



International Labour Organization

iTrack

Evaluation Unit (EVAL)

# ILO EVALUATION

- Evaluation Title: **Green Livelihood Access for Central Kalimantan's Inclusive Environmental Response to Climate Change (GLACIER)**
- ILO TC/SYMBOL: **INS/12/07/UND**
- Type of Evaluation : **Independent Final Evaluation**
- Country(ies) : **Indonesia**
- Date of the evaluation: **28th August 2013**
- Name of consultant(s): **Hans van Noord and Priyo Asmoro**
- ILO Administrative Office: **ILO Country Office for Indonesia and Timor-Leste**
- ILO Technical Backstopping Office: **Employment Intensive Investment Programme**
- Date project ends: **September 30<sup>st</sup> 2013**
- Donor: country and budget US\$ **Royal Kingdom of Norway through UNDP, US\$1,398,517 million**
- Evaluation Manager: **Maria Teresa Gutierrez**
- Evaluation Budget: **USD 26,280.32**

- **Key Words:** REDD+, green jobs, participatory development, green value chain development, forest establishment, deforestation, employment creation, sustainable development, climate change, labour intensive employment, peat-swamp rehabilitation and restoration

**This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Unit.**

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## Executive Summary

### Quick Facts

**Country:** *Indonesia*

**Independent Final Evaluation:** *28<sup>th</sup> August 2013*

**Mode of Evaluation:** *Independent External*

**ILO Office Administratively backstopping the Project:** *EIIP, Jakarta CO*

**ILO Technical Backstopping Office:** *Employment Intensive Investment Programme EIIP*

**Evaluation Manager:** *Maria Teresa Gutierrez*

**Evaluation Consultant:** *Hans van Noord, Priyo Asmoro*

**Project End:** *30<sup>st</sup> September 2013*

**Project Code:** *INS/12/07/UND*

**Donor & Project Budget:** *Norway through UNDP (US\$ 1,398,517)*

**Keywords:** *REDD+, green jobs, participatory development, green value chain development, forest establishment, deforestation, employment creation, sustainable development, climate change, labour intensive employment; peat-swamp rehabilitation and restoration*

### Background & Context

#### Summary of the project purpose, logic and structure

The immediate objective of GLACIER is: Participatory local resource-based approaches introduced through building local capacity to rehabilitate degraded forest land, promoting sustainable livelihood development and improving access to socio-economic facilities and markets.

The project has a set-up with three distinct, but interrelated components with each as key outputs:

- Demonstration on environmental infrastructure investments that support responses to climate change using participatory local resource-based approaches and techniques to improve access to sustainable livelihoods.
- Increased capacity of communities and local authorities to improve access to socio-economic facilities and markets in rural areas in support of sustainable livelihoods through meaningful participation in decision-making processes and local resource-based strategies.
- A participatory model for green value chain development and sustainable livelihoods is introduced through improving the capacity of local stakeholders.

This 12-month pilot project seeks to improve access to sustainable livelihoods for local communities in the Ex Mega Rice Project area in Central Kalimantan through introducing participatory local resource-based approaches and building local capacity to rehabilitate degraded forest land, promoting sustainable livelihood development and improving access to socio-economic facilities and markets. To promote sustainable development and “green job” creation, the pilot project provides support to, and works in partnership with, local indigenous CSOs/NGOs, employers’ and workers’ organizations, while deepening current collaboration and partnership between the ILO and Government of Indonesia.

The project's key partners include the REDD+ Taskforce in UKP4, the Joint Secretariat for REDD+ in Central Kalimantan, the Provincial Commission on REDD+, Provincial and District Offices of the Ministry of Manpower and Transmigration, Provincial and District Offices of the Ministry of Public Works, Indigenous Peoples' Organizations, Employers' Organizations and Workers' Organizations.

The GLACIER project is led by a national project manager, supported by component officers and backstopped by technical experts in Jakarta and in Bangkok. External international consultants give additional guidance and support to the three components and each component has a national coordinating officer.

GLACIER is a pilot project in the true sense, as it is intended to try out, experiment and learn-by-doing. It certainly was designed to bring about tangible impact through its outputs to local communities, but the learning process is an essential part of the project, and extracting key learning and emerging good practices for future replication and scaling-up are desired outcomes.

The project is community-based with implementation in five rural communities and an approach which is very much participatory, throughout its phases of inclusive planning, implementation and monitoring. It operates in close collaboration with local district-level authorities in building skills and capacity in order to create sustained support from relevant technical experts within the government system for enhanced sustainability post-project.

### **Present Situation of the Project**

GLACIER was in its last month of implementation during the evaluation mission. After an initial delay of project implementation, caused by difficulties in contracting technical project staff and national and international consultants with appropriate background in REDD+, the project management team has been able to implement the far majority of intended interventions and to realize most of its scheduled outputs. A short extension period is facilitated by ILO into October 2013 to consolidate project learning, document the key processes and lessons and enhance sustainability by offering post-training support to stakeholders. GLACIER has been in close contact with UNORCID to align its activities closely with other UN REDD+ projects and also has liaised closely with the provincial and national REDD+ taskforce.

### **Purpose, scope and clients of the evaluation**

(A short description)

The final evaluation has as purpose to assess whether the GLACIER has delivered the expected outcomes on time and within budget and to provide key insights on project achievements, challenges, impacts, sustainability, involvement of stakeholders, capacity building and areas for replication. It seeks to appraise, as an objective, the extent to which the project partners and beneficiaries have benefited from the project's strategy and implementation arrangements, specifically with regards to the evaluation criteria as defined by the OECD/DAC: relevance, effectiveness, efficiency, impact, and sustainability. These are combined with additional, cross-cutting criteria: gender equality promotion, monitoring and evaluation, environmental safeguards, and knowledge sharing and learning environment.

The scope of the evaluation includes the entire GLACIER project, in all strategic components as specified in the Letter of Agreement (August 2012) with UNDP.

The evaluation findings and recommendations at the national and provincial / district level will be primarily addressed to the government counterparts at all levels and the ILO units directly involved in the implementation and day-to-day management of the GLACIER project.

### **Methodology of evaluation**

The evaluation made use of several data collection methods, to capture primary and secondary data, spread over three distinct phases. Primary data were collected by interviews (face-to-face, telephone and computer-assisted) direct on-site observation, focus group discussions and key informant interviews by the evaluators. Secondary data was collected by review of existing project documentation and relevant literature and policy documents. The evaluation was divided into three phases: a desktop phase to review project documentation and to compile an inception report for the evaluation mission, a field mission with site visits to all five project communities and meetings with the project staff and key national, provincial and district stakeholders and a reporting phase to compile a draft report, and with incorporation of stakeholder feedback, a final evaluation report. The Knowledge Sharing Platform of GLACIER facilitated access to project documentation considerably and no major limitations in accessing data were encountered.

### **Main Findings & Conclusions**

It is assessed that GLACIER supports and is adequately aligned to feed learning into the ongoing REDD+ strategic development and supports the implementation of the EMRP MP. GLACIER is a well-designed project with a coherent and realistic set of objectives and adequate attention to capacity building and stakeholder inclusion, but with only very limited time for developing a full learning process.

Taking into account the initial start-up constraints, GLACIER has been satisfactory in its effectiveness to reach set targets, enhance capacity and create/contribute to an effective coordination framework.

Despite a real challenge to find technical expertise to support the project, the efficiency of GLACIER to use funds in a timely and transparent manner, is satisfactory.

Management arrangements of GLACIER are found to be adequate and especially the Participatory M&E system developed and implemented is of added-value.

GLACIER has promoted gender equality and the M&E arrangements and environmental safeguards are satisfactory.

Overall, it is yet too early to quantify impacts as outputs have just emerged and the overall outcome has to proof itself over time.

The evaluation team was surprised to see very limited involvement by the forestry sector or technical staff with a mandate for plantations/agroforestry. Considering the obvious linkage of REDD+ objectives and the forestry sector it would strengthen future sustainability of interventions if forestry staff were included in the stakeholder network. The evaluation team understands that efforts have been made by GLACIER staff to involve and engage them in capacity building and implementation/supervision, but received limited feedback

The essence of GLACIER lies in extracting good practices and lessons and its sustainability therefore is defined by the degree to which this learning can be replicated and mainstreamed by key REDD+ stakeholders.

## Conclusions

- 1 GLACIER is a well-designed pilot project which targets in a holistic approach enhancement of sustainable livelihoods, improving access to socio-economic facilities and markets, while building local capacity to rehabilitate degraded peat land.
- 2 The participatory, community-based, approaches of GLACIER in planning, implementation and monitoring are contributing to essential building of awareness related to forest degradation, broad-based community engagement in rehabilitation interventions and capturing local needs and priorities.
- 3 The one year time-frame of the project to pilot a range of interventions is too short to be able to effectively reach the expected project outcomes and to evaluate at present properly impact and sustainability.
- 4 The staffing of the project was considerably delayed and has influenced the project implementation negatively.
- 5 Considering these two constraints, the project team has been able to implement most planned activities (achievements against set targets), which is a very commendable achievement.
- 6 The communities in the five target villages are very receptive and appreciative to the support offered, both in inputs as in capacity building.
- 7 The hydrological restoration of the peatland by blocking of waterways is not implemented as planned, but a concept approach has been prepared. Support by the communities seems limited, related to limitation of access to their resources, while at the same time the scientific justification of the value of blocking is not yet widely established, which puts the feasibility of such restoration activities into question.
- 8 Contribution to REDD+ is not direct in all components, but the severely degraded and deforested peat swamp requires the development of a tailor-made approach, to which GLACIER directly contributes. Component 2 alone does only make a limited contribution to emission reduction from REDD+ and does address deforestation drivers only to a limited extent, but offers innovative environmental friendly alternatives, which are more sustainable in the long-term from an environmental and socio-economic perspective.
- 9 Although the incomes of local people could increase through improving rubber and fishery production, this does not ensure that deforestation will reduce. Therefore, component three does not directly address any of the existing deforestation drivers nor has any direct benefit for emission reduction. However, this component could show local people that there are alternatives to improve livelihoods that do not cause deforestation.
- 10 Agroforestry activities with rubber, timber species and fruit trees are carried out on degraded peat swamp areas as contribution to enhance the carbon stock, reduce emissions and generate a sustainable livelihood source. The sustainability of these agroforestry plantations is yet unknown and requires additional support to enhance the community management.

- 11 The scale of the project addressing the deforestation driver of fire is limited to some pilot villages and the amount of emission reduction that could be achieved is relatively small.<sup>1</sup> The project's experience in establishing community based peatland/forest management will be invaluable when the implementation of community based REDD+ takes place in the future.
- 12 The Knowledge Sharing Platform advocated by ILO-GLACIER provides an excellent support tool to facilitate REDD+ learning and consolidate best practices.

## Recommendations & Lessons Learned

### Main recommendations and follow-up

#### It is recommended to:

#### ILO to:

1. Extend GLACIER (with at least a month) to have sufficient time to consolidate the emerging learning, take stock of good practices (finalize publications), draft sustainable management plans for outputs and optimize knowledge sharing.
2. To increase the sustainability of the agroforestry plantations. It is recommended to draft community forest management plans together with the communities setting out in a concise manner rules, member tasks, consideration related to benefit sharing, ways to prevent and mitigate conflicts etc.
3. To further improve the participatory approach it is recommended to:
  - a) Split up into male/female groups in PRA intervention identification/ranking to explore gender differences,
  - b) Triangulate livelihood income sources with for example expenditure assessment and other data sources (key informants)
  - c) Make use of a "vision map" to discuss long-term perspective of the community, and
  - d) To reach a full FPIC adherence it is recommended to seek full endorsement by the wider community of the planned project interventions
  - e) Make use, whenever possible, of facilitators with knowledge of local languages and good understanding of the local socio-economic setting,
4. To document the internal environmental screening approach used by the project (environmental safeguards).
5. To explore within ILO and with key stakeholders opportunities to replicate / scale-up GLACIER experiences in upcoming REDD+ projects.

#### National REDD+ stakeholders (UKP4, UNDP) to:

6. Make use of participatory approaches to ensure community engagement and broad-based support in future REDD+ projects. In the spirit of GLACIER, an inclusive participatory approach should be a continuum from formulation, planning, implementation to monitoring.

<sup>1</sup> According to Trinh Thang Long, 2013, p.33: "Based on this agroforestry and plantation model, the total emission reductions estimated are 7,000 t C (25,800 t CO<sub>2</sub>) sequestered from biomass and 1,600 t C (5,900 t CO<sub>2</sub>) from reducing peat decomposition over a period of 25 years".



7. To engage, based on the GLACIER experience, in future REDD+ projects, as much as possible local authorities with technical mandates in training and practical skills development (agroforestry, infrastructure, commodity chain) to enhance lasting knowledge transfer and technical guidance post-project.
8. Start recruitment of technical staff and consultants with an appropriate background in NRM and REDD+ timely in order to avoid any implementation delays, in light of the tight labour market for professionals with these specific skills.
9. To develop a simple tool to inform rural communities about the concept of REDD+ and to build their awareness of the global value of reducing emissions and maintaining and enhancing the carbon stock. To communicate this complex mechanism it will be of value for many project staff in future REDD+ projects to have access to a tool kit or readily accessible information/awareness materials.

### **Important lessons learned**

1. Establishment of canal blocking is complicated as it requires the construction of considerable infrastructure elements and needs additional blocking of any drainage outlet from the peat area targeted (in an already very complex environmental setting) and still lacks sufficient scientific base and community support.
2. Agroforestry plantations in peat land still lack proper guidelines (establishment, maintenance) and require continued support to communities.
3. Inclusion of local stakeholders (governmental and NGO's) in capacity building is essential to enhance post-project sustainability.
4. Coordination with local and provincial stakeholders helps to avoid duplication and contributes to effective information sharing (transparency).
5. The limited time-frame of GLACIER has put the PM team under continuous pressure and reduced the opportunity to learn-by-doing (which includes failure): learning requires sufficient time.

## Acronyms

Abbreviation	Bahasa Indonesia	English
AMAN	Aliansi Masyarakat Adat Nusantara	Indigenous Peoples Alliance of the Archipelago
Bappenas	Badan Perencanaan Pembangunan Nasional	National Planning Ministry
CER		Certified Emission Reduction
EMRP	PLG – Proyek Sejuta Hektar	Ex Mega Rice Project
FAO		Food and Agriculture Organization
FGD	Diskusi Kelompok terarah	Focus Group Discussion
FPIC	Persetujuan Atas Dasar informasi Awal Tanpa Paksaan – PADIATAPA	Free Prior and Inform Consent
GLACIER		Green Livelihood Access for Central Kalimantan’s Inclusive Environmental Response to Climate Change
Green VCD		Green Value Chain Development
Gt	Giga ton	Giga ton
ILO	Organisasi Buruh Internasional	International Labour Organisation
KSP		Knowledge Sharing Platform
KSPSI	Konfederasi Serikat Pekerja Seluruh Indonesia	
LDP	Lembaga Dayak Panarung	
LRB		Local Resource Based
M&E		Monitoring & Evaluation
MRV		Monitoring, Reporting and Verification
NGO	Lembaga Swadaya Masyarakat – LSM	Non-Governmental Organisation
OECD-DAC		Organisation for Economic Cooperation and Development – Development Assistance Committee
PM&E		Participatory Monitoring and Evaluation
PRA		Participatory Rural Approach
REDD		Reduction of Emissions from Deforestation and forest Degradation
REDD+		Reduction of emissions from deforestation and forest degradation as well as carbon stock enhancement, promotion of biodiversity / ecosystem services and sustainable economic development
ROAP		Regional Office for Asia and the Pacific
RPJMN	Rencana Pembangunan Jangka Menengah Nasional	
SLA		Sustainable Livelihoods Approach
ToT		Training of Trainers
TPK	Tim Pengelola Kegiatan	

UKP4	Unit Kerja Presiden Bidang Pengawasan dan Pengendalian Pembangunan	
UNDP		United Nations Development Program
UNESCO		United Nations Educational, Scientific, and Cultural Organization
UNOPS		United Nations Office for Project Services
UNORCID		UN Office for REDD+ Coordination in Indonesia
UNPDF		United National Partnership for Development Framework



## 1. Background and project description

The Government of Indonesia is implementing a four-track development strategy which is focused on pro-growth, pro-job, pro-poor, and pro-environment, as reflected in the Indonesia National Medium-Term Development Plan 2010-2014 (RPJM 2010-2014). To support its overall development strategy and to support the international community's actions on climate change, the Government of Indonesia and Government of the Kingdom of Norway signed a Letter of Intent (LoI) to establish a Partnership for REDD+ (reducing emissions from deforestation and forest degradation) to tackle greenhouse gas emissions from deforestation and forest and peat land degradation, including a two-year moratorium on new permits to clear primary forest. The REDD+ Task Force was established to lead the initiative on behalf of Government and the United Nations Office for Coordination on REDD in Indonesia (UNORCID) was established to support the national REDD+ Programme. Central Kalimantan has been selected as the pilot province for REDD.

