changes that have a negative impact on environmental protection such as the Job Creation Law, the Amendment to the Mining Law, and the extension of Papua Special Autonomy. Until now, there is also no initiative from Indonesian CSOs/NGOs to dare to create a long-term vision (2045) about ecological governance in Indonesia, especially Eastern Indonesia.

RFN, one of the donors interviewed, said that although it understands the current situation that limits the work of NGOs in Indonesia, RFN plans to expand its work in Indonesia, including by increasing funding support. RFN regularly makes annual risk assessments of the Indonesian situation. RFN focuses on their programs in Indonesia which include supporting the work of CSOs (which RFN believes is vital for environmental protection); priority support is given to programs designed by local communities; and programs that can collaborate various stakeholders. In addition, RFN also wants to have more role in linking interest

groups at local, national, and international levels; supporting programs that involve and strengthen the role of women and young people in cross-cutting issues. The cooperation between RFN and EcoNusa also includes the eco diplomacy program with the hope of producing more Papuan youth environmental activists.

While Packard Foundation expects EcoNusa to be a role model for other Indonesian NGOs; Packard will increase its support in Eastern Indonesia especially Papua, both in forest and marine programs. However, Packard also sees a slight risk of the democratic climate in Indonesia getting worse (based on Packard’s internal discussions with its legal advisors). The worst risk may be if Prabowo becomes president, with more attention to youth-led organizations and under-represented groups (women, indigenous people, LGBT+). Packard is concerned that regeneration in Indonesian CSOs is not going well.

Packard also aspires to build a training center and hopes EcoNusa can become its strategic partner, as EcoNusa is considered to have a good network, provided that EcoNusa must change its mindset. So far, EcoNusa is considered too fast and seems to leave other parties behind, so EcoNusa is considered to feel itself higher than other CSOs.

Some of the issues that Packard is concerned about (and Indonesia is still a priority for this program) are:

- Eastern Indonesia: protection of ocean habitats and communities by recognizing the role of local governance;
- Restorative economic development through sustainable livelihood;
- Indigenous youth movement to achieve resilient sustainable (area-based management);
- Small scale fishery;
- Human rights of migrant fishery;

### 3. NGO and Local Government Views on EcoNusa

For those who know EcoNusa, EcoNusa is considered as a well-established NGO, able to own a ship, working in real terms as it directly reaches the community through economic programs. The staff and managers are very proud of these things. However, there are also negative voices, such as:

*“EcoNusa is a PT. NGO, greedy, it wants to do everything by itself”.*

Among NGOs in Tanah Papua, EcoNusa is known as a strong institution in developing youth capacity and public campaigns, although it is sometimes considered to be often operating on its own.

In Maluku, EcoNusa is well known by the Agriculture Office due to several collaborations, and also by the Marine and Fisheries Office. However, it is less known among Maluku NGOs, in the sense that its programs are not well known. Meanwhile in Papua, appreciation to EcoNusa is given by the Forestry Office and Fisheries Office as they are often invited in EcoNusa activities. The same applies to the Forestry and Environment Office in Merauke. In West Papua, EcoNusa has close ties with the local government, even with the Governor, as it often provides assistance on emerging issues and helps a lot in developing the local government network to the national and international levels.

### 4. EcoNusa Board View

- The ‘machine’ installed by EcoNusa in the Jakarta office is too big. Maybe because their projects are big so it needs deliverables. But it becomes less strategic. It is true that EcoNusa strengthens the region massively, but it does not take root. After the project is completed, it is immediately disbanded. EcoNusa should build the existing machine, such that when there are projects or no projects, the machine can still be run by the core team that becomes the existence of the Institute (Julia Kalmirah).
- In terms of organizational theory, after almost seven years of activity, EcoNusa should have changed from a pioneer institution (which relies on a leader) to a rational organization (which has teamwork and clear division of roles). However, EcoNusa is still seen as Bustar. Not only in Papua, but also among donor agencies. There are others, such as Adi in the Sorong office, Mario in the Papua office, and so on. On the one hand, it is good because it can build trust of donor agencies, but in the long run it can be detrimental to the organization. So, EcoNusa needs to share leadership (Julia Kalmirah).
- EcoNusa’s modality is not only financial fund but also knowledge, experience and network. Knowledge will be better if MEL is optimized as well as equipped with a regular reporting system on a series of activities, but what is more important is a report in the form of analytical results so as to measure the changes achieved by EcoNusa (Felia Salim).
- EcoNusa’s position as a ‘bridge’ is very important, so it needs to be maximized while paying attention to its vision. Although EcoNusa calls itself independent, it cannot be neutral as it must remain in favor of the greater interest,