Furthermore, in acknowledgement of the great need for reduction of emissions from deforestation and forest degradation, the Government of Indonesia has issued an instruction on the freeze of native forest clearing between 2011 and 2013 and an instruction (2/2007) requiring the rehabilitation and conservation of the Ex Mega Rice Project (EMRP) area in Central Kalimantan. A comprehensive Master Plan for the Rehabilitation and Revitalization of EMRP in Central Kalimantan has been drafted to achieve this goal, requiring effective environmental management and a shift towards an economy that supports economically, socially and environmentally sustainable livelihoods.

The ILO Country Office for Indonesia and Timor-Leste cooperates with the REDD+ Taskforce and implements a pilot project that is in line with the EMRP Master Plan, providing technical support for green livelihood access for Central Kalimantan's response to climate change. This 12-month pilot project seeks to improve access to sustainable livelihoods for local communities in the Ex Mega Rice Project area in Central Kalimantan through introducing participatory local resource-based approaches and building local capacity to rehabilitate degraded forest land, promoting sustainable livelihood development and improving access to socio-economic facilities and markets. To promote sustainable development and "green job" creation, the pilot project provides support to, and works in partnership with, local indigenous CSOs/NGOs, employers' and workers' organizations, while deepening current collaboration and partnership between the ILO and Government of Indonesia.

ILO brings in a specific competitive advantage through its expertise on green job creation, expertise with the development of innovative environmental friendly infrastructure development, entrepreneurship and skills training and value chain development, in combination with a strong network with social partners. GLACIER partly builds on ILO's experience in Nias with green jobs creation and payment for decent, sustainable work, offering an alternative for unsustainable reliance on natural resources.

The project is being implemented by ILO, and is funded through UNDP with funding from the Government of Norway. The project budget is USD 1,398,517 and the project is being implemented between 1 September 2012 and 30 September 2013. The project has the following objectives and key outputs:

The immediate objective of GLACIER is: Participatory local resource-based approaches introduced through building local capacity to rehabilitate degraded forest land, promoting sustainable livelihood development and improving access to socio-economic facilities and markets.

The project has a set-up with three distinct, but interrelated components with each as key outputs:

1. Demonstration on environmental infrastructure investments that support responses to climate change using participatory local resource-based approaches and techniques to improve access to sustainable livelihoods.
2. Increased capacity of communities and local authorities to improve access to socio-economic facilities and markets in rural areas in support of sustainable livelihoods through meaningful participation in decision-making processes and local resource-based strategies.
3. A participatory model for green value chain development and sustainable livelihoods is introduced through improving the capacity of local stakeholders.

The project's key partners include the REDD+ Taskforce in UKP4, the Joint Secretariat for REDD+ in Central Kalimantan, the Provincial Commission on REDD+, Provincial and District Offices of the Ministry of Manpower and Transmigration, Provincial and District Offices of the Ministry of Public Works, Indigenous Peoples' Organizations, Employers' Organizations and Workers' Organizations.

Quarterly Monitoring Reports are submitted to UNDP Country Office for Indonesia. Monthly updates are also provided in Jakarta to UNORCID and at the Provincial level to the Joint Secretariat for REDD+ in Central Kalimantan.

The GLACIER project is led by a national project manager and backstopped by technical experts in Jakarta and in Bangkok. External international consultants give additional guidance and support to the three components and each component has a national coordinating officer.

The environmental conditions in the EMRP area are very challenging with a peat swamp forest area, which is severely degraded and deforested. It has changed from a once global biodiversity hotspot area, with globally protected species as *Proboscis* and *Orang Utang*, into an area of environmental disaster. The ecosystem balance is disturbed beyond resilience and has resulted in irreversible ecosystem degradation, caused by drainage of the swamp area, illegal logging, recurrent forest fires, destructive mining and encroachment of unsustainable agriculture and oil palm plantations.

GLACIER is a pilot project in the true sense, as it is intended to try out, experiment and learn-by-doing. It certainly was designed to bring about tangible impact through its outputs to local communities, but the learning process is an essential part of the project, and extracting key learning and emerging good practices for future replication and scaling-up are desired outcomes.

The project is community-based with implementation in five rural communities and an approach which is very much participatory, throughout its phases of inclusive planning, implementation and monitoring. It operates in close collaboration with local district-level authorities in building skills and capacity in order to create sustained support from relevant technical experts within the government system for enhanced sustainability post-project.

## 2. Purpose, objective and scope of evaluation

The final evaluation has as **purpose** to assess whether the GLACIER has delivered the expected outcomes on time and within budget and to provide key insights on project achievements, challenges, impacts, sustainability, involvement of stakeholders, capacity building and areas for replication. It seeks to appraise, as an **objective**, the extent to which the project partners and beneficiaries have benefited from the project's strategy and implementation arrangements, specifically with regards to the following evaluation criteria as defined by the OECD/DAC:

- relevance;
- effectiveness;
- efficiency;
- impact, and
- sustainability;

These are combined with additional, cross-cutting criteria:

- gender equality promotion;
- monitoring and evaluation;
- environmental safeguards, and
- knowledge sharing and learning environment.

To achieve the abovementioned objectives and in light of the changing and evolving nature of the project's operational environment, this independent final evaluation assesses the following:

- the final progress made in relation to the planned achievements of the results and the immediate objectives;
- the project management, coordination mechanisms among various stakeholders in Kalimantan and at the national level, as well as among other REDD+ funded projects and the effectiveness and efficiency of project implementation in general;
- institutional arrangements within the Governments at various levels to monitor the implementation of the GLACIER project during and beyond the timeframe of funding;
- project's experiences that can be learned with regard to promoting decent work, gender equality, rural access, environmental sustainability and reduction of carbon emissions;
- a preliminary assessment of the project's direct and indirect impact across socio-economic variables as well as environmental variables;
- an assessment of the feasibility and scope for the replication of the activities demonstrated on GLACIER within the broader REDD+ programme (relevance with the 5 pillars), the National REDD+ Strategy and other programmes in Indonesia.

Secondly, the evaluation reviews the project management, overall ILO support, coordination mechanisms among the partners and the effectiveness and efficiency of project implementation in general.

**The scope** of the evaluation includes the entire GLACIER project, in all strategic components as specified in the Letter of Agreement (August 2012) with UNDP.

The evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures and UNDP's evaluation procedures. Special reference is given to the guidance for the evaluation as presented in the ILO Policy Guidelines for results-based evaluation, 2013, in line with the UN System Evaluation Norms and Standards, ([http://www.ilo.org/eval/Evaluationguidance/WCMS\\_176814/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm)).

### **Independent nature and focus on demonstration and piloting character of GLACIER**

The evaluation team consists of two members, who are both independent from ILO, to allow them to judge the project objectively and unbiased. The evaluation team acknowledges the demonstration nature of the pilot project and focus on identifying and capturing emerging good/best practices and lessons learned to be used potentially for replication and scaling-up opportunities. The final evaluation is intended to serve and support the learning process of the project, with the understanding that reporting constraints, challenges and failures is often as important as presenting emerging best practices.



*Community meeting in Aruk village, with community members sharing their experiences, achievements, constraints, further expectations and hopes for the future, based on their collaboration with the project.*

### 3. Evaluation methodology and key evaluation questions

The evaluation made use of several data collection methods, to capture primary and secondary data, spread over three distinct phases. Primary data were collected by interviews (face-to-face, telephone and computer-assisted) direct on-site observation, focus group discussions and key informant interviews by the evaluators. Secondary data was collected by review of existing project documentation and relevant literature and policy documents. The three evaluation phases are:

**1 A desk review phase:** in this initial stage of five days, the evaluation team reviewed the documentation related to GLACIER, including the background literature of relevant policy documents, the project document, the inception report, project monitoring and evaluation reports (quarterly and financial reports), technical reports of consultants and various additional meeting reports. The evaluation team had full access to the Asia-Pacific Knowledge Sharing Platform of ILO, which represents a complete digital repository of all documents produced by, and of relevance to GLACIER. Through the Knowledge Sharing Platform (KSP), the evaluation team had also access to the technical products developed by (or used by) the project, such as training manuals and technical guidelines. It has to be emphasized that the KSP is an excellent platform and instrumental for sound knowledge management, information exchange and overall accessible source documentation.

A number of the key background documents accessed by the evaluation team are:

- The Ex MRP Master Plan for Rehabilitation and Conservation and some of the Technical Reviews related to the Master Plan
- The REDD+ National Strategy
- Existing literature/lessons from swamp peat literature and REDD+ piloting in Central Kalimantan
- ProDoc / Inception report
- Consultant reports (Jean Payen, Long, David Stiedl, Ian Naish etc.)

**2 A field mission phase,** of ten days from September 1<sup>st</sup> to 10<sup>th</sup>, to meet the project team members in Palangkaraya, meet key stakeholders at provincial and district level, and to visit the actual project sites through field trips to all the 5 GLACIER villages where activities are developed on the ground. During the site visits focus group discussions were held with a selection of community members and other local stakeholders ensuring proper participation by gender. For the meetings with the project team members and key stakeholders, a combination of focus group discussions and interviews was used. See Annex 1 for a comprehensive itinerary of the field mission phase. Annexes 2 and 3 give transcripts of the interviews held during the mission and the Focus Group Discussions held in the five communities. During the field mission phase the evaluation team made use of a long list with questions, grouped after distinct evaluation criteria. These questions were initially formulated in the ToR and amended and extended by the evaluation team to a list of almost 100 questions. See Annex 6, the final ToR for an overview of the questions used for the interview sessions and the FGDs.

The last days of the field mission, 9<sup>th</sup> and 10<sup>th</sup> September, were used in Jakarta to meet the ILO CO staff involved with GLACIER, additional national stakeholders and UN partners. A debriefing presentation was given on the 10<sup>th</sup> of September by the evaluation team to the main stakeholders to discuss key findings and



recommendation and get additional guidance and feedback on particular areas of attention in the further development of the draft evaluation report.

**3 Reporting Phase**, intended to draft the present draft final evaluation report, based on the information gathered in the desktop and field mission phase. After additional comments and feedback on the draft evaluation report the evaluation team will produce the finale evaluation report.

**Table 1** *Overview of the meetings conducted during the field mission phase*

Type of meeting	Location and organisation / community met	participants		
		Male	Female	Total
<b>Focus Group Discussions at village level</b>	Aruk	11	16	27
	Lawang Kajang	12	2	14
	Bereng Bengkel	6	13	19
	Tumbang Nusa	10	3	13
	Pilang	9	4	13
<b>Subtotal</b>				<b>86</b>
<b>Interview</b>	Project management staff at Palangkaraya office	5	2	7
	Community representatives during cooperatives training in Palangkaraya	20	10	30
	Dinas Perkerjaan Umum Kabupaten Pulang Pisau	2		2
	Dinas Tenaga kerja dan Transmigrasi Kabupaten Pulang Pisau	3		3
	LDP staff (Palangkaraya)		2	2
	PNPM office Kabupaten Pulang Piau & field staff	1	3	4
	KSPSI, Palangkaraya	1		1
	ILO Jakarta	4	1	5
	UNDP (Jakarta)	1		1
	UNORCID (Palangkaraya and Jakarta)	1	2	3
	UKP4 (Jakarta)	1		1
	REDD+ task force Palangkaraya	1		1
<b>Subtotal</b>				<b>30</b>
<b>Skype/phone interviews</b>	Chris Donnges and Sandra Lu – ILO Asia-Pacific regional Office, Bangkok	1	1	2
	Simpun Sampurna – AMAN Palangkaraya	1		1
<b>Subtotal</b>				<b>3</b>
				<b>119</b>

## 4. Presentation of Findings Regarding Performance, Organized by Evaluation Criteria

In this Chapter the Project status is assessed, based on the information gathered from the review of Project documentation and direct interaction with the key stakeholders of GLACIER at national, provincial, district and village level. The status assessment is carried out by making use of the OECD-DAC evaluation criteria and appraises the following:

- the final progress made in relation to the planned achievements of the results and the immediate objectives;
- the project management, coordination mechanisms among various stakeholders in Kalimantan and at the national level, as well as among other REDD+ funded projects and the effectiveness and efficiency of project implementation in general;
- institutional arrangements within the Governments at various levels to monitor the implementation of the GLACIER project during and beyond the timeframe of funding;
- project's experiences that can be learned with regard to promoting decent work, gender equality, rural access, environmental sustainability and reduction of carbon emissions;
- a preliminary assessment of the project's direct and indirect impact across socio-economic variables as well as environmental variables; and
- the feasibility and scope for the replication of the activities demonstrated on GLACIER within the broader REDD+ programme (relevance with the 5 pillars) the National Strategy and other programmes in Indonesia.

### Evaluation Criteria

In line with the ILO Evaluation Policy Guidelines (2013), the project status and progress has been appraised by the key OECD-DAC criteria. Per criterion key findings are presented in the following sections, based on the information collected from secondary sources (desk top phase) and primary sources (field mission phase, making use of a long-list of evaluation questions).

#### 4.1 Relevance and strategic fit

GLACIER has a direct linkage and relevance to three key strategic documents and related strategies:

- a) the instruction (Inpres 2/2007) requiring the rehabilitation and conservation of the Ex Mega Rice Project (EMRP) area in Central Kalimantan, reflected in the Master Plan for rehabilitation

and conservation of the EMRP area;

- b) the national REDD+ Strategy, in the area of environmental rehabilitation, rural infrastructure improvement and investments, income generation, employment creation and skills development, linked to its 5 pillars of Institutions and Processes/Legal and Regulatory Framework/Strategic Programs/Paradigm Shift and Change in Work Culture/Inclusive Stakeholder Participation; and
- c) the RPJMN (2010-2014), as key governmental mid-term development plan, reflected in priorities at national and provincial levels.

### **EMRP**

The geographic focus of GLACIER lies predominantly within the EMRP area and the activities under Components 1, 2 and 3 directly support and align with the EMRP Master Plan. In particular the agroforestry plantation in degraded peat land and the activities towards potential canal blocking and peat restoration are of immediate support. Indirectly, the focus on enhancing alternative livelihood sources and adding value to key commodities should in principle decrease the community's dependency on unsustainable natural resource extraction. However, the coordination of the EMRP MP is effectively non-existent, and support towards institutions and capacities is therefore limited. The GLACIER interventions remain, even without a coordinated execution of the EMRP MP, valid and necessary from the context of REDD+ and livelihood conditions of the affected communities.

### **REDD+**

GLACIER is well aligned with and supportive to the National REDD+ Strategy (2012) and the emerging provincial REDD+ strategy. It contributes in the areas of environmental rehabilitation (peat swamp forest), rural infrastructure improvement and investments (innovative environmental friendly low-carbon approaches), income generation and employment generation (green jobs approach) and skills development (capacity building effort of local authorities, NGO's and communities). It aligns best with and directly supports the pillars of "Paradigm Shift in Work Culture" and "Inclusive Stakeholder Participation". The REDD+ taskforce representatives met at provincial and national level fully acknowledge GLACIER's support.