namely humanity and the safety of the earth's ecosystem. Cooperation with the government/ local government is certainly necessary and strategic at the same time to maintain openness, accountability and community involvement in setting policies. When cooperating with regulators, EcoNusa should not directly accept work contracts whose funding sources are only from the state and regional budget (APBN/ APBD), but should also seek funds from other independent sources or EcoNusa's in-kind contribution in the form of man-hours (Felia Salim).

- From the data and lessons learned, many cooperatives fail not because of the cooperative

concept but because generally the management is not competent, and the establishment of good governance has not been implemented professionally. In order for cooperatives to be ready to access MSME's working capital (KUR) loans, they need skilled human resources, who have reliable social and business entrepreneurship. The selection process should be carried out by a competent independent party that has a wide source of human resources with certain criteria. Papuan indigenous people (OAP) can take part in education and be given experience so that (one day) they can meet the criteria needed to run a business (Zulfahmi).

The mangrove forest in Waimon Village, Sorong, plays a vital role as an ecosystem, especially for climate regulation. Additionally, it serves as an ideal breeding ground for prawns, highlighting its importance for both environmental stability and economic sustenance.





The Standardwing, the sole species of bird-of-paradise inhabiting Halmahera and Bacan Island in North Maluku, holds a special place in the region's biodiversity. Preserving the forests of North Maluku is paramount not only for the ecosystem, but also for the protection of these magnificent birds of paradise.





The Community Leaders of the Moi Indigenous People in Malagufuk Village play a pivotal role in upholding their cultural heritage. Within the realms of Malaumkarta Raya, the Moi indigenous community conducts the Egek ritual, a cherished local tradition aimed at preserving the delicate balance of forests and oceans.







# **PART III**

## **REFLECTION AND LESSONS LEARNED**

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# 1. Related to institutional performance

A few things worthy of reflection and learning are as follows:

## a. The high dependence on the CEO

Bustar's influence as CEO is considered very strong, both by directors, managers and staff. On a scale of 1-10, according to the staff, Bustar's influence is at 9. This gap makes the lower ranks have to run after the CEO. This leads to a high dependency on the CEO.

Directors, program coordinators/managers, and office heads must be able to capture and translate ideas and concepts from the CEO and translate them into operational strategies and work programs even down to the tactical level.

## b. Inter-connectivity of the youth program with other initiatives

It seems that the youth programs have been detached or unrelated to other EcoNusa programs such as Ecofund, advocacy, or PT Kobumi's business, despite the huge investment. EcoNusa needs to consider positioning the Papuan and Moluccan young people who benefit from EcoNusa programs as social assets that must continue to be cared for and maintain relationships.

become MSMEs under the guidance of PT Kobumi or become cadres in the community, along with their developing in age and capacity.

The 4,000 Ecodefender alumni need to be tracked, recorded, including their current activities. They also need to be given access to other EcoNusa programs such as Ecofund or

Related to the large number of young Papuans who aspire to become ASN (civil servants), as well as the weak human resources in the local government, perhaps EcoNusa needs to develop its school programs to also prepare cadres who will later work in the government. By having many alumni working in the government, it will certainly make a difference in the future and strengthen EcoNusa's network in the government.

## c. Paradigmatic conflict

EcoNusa seems to be very interested in 'social forestry' and carbon issues for its advocacy work. Both issues have pros and cons in terms of alignment. If pushing for Social Forestry, it means EcoNusa accepts that the state is the 'owner' of forests in Eastern Indonesia or throughout Indonesia and denies customary rights. Does it mean that EcoNusa denies its principle that fights for the rights of indigenous

peoples? In matters like this, EcoNusa must firmly determine its stance. Whether supporting the concept of 'social forestry' and including it in its work program, is a basic attitude or just a strategy. Whatever principle is chosen, it must be internalized to all managers, office heads and all staff, so that they also understand how the principles and attitudes taken by EcoNusa.

#### **d. Advocacy approach and human resource readiness**

The advocacy approach used by EcoNusa in advocating a policy, is 'person to person'. This approach requires strong 'lobby' skills. This is a 'given' skill that is difficult to teach and transmit. It is the individual who plays the role. Of course,

this approach has advantages and disadvantages in public policy advocacy. Dependence on individuals is very high, whereas teamwork and networking are very important in public policy advocacy work.

#### **e. The plan to move the office to Sorong**

EcoNusa has decided to relocate its head office to Sorong. The physical preparation of the office has started. The Jakarta office contract will expire in 2025, so there is still about one year to prepare for the office move to Sorong, both physically and in human resources.

However, for staff and managers in the Jakarta office, the office move to Sorong does not necessarily make them willing to move to Sorong. Of the staff FGD participants, only three are willing to move to Sorong, with a note that there is compensation for leave transportation costs to Jakarta. At the coordinator manager level, several people are not willing to move to Sorong, especially at this level, many have families. While at the director level, there is no problem moving to Sorong.

The move to Sorong is not only to get closer to the target group but also to build EcoNusa's image as a local NGO, not a national NGO or even a Jakarta NGO that accesses international funds to carry out activities in Papua and Maluku islands, thus reducing the opportunity for local Papuan NGOs.

#### **f. Loss of largest donor**

EcoNusa lost a donor who contributed almost 70% of the total funds managed. The cessation of funds from the donor has confused the staff. Although this was conveyed by the CEO during the staff meeting, it still cannot provide certainty about their future fate. This turmoil is more pronounced at the staff level than at the manager or director level. Some have started to look at other opportunities. Restlessness is also felt in the fully donor-funded division. Some of them even said: '(let's) go straight to LinkedIn'.

of attention as it is of great interest to donors or philanthropy.

In terms of the board of directors, 'organizational efficiency and downsizing' are the steps that will be taken. Efficiency and downsizing of the organization will already begin in 2024, because with the existing funds it is impossible to remain as before. Focus more on strategic programs. Kobumi should have started to run independently despite the capital from EcoNusa. Ecofund will be one of the focus

Learning from the situation, EcoNusa needs to strategize to overcome the critical situation. Having donors funding more than 50% of the cost poses a high risk for the 'collapse' of an organization. In the future, EcoNusa needs to take into account the proportion of donor contribution for the security of the organization. To provide alternative sources of funding (other than from donor agencies), EcoNusa needs to review from time to time whether export market commercial activities can be a significant contributor to fundraising.

EcoNusa's role as a 'bridge' is very important, such that it needs to be maximized while paying attention to its vision. Although EcoNusa calls itself independent, it cannot be neutral as it must remain in favor of the greater interest, namely humanity and the safety of the earth's ecosystem. Cooperation



with the government/local government is certainly necessary and strategic at the same time to maintain openness, accountability and community involvement in setting policies. When cooperating with regulators, EcoNusa

should not directly accept work contracts whose funding sources are only from APBN/APBD, but should also seek funds from other independent sources or EcoNusa's contribution in-kind (man-hour), as stated by Felia Salim.

## 2. Cooperation with partners pattern

Relationships with partners do not always run smoothly, one of which is with MCC whose contract was not renewed. There is a fundamental difference in perception between MCC and EcoNusa regarding the status as 'partner'. MCC feels that it is a partner and not a 'subordinate' of EcoNusa. To prevent misunderstanding, in the future, EcoNusa needs to clarify the meaning of 'partner'. Partner means equality and trust. Is it equal in all respects? Or are there certain things where the principle of equality cannot be applied.