### **RPJMN (2010-2014)**

The National Medium-Term Development Plan 2010-2014 (RPJMN 2010-2014) is the second phase of the National Long-Term Development Plan 2005-2025, aimed at making Indonesia a country that is more advanced and prosperous, more self-reliant, more secure and peaceful, and more democratic and just. RPJMN 2010-2014 is the basis of the ministries/government agencies and local government in formulating their strategic plans.

The RPJMN recognises that, given the growing challenges of climate change, it is necessary that Indonesian's economic development mainstreams environmental problems in its strategy through adaptation and mitigation policies. The plan calls for the rehabilitation of forests and lands through government policies, including better management of watershed, controlling of emissions and a reduction in the degradation of the environment. It also says that efforts to reduce greenhouse gas emissions should be focused on forests, peatlands, waste and energy sectors. Therefore, the GLACIER project is directly in line with RPJMN 2010-2014.

### **DWCP and Social Partners**

The labour-intensive and green jobs approach, as advocated by GLACIER, contributes to the outcome areas of the Indonesia DWCP, in particular DWCP A, Employment creation for inclusive and sustainable growth through optimising the employment outcomes of public and community investments and the application of employment intensive methodologies and local resource-based approaches in public investment programs. GLACIER takes into account the needs and priorities of the social partners. It engages them, in particular in Component 3, in the green Value Chain Development, where they are participating in the assessment, capacity building and eventual value-adding.

### **UNORCID**

GLACIER coordinates their approaches and activities with UNORCID partners at national and provincial level (FAO, UNESCO, UNOPS, UNDP) and its contribution is acknowledged as relevant and supportive by the UNORCID stakeholders met.

### **Objectives versus requirements/priorities**

The project objectives are generally defined by policies and concepts defined at global and national level (REDD+, ILO mission and vision) and translated, by an initial consultation process during formulation and inception, into the most likely beneficiaries' requirements and priorities, determined by the specific environmental and socio-economic local conditions in Central Kalimantan. The project has been able, through its participatory planning approach in the implementation phase, to capture the immediate requirements and priorities of the local communities. However, there remains a certain, most probable inherent, friction in the compatibility of the direct short-term livelihood needs of rural communities with the more indirect long-term perspectives of REDD+. The application of the participatory PRA/PLA approach is essential to make the planning community-based, in capturing key land-based issues and deforestation drivers and practices and to define interventions to contribute to a more sustainable use of the peat swamp area. It could be expanded with the formulation by the community of a more long-term vision of their envisaged long-term sustainable land-use, which would enable a better fit with the longer-term REDD+ perspective.

Considering relevance and strategic fit it is assessed that:

***GLACIER supports and is adequately aligned to feed learning into the ongoing REDD+ strategic development and supports the implementation of the EMRP MP.***

## **4.2 Validity of design**

### **Adequacy of the design to meet objectives**

The division into three, interrelated components, with related objectives is in alignment with the defined strategic demands. The limited time frame of GLACIER, 12 months, is considered to be too short and therefore too ambitious to appropriately enable sound implementation and meeting of set objectives. It leaves little flexibility for learning and adjustments and puts continuous stress on all stakeholders involved for timely and adequate delivery. A pilot project deserves sufficient time to try, make mistakes and learn along the way by doing and adapt initial strategies and implementations over time. The evaluation team

however, commends the project as it dares to be ambitious and intends to generate impact on a very condensed time scale. The formulation history was a driving causal factor for the short-time frame of the project, and in this context, it is considered appropriate to start piloting and learning.

### **Adequacy regarding capacity building**

The design of the project paid adequate attention to build technical and administrative capacities in addressing the environmental, access and sustainable livelihoods development challenges faced by the communities, governments and other stakeholders. The project made use of international and national consultants for technical support and guidance of the three project components and technical backstopping was provided by regional technical experts from the Asia-Pacific regional office of ILO in Bangkok. Considerable attention was given to awareness raising, skills development and technology transfer through series of tailor-made trainings for provincial and district stakeholders and the considered communities. The capacity of local stakeholders, specifically local governments and NGO's, was taken into account and properly assessed, as reflected in the attention given to targeted capacity building interventions in the design. Capacity building was also properly sequenced with initially attention to ToT activities, and after the building up of sufficient skills, these trainers were involved in transferring knowledge to local communities. The comparative advantage of ILO, with sound expertise and an international network in the field of skills development and capacity building of social partners is seen as an important asset in the developing REDD+ practice area.

### **Coherence and realism of objectives/interventions and outcomes considering the field situation**

The project design, through an interrelated build-up in three components, is considered coherent and the project objectives, means of actions and outputs are assessed as relevant. The short-time frame of the project is considered less realistic and too ambitious. The type of overall planned activities are realistic and in line with the requirements on the ground, but the planned time-frame reduces the level of realism. Component two, focusing on improving local access, is considered to be of less direct relevance to REDD+ objectives, but is coherent and contributing to improved sustainable livelihoods of the communities.

### **Gender needs and interests**

The participatory PRA process is designed in such a way that distinct gender specific activities are documented and in general women participation is actively promoted in the entire planning, implementation and monitoring cycle. The present PRA process could be improved by intentionally splitting up the planning group in a female and male group, to explore if the needs identified per sex are identical, and if these priorities can be reconciled in a following general discussion round.

### **Effective participation of local stakeholders in management**

Initially, a Project Steering Committee was foreseen, including local government stakeholders, to give the project management support and technical guidance. As there appeared to be too much overlap with the existing REDD+ taskforce set-up at provincial level, it was decided not to create an additional entity. The direct involvement of local government in the direct project management is therefore very limited.

### **ITK**

The planned participatory planning process in the project villages allows for the incorporation of relevant local (technical) knowledge in the interventions identified and in the implementation of these prioritized activities. Specific indigenous practices are considered to be less desirable from the perspective of

sustainable forest management and REDD+, such as using fire for clearing, and are therefore not promoted. This creates some potential source of tension as some traditional practices are therefore not valued positively.

### **Risks and assumptions**

The risk and assumptions as presented in Table 3 of the ProDoc of GLACIER are divided into development, implementation and management related clusters. Striking is the noted absence of the short time-frame of the project, just one year, as an overall risk for effective piloting and learning and obtaining tangible impacts. Another key risk appeared to be the difficulty to hire capable technical (national and international) consultants with a proper background in natural resource management and REDD+. This is due to an existing market tightness, and most likely, to the relatively short-term of the project, which make it less attractive for consultants to commit themselves.

### **Adequacy of M&E set-up**

The planned monitoring and evaluation arrangements, including set indicators and targets, have been adequate to assess project process. Some minimal changes to indicators and targets were made over time and the progress and financial reporting was carried out with a monthly and quarterly frequency. The project's logical framework gives a comprehensive overview of set objectives, targets and indicators and allows for a transparent tracking of progress. The inclusion of a participatory monitoring and evaluation (PME) methodology is considered to be a very valuable approach, which enables the communities themselves to be included in the monitoring process, allows for enhanced transparency and supports learning, by documenting causal factors of failure and success. The implementation of the PME is done by two local NGO's: LDP for the monitoring of interventions after completion and AMAN for a more comprehensive PME exercise near project completion. The involvement of these local stakeholders enhances the objectivity of the M&E process and ensures an independent and critical support to the piloting process.

### **Design replicability in the context of REDD+**

Key factors that influence possible replication and scaling-up of the project design and approaches are considered to be:

- Application of a participatory action planning methodology in formulation, planning, implementation and monitoring of project activities
- An integrated holistic design with multiple components aimed at targeting both environmental rehabilitation/reforestation with improved access and alternative livelihood opportunities and value chain development of key commodities.

Considering relevance and strategic fit it is assessed that GLACIER is:

***A well-designed project with a coherent and realistic set of objectives and adequate attention to capacity building and stakeholder inclusion, but with only very limited time for developing a full learning process.***

### 4.3 Effectiveness

#### Quantity and quality of outputs

The quantity and quality of the outputs produced are satisfactory. According to the Log Frame, Annex 7, the project has systematically been able to reach or surpass the set targets for most of the indicators for the various planned outputs. As far as can be assessed by the evaluation team, benefits seem to be accessible and distributed equally to men and women. It has to be stressed that most of the outputs are just emerging in the last weeks and months and have not yet transformed into consolidated outcomes. There are yet too many unknown factors regarding the sustainability of many outputs to state with confidence that outcomes are reached, e.g., agroforestry plantations have just been completed, but it is too early to record mortality rate of seedlings and overall sustainability of the community management. Also, actual enhancement of household incomes through improved rubber quality and quantity or additional fishery sales will have to emerge over time in quantifiable terms.

#### Application of outputs

Increased technical skills are being applied by project stakeholders in the PME process by LDP and AMAN, and district level authorities (Dinas Tenaga Kerja, Pekerjaan Umum) are expressing interest to implement innovative environmental friendly infrastructure construction approaches in their work. This will take time, as annual work plans and budgets have already been finalized for coming fiscal year and it will take time before the present expressed intention will transform into actual implementation. Elements of the green Value Chain Development of the rubber commodity are applied by multiple stakeholders in the form of a Rubber Forum as platform for regular communication.

#### Contribution to enhanced capacity

The focus of the project on improving skills of project stakeholders has effectively contributed to the enhanced capacity of project implementation partners. To consolidate the improved skills and knowledge level it is required that the project partners are able to implement and make use of these new skills. This might require additional guidance by relevant resource persons of local government institutions, universities and/or NGO's. The farmer groups and cooperatives trained in entrepreneurship development for instance will require additional support and guidance to enhance their confidence and independence.

#### Actual achievements compared to set targets

As stated above, the project has been effective in reaching set targets, but it is yet too early to be able to state that emerging outputs can be consolidated as obtained project outcomes.

Greatest achievements of the project are:

- Contribution to peatland rehabilitation through agroforestry plantations
- Development of an inclusive community-based participatory planning approach and participatory implementation through the TPK set-up
- Adoption of environmentally friendly and low carbon infrastructure construction approaches

Least achievements of the project can be found in:

- The delayed implementation blockade of canals or *tatas* to restore hydrological conditions of the degraded peatland. Instead of the planned blocking, the project has down-scaled its ambition to

focus only on reviewing and designing a potential methodology and assessing potential locations. The activity is highly complex and community support is limited, because of which the reduced ambition level seems to be fairly justified.

### **Coordination**

GLACIER has effectively coordinated its approaches, implementation progress and progress with the key partners of the REDD+ taskforce and UNORCID. The regular coordination meetings have enabled effective information exchange, the avoidance of duplication of activities and sharing of lessons and best practices.

### **Synergies**

The integrated participatory planning and implementation approach, combined for the three project components, has ensured that the three project components are effectively planned and sequenced. The activities under project one will ultimately contribute to improved rubber volumes to be fed into the improved value chain under component three. The improved rural access will facilitate the collection and transportation of commodities targeted in components one and three.

### **Strengthening of intercultural relationships**

The project has strengthened social cohesion by its inclusive participatory planning and implementation approach, making use of the TPK's, bringing together all social and ethnic groups of the communities. The emerging farmer groups and cooperatives provide another platform for enhanced social cohesion and contribute to prevent potential conflicts over land tenure or natural resource use.

Considering effectiveness it is assessed that:

***Taking into account the initial start-up constraints, GLACIER has been satisfactory in its effectiveness to reach set targets, enhance capacity and create/contribute to an effective coordination framework.***

## **4.4 Efficiency of resource use**

### **Use of funds and human resources**

The evaluation team has not come across any issues related to fund flow or expenditure (rate). Fund flow is very straightforward, with direct releases from ILO to the communities, based on the community agreements made. Some delays were noted related to procurement of materials not available on Kalimantan (such as galvanized steel, procured from Java). Expenditure seems to be well in line with initial projections. Human resource use was more complicated, due to the difficulties to contract the desired staff and consultants for the project. Even repeated advertisements were not successful in attracting the desired candidates. This has forced the project to be adaptive in their human resource management and has had negative effects on the implementation. It has also put a considerable workload and strain on the project staff.

Based on the budget expenditure figures provided by the project, as of end of August, the budget was divided over the following categories of expenditure:

- Staff (12%),
- Consultants (24%),
- Operations (9%),



- Communities (35%), and
- Training/capacity building (20%)

This expenditure seems a fair representation of the intended character of GLACIER, with focus on capacity building/skills development, while bringing inputs and impact to rural communities.

### **Tripartism**

In line with ILO's mission, its social partners are stakeholders in GLACIER, most particularly in the green VCD, and entrepreneurship trainings, in which representatives of the unions and employer organisations are both involved. Their engagement is yet minimal, but essential for a proper value chain assessment, certainly when this will be expanded to national and international levels.

Considering efficiency of resource us it is assessed that:

***Despite a real challenge to find technical expertise to support the project, the efficiency of GLACIER to use funds in a timely and transparent manner is satisfactory.***

## **4.5 Management Arrangements Including Monitoring and Evaluation**

### **Adequacy of management capacity and arrangements**

The already sketched constraints with recruitment of staff and consultants has resulted in a considerable deviating in staffing and related capacity from the initial design. Only by March of 2013 a more complete team was fielded in Palangkaraya, but still not in the full capacity as intended. This had had negative impact on the ability to facilitate good results and the efficiency of delivery. The overall set-up, with international consultants giving guidance and support to the three components and additional technical backstopping from the RAOP office by technical specialists, is regarded as a very good set-up, allowing for ample technical guidance and professional backstopping. As a result of the staffing problems the project has had to rely probably too heavy on this backstopping.

### **Adequate support by stakeholders**

The project has received adequate technical and administrative support from its partners at national, provincial and district level. GLACIER has been proactive in involving its key stakeholders in the process consultation and implementation and has actively asked for support by the local governmental authorities. The intended Project Steering Committee (PSC) did not materialize, to avoid overlap with already existing entities, but a Project Advisory Committee assisted the project management with guidance and feedback. The involvement of stakeholders in various capacity building activities enhanced their understanding of the project and will enhance the sustained support of local stakeholders in support post-project.

### **Cooperation/coordination/synergies with project stakeholders**

Cooperation and coordination with the various key stakeholders has contributed to a satisfactory level of synchronization with other REDD+ actors. At national and provincial level regular coordination meetings were organized through UNORCID with the other UN agencies involved with REDD+ projects in Central Kalimantan. This allowed for a proper information exchange, knowledge transfer and avoidance of duplication. GLACIER shared initially office space with UNORCID in Palangkaraya, which made coordination very natural and efficient. REDD+ Taskforce members at national and provincial level also expressed

satisfaction with the coordination and information exchange with GLACIER. The evaluation team was surprised to see very limited involvement by the forestry sector or technical staff with a mandate for plantations/agroforestry. Considering the obvious linkage of REDD+ objectives and the forestry sector it would strengthen future sustainability of interventions if forestry staff were included in the stakeholder network. The evaluation team understands that efforts have been made by GLACIER staff to involve and engage them in capacity building and implementation/supervision, but received limited feedback.

### **Adaptive management**

The late recruitment and understaffing of the project management team has forced the team to be very adaptive in their management approach, by taking up tasks beyond their initial terms of references and technical domains. The staff members therefore were exposed to high workloads and considerable stress, as a result of limited time and need for immediate action. The appointment of a Reporting and Knowledge Sharing Programme Officer at Head Quarters, to support the Project Team in Palangkaraya has been very supportive to address some of the existing work load issues. The team has to be commended with their shown ability to adjust, adapt and achieve outputs, taking into account all the constraints they had to face, certainly in the first 6 months of implementation.

### **Monitoring and Evaluation arrangements**

The M&E system set-up by GLACIER has been certainly adequate and effective, with regular monthly and quarterly project reporting. Some delays were noted, due to the need for translation and editing of M&E reports. The support of a monitoring and reporting officer from ILO CO over the last months has supported the project staff to ensure proper reporting with adequate information on data. The project log frame allows for a transparent tracking of achievements over time, with indicators defined and targets set. Some indicators have set targets to enhance social inclusion (young, old, along gender lines and of disabled people). Project staff found it challenging to effectively engage the disabled in project interventions, as they express the need for additional capacity and skills and/or tools (and budget) to be able to seriously work towards achieving these set targets.