Some things that needs to be noted as a lesson learned with the completion of the contract with MCC includes the need to think about the 'exit strategy', especially for institutions that work in the community. Stopping a program that involves the community must take into account the social investment that has been invested, including relationships and ties with the community. Termination that does not consider aspects of community attachment to the program and the assisting institution can cause confusion and distrust in the community. Therefore, it is necessary to have an 'exit strategy' if cooperation with the institution is terminated and the program is not continued. Or a transition program needs to be designed, if cooperation with the institution is discontinued but the program to the community continues with another institution or a different scheme.

Another point of concern is the issue of assets. For institutions funded by EcoNusa for asset purchase

(or construction of assets such as office/station), there needs to be clarity from the beginning on the ownership status of the assets when the cooperation ends. This clarity needs to be stated in the MoU so as not to cause problems in the future.

The monitoring, evaluation and learning process needs to be more intensive (at the beginning, middle and end of the program) and open. This means that the institutions concerned need to get feedback on the results of monitoring and evaluation or the reports they provide, so that they still have time to make improvements. If the achievement is poor and the cooperation cannot be continued, the institution already knows from the beginning because they have received feedback from the reports they make.

The function of program implementation supervision also needs attention. If there is currently no program director in EcoNusa (currently concurrently held by the CEO), then there needs to be an assertion of who should supervise, and assist the program implementation of the institutions that receive funds from EcoNusa. Is it part of the responsibility of the head of the regional office? In the case of MCC, there seems to be confusion about the coordination span. They are used to dealing directly with the CEO because their program was already running before the Maluku regional office was operational. When there is a change in structure or personnel, the relevant institutions must also understand to whom they must coordinate.

### 3. MSME Products

EcoNusa provides support in the production of MSMEs, one of which is 'I Mush', which is supported by product development and packaging training. However, it turns out that fresh mushroom is more desirable than packaged mushroom chips. The use of this packaging will certainly increase production costs which in turn will increase the selling price. Therefore, for the local market, it is necessary to review whether the selling price is still acceptable to the community. Such packaged food products may be more suitable for big city markets with higher purchasing power and sensitivity to product appearance. However, it is still necessary to consider the shipping costs of such products to big cities.

For culinary products, product quality, food safety, and flavor consistency must always be maintained. One of the things that are often not adhered to in food production in the home industry is maintaining the hygiene of the production process and weight (accuracy of size according to the recipe) to ensure consistency in replicating the process. Such non-

compliance can not only pose a risk but also make the product quality in terms of texture, color, and taste inconsistent. This inconsistency appears to be the case for banana chips. It is also important to maintain food safety, by knowing the origin of the ingredients used. If using ready-made seasonings bought at the market, it must be ensured that the seasoning has a minimum license of PIRT.

In general, for all MSMEs, it is necessary to re-examine the business model canvas (BMC) that has been created during the workshop. For partner MSMEs, the BMC concept seems too complex, so it needs to be translated and modified to be simpler and more appropriate. More intensive mentoring is needed so that MSMEs can develop, improve their economic status and be able to pass the curation to be sold at the Kobumi Gallery. If these culinary products will be marketed through the Kobumi Gallery by targeting the market share of tourists both local and foreign, the quality of food products must be strictly maintained.

### 4. Modeling of EcoNusa Foundation, PT Kobumi and cooperatives

The modeling between EcoNusa, PT Kobumi and the cooperative shows a form of relationship that is not usually implemented by NGOs because the foundation actually invests its money to establish a company engaged in commodity trading. EcoNusa invested 11 billion in funds and assets. Not only that, EcoNusa also facilitated the establishment of cooperatives as shareholders in PT Kobumi and even gave grants of 3% of PT Kobumi shares each.

Practically, all capital of PT Kobumi comes from EcoNusa. The operational cost of PT Kobumi is still borne by EcoNusa.

Although this kind of cooperation scheme can be seen as a breakthrough by EcoNusa amidst the stagnation of community economic empowerment models through conventional approaches, namely with relatively small size, village scale and limited



marketing, it is necessary to emphasize the principles and mechanisms of its work. EcoNusa is a non-profit organization, while PT Kobumi is a profit-oriented legal entity. EcoNusa must also continuously maintain its spirit by paying attention

to Law No. 16 Year 2001 on Foundation as amended by Law No. 28 Year 2004 on Amendment to Law No. 16 Year 2001 on Foundation. The authority of the foundation in business activities is regulated in Article 7 of the Law:

*Article 7 :*

- *The foundation can establish business entities whose activities are in accordance with the purpose and objectives of the foundation.*
- *The foundation can make investments in various forms of business that are prospective in nature, provided that the entire investment is **at most 25%** (twenty-five percent) of the entire value of the foundation's assets.*
- *Members of the Trustees, Management, and Supervisors of the foundation are **prohibited from concurrently serving** as members of the board of directors or management and members of the board of commissioners or supervisors of business entities as referred to in paragraph (1) and paragraph (2).*

Currently, there is overlapping management between EcoNusa, PT Kobumi and the cooperative. PT. Kobumi still uses EcoNusa's human resources, and the salary of Kobumi's employees is still paid by EcoNusa. EcoNusa employees are also embedded in the cooperative so that they can still control the management of the cooperative. Based on observations, the overlapping roles, responsibilities and workflows are still confusing for staff or implementers especially in the field. They have not fully understood when to function as an 'EcoNusa person' who mobilizes the community, when to be a 'cooperative person' who is responsible for production and post-production. This confusion also occurs at the community level, as they cannot differentiate between EcoNusa and the Cooperative or even PT Kobumi.

The overlapping relationship between EcoNusa and PT Kobumi is particularly evident in the Business Development section. At the time of data collection, EcoNusa's Business Development Manager is also

the director of PT Kobumi. Although both are related to business, EcoNusa's business development 'soul' which focuses on MSMEs and strengthening people's economy, is certainly different from PT Kobumi's whose orientation is to open national and international markets. Based on the latest EcoNusa 2024 organogram where Bustar Maitar as the CEO of EcoNusa also handles PT Kobumi, it is feared that it may violate Article 7 (3) of the Foundation Law.

On the other hand, EcoNusa staff who double as PT Kobumi staff (especially those in the field) must also understand the difference in their roles as an EcoNusa community organizer or as cooperative staff who conduct business transactions with farmers, or as a PT Kobumi person who buy products from cooperatives. Overlapping also occurs in the regional office. The staff of PT Kobumi doubles as the staff of EcoNusa regional office. If no clear job description and organizational structure are made, it will potentially trigger conflict in the regional office.

# 5. Application of cooperative principles

According to Law No. 25 of 1992 which regulates Cooperatives, there are 7 cooperative principles that must be fulfilled, namely:

## 1. Membership is voluntary and open

Admission of members must be voluntary and open. Each member provides capital according to their ability. Therefore, in cooperatives, compulsory contributions and voluntary contributions are known. Open, meaning that this cooperative is open to anyone who wants to become a member in accordance with the requirements of the cooperative and the type of cooperative.

## 2. Democratic management

Each member has equal rights and is free to express their opinion. Decision-making is done by deliberation and consensus. Unlike a limited liability company, where the majority shareholder controls the business.

## 3. Fair distribution of SHU (remaining business proceeds/profits) in proportion to the amount of business services of each member

Profit or SHU sharing is carried out fairly adjusted to the capital of each member. The distribution is also done fairly with the terms agreed upon beforehand.

## 4. Limited return on capital

Capital in a cooperative is used for the benefit of members, not just for profit. Therefore, the return on capital provided to members is also limited, and not based on the amount of capital provided. What is meant by limited is reasonable (not exceeding the prevailing interest rate in the market).

## 5. Independence

Independent means that a cooperative must stand on its own without depending on other parties based on trust in its own judgment, decisions, abilities,

and efforts. Independence also includes the notions of responsible freedom, autonomy, self-help, the courage to take responsibility for one's own actions, and the will to manage oneself.

## 6. Cooperative education

Improving the quality of human resources (HR) contributes greatly to advancing cooperatives. With good quality human resources, the ideals and goals of cooperatives can be realized. In addition, the meaning of education in cooperative principles is that members can also be given education and provision of skills so that they can participate in managing cooperatives.