The project has been focusing on developing an effective participatory M&E system, by including NGO's (LDP and AMAN) in M&E of project interventions after completion and through a more comprehensive PME exercise near project end. PME is a very efficient tool for abstracting lessons and learning, capturing feedback of communities and stakeholders on causal factors why approaches worked or failed. PME sessions also contribute to transparency of the project, as community members have access to what was agreed mutually, what was actually done and what inputs were received and by whom. As GLACIER is essentially about learning the emphasis on PME shown by the project is seen as a good practice. Proper reporting and editing of PME results is always a considerable time-consuming tasks, but it is noted that the project is investing considerable time and staff to support these efforts. It is also supported by sound related research (internal research note of GLACIER on PME use and benefits).

Considering efficiency of resource us it is assessed that:

***Management arrangements of GLACIER are found to be adequate and especially the Participatory M&E system developed and implemented is of added-value.***

#### 4.6 Project Progress in Cross-Cutting Issues

##### **Gender equality and –promotion**

The project has been proactive to ensure good levels of women participation in all project cycle activities, from planning to implementation and monitoring. During the participatory planning sessions attention was given to capture differences in activities related to natural resources by men and women (gender diagram). Adequate levels of participation (as shown in the disaggregated data of the log frame and found in the community feedback during the field mission) are however not enough to effectively address any underlying gender issues. Considering the short time of the project it is challenging to map out these issues and to effectively address them. In targeted PR/PLA sessions one could try to dig deeper by separating men and women and to record any differences in expressed needs and priorities and to try to reconcile / compromise these in a joint session.

##### **M&E**

M&E arrangements have been discussed in the previous section.

##### **Environmental safeguards**

GLACIER has shown commitment to address any negative environmental impact of its planned interventions. The team has screened out activities during the planning and implementation phases to minimize direct or indirect negative impacts. In Component 1, emphasis has been put on trying to safeguard as much as possible existing vegetation cover before and during plantation activities and to minimize trampling and disturbance and drainage of the peat soils. In component 2 the innovative infrastructure built was intentionally containing as little timber as possible to minimize impact on local resources. The cold mix path was intentionally kept relatively narrow, with a width of only 1.5m, and blocking poles were erected to make access of outsiders by cars difficult. Use of the path is therefore restricted to the local community, in a conscious effort to limit access by outsiders to local resources (read timber etc.). The environmental screening approach and related mitigation efforts are worthwhile to document properly as a good practice.

Considering addressing cross-cutting issues it is assessed that:

***GLACIER has promoted gender equality and the M&E arrangements and environmental safeguards are satisfactory***

#### 4.7 Impact (Social and Environmental)

##### **Immediate impacts: environmental and social**

To quantify immediate impact of GLACIER in environmental and social terms is yet too early as outputs are just emerging and these outputs have yet to turn into outcomes if they are sustained over time. There is certainly a good qualitative appreciation by the communities and stakeholders involved as they express to regard the project interventions as contributing to rehabilitation of the degraded peatland, improving access to livelihoods and offering alternatives for income generation.

### Emerging impacts:

**In terms of REDD+ objectives**, GLACIER is directly supporting the 5 REDD+ pillars through its effort to work towards a paradigm shift and change in work culture, through its inclusive stakeholder participation approach while contributing to restoration of peatland and learning along the way how to reduce carbon emissions and ultimately enhance carbon stock sustainably.

**Effects on carbon emissions** of the GLACIER interventions are relatively limited, but the component 1 activities to establish agroforestry plantations (167Ha), combined with community training in fire fighting, will support to reduce the emissions of the now severely degraded peat swamp forest over time as the forest cover will increase over time and fires can be avoided effectively. The report of Long gives initial estimates of carbon emission reduction by the agroforestry activities<sup>2</sup>, but the science related to carbon emissions from peatland is still emerging and common MRV approaches have to be validated. Impact is here more related to the learning process and awareness raising than in verifiable quantification of carbon stock enhancement. The innovative environmental infrastructure development approaches under component 2, cold mix path, swampy crossing, the bay bridge etc., showcase sustainable technologies that rely less on local resource and have lower carbon emissions. Long<sup>3</sup> also gives provisional information on emission reduction achieved by the low carbon infrastructure development approaches as compared to conventional timber based construction. The conventional method to construct a bridge and a swampy crossing trail from timber would amount to 677 tCO<sub>2</sub> from biomass and will last for 5 years, whereas construction of the same by concrete, steel and PVC will lose total 141 tCO<sub>2</sub> and these construction features will last for at least 15 years. This reflects a win-win situation with a low carbon footprint and much longer projected life span. The initial construction costs are however higher, which might hamper immediate replication, but the approach is certainly cost-effective on the medium- and long-term.

### Change in beneficiaries lives

Although it is too early to quantify direct impact on beneficiaries' lives, the communities met express that they are now more aware of the need to try to reduce their unsustainable practices relying on extraction of resources from the peat swamp area. The employment offered for the infrastructure development substituted otherwise less sustainable activities in the peat swamp area. The green value chain development around rubber and fisheries still have to result in actual value-adding in the form of better

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<sup>2</sup> Trinh Tang Long 2013b, p.12: The project has supported five villages to establish 176 ha of plantation of which 124 ha is agroforests and 22.9 ha is tree plantation and 27,000 scattered planted trees. If the plantation is successful, over the course of 20 years, emission reductions could be achieved by 71,942 tCO<sub>2</sub>, of which 63,383 t CO<sub>2</sub> is from biomass sequestration and 8,559 t CO<sub>2</sub> is from reducing peat decomposition.

<sup>3</sup> Trinh Tang Long 2013b, p.11: If one compares the carbon lost from re-construction of these features by concrete, steel and PVC with the total biomass carbon lost by constructing a similar bridge out of wood, the saving through using concrete comes to about 1,890 tCO<sub>2</sub>. Or carbon emissions from concrete, steel and PVC is as much as 7 % of that emissions from wood bridge that timbers are collected from unsustainable forest management.

prices for improved quality and volume. The communities are hopeful to see an improved cash flow from these value chains, but this has still to materialize.

Considering social and environmental impact it is assessed that:

***Overall, it is yet too early to quantify impacts as outputs have just emerged and the overall outcome has to proof itself over time***

## **4.8 Sustainability**

### **Effectiveness and realism of exit-strategy**

In practice, the project staff has been fully engaged to ensure completion of planned activities to meet the set targets and has had little time to consolidate emerging outputs and focus on sustainable management and planning and guidance of future activities needed to enhance sustainability. The intended no-cost extension therefore is commended by the evaluation team as necessary to effectively consolidate learning from the project and to give attention to post-training support of the communities. Documenting the emerging lessons and good practices, sharing information with key REDD+ stakeholders and promoting and advocating good practices and learning will be key to replicate and up-scale the pilot experiences.

### **Hand-over to local stakeholders**

The project has intentionally involved local stakeholders at district and provincial level in capacity building in order to inform them and to raise their confidence in replicating innovative approaches. Their continued support and guidance to the local communities will be essential to enhance sustainability of project impact.

### **Creation of an Enabling Environment (knowledge, capacities, attitude etc.)**

The project has successfully contributed to create an enabling environment for capacity building through a series of targeted and sequenced training activities. People's attitude and awareness have been targeted and the communities express to better understand the need to change some of their practices. Continued support to the communities, through for example the emerging farmer groups and cooperatives, will be essential to sustain the positive momentum now created.

Considering sustainability it is assessed that:

***The essence of GLACIER lies in extracting good practices and lessons and its sustainability therefore is defined by the degree to which this learning can be replicated and mainstreamed by key REDD+ stakeholders.***



Plantation areas in Desa Pilang, mainly *Garam*, rubber and some fruit trees



Sign board at the plantation area of Tumbang Nusa

## 4.9 Overall progress of project

GLACIER is a learning exercise in a very complex environment with a very condensed time-frame. Considering these factors, the project has to be commended for having been able to produce tangible learning with direct relevance for REDD+ development with good scope for replication/scaling up, certainly to less challenging environments than the degraded peat swamp forest area.

The project has been able to meet most of its set targets and even surpassed a number of these targets.

In component 1 agroforestry plantations have been established as contribution to rehabilitate the degraded peat swamp forest. This effort is combined with training of community members in fire fighting with related supply of fire fighting equipment and construction of watch towers. It is explored how to block channels or tatas for restoring original hydrological conditions. It was decided not to carry out this in practice due to constraints in proper locations, community support and the overall scientific complexity.

In component 2 a number of innovative approaches to build local infrastructure have been introduced, such as a cold mix path, a baby bridge, a swampy crossing and an improved jetty approach. The new approaches are environmentally friendly and contain less timber or use less firewood for construction than the traditional practise, based on local resources (read timber). The communities receive daily wages for their labour, as an incentive to engage themselves in alternative livelihood activities and offer an alternative for traditional unsustainable practices. The infrastructure examples are more sustainable and are considered therefore to be more economical in the long-term, compared to traditional practice with much shorter life spans.

In component 3 the project has targeted the green value chain development of two key commodities: rubber and fisheries. An assessment has been made of the value chains and key stakeholders and the community group and other relevant stakeholders are trained ultimately to add value to their commodities by enhancing quality, volume and price. A rubber forum has been established, providing a platform for the main stakeholders to interact and to reduce distance between the producers at village level and the buying factories. Fish ponds have been established and community groups have been trained in sustainable management of the ponds and in feed production. Additional skills have been built regarding entrepreneurship development and business development approaches.

## 4.10 Key Outputs

Based on the log frame of GLACIER, updated on 30th August 2013, Annex 7, a selection of key achievements of GLACIER (outputs) is presented for the 3 components.

### Component 1

- 167Ha agroforestry planted (rubber, timber, fruit trees)
- 141 people (112 men/29 women, among them 5 female youth and 6 male youth) trained in agroforestry and community fire fighting
- Firefighting equipment + pumps and wells provided, fire watch towers erected

- 271 community members trained (168 male, 103 female) in formation of a community organizing committee (TPK)
- 4973 working days of community members involved (target of 5000 additional working days generated)

**Component 2**

- 33 government officials trained in innovative infrastructure development
- Training of communities (theory, practice + MCTs)
- Cold mix path (400m)
- Baby bridge
- Swampy crossing (120m)
- Jetty approach (72m)
- Raised path
- 4743 working days (of 5000 targeted additional working days generated)

**Component 3**

- 25 fishery groups established (+ 25 ponds constructed with fingerlings supplied)
- 3 rubber groups established (90)
- Rubber (126) and fishery (130) training provided
- ToT on entrepreneurship
- 256 people trained in entrepreneurship development
- Financial literacy training (50) for members of farmer groups and cooperatives
- Cooperative training (10F/20M)
- 2 VCD plans developed
- Rubber forum established
- 30 government officials trained on business development
- Post-training support





Jetty approach in Lawang Kajang



Baby bridge in Paling



Cold mix path (400m) in Pilang



Swampy crossing in Tumbang Nusa



Cold mix path in Pilang





Fishery management training in Pilang, with focus on feed production



Fish pond in Bereng Bengkel



Fish pond in Aruk

## 5. Conclusions and Recommendations

Based on the project documentation, the observations in the field, the interaction with communities and the feedback of district, provincial and national stakeholders, as presented in the previous Chapters, a series of conclusions and recommendations is presented in this Chapter.

### Conclusions

- 1 GLACIER is a well-designed pilot project which targets in a holistic approach enhancement of sustainable livelihoods, improving access to socio-economic facilities and markets, while building local capacity to rehabilitate degraded peat land.
- 2 The participatory, community-based, approaches of GLACIER in planning, implementation and monitoring are contributing to essential building of awareness related to forest degradation, broad-based community engagement in rehabilitation interventions and capturing local needs and priorities.
- 3 The one year time-frame of the project to pilot a range of interventions is too short to be able to effectively reach the expected project outcomes and to evaluate at present properly impact and sustainability.
- 4 The staffing of the project was considerably delayed and has influenced the project implementation negatively.
- 5 Considering these two constraints, the project team has been able to implement most planned activities (achievements against set targets), which is a very commendable achievement.
- 6 The communities in the five target villages are very receptive and appreciative to the support offered, both in inputs as in capacity building.
- 7 The hydrological restoration of the peatland by blocking of waterways is not implemented as planned, but a concept approach has been prepared. Support by the communities seems limited, related to limitation of access to their resources, while at the same time the scientific justification of the value of blocking is not yet widely established, which puts the feasibility of such restoration activities into question.
- 8 Contribution to REDD+ is not direct in all components, but the severely degraded and deforested peat swamp requires the development of a tailor-made approach, to which GLACIER directly contributes. Component 2 alone does only make a limited contribution to emission reduction from REDD+ and does address deforestation drivers only to a limited extent, but offers innovative environmental friendly alternatives, which are more sustainable in the long-term from an environmental and socio-economic perspective.

- 9 Although the incomes of local people could increase through improving rubber and fishery production, this does not ensure that deforestation will reduce. Therefore, component three does not directly address any of the existing deforestation drivers nor has any direct benefit for emission reduction. However, this component could show local people that there are alternatives to improve livelihoods that do not cause deforestation.
- 10 Agroforestry activities with rubber, timber species and fruit trees are carried out on degraded peat swamp areas as contribution to enhance the carbon stock, reduce emissions and generate a sustainable livelihood source. The sustainability of these agroforestry plantations is yet unknown and requires additional support to enhance the community management.
- 11 The scale of the project addressing the deforestation driver of fire is limited to some pilot villages and the amount of emission reduction that could be achieved is relatively small. The project's experience in establishing community based peatland/forest management will be invaluable when the implementation of community based REDD+ takes place in the future.
- 12 The Knowledge Sharing Platform advocated by ILO-GLACIER provides an excellent support tool to facilitate REDD+ learning and consolidate best practices.

## Recommendations

**It is recommended to:**

**ILO to:**

1. Extend GLACIER to have sufficient time (at least a month) to consolidate the emerging learning, take stock of good practices (finalize publications), draft sustainable management plans for outputs and optimize knowledge sharing.
2. To increase the sustainability of the agroforestry plantations. It is recommended to draft community forest management plans together with the communities setting out in a concise manner rules, member tasks, consideration related to benefit sharing, ways to prevent and mitigate conflicts etc.
3. To further improve the participatory approach it is recommended to:
  - a) Split up into male/female groups in PRA intervention identification/ranking to explore gender differences,
  - b) Triangulate livelihood income sources with for example expenditure assessment and other data sources (key informants)
  - c) Make use of a "vision map" to discuss long-term perspective of the community, and
  - d) To reach a full FPIC adherence it is recommended to seek full endorsement by the wider community of the planned project interventions

- e) Make use, whenever possible, of facilitators with knowledge of local languages and good understanding of the local socio-economic setting,
- 4. To document the internal environmental screening approach used by the project (environmental safeguards).
- 5. To explore within ILO and with key stakeholders opportunities to replicate / scale-up GLACIER experiences in upcoming REDD+ projects.
- 6. The farmer groups and cooperatives trained in entrepreneurship development for instance will require additional support and guidance to enhance their confidence and independence

#### **National REDD+ stakeholders (UKP4, UNDP) to**

- 7. Make use of participatory approaches to ensure community engagement and broad-based support in future REDD+ projects. In the spirit of GLACIER, an inclusive participatory approach should be a continuum from formulation, planning, implementation to monitoring.
- 8. To engage, based on the GLACIER experience, in future REDD+ projects, as much as possible local authorities with technical mandates in training and practical skills development (agroforestry, infrastructure, commodity chain) to enhance lasting knowledge transfer and technical guidance post-project.
- 9. Start recruitment of technical staff and consultants with an appropriate background in NRM and REDD+ timely in order to avoid any implementation delays, in light of the tight labour market for professionals with these specific skills.
- 10. To develop a simple tool to inform rural communities about the concept of REDD+ and to build their awareness of the global value of reducing emissions and maintaining and enhancing the carbon stock. To communicate this complex mechanism it will be of value for many project staff in future REDD+ projects to have access to a tool kit or readily accessible information/awareness materials.