## 7. Cooperation between cooperatives

Cooperation with fellow cooperatives is intended to utilize each other's strengths and eliminate each other's weaknesses so as to achieve maximum results. Cooperation between cooperatives can also realize and develop the national economy which is a joint effort. In addition, inter-cooperative cooperation can realize the welfare of the cooperative.

EcoNusa's role in cooperative management is still very dominant. There is even a tendency not to involve other members in the nutmeg purchase decision, as it is considered to slow down the process, while the nutmeg purchase decision must be taken immediately. The different business characteristics of PT Kobumi, which requires quick decisions and consensus in the cooperative with the consequence of a longer process, must be found.

If we look at the success of nutmeg purchases, the actual process of sourcing and purchasing nutmeg is still done by one or two cooperative members who are Kobumi staff. The role of other members is not visible, nor is the role of the cooperative other than its legality. The democratic management and



independence that are the principles of cooperatives are not visible in these cooperatives. If it turns out that the products purchased by the cooperatives are more from the non-assisted farmers, because

their products are better in quality and quantity, this could mean that the community strengthening program (especially indigenous peoples) carried out by EcoNusa did not reach the expected target.

## 6. Cultural value of commodities

Regarding nutmeg as one of the commodities (now the main commodity), EcoNusa and PT Kobumi still see nutmeg only as a commodity. Meanwhile, nutmeg has a deep meaning for indigenous people. They recognize nutmeg from their parents. They have smelled nutmeg since they were born. The knowledge of nutmeg has been passed down from generation to generation since they were young.

Nutmeg is a symbol of respect for nature. Nutmeg cannot grow without shade. Therefore, forests are very

important for the sustainability of nutmeg plants. Clearing the forest will damage the nutmeg crop. Whereas farmers can send their children to school from nutmeg, they can also go on pilgrimage from nutmeg. EcoNusa should be able to use nutmeg as a “movement tool” to strengthen indigenous people and protect their natural resources. The cooperative and PT Kobumi could also appreciate nutmeg as a high-value commodity and see nutmeg as part of indigenous people’s lives.



The youths of Waimon Village proudly showcase their bountiful catch of banana shrimp. Nestled in Sorong, the waters of Waimon are renowned for their abundant banana shrimp population.







Collaborative Mangrove Planting Initiative  
by Penjaga Laut and Aksi Kita as a part of  
Aksi Muda Jaga Iklim 2023







# **PART IV**

## **CONCLUSIONS AND RECOMMENDATIONS**

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# 1. Conclusion

As a relatively new organization, EcoNusa has successfully built an institution from only 7 staff to 80 people across Jakarta and its working areas. Various institutional policies and SOPs have also been produced to support smooth program and financial management. The role of the advisory board of EcoNusa is also quite significant in building enriching program ideas and initiatives implemented by the board.

At the level of directors and managers, apart from being filled with competent people in their fields, there is still a high dependence on the CEO because no second tier can mediate between the staff and the CEO. The CEO's burden is very high, especially in fundraising. EcoNusa's ability to garner support from donor agencies and philanthropy is quite admirable as it achieves considerable support for a relatively new organization. The role of the CEO in this regard is quite prominent, followed by efforts to 'pick up the ball' to forums that can potentially support EcoNusa. The competency, conceptual and idealism 'gap' between the CEO and the lower ranks is huge. The middle ranks have not been able to fully translate the CEO's big concepts into a more technical level. Meanwhile, the understanding at the lower level regarding Eastern Indonesia and the social issues and programs being run is still not stable.

In the context of program implementation, various initiatives were successfully implemented, although there were also challenges. EcoNusa has the strength in conducting communication strategy through digital media that can be a campaign medium for young groups with content that they say is a 'positive narrative' about Eastern Indonesia. The digital media campaign also becomes EcoNusa's 'storefront' to be attracted by potential donors. Working with young people who are creative and naturally very familiar with technology and digital world certainly strengthens EcoNusa's communication strategy, but on the other hand it is a challenge to retain these

young people. Likewise, it is a challenge to maintain the enthusiasm and commitment of young people involved in EcoNusa programs in both Papua and Maluku.