## 6. Lessons Learnt and Potential Good Practices

The assessment of GLACIER, through review of project documentation, discussions with the project staff, meetings with the targeted communities and interaction with district, provincial and national stakeholders, has emphasized the piloting character of GLACIER. The essence of the project lies contained in the emerging lessons that can be extracted and learnt and the potential for good (or best) practices to be distinguished from the project approaches of the project. In this Chapter 6 a number of key lessons learnt and emerging good practices are listed. These key lessons and good practices are described in more detail in Annex 4, making use of the ILO template for Lessons Learnt, and Annex 5, making use of the ILO template for Emerging Good Practices.

### Lessons Learnt

- Establishment of canal and/or *tatas* blocking is complicated as it requires the construction of considerable infrastructure elements and needs additional blocking of any drainage outlet from the peat area targeted (in an already very complex environmental setting) and still lacks sufficient scientific base and community support. Instead of the planned blocking, the project has down-scaled its ambition to focus only on reviewing and designing a potential methodology and assessing potential locations. The activity is highly complex, because of which the reduced ambition level seems to be fairly justified.
- Agroforestry plantations in peat land still lack proper guidelines (establishment, maintenance) and require continued support to communities. Experience on best practices for agroforestry plantation establishment on degraded peatland and its sustainable management needs to be build to develop standard guidelines. There is still a lack of proper documentation on appropriate use of ameliorants, planting techniques and management steps to enhance sustainability of the agroforestry plantations, which requires a continued support to and guidance of the communities.
- Inclusion of local stakeholders (governmental and NGO's) in capacity building is essential to enhance post-project sustainability. The participation of governmental staff in both theoretical and practical training sessions, working together with project staff and communities, has created a platform for local stakeholders to infuse good practices and innovations in their regular work plans.
- Coordination with local and provincial stakeholders helps to avoid duplication and contributes to effective information sharing and enhances transparency. This requires a more continuous effort with regular meetings during formulation, planning and implementation and is enhanced by mutual access to information platforms, such as ILO's Knowledge Sharing Platform.
- The limited time-frame of GLACIER has put the PM team under continuous pressure and reduced the opportunity to learn-by-doing (which includes failure): learning requires sufficient time and future project design should allow for a temporal set-up with the opportunity to adjust implementation approaches along the way.

- There remains a certain, most probable inherent, friction in the compatibility of the direct short-term livelihood needs of rural communities, expressed and documented in a bottom-up participatory approach, with the more indirect long-term, top-down and from a global vision formulated perspectives of REDD+. The approach of packaging short-term incentives with more long-term interventions, as developed by GLACIER, seems to be a promising pathway for future REDD+ projects.
- Project staff found it challenging to effectively engage the disabled in project interventions, as they express the need for additional capacity and skills and/or tools (and budget) to be able to seriously work towards achieving these set targets. Setting indicators and related targets for comprehensive inclusive participation has to be done cautiously.

## Emerging Good Practices

- GLACIER has piloted an inclusive participatory approach, stretching from formulation, via planning and implementation to monitoring in an integrated REDD+ context. This participatory approach is assessed as valuable and appropriate in the REDD+ context as it helps to understand and document the land-based issues and priorities of communities and builds a common set of agreed interventions to improve local livelihood conditions, while trying to improve carbon stock or at least limit ongoing carbon emissions from peat- and forest land.
- A Green Value Chain Development for rubber and fishery has been piloted in GLACIER, as prioritized commodities for the targeted communities. The value-adding effort tries to improve quality and quantity of the commodity and eventually aims to increase income, without causing any negative environmental effect on the natural resources of the communities. The value chain as now being explored has been limited to district and provincial level, but could be extended to national and international level to add more value to the selected commodities (e.g. through certification).
- The rehabilitation of degraded peat swamp forest areas through community-based agroforestry efforts is an essential contribution to try to restore the severely degraded peat swamp forest ecosystem. Agroforestry plantations aim to enhance carbon stock, reduce present elevated emissions level and support community livelihoods by supplying income from rubber, timber and fruits. The community management of the agroforestry areas requires formulation of a proper management plan to limit potential conflicts and ensure sustainable forest management. The plantation activities are combined with community firefighting training and the supply of firefighting equipment to raise the competency of the community to fight forest fires. The establishment of agroforestry plantations will have multiple benefits, including improved biodiversity and contribution to social cohesion through the community approach.
- GLACIER has piloted the development of environmentally friendly infrastructure, such as paths, bridges and swampy crossings, making use of innovative designs. The concept relies on low carbon content of materials and the related construction process, with limited dependence on local

resources as timber. The resulting infrastructure has a considerable longer expected life-span against moderate higher construction costs, which makes the concept attractive from a long-term socio-economic perspective. Essential element of the approach is that communities are actively engaged in the planning and implementation of the infrastructure and receive a daily wage for their work. In this manner alternative employment is created, in a season when the community is normally engaged in unsustainable extractive activities (logging, gold-mining etc.), and the livelihood conditions of the participating community members improved.

- GLACIER has actively promoted, with support of ILO, the adoption of an on-line Knowledge Sharing Platform (KSP) and its application in a REDD+ context in Indonesia. The KSP offers an accessible information repository for all interested stakeholders and facilitates information and knowledge product exchange. The KSP fits well with the learning and experimental approach of GLACIER, trying to explore valuable approaches and causal factors for success or failure. Documenting, reporting and information sharing will be enhanced through creating such a modality of access to information, adding to transparency of the project approach.



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## Annex 1 Itinerary of evaluation mission

Date	People met	Place
August 31 September 1	Travel to Jakarta by Priyo Asmoro from Bali and Hans van Noord from Amsterdam	Jakarta
September 2 <b>04.00-9.00</b> <b>10.00-15.00</b>	Travel to Palangkarya Nirwan Gha, PM Glacier Lazuardi Buana, National Project Officer Environment Enardson Layang, National Project Engineer	Palangkaraya
<b>16.00-17.00</b>	Mastuati, LDP Coordinator Karolina Pratiwi, LDP Staff	Palangkaraya
<b>17.00-18.00</b>	Trainees of Cooperative Training	Palangkaraya
September 3 <b>11.00-14.00</b> <b>14.40-17.00</b>	Meeting with Aruk Community Site visit to fish ponds, improved road Meeting with Lawang Kajung community Site visit to fish ponds, improved jetty approach	Desa Aruk Desa Kawang kajang
September 4 <b>09.00-14.00</b>	Meeting with Bereng Benkel Community Site visit (boat) to plantation with <i>Garam</i>	Bereng Benkel
<b>15.00-18.00</b>	Meeting with Tumbang Nusa Community Site visit to swampy crossing and plantation areas ( <i>Garam</i> , rubber) with fire fighting wells and pumps	Tumbang Nusa
September 5 <b>09.00-10.00</b>  <b>10.00-10.30</b>	Meeting with Pak Rustam Ahmidie – Head of Public Work, Pulang Pisau district Pak Erlin – Head of Bina Marga, Public work Pulang Pisau Meeting with Man Power Office of Pulang Pisau District: Pak Adri – Social unit, Ismadi – Padat Karya unit Damavel – Transmigration unit	Pulang Pisau
<b>11.00-11.20</b>	Visit at PNPM office, referred to district staff who are presently in Palangkaraya	Pulang Pisau
<b>13.30-17.00</b>	Meeting with Pilang Community Site visit to fish ponds, cold mix path, baby bridge With boat to plantation area (rubber, <i>Jelutung</i> , rambutan)	Pilang
September 6 <b>08.00-9.00</b>	Meeting with PNPM district facilitators, Laila Yuniarti Agustinus	Palangkaraya
<b>09.00-10.00</b>	Meeting with Emanuel Migo, REDD+ Task Force, Central Kalimantan, Communication and Stakeholder Engagement Officer	Palangkaraya
<b>10.15-11.15</b>	Meeting with Sherry Panggabean, UNORCID, Head of Pilot Province Office	Palangkaraya
<b>13.45-14.15</b>	Meeting with the vice director of KPSI Kalteng (trade union confederation (Konfederasi Serikat Pekerja Seluruh Indonesia) Pak Jaelani Muktar	Palangkaraya

<b>15.30-16.00</b>	Skype Call with Chris Donnges, Technical expert Asia-Pacific Regional Office, Employment intensive, backstopping Components 1 and 2	Palangkaraya/Bangkok
<b>16.15-16.30</b>	Skype Call with Sandra Yu, Technical expert Asia-Pacific Regional Office, green value Chain Development, backstopping Component 3	Palangkaraya/Bangkok
September 7	Travel back from Palangkraya to Jakarta Telephone interview with Nimpun Sampurna-AMAN KalTeng	Palangkaray/Jakarta
September 9 <b>07.30-10.30</b>	Debriefing Meeting Michiko Miyamoto, Deputy Director ILO CO, Emma Allen, Project Officer responsible for GLACIER, and Dyah Retno P. Sudarto, Programme Officer, ILO	Jakarta
<b>11.00-11.30</b>	Meeting with Yesua, Reporting and Knowledge Sharing officer for GLACIER	Jakarta
<b>13.30-14.00</b>	Meeting with Satya S. Tripathi, UNORCID Director, and Julia Hoefmann, Special Assistant to the Director	Jakarta
<b>14.00-14.30</b>	Meeting with Bapak William Sabandar (Pak Willy), REDD+ transitional institution (UKP4)	Jakarta
<b>15.30-16.10</b>	Meeting with Pak Heracles Lang, REDD+ Task Force	Jakarta
<b>16.30-17.30</b>	Meeting with Matthieu Lux, UNDP Monitoring and Reporting Officer of the Environment Unit	Jakarta
September 10 <b>13.00-15.00</b> <b>18.00</b>	Debriefing Presentation at ILO CO Travel to Bali, Priyo Asmoro	Jakarta
September 11	Travel to Amsterdam and home, Hans van Noord	

## Annex 2 List of interview notes

### Notes of Interview

Date	Monday, 2 September 2013
Interviewees	Ms. Mastuati – LDP Coordinator Ms. Karolina Pratiwi – LDP staff
Discussion result	<p>LDP has been involved in the project since the beginning, with different activities such as:</p> <ul style="list-style-type: none"> <li>• Involved in the village selection</li> <li>• Involved in the facilitation of PRA/PLA, which is conducted in three days for each village.</li> <li>• Participated in the entrepreneur ToT: Get a Head.</li> <li>• Trained the community on entrepreneurship</li> <li>• Involved in the monitoring and evaluation process at village level and to speed up the implementation process/activities</li> </ul> <p>LDP believes all activities will be able to be continued by the community, including rubber and other seedling plantation.</p> <p>Some learning that LDP gained during the project include:</p> <ul style="list-style-type: none"> <li>• How to select productive land</li> <li>• Decreasing wood usage for fishpond development</li> </ul> <p>The project listens to the community's ideas, for example:</p> <ul style="list-style-type: none"> <li>• To choose local rubber when community prefer it.</li> <li>• Developing business plan for community</li> <li>• Planting some species that have economic value</li> </ul> <p>The project works through TPK, which is good. But sometimes they had some issues, such as: the participants' involved were only among relatives. Therefore, LDP helped to review the team and involve a wider community.</p> <p>LDP also is involved with other REDD project in other areas/sub district.</p>

<b>Date</b>	<b>Thursday, 5 September 2013</b>
<b>Interviewees</b>	Pak Rustam Ahmidie – Head of Public Work, Pulang Pisau district Pak Erlin – Head of Bina Marga, Public work Pulang Pisau
<b>Discussion result</b>	<p>The Public work (PU) office appreciated GLACIER project that involved them into the project since the socialization phase in March 2013. The office was also invited during the cold mix training in Pilang village. They are very interested in the road and bridge development. They found the construction to be simple, easy to learn and applicable, based on local environment and there is no carbon released. The labour intensive approach of the project has increased the skills of the community. Economically the cold mix is also better. It is clearly more efficient.</p> <p>Pulang Pisau is a new district (before 2003 it was a part of Kapuas District), therefore, the budget is limited and the Public Work doesn't have enough equipment yet. 50% of 894 km district road are still dirt road. Not to mention about smaller roads.</p> <p>However, The PU Pulang Pisau commits to propose using the cold mix in the next year program planning.</p>

<b>Date</b>	<b>Thursday, 5 September 2013</b>
<b>Interviewees</b>	Man Power Office of Pulang Pisau District: Pak Adri – Social unit Ismadi – Padat Karya unit Damavel – Transmigration unit
<b>Discussion result</b>	<p>Labour infrastructure is always a part of the labour intensive program under the Man Power office (<i>Dinas Tenaga Kerja</i>).</p> <p>The Man Power Office of Pulang Pisau District was invited in the cold mix and green job training. They noted that ILO always applies a minimum daily standard for wage the people, while their practice is more on <i>gotong royong</i> (mutual aid) by providing certain amounts of money and let the community divide it among themselves.</p> <p>Cold mix is more environmentally friendly. It was thought before that wood is cheaper as it is easily available. But this technology is more proper. It is more initially more expensive, but it is much more durable</p> <p>They have proposed to the head of the office to apply the cold mix for their next infrastructure program.</p> <p>The green job training has increased their perspective on the activities/jobs to improve income that are also environmentally friendly</p>

Date	Friday, 6 September 2013
<b>Interviewees</b>	PNPM staff at Pulang Pisau district PNPM sub-district facilitators: Laila Yuniarti Agustinus
<b>Discussion result</b>	<p>They both join the cold mix training on 30-31 July 2013. This was the first time for them to be directly involved with the GLACIER training.</p> <p>Laila and Agustinus admitted that the products of the infrastructure component, especially based on what they have seen in the Pilang village, are of very good quality (bridge and the road), and very good in community participation. They were constructed in a very good discipline. The GLACEIR staff closely monitored the development of the road and bridge.</p> <p>They both see 2 reasons that make them difficult to adopt the GLACIER approach:</p> <ul style="list-style-type: none"> <li>• PNPM must use locally based resources available as much as possible. Therefore, using galvanised steel and other materials that should be obtained from Java would not be possible, while wood in the village is available.</li> <li>• Total maximum budget for each village is much smaller than the budget for the GLACIER's road and bridge budget in Pilang village.</li> </ul> <p>PNPM in Pulang Pisau District works in 8 subdistricts under the PNPM Mandiri Pedesaan program. There is an infrastructure and empowerment facilitator for each subdistrict.</p>

<b>Date</b>	<b>6 September 2013</b>
<b>Interviewees</b>	Emanuel Migo, REDD+ Provincial Task Force, Palangkaraya
<b>Discussion result</b>	<ul style="list-style-type: none"> <li>• GLACIER makes a valuable contribution to EMRP/REDD+/RPJMN, especially the learning offered from rehabilitation efforts of peat land. The 3 components all contribute, but rehabilitation (C1) is most urgent and also the livelihood component to address the livelihoods is much appreciated and needed.</li> <li>• C2 also gives good outcomes, but fits less with local needs, as there is sufficient investment from the Government, but local governments can make use of the innovative technical approaches.</li> <li>• Has recently seen the work done in Pilang (plantations) and is impressed: likes to share this with his colleagues/projects as a good example to engage communities and train communities in fire fighting mechanisms</li> <li>• Locally the efforts have been focused on institutional building and methodologies (such as MRV, licence/permit system review). Are working with the 4 UN agencies and 8 local NGO's, besides a series of other REDD+ projects in the Province: overall 38 projects.</li> <li>• GLACIER helps to understand ways to have quick win-win situations: creating alternative livelihoods and to fight deforestation drivers at the same time.</li> <li>• Recent research of BPTP shows evidence that emissions from recently planted rubber plantations are clearly lower than from degraded peat land with shrubs, grassed and ferns. Access to data and public reports is still a problem. Information flow and openness/transparency should be improved.</li> <li>• Land tenure is a very big issue, overarching problem that has to be solved to ensure sustainability and security of land title.</li> <li>• Is happy with upcoming knowledge sharing event/exposure tour of GLACIER.</li> <li>• The focus on key commodities as rubber and fishery is key, as it will have added value for many communities outside of the project area.</li> </ul>

Date	6 September 2013
Interviewees	Sherry Panggabean, UNORCID head, Pilot Province Office, Palangkaraya
Discussion result	<ul style="list-style-type: none"> <li>• Contact with GLACIER started from October, as staff moved in and shared the UNORCID office. From January more staff.</li> <li>• Design of project is quite ambitious, especially considering the limited time-frame: all due to late/delayed consultation/formulation process from Norway/UNDP.</li> <li>• ILO has a clear mandate and gives opportunities to explore REDD+ area links with decent work, green jobs and sustainable livelihoods.</li> <li>• In the series of 4 UN projects under the UNDP-UNORCID umbrella, each project has its own domain/theme, with for GLACIER learning and employment/income as focus.</li> <li>• In future, it would be better to have more time to consult more closely with provincial and district authorities before implementation really starts.</li> <li>• UNORCID offers “one door/one roof” to the 4 projects: easy coordination and very regular meetings (bi-weekly), including joint field visits, logistics, information sharing and avoidance of overlap between projects.</li> <li>• All 3 GLACIER components are relevant, but they should be closely integrated and presented as a holistic, interrelated approach.</li> <li>• An important challenge is how to communicate the REDD+ theme to rural communities: it is difficult to grasp the concept and often communities lack a clear understanding. Here lies a clear task for UNORCID to come up with a common communication strategy.</li> <li>• Way ahead: <ul style="list-style-type: none"> <li>○ more time is needed to make more impact: needs proposals and prospective funding</li> <li>○ Lessons learned to be shared with UNORCID</li> <li>○ Each UN Agency will do a separate evaluation</li> <li>○ Based on that maybe an overall evaluation.</li> </ul> </li> <li>• Outputs: now a good momentum in delivery, if it stops here it might be unlikely it will continue independently. It is difficult to change mental setting of beneficiaries; takes time and continued interaction.</li> <li>• Risk: REDD+ agency now finalized, but it is yet unclear what will happen henceforth and on what time path.</li> <li>• Sustainability: Communities should be commended for their achievements. Plan with them what they can do without the project, coordinate with the government to infuse support in their coming year plans/budgets.</li> <li>• PIL: common information centre, to showcase local materials/designs/culture, conduct trainings and act as visitors and training centre.</li> <li>• GLACIER has employed many consultants, it is legitimate to ask if that is the right way? Should there be more resources be going to the communities?</li> </ul>



<b>Date</b>	<b>6 September 2013</b>
<b>Interviewees</b>	KSPSI Kalteng: Pak Jaelani Muktar
<b>Discussion result</b>	<p>KSPSI KalTeng was involved in the Green Value Chain training. He was a bit worried initially as it seemed the participants were not so enthusiastic. But, in fact it runs well. KSPSI doesn't have any idea to adopt the training, but expect that in the future KSPSI could be involved further in the program, not only being invited to be a training participant</p>

Date	6 September 2013
Interviewees	GLACIER Project team
Discussion result	<p>Debriefing meeting to convey key findings to the team and to have their further guidance for the reporting phase</p> <ul style="list-style-type: none"> <li>• Request for specific guidance how GLACIER could further contribute to SATGAS REDD+</li> <li>• Need to work towards a more integrated approach in which components as access are part of a broader approach</li> <li>• Specific focus on REDD+ needs to be emphasized and communicated to the communities, which is not always easy</li> <li>• EMRP MP has slowly come to a halt: now clear coordination and information sharing. KFCP seems to be slowly buried, with a 1 year extension with a focus on livelihoods.</li> </ul> <p><b>Guiding comments of the project team:</b></p> <ul style="list-style-type: none"> <li>• Engage the community through a participatory approach: based on direct contracts with the communities.</li> <li>• Too early to state that we can enhance incomes, but good steps taken to have a better business set-up, setting up the foundation /start of cooperatives / linkage to factories / in due time reduction of unsustainable dependency on the forest for their livelihoods</li> <li>• Compensation/daily wage: the communities are heavily linked with unsustainable activities as logging/mining, but we can offer productive activities as alternative: opportunity for government programmes to fight deforestation drivers, making use of the explored alternatives.</li> <li>• Indigenous rights of people: has to be recognized as much as possible, taking into account local rights and customary land to enhance tenure security.</li> <li>• Disabled persons: project needs to invest in activities that create a precondition to involve disables in project activities</li> <li>• Same accounts for gender: awareness raising and promotion of involvement of women in all project activities</li> <li>• The projects needs a broader integrated landscape approach: many of the deforestation drivers and land-based issues cannot be addressed at village level only, but need attention across the administrative boundaries: upstream, downstream etc. This has clear time and design implications, as this needs more time and further consultations.</li> </ul>

<b>Date</b>	<b>6 September 2013</b>
<b>Interviewees</b>	Skype Call with Chris Donnges, Technical expert Asia-Pacific Regional Office, Employment intensive, backstopping Components 1 and 2
<b>Discussion result</b>	<ul style="list-style-type: none"> <li>• Chris works for the Employment Intensive Program of ROAP</li> <li>• Chris built experience with working in Sumatra/Nias with LRB approaches to optimize use of local resources during the reconstruction efforts. Staff of the BRR moved on to the REDD+ Taskforce and expressed interest to collaborate with ILO</li> <li>• This resulted in brainstorming, consultations and drafting to formulate GLACIER</li> <li>• Each component has a lead external consultant to give guidance and support, backstopped by Chris in Bangkok for C1 and 2, and by Sandra Lu and Vincent for C3</li> <li>• The one year period is a constraint, but a conscious choice was made to pilot something, try it out, with the opportunity to bring resources to the communities</li> <li>• Key challenge has been staffing: ideally it was envisaged to have an international CTA supporting the project. Was not possible, and even the recruitment of a national PM was very difficult</li> <li>• So the start-up phase was slow and difficult and international consultants had to start-up several processes</li> <li>• Looking back, the achievements by the team have been commendable</li> <li>• Another key problem was the recruitment of national consultants: very hard indeed, especially for C1, less for 2 and 3.</li> <li>• Has slowed down progress and has affected quality</li> </ul> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>• Takes time to learn and build experience, Nias took 4 years of learning and improvement</li> <li>• Strength of ILO projects: working closely with local authorities/governments: in both planning and implementation</li> <li>• Collaboration with national programmes as PNPM and PK (Padikaryat)</li> <li>• ILO will support, form own funds, project completion into October, mainly C3</li> <li>• Dialogue with REDD+/SATGAS/UNDP to extend from bridging funds</li> </ul>

<b>Date</b>	<b>6 September 2013</b>
<b>Interviewees</b>	Skype Call with Sandra Yu, Technical expert Asia-Pacific Regional Office, Green value Chain Development, backstopping Component 3
<b>Discussion result</b>	<ul style="list-style-type: none"> <li>• Sandra has been working with Vincent on VCD for GLACIER</li> <li>• She started later when consultation was already done</li> <li>• Assisted in selection of consultants, ToR etc.</li> <li>• Vincent takes care of the ecological aspects of VCD and Sandra focuses more on the enterprise development-economic side of VCD</li> <li>• Sandra gives recommendations/guidance on ToRs/reports/strategies/recommendations</li> <li>• The initial rapid assessment was poorly timed: holiday season. She filled up some gaps, but is also dependent on local technical expertise</li> <li>• Need for a proper exit strategy and sustainability enhancement. The rubber forum needs the government to be involved /support the process. It should not only be the communities that have to bridge the chain to the factories. The process adds real value to the local economy and deserves support by governmental authorities.</li> </ul>

<b>Date</b>	<b>Saturday, 7 September 2013</b>
<b>Interviewees (by phone)</b>	AMAN Kalteng: Nimpun Sampurna – Head of AMAN KalTeng.
<b>Discussion result</b>	<p>AMAN was not involved in the project from the beginning, but only at the end of the program on the Participatory Monitoring and Evaluation in Aruk village. It is a good idea for having Participatory Monitoring &amp; Evaluation, but it should be translated into local language and local context so that people can easily understand.</p> <p>He thinks the indigenous community should be involved and contribute to the project. People should not be paid individually for common interest activities, as for this usually people do it in a <i>gotong royong</i> way (mutual aid). Therefore, providing wages for working on common property could jeopardise the <i>gotong royong</i> culture.</p> <p>AMAN also suggested the project to involve the wider community. It is necessary to map 'political and power analyses' in the village. Based on AMAN experience carrying out participatory M&amp;E, only people who are involved in the project attended the meeting, while REDD+ should involve and be endorsed by a wider community so that the wider community could also take responsibility for the project achievement.</p> <p>He suggested that the project should start with land tenure mapping that involves the wider community (he suggested at least 70% community endorse the map. This is in line with the FPIC guideline, so that most of community members be involved in the decision making of the map).</p> <p>The project schedule also should consider the traditional calendar when making their plan. The planting schedule that was developed by the project was not in the traditional planting season. It is blessed that there was rain out of season that helped people not to water the plants.</p>

Date	9 September 2013
<b>Interviewees</b>	ILO Staff responsible for GLACIER management: Michiko Miyamoto, Deputy Director ILO CO, Emma Allen, Project Officer responsible for GLACIER, and Dyah Retno P. Sudarto, Programme Officer Yesua, Reporting and Knowledge Sharing Programme Officer
<b>Discussion result</b>	<ul style="list-style-type: none"> <li>• GLACIER is a new type of project for ILO, venturing in the area of REDD+ and meant for experimenting, a learning process.</li> <li>• Green Jobs as employment incentive approach</li> <li>• ILO was aware of the tight time-frame, but still decided to give the project a chance to explore learning and the opportunities of the REDD+ theme, considering the perceived comparative advantage of ILO.</li> <li>• ILO has been serious about being well informed about the environmental conditions / carbon science behind REDD+ / environmental safeguards</li> <li>• It has proven to be complex to extract reliable baseline information about community household-level income/livelihoods. Data between the PRA/PLA exercise and the information consultants as Long have gathered do not match well. Might be influenced by difficulty to disclose illegal activities openly and trust needed to be more open to project staff.</li> <li>• GLACIER purposely targets to bring activities which are implemented in the period when most of the illegal activities (as logging/mining) take place: the interventions are thus “counter seasonal”, and aimed to replace or serve as an alternative for illegal activities, that drive further deforestation / degradation.</li> <li>• Start-up phase was extremely difficult because of tightness of labour market related to REDD+, leading to substantial delays. PM post was advertised 3 times...!</li> <li>• Team is very effective and are very professional and open.</li> <li>• A National PO is hired for monitoring and managing the information/reporting stream: he also helps in enhancing the team cohesion and work atmosphere.</li> <li>• The Nias/Sumatra BRR background and experience has built a good network and linkage with staff of the REDD+ National Task Force, leading ultimately to consultation about ILO’s interest to engage in an EoI on REDD+.</li> <li>• The initial designed Project Steering Committee has been modified into a Project Advisory Committee, with involvement of provincial and district level government officials.</li> <li>• ILO brings with it social partners and areas of expertise that are new for the REDD+ task force (Unions/Employers Organisations/ Min. of Manpower and Transmigration/labour programmes-vocational training)</li> <li>• The fact that GLACIER works in 3 districts is complicating; in scoping mission attention is paid to selection criteria and avoidance of overlap.</li> <li>• EMRP MP clearly not coordinated/implemented.</li> </ul>

**Way Ahead:**

- Monitoring
- Maintenance (towards sustainable management)
- Post-training support
- C1: better strategies on environmental safeguards, more supervision during plantation/planting, whereas C2 had 3 MCTs for support
- C1/2: communicate the REDD+ concept with the communities and link with PNPM + Padakaryat
- Open for discussion about up-scaling the approach for other projects (work days/incentives)
- C3: partnerships developed at provincial level, but need to be extended/intensified and linked to national and international level to fully explore the value chain of the commodities (and benefit from ILO's access to networks and expertise)
- Advocacy on 169 (as broader and more encompassing than FPIC)
- Emphasis on knowledge sharing and lessons learned exchange
- Further explore an approach stressing social equality/inclusion
- Backfilling tatas as opportunity to explore?
- Trying to reconcile / bring together deviating advice over management / site selection for plantations as brought forward by BTPT and project consultants

**Lessons:**

- Commitment to knowledge management
- 169 and participatory approach, is very appropriate in the REDD+ context, enabling for a better inclusion (social equality)
- LDP: use of local NGO's: needs also additional capacity support on REDD+ knowledge, PRA-PLA skills, reporting quality. They are a stakeholder/partner, but at the same time a beneficiary.
- UNORCID as platform to share experiences is beneficial
- The wage-based mechanism, valuing work and active employment, while creating an alternative income source to counteract prevailing unsustainable (illegal) practices (sources of income).

**Yeshua:**

- Joined 6-months ago and supports the reporting- and knowledge sharing of GLACIER. Takes care/edits of:
  - Minutes of meeting
  - Monthly reports
  - Quarterly reports
- Goes monthly to Palangkaraya to support PMU staff and give guidance and support for reporting: data quality, disaggregation etc.
- Financial reporting is directly linked to ILO HQ

<b>Date</b>	<b>Monday 9 September 2013</b>
<b>Interviewees</b>	Satya S. Tripathi, UNORCID Director, and Julia Hoefmann, Special Assistant to the Director
<b>Discussion result</b>	<ul style="list-style-type: none"> <li>• UNORCID, set up by the Secretary general to support implementation of REDD+</li> <li>• UKP4 manages now the transition phase from the REDD+ Taskforce to the full-fledged new National REDD+ Agency</li> <li>• ILO one of the founding agencies of UNORCID</li> <li>• KSP: excellent support of ILO to roll-out this platform to UNORCID to share, link and find value in content related to REDD+</li> <li>• UNORCID was involved since the inception phase of GLACIER and has advocated its concept to the GoI.</li> <li>• It has gone of well, and it has to be appreciated for its piloting role and with a core benefit of learning.</li> <li>• Staff of ILO is very committed and engaged with critical support by the director</li> <li>• Intention is to maximize learning through the diversification into rehabilitation, infrastructure piloting and commodity value chain development</li> <li>• Idea was not a project, with emphasis on outputs, but a pilot, with learning as key deliverable.</li> <li>• The approach through livelihoods, creating a viable alternative for livelihood opportunities are a precondition (<i>Conditio sine qua non</i>) for REDD+ to succeed</li> <li>• The project also does good work in imparting skills on entrepreneurship development, raising the confidence levels of communities and cooperatives</li> </ul>



Date	Monday 9 September 2013
Interviewees	Meeting with Bapak William Sabandar (Pak Willy), REDD+ transitional institution (UKP4)
Discussion result	<ul style="list-style-type: none"> <li>1. Pak Willy emphasized the leadership and commitment shown by ILO (a.o. by its Director)</li> <li>2. The impact on the ground: community-based, participatory approach, combined with a good coordination mechanism</li> <li>Setting is quite complex with 3 components, limited time and resources</li> <li>Sustainability of the project hinges on engagement and involvement of local communities and local government</li> <li>The knowledge gained, skills and approaches developed are transferrable, but require a proper sensitization of local stakeholders and a proper information exchange.</li> <li>He appreciates the added-value that ILO can bring to these complex situations</li> <li>Last week, the President signed for the establishment of the National REDD+ Agency and a 6 month transition process</li> <li>A no-cost extension of GLACIER will be instrumental for consolidation, learning, enhancement of sustainability</li> <li>GLACIER needs a better acronym in Bahasa Indonesia...!</li> <li>EMRP MP: no budget, no coordination/execution. There is a need for “small champions” to increase and multiply/replicate impact</li> <li>Canal blocking: if there is no community support it will ultimately fail</li> </ul>