EcoNusa has played many roles in advocacy related to marine issues through two coalitions it facilitates, namely KORAL and Jaring Nusa. EcoNusa uses a different approach for advocacy related to oil palm license and customary land, which is more person-to-person and not easy to document and replicate.

The character of EcoNusa program that wants to provide 'flexibility' for partners in the field related to the community makes EcoNusa also have to have 'creativity' in preparing SOPs and MELs so that community needs are met but do not violate financial and program management principles.

As a foundation, EcoNusa dares to make a breakthrough to establish a business unit in the form of a limited liability company and invest part of its wealth in the form of assets and funds. PT Kobumi, established under the concept of ownership by EcoNusa Foundation together with the community in the form of cooperative facilitated by Econusa, is a concept that combines business and social. However, this is also a challenge for EcoNusa to continue to carry out good and correct institutional governance in accordance with applicable regulations. In addition, related to the main commodity of PT Kobumi, nutmeg, it is necessary to build awareness about the cultural value of nutmeg commodity, not only from the commercial aspect.

The biggest challenge for EcoNusa is the reduced amount of funds due to the cessation of support from donor agencies that have been providing substantial funds. In addition to raising alternative funds, EcoNusa has also made efforts to rationalize the number of employees and relocate the head office from Jakarta to Sorong as one of the ways to make efficiency.

## 2. Recommendation

### 1. Strengthen the Middle Layer and regeneration schemes systematically

Bustar's role as CEO is very dominant, even down to the lowest level. The role of the middle tier is still not very visible, so everything must still return to Bustar. His burden becomes very heavy, because in addition to thinking about strategic matters, Bustar still has to divide his attention to technical issues in the field. For this reason, it is necessary to strengthen the middle layer that can assist the CEO, with a qualified capacity to provide assistance to program implementation in the field, as well as an effort for shared leadership, as stated by Julia Kalmirah.

In addition, looking at the dynamics of the organization and leadership, EcoNusa needs to immediately develop a systematic regeneration strategy, because Bustar Maitar has served as CEO for two periods. If his role is still very dominant and very much needed by EcoNusa, it is necessary to think of steps to anticipate it. Systematically preparing leadership from within EcoNusa is the best option, but it takes a long time. Another alternative is to look for "talent" from outside EcoNusa, or the most extreme and 'undignified' thing to do is to be forced to change EcoNusa's bylaws regarding the term of office of the CEO.

### 2. Improve staff understanding of the situation in the work area

The knowledge and understanding of some EcoNusa staff about Eastern Indonesia is still at the level of 'naive' awareness, not yet reaching critical awareness. As an organization working in the land of Papua and Maluku Islands, the fundamental issues occurring in EcoNusa's working areas need to be understood and made into 'daily conversation' among fellow staff,

thus forming a strong partiality attitude. That as a communication strategy, EcoNusa chooses not to be frontal and present a 'positive narrative' about Papua or Eastern Indonesia, it should be based on a firmly embedded understanding of the Land of Papua and Maluku Islands (including injustice, community welfare).

### 3. Conduct continuous campaigns

EcoNusa's success in building a positive narrative has been recognized by many parties including the local government. Considering the assets owned and human resources, EcoNusa can still develop its campaign strategy to become a critical 'news maker' while being able to mobilize its viewers or followers. The 'positive narrative' chosen as a strategy should also be able to move people to a real action, and not just stop at gaining 'likes'. There needs to be more measurable indicators for the success of this communication program.

as not to become a momentary 'mouth piece'; building excessive expectations or unsustainable campaigns. It takes a long effort to build young people into leaders. Leadership programs need to be built in a multi-year sustainable manner. The local government also needs assistance and facilitation to create policy programs that are in line with the needs of the community. Serving as a bridge needs to be continuously done by EcoNusa in order to be a good trusted advisor.

Felia Salim expressed her view that campaign programs must be developed carefully so

Regarding the program for Papuan or Moluccan young people who in fact still make ASN as a success, it is better for EcoNusa to see 'young ASN' as one of the potential target groups. In the end,



they will also be the future leaders in their regions. If they are equipped and enriched both

in terms of skills and perspectives, it is likely to be an important factor for the progress of their region.

#### **4. Building a Monitoring, Evaluation dan Learning (MEL) system**

EcoNusa needs to strengthen/develop MEL: Monitoring, Evaluation and Learning. A multi-year strategy must have yearly measurable objectives/outputs that can be monitored for progress every year and in turn by year 3 or 5 can evaluate the impact of all initiatives undertaken. The learning outcomes from institutional performance and program implementation are knowledge that can become institutional

modalities. It means that EcoNusa's modality is not only financial fund but also knowledge, experience and network. Knowledge will be better if MEL is done optimally as well as equipped with a regular reporting system on a series of activities, but what is more important is a report in the form of analytical results so that it can measure the changes achieved by EcoNusa, as stated by Felia Salim).

#### **5. Preparing local human resources who have the quality according to the needs of EcoNusa**

The plan to move the office to Sorong was not well responded by the personnel (staff and some managers) currently based in Jakarta. This is natural, because when they joined EcoNusa, they were assigned to work in Jakarta. Moving to a new work location requires a lot of preparation. Not only is it about the new atmosphere, but it's also about family matters.

Considering the lack of staff and managers who are interested in moving to Sorong, EcoNusa needs to develop HR transition strategies,

one of which is by increasing the capacity of HR in the regional office ready to fill the required posts in the Sorong office through various relevant capacity building approaches, or recruiting new HR who have been positioned to be placed in the Sorong office since the beginning. The relocation of EcoNusa office to Sorong provides opportunities for Papuan or Maluku HR to work in EcoNusa so that the proportion will be more than 40%. This will make EcoNusa also 'more East Indonesia-faced', no longer a Jakarta NGO working in East Indonesia, but indeed an East Indonesia NGO.

#### **6. Strengthening Econusa's governance and its relationship with PT Kobumi**

In order to keep EcoNusa faithful to its integrity as a non-profit organization, good and proper governance should always be upheld by EcoNusa. Overlapping management especially at the director level of PT Kobumi with the board and CEO or director in EcoNusa must be avoided in accordance with the applicable rules. Avoiding double positions or overlapping management is also for the implementation of 'check and balance' because EcoNusa is a shareholder in PT Kobumi. PT Kobumi needs to be led by professionals who have experience in

managing social business (social entrepreneur) who are not involved in the management of EcoNusa.

As a social enterprise, PT Kobumi should also have social indicators in addition to business indicators. In addition to the profit earned, there needs to be an indicator of the impact of PT Kobumi's presence on improving the welfare of farmers or fishermen who are members of cooperatives that are shareholders of PT Kobumi.

## 7. Capacity building for cooperative and PT Kobumi managers

The sixth cooperative principle on cooperative education is important for cooperatives formed to support PT Kobumi, given the limited knowledge, capacity and experience of cooperative managers including human resources at PT Kobumi. Cooperative-related trainings need to be provided to cooperative managers as well as all levels of PT Kobumi.

The same thing was also conveyed by one of the Board of Trustees; from data and learning, many cooperatives fail not because of the cooperative concept but because generally management is not competent, the establishment of good governance has not been implemented professionally. In order for cooperatives to be ready to cooperate with various other parties, including accessing KUR loans, they need human resources who have reliable social and business entrepreneurship. The selection process should be carried out by

a competent independent party that has a source of human resources with certain relevant criteria in accordance with cooperative principles. OAPs can participate in education and be given experience so that in the future they can meet the criteria needed to run a business.

The seventh cooperative principle of inter-cooperative cooperation is possible with the facilitation of PT Kobumi. Using as 'capital', 12 cooperatives from various regions with various commodities from various community groups, cooperation between cooperatives will provide benefits not only for cooperatives but also for PT Kobumi. The embryo of such cooperation actually began during the BMC workshop, where each cooperative and also MSME partners were brought together to find opportunities for cooperation. This good initial meeting needs to be documented by PT Kobumi and followed up.



A mother meticulously separates mace from nutmeg seeds during the nutmeg harvest in Ambon, Maluku. Mace, essential for various industrial applications including food, beverages, medicine, perfume, preservatives, anesthetics, and spices, is highly sought after by the global market.