Date	Monday 9 September 2013
Interviewees	Meeting with Pak Heracles Lang, REDD+ Task Force
Discussion result	<ul style="list-style-type: none"> <li>Involved with the REDD+ Task Force Working Group for the Pilot Province of Central Kalimantan (there are 10 separate WGs)</li> <li>Look and learn from the piloting, seen as an important input to the New National Agency for REDD+</li> <li>GLACIER brings real work on the ground</li> <li>The infrastructure component has importance as a new process/innovative approach and to facilitate knowledge transfer</li> <li>Appreciation by trainees: exposure to new approaches: entrepreneurship training and infrastructure</li> <li>Keen support and appreciation by the Governor to infrastructure component</li> <li>Positive side of the project: integrated approach (environment/access/livelihoods), bottom-up process</li> <li>Other Working Groups explore financial distributing mechanisms and benefit sharing, as compared to the daily wage / employment approach of GLACIER</li> <li>MRV-REL developed by separate Working Group</li> <li>GLACIER has certainly potential of scaling-up/replication to other provinces, beyond Central Kalimantan</li> </ul>

<b>Date</b>	Monday 9 September 2013
<b>Interviewees</b>	Meeting with Matthieu Lux, UNDP Monitoring and Reporting Officer of the UNDP Environment Unit
<b>Discussion result</b>	<ul style="list-style-type: none"> <li>• Has reporting / monitoring role over the 4 UN REDD+ pilot projects</li> <li>• Finds GLACIER well-designed, comprehensive, covers a lot of ground, has a holistic approach, including VCD and targeting key commodities</li> <li>• Learning process to find out what works, what does not work</li> <li>• Involved with ToR drafting, made specific comments on quantification and impact</li> <li>• Suggests a special section on REDD+ alignment / fit the 5 pillars, specific contribution</li> <li>• Report to Norway, in line with the agreement between UNDP and Norway</li> <li>• Sees a window for projects to support REDD+ implementation</li> <li>• The green VCD is done properly and has scope for sustainability</li> <li>• C1: targets met, good technical work, focus on sustainability of the work and how to translate this into policy development. This might be early as impacts only are emerging now, and mainstreaming and advocacy requires a considerable time path, built on more consolidated learning in a pilot phase.</li> <li>• Sees scope for a larger project, based on emerging good practices</li> <li>• C2: Rural access: directly helpful for communities. Some issues with procurement of materials as galvanized steel, that are not locally available, is a constraint for replicability</li> <li>• Benefits to the community should be properly quantified/disaggregated</li> <li>• C3: some overlap with other projects that target commodities (FAO: rubber)</li> <li>• Management coordination with other key stakeholders through UNORCID-UNDP: reporting requirements, make it as simple as possible, avoid overlap/too much burden for projects: single reporting format!</li> <li>• KSP is excellent and is it worth to replicate/scale-up to a broader REDD+ reach</li> </ul>

### Annex 3 Proceedings of community meetings: FGDs results

Focus Group Discussion (FGD) and visit

village:

Aruk

Date:

3-Sep-13

	activities	result	benefit	challenges	sustainability
1.	land rehabilitation activities, include: indoor and outdoor training on how to plant without burning the land, nor cutting trees, no poison, no fertilizer but with compost and organic fertilizer; plant rambutan, nanas and rubber plantation preparation	the community group has learned and exercised to rehabilitate land by planting useful crops in environmentally friendly. Each hectare has been planted with 500 rubber trees, 40 rambutan trees and 600 pineapple trees.		The more plants the more maintenance and fertilizer required	very optimistic to continue the program
1.2.	boor well establishment (7 unit)		to fight the fire when the land get burn and to watering the plant		
1.3.	the group received a set of fire extinguisher (consist of:	the group own a set of fire extinguisher	to fight the fire when the land get burn		
2.1.	Series of activities to develop a ...m elevation road, from setting the Tim Pengelola Kegiatan- TPK), group meetings, procurement proses, casting and stockpiling processes. All were carried out by the community	The community have increased their skills in developing the road.	Community use the elevated road.	There are more roads that need to be done, while the village budget is too limited	yes, the road will be sustain
3.1.	establishing 5 fishponds, with 1000 fingerlings has been released in each pond	community know how to make fishpond; there are 5 fishpond have been established in the village			add more fishpond and new member
	training on fish feed making			the raw materials need to be obtained from city (not all are locally available)	
	training on agro forestry, including provide 2000 occultation stems	community know how to make a occultation stem	it will be easier to get rubber seedling	planting in production garden not in the usual season, without land clearing and burning	

## Focus Group Discussion (FGD) and visit

villages: Lawang Kajang

Date: 3-Sep-13

	activities	result	benefit	challenges	sustainability
1.1.	land rehabilitation activities, include: indoor and outdoor training on how to plant without burning the land, nor cutting trees, no poison, no fertilizer but with compost and organic fertilizer; plant rambutan, durian, nanas and rubber	utilizing idle land; increasing knowledge in plantation	additional income; decreasing unemployment – increasing working opportunities; conserving environment	plant disease, such as fungus and pest ; maintaining the plantation ; fertilizer and pest control: asking for the extension worker at subdistrict office	community believe it will sustain, and hope to extend the land so that it can help for school cost of their children
2.1.	road elevation of 71m long and 1.5 wide	to ease access community to school and health centre (Pustu) when flooding comes		it is challenging to bring materials because there is no land access	Expect ILO to continue working on infrastructure
3.1.	fishpond training, including making feed fish	increasing knowledge and skills on making fishpond	for income generation	marketing the fish and to obtain fingerlings	there are other 5 fishponds have been developed by community
	entrepreneurship training	knowledge on entrepreneurship			
	cooperative training		to assist on marketing rubber		
	pelatihan entris and providing 2500 buds for 30 people	increasing skills on tapping rubber	to improve quality of the rubber		

## Focus Group Discussion (FGD) and visit

villages: Bereng Bengkel

Date: 4-Sep-13

	activities	result	benefit	challenges	sustainability
1.1.	training on Galam plantation for 'Pematang Dahangan' Farmer group	the member increase their knowledge and understanding on planting galam better			
1.2.	Galam planting processes, such as land selection, soaking the seedling, planting, providing 'ajir' establishing fire gap (sekat bakar) and replacing the dead plants with the new one	implementing their knowledge to plant and maintain the galam	the galam plantation is planted in a better system including preparing for unexpected fire	lack of transportation to watch the land as the plantation site is far from their home; lack of place for watching fire from its surrounding land that treat their galam plantation	the group plan to add more plant on their own initiative
1.3.	The group received a set of fire extinguisher	the group own a set of fire extinguisher	to fight the fire when the land get burn	forest fire in the dry season	
3.1.	training on tapping rubber; oculation and seedling nurseries establishment, post harvest training	the farmer group has knowledge and skills on rubber plantation, from planting to post harvesting, including using 'asam semut'	the farmer group expect better result than before	they can't tap the rubber when water level is high	the group propose more seedling and fertiliser
3.2.	cooperative training		It is expected that the cooperative will facilitate the farmer group to sell their rubber to factory. Also for selling their fish	many community member is not a member of the existing cooperative	The existing cooperative (which used to be focus on saving and loan) to open their membership for the community member. Or, the community to develop a new cooperative to facilitate selling their products; the community also expect more support (coaching) for the coop.
3.3.	training on fishpond development, including to check and improve water quality, fish breeding and feed fish	knowledge and skills developing good fishpond (including water quality required and site selection); knowledge on distinguishing male and female fish; healthy fish and fish that ready for laying eggs;	community could establish fishpond and produce fish feed by themselves for income generation;	still don't know where to sell the fish; to change water of the fishpond it required a pump; the tarpaulin will wear down in the next years	community to replace the tarpaulin with concrete

## Focus Group Discussion (FGD) and visit

villages:

Tumbang Nusa

Date:

4-Sep-13

	activities	result	benefit	challenges	sustainability
1.1.	training for land rehabilitation	the member increase their knowledge and understanding on planting Jelutung, Galam, rambutan and rubber for rehabilitate the land and its benefit			
1.2.	Galam planting processes, such as land selection, soaking the seedling, planting, providing 'ajir' establishing fire gap (sekat bakar') and replacing the dead plants with the new one	implementing their knowledge to plant and maintain the trees	the Jelutung, Galam, rambutan and rubber is planted in a better system	it is a challenge to plant trees in dry season and the land can't be cleared; the planting site in area has no clear boundary yet (land distribution has not been done yet), so it is not clear yet who should maintain the plant	the group is optimistic that the plantation will be maintained; the group expect further support,
	boor well establishment				
2.1.	set of activities on establishing 200 x 1.5m Congreve bridge by community group member (TPK), establishing the group, trainings and implementation	The group have skills to develop non concrete bridge; the bridges establish, replace the old bridge that already ruin.	Help the community to access the main road	The old bridge is 2,800 meter in total; while the new one that been developed by this project is 200 meter long. It is challenges to continue developing the rest of the bridge using same construction	community expect that the rest of the bridge will be continued by establishing concrete at both side and fill it with soil
3.3.	training on fishpond development, including to check and improve water quality, fish breeding and feed fish	knowledge and skills developing good fishpond (including water quality required and site selection); knowledge on distinguishing male and female fish; healthy fish and fish that ready for laying eggs;	5 fishponds for 20 families in total establish fishpond and produce fish feed by themselves for income generation;		The fish (62etook=pepuyu) is a very good choice as this has very good price, and have low mortality rate. It is high chance that community will develop it further as actually the fish is a well-known species in the community of Tumbang Nusa as a seasonal fish. There are about 6 fishers take about 80kg each from this area

## Focus Group Discussion (FGD) and visit

villages:

Pilang

Date:

5-Sep-13

	activities	result	benefit	challenges	sustainability
1.1.	TPK as a Farmer group establishment, 30 family members	the simple organisation structure of the farmer group 'Handel Buta' is in place	the program implementation is more coordinated		optimistic that the farmer group will sustain as the group has been registered at subdistrict office
1.2.	the group trained on planting and maintaining plantation	the member increase their knowledge and understanding on rubber, jelutung and rambutan plantation	the group implement it in the field		the group will keen using the knowledge
1.3.	the group (TPK) planted rubber, rambutan in 1,800 x 400m area	it can be an income generation for the group member in the future, and restore the degraded land	The farmer group will be able to take the benefit from the plantation area.	Fire potential in the dry season	the member is enthusiastic to continue the program
1.4.	The farmer group established well boor in the plantation area	the farmer group is provided with water sources for the plantation and fire extinguisher	make the member easier to watering the plantation; and water access to extinguish fire	nothing	the well will be maintained by the member
1.5.	the group received a set of fire extinguisher	the group own the set of fire extinguisher	when there is a fire, the group could fight the fire, not depends on other	nothing	the group must maintain the equipment
1.6.	the group establish a fire watch tower	the group own two fire watch towers	the group are able to monitor fire from the tower; as a watching tower		the group must maintain the towers
1.7.	warehouse establishment	the group own a warehouse	the equipment and material could be stored well		need to maintain the warehouse
2.1.	the community after being trained on both technical and administration, carried out a road development using cold mix, and a bridge	community learned using cold mix technology (without emission); community learned on bridge development without using/cutting trees	community has better road and access to the village; income generation for the community as it was labour intensive	It is a challenge to involve women in this hard work.	There are 400m long road has been asphalted. The community expect ILO to continue the rest (600 m)
3.1	training on fishpond development, fish breeding and feed fish	knowledge and skills developing good fishpond (including water quality required and site selection); knowledge on distinguishing male and female fish; fish health	community (berapa) could establish fishpond and produce fish feed by themselves for income generation; and using idle yard to be more productive	many other community members have not been involved	community could use their limited land more productive; diversified peoples' livelihood
3.2.	training on tapping rubber; accumulation and seedling nurseries establishment and linking with the factory (Pt. Borneo Lestari)	the group will sell the rubber, which is better quality, directly to the factory, with better and transparent price			
3.3.	cooperative training	the member could collaborate for asset, business and better collaboration with other stakeholders); and to avoid monopoly, middle men, etc.			

## ANNEX 4 ILO Lesson Learned Template

**Evaluation Title:** Green Livelihood Access for Central Kalimantan's Inclusive Environmental Response to Climate Change (GLACIER)

**Project TC/SYMBOL:** INS/12/07/UND

**Name of Evaluator:** Hans van Noord, Priyo Asmoro

**Date:** 28<sup>th</sup> August 23<sup>rd</sup> September 2013

LL Element                      Text

Brief description of lesson learned (link to specific action or task)	<b>Establishment of canal and/or <i>tatas</i> blocking</b> is complicated as it requires the construction of considerable infrastructure elements and needs additional blocking of any drainage outlet from the peat area targeted (in an already very complex environmental setting) and still lacks sufficient scientific base and community support.
Context and any related preconditions	GLACIER is a pilot project in tropical peatland restoration/rehabilitation of which restoration of former hydrological conditions is an integral part. However, very limited experience does exist with the actual physical blockade of water bodies and the scientific knowledge base is yet limited and inconclusive.  Instead of the planned blocking, the project has down-scaled its ambition to focus only on reviewing and designing a potential methodology and assessing potential locations. The activity is highly complex, because of which the reduced ambition level seems to be fairly justified.
Targeted users /Beneficiaries	Community members with access to communal land or private land in the area where the blockade is intended.
Challenges /negative lessons - Causal factors	Limited community support because of access restrictions and loss of access to natural resources; complex design and implementation of building dams in tropical peat swamp; limited scientific knowledge base of added value and proven positive environmental impact of blockades.
Success / Positive Issues - Causal factors	Lessons taken from previous projects in developing a design for future blockades.
ILO Administrative Issues (staff, resources, design, implementation)	Implementation requires very specialized scientific support over a long-term period, which seems more appropriate for a science-based approach.



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Brief description of lesson learned (link to specific action or task)	<b>Agroforestry plantations in peat land</b> still lack proper guidelines (establishment, maintenance) and require continued support to communities. Experience on best practices for agroforestry plantation establishment on degraded peatland and its sustainable management needs to be build to develop standard guidelines. There is still a lack of proper documentation on appropriate use of ameliorants, planting techniques and management steps to enhance sustainability of the agroforestry plantations, which requires a continued support to and guidance of the communities.
Context and any related preconditions	Agroforestry is identified as one of the main strategies to enhance the carbon stock in the ex-mega rice peatland area. Through sustainable agroforestry plantation establishment and management, communities are expected to contribute to reduced emissions from the peatlands, while at the same time creating a sustainable source of livelihood, replacing former more unsustainable practices. Land tenure security will be an important precondition to enhance sustainability of the agroforestry plantations.
Targeted users /Beneficiaries	Direct user/beneficiaries will be the community member who work on the agroforestry areas as either beneficiary household of communal land or registered private owner. The community members will reap the direct benefits of timber, rubber and fruits, whereas at a global level there will be a positive impact through reduced carbon emissions from the peatland and enhanced carbon stock by the biomass increment. Other benefits will develop as improved biodiversity.
Challenges /negative lessons - Causal factors	Agroforestry is not completely new for the community, but it is new for them to follow an agroforestry management approach that minimizes releasing carbon to the air. Ensuring that the community is fully aware

	<p>and understands these principles is a challenge. A few community members still argued that the seedlings will grow faster when the land was burned prior to the planting.</p> <p>The agroforestry plantations have just been established, but require a longer-term sustainable management plan, which, in consultation with the community, identifies tasks, obligations, management rules, future benefits, conflict resolution approaches etc.</p> <p>Privately owned land might be sold to external individuals/corporations, such as oil palm plantations, if households are forced to cash in their present property.</p>
Success / Positive Issues - Causal factors	<p>The communities were able to establish their agroforestry areas in a short-time frame through physical hard work. The financial compensation through daily wages was a clear factor for the active involvement of the community group members. The additional training of the members in sustainable plantation techniques and forest fire fighting and the related supply of equipment and tools has favoured the establishment of the plantations.</p>
ILO Administrative Issues (staff, resources, design, implementation)	<p>Inclusion of the development of a (participatory) community forest management plan</p>

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Brief description of lesson learned (link to specific action or task)	<b>Inclusion of local stakeholders (governmental and NGO's) in capacity building</b> is essential to enhance post-project sustainability. The participation of governmental staff in both theoretical and practical training sessions, working together with project staff and communities, has created a platform for local stakeholders to infuse good practices and innovations in their regular work plans.
Context and any related preconditions	GLACIER is a short term project that brings new perspectives to communities and local stakeholders. To enhance post-project sustainability it is critical to include as much as possible local stakeholders in capacity building activities to facilitate knowledge transfer and improve sustained support to communities. Their involvement in project formulation and design will be supportive for their active involvement during actual project implementation.
Targeted users /Beneficiaries	Public Work Office (PU), PNPM, LDP, AMAN
Challenges /negative lessons - Causal factors	The involvement of government bodies was most evident in component 2-infrastructure. It is understood that wider involvement to essential government bodies working on REDD+, such as the Forestry office for activities related to Component 1, would be beneficial. The project has tried to involve them, but the response was less supportive than expected. Another challenge is that the local government authorities already have completed their work plans and related budgets for the next fiscal year, so that actual inclusion, also dependent on availability of sufficient funds, into common government plans will take time to effectuate.
Success / Positive Issues - Causal factors	The Public Work Office of Pulang Pisau district is very much willing to adopt the technique of cold mix, having received training and been involved with practical implementation.
ILO Administrative Issues (staff, resources, design, implementation)	Inclusion of critical local stakeholders in project formulation/design and implementation to have optimal sensitization, knowledge transfer and interaction leverage.

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Brief description of lesson learned (link to specific action or task)	<b>Coordination with local and provincial stakeholders</b> helps to avoid duplication and contributes to effective information sharing and enhances transparency. This requires a more continuous effort with regular meetings during formulation, planning and implementation and is enhanced by mutual access to information platforms, such as ILO's Knowledge Sharing Platform (KSP).
Context and any related preconditions	To facilitate an effective coordination with key stakeholders it is required to ensure their engagement and active participation from the initial phase of project formulation/consultation and to create a supportive environment by inclusion of national level stakeholders.
Targeted users / Beneficiaries	Governmental authorities at district and provincial level and other stakeholders as ILO's social partners (unions/employers) NGO's and donors active in the same thematic field.
Challenges /negative lessons - Causal factors	For a short-term project as GLACIER it is difficult to create an effective coordination platform, such as a Project Steering Committee, without duplicating, or adding to, existing coordination entities.
Success / Positive Issues - Causal factors	A close relation with UNORCID, and the linked UN REDD+ projects, through shared office accommodation, made coordination very straightforward and effective. The existing KSP made knowledge exchange much easier and was very effective to create equal access to information and overall transparency.
ILO Administrative Issues (staff, resources, design, implementation)	It is critical to dedicate sufficient staff to reporting and monitoring of the project to enable good quality project documentation as content to share with the key stakeholders. In project design appropriate attention should be paid to create an efficient stakeholder coordination platform.

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LL Element                      Text

Brief description of lesson learned (link to specific action or task)	<b>The limited time-frame of GLACIER</b> has put the PM team under continuous pressure and reduced the opportunity to learn-by-doing (which includes failure): learning requires sufficient time and future project design should allow for a temporal set-up with the opportunity to adjust implementation approaches along the way.
Context and any related preconditions	The project formulation process did not allow GLACIER to have access to more time to implement its activities. The project focus was put on piloting/experimenting, with the understanding that the limited time would make it difficult to make much lasting impact through outputs.
Targeted users / Beneficiaries	Beneficiaries are the local communities, local stakeholders and national stakeholders, who all had limited exposure to the project piloting due to its short period.
Challenges /negative lessons - Causal factors	The project design did not allow for a longer implementation period in which approaches could be changed, altered or adapted, based on beneficiary feedback or general lessons learnt along the way. There was just no time to improve and try out, as implementation had to be effective straight away. The limited project period made it difficult to hire capable technical staff in the thematic fields of REDD+, as they mostly prefer engagement with longer-term projects.
Success / Positive Issues - Causal factors	With the limited time-frame at hand the project management team has focused very much on introducing innovative approaches, with a focus on capacity building and knowledge transfer to local stakeholders, which has facilitated learning in a very condensed period.
ILO Administrative Issues (staff, resources, design, implementation)	Whenever possible, allow for sufficient implementation time to effective pilot and learn-by-doing; adjust expectation level for realistic output level and outcomes.

## ANNEX 4 ILO Lesson Learned Template

Evaluation Title: Green Livelihood Access for Central Kalimantan's Inclusive Environmental Response to Climate Change (GLACIER)

Project TC/SYMBOL: INS/12/07/UND

Name of Evaluator: Hans van Noord, Priyo Asmoro

Date: : 28<sup>th</sup> August 23<sup>th</sup> September 2013

LL Element

Text

Brief description of lesson learned (link to specific action or task)	There remains a certain, most probable <b>inherent, friction in the compatibility of the direct short-term livelihood needs of rural communities, expressed and documented in a bottom-up participatory approach, with the more indirect long-term, top-down and from a global vision formulated perspectives of REDD+.</b> The approach of packaging short-term incentives with more long-term interventions, as developed by GLACIER, seems to be a promising pathway for future REDD+ projects.
Context and any related preconditions	The engagement of local rural communities for REDD+ interventions in their villages and on their land will be only viable if the long-term perspective of the carbon stock increment and enhancement activities, with a long-term footpath, are combined with short-term positive livelihood impacts of the direct beneficiaries.
Targeted users / Beneficiaries	Direct beneficiaries are the communities who dedicate their communal and private land for REDD+ activities through e.g. agroforestry plantations, for which they receive free inputs and a daily wage, as direct positive livelihood impact. Over time these agroforestry plantations will benefit indirect global beneficiaries through reduced emissions from the afforested peatland.
Challenges /negative lessons - Causal factors	The complex concept of REDD+, with benefits for a large global community, and linked to the objective to reduce GHG emissions, is difficult to convey to rural communities. The long-term timeframe of REDD+ activities aimed at carbon stock improvement and enhancement are difficult to accommodate for households who need direct returns from their landholdings and require short-term positive livelihood impacts.
Success / Positive Issues - Causal factors	If one is able to combine short-term and long-term activities, communities will more easily accept and engage themselves in long-term REDD+ activities as plantations. GLACIER has shown good examples of short-term livelihood support to facilitate the uptake of longer-term interventions.
ILO Administrative Issues (staff, resources, design, implementation)	Project design should allow for sufficient time to expose and familiarize communities with the REDD+ perspective and the ability to include short-time livelihood activities. To convey the complex REDD+ concept a tailor-made tool or training kit would be beneficial to include in participatory REDD+ approaches.

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LL Element                      Text

Brief description of lesson learned (link to specific action or task)	<b>Project staff found it challenging to effectively engage the disabled in project interventions</b> , as they express the need for additional capacity and skills and/or tools (and budget) to be able to seriously work towards achieving these set targets. Setting indicators and related targets for comprehensive inclusive participation has to be done cautiously.
Context and any related preconditions	In the logical framework of GLACIER for some specific activities targets were defined, in percentages, for social inclusion of youth, women and disabled.
Targeted users /Beneficiaries	Beneficiaries are disabled community members, which the project would like to include in its interventions, to be truly inclusive and to give equitable access to all.
Challenges /negative lessons - Causal factors	The challenge brought forward by the team members is that: <ul style="list-style-type: none"> <li>• It is not always easy to have disabled participate actively in planning, training and implementation (social stigma),</li> <li>• There are many types of disability, and each form requires a specific approach or skill for the team members to be able to involve the disabled community members meaningfully. E.g. blind or deaf groups have completely different needs.</li> <li>• The team members expressed to have inadequate skills and training background to be able to engage disabled community members. They would require specific training, tools and budget.</li> </ul>
Success / Positive Issues - Causal factors	The project was able to engage a very limited number of disabled in its activities, although the targets for women and youth participation were easily met.
ILO Administrative Issues (staff, resources, design, implementation)	Staff training on facilitation of effective participation of disabled. In general, one might look seriously during design stage at the practicality of setting ambitious targets for social inclusion divided over specific vulnerable groups and the requirements this involves for staff to realistically reach set targets.

## ANNEX 5 ILO Emerging Good Practice Template

Evaluation Title: Green Livelihood Access for Central Kalimantan's Inclusive Environmental Response to Climate Change (GLACIER)

Project TC/SYMBOL: INS/12/07/UND

Name of Evaluator: Hans van Noord, Priyo Asmoro

Date: : 28<sup>th</sup> August 23<sup>rd</sup> September 2013

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<b>GLACIER has piloted an inclusive participatory approach</b> , stretching from formulation, via planning and implementation to monitoring in an integrated REDD+ context. This participatory approach is assessed as valuable and appropriate in the REDD+ context as it helps to understand and document the land-based issues and priorities of communities and builds a common set of agreed interventions to improve local livelihood conditions, while trying to improve carbon stock or at least limit ongoing carbon emissions from peat- and forest land.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	It is seen as critical to ensure active engagement and commitment of communities to REDD+ related interventions as a precondition for sustainable impact. A continuous participatory approach, stretching from project formulation and design, via planning, implementation to participatory monitoring and evaluation will enable a proper understanding of local land-based and livelihood-based issues, causal drivers and potential mitigative interventions. It also allows for capturing local technical (indigenous) knowledge and creates a broader-based support of the community, as they will feel direct commitment to implement these activities they have prioritized themselves. Participatory M&E will be an essential tool to extract lessons, and understand causal factors behind failure and success. PM&E should be ideally conducted in local language and include questions defined by the community themselves and with their active involvement. PLA/PRA approaches should be tailored to REDD+ and local specific environmental and social conditions and ideally be facilitated by staff that have more in-depth knowledge of the local communities, socio-economic issues and landscape setting.
Establish a clear cause-effect relationship	A full and continuous participatory planning and implementation approach builds appropriate awareness levels, is able to capture local knowledge, facilitates good participation levels and contributes to effective implementation of prioritized interventions.
Indicate measurable impact and targeted beneficiaries	Good levels of participation throughout the participatory approach cycle (formulation, planning, implementation, PME).
Potential for replication and by whom	Good potential to be replicated by REDD+ s and other NRM-based projects
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Participatory approaches will support social inclusion of vulnerable groups of communities.
Other documents or relevant comments	<ul style="list-style-type: none"> <li>FAO website on participation: <a href="http://www.fao.org/Participation/">http://www.fao.org/Participation/</a></li> <li>GLACIER PME questionnaire on the KSP</li> </ul>



## ANNEX 5 ILO Emerging Good Practice Template

Evaluation Title: Green Livelihood Access for Central Kalimantan's Inclusive Environmental Response to Climate Change (GLACIER) Project TC/SYMBOL: INS/12/07/UND

Name of Evaluator: Hans van Noord, Priyo Asmoro

Date: : 28<sup>th</sup> August 23<sup>th</sup> September 2013

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<b>A Green Value Chain Development for rubber and fishery</b> has been piloted in GLACIER, as prioritized commodities for the targeted communities. The value-adding effort tries to improve quality and quantity of the commodity and eventually aims to increase income, without causing any negative environmental effect on the natural resources of the communities. The value chain as now being explored has been limited to district and provincial level, but could be extended to national and international level to add more value to the selected commodities (e.g. through certification)
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Green VCD assessment and development are applicable for key commodities of communities, to be identified during participatory planning, giving a good understanding of importance and scope for local livelihoods. Inclusion of key value chain stakeholders is critical to generate good value addition and will be dependent on proactive facilitation skills to engage these stakeholders in the VCD development. The VCD have been explored only at provincial level and should be expanded to national and international level for extracting optimal value and inclusion of broader based experiences (tapping experience of ILO's social partners and regional best case practices).
Establish a clear cause-effect relationship	Development of a green VCD for selected commodities adds value to producers at community level by enhancement of commodity quality, quantity and ultimately price per volume, so that local livelihoods can be improved.
Indicate measurable impact and targeted beneficiaries	Farmer groups at community level have access now to better processing methods, which enhances commodity volume (rubber) and quality, reduces distance to purchasing factories and increased price per volume: first batch of 500kg was sold at premium price IDR15,200, instead of IDR6,000 to 8,000 offered by traditional middle men.
Potential for replication and by whom	Good scope for replication by other farmer groups and cooperatives focusing on similar or other commodities.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Direct link to Green Jobs, as the green VCDs support and promote a sustainable and decent income from livelihood activities that are not having a negative impact on the environment.
Other documents or relevant comments	Green VCD Training Manual and PPT as developed by GLACIER

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The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<b>The rehabilitation of degraded peat swamp forest areas through community-based agroforestry</b> efforts is an essential contribution to try to restore the severely degraded peat swamp forest ecosystem. Agroforestry plantations aim to enhance carbon stock, reduce present elevated emissions level and support community livelihoods by supplying income from rubber, timber and fruits. The community management of the agroforestry areas requires formulation of a proper management plan to limit potential conflicts and ensure sustainable forest management. The plantation activities are combined with community firefighting training and the supply of firefighting equipment to raise the competency of the community to fight forest fires. The establishment of agroforestry plantations will have multiple benefits, including improved biodiversity and contribution to social cohesion through the community approach.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Community-based agroforestry plantations in the context of REDD+ will be most suitable for those communities already having a longer tradition in agroforestry and who are interested in developing their land holdings for long-term returns. Community land tenure is a precondition and will require future support to enhance tenure security.
Establish a clear cause-effect relationship	Agroforestry plantations on severely degraded peat swamp forest areas create a win-win situation as they will reduce emissions from the peat (reduced peat decomposition), build up carbon stock and have a positive impact on community livelihoods and create multiple benefits through a positive impact on biodiversity and social cohesion.
Indicate measurable impact and targeted beneficiaries	Actual emission reductions from tree plantation and reducing peat decomposition can only be calculated based on monitoring data of tree increment and carbon flux from peatland data or proxy data such as water table level data. These data can be obtained through periodic monitoring over time. Long (2013) gives preliminary projections for estimated carbon sequestration and reduced emissions. The community group members as direct beneficiaries have benefited from daily wages for the plantation establishment work and will have direct benefits from harvestable timber within 3-5 years, added with fruits from the fruit trees planted.

Potential for replication and by whom	The approach can be replicated by future REDD+ projects, with an emphasis on the need to work in an inclusive participatory manner.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Creation of green jobs through payment of daily wages (approximately 5000 work days)
Other documents or relevant comments	Tring Tang Long (2013): Backtopping second mission for GLACIER, consultancy report, September 2013

**ANNEX 5 ILO Emerging Good Practice Template**  
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**Name of Evaluator: Hans van Noord, Priyo Asmoro**  
**Date: : 28<sup>th</sup> August 23<sup>th</sup> September 2013.**

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<b>GLACIER has piloted the development of environmentally friendly infrastructure</b> , such as paths, bridges and swampy crossings, making use of innovative designs. The concept relies on low carbon content of materials and the related construction process, with limited dependence on local resources as timber. The resulting infrastructure has a considerable longer expected life-span (15 years and longer) against moderate higher construction costs, which makes the concept attractive from a long-term socio-economic perspective. Essential element of the approach is that communities are actively engaged in the planning and implementation of the infrastructure and receive a daily wage for their work. In this manner alternative employment is created, in a season when the community is normally engaged in unsustainable extractive activities (logging, gold-mining etc.), and the livelihood conditions of the participating community members improved.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The innovative infrastructure approach requires procurement of (galvanized) steel, which is not always available locally. The initial investment costs are higher (up to double the costs), but are compensated by a much longer lifespan. Higher initial investment costs might be a limitation for local governments to adopt the new approaches.
Establish a clear cause-effect relationship	Construction of innovative local infrastructure as a low carbon alternative reduces the need for extraction of local timber and firewood, creates alternative employment and has a markedly longer life span.
Indicate measurable impact and targeted beneficiaries	The communities as direct beneficiaries benefit from creation of alternative employment (5000 work days) and have improved access to markets and services. Long (2013) states that: "carbon emissions from concrete, steel and PVC is as much as 7 % of that emissions from a wooden bridge with timber collected from unsustainable forest management."
Potential for replication and by whom	Good scope for replication by district and provincial authorities. Project staff have trained (in theory and practice) district authorities with the technical mandate for construction of local infrastructure.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Green job creation (5000 work days created).
Other documents or relevant comments	Consultancy reports of David Stiedl (GLACIER, 2013), Consultancy report of Trinh Tang Long (2013) on impact on carbon emissions.

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**Date: : 28<sup>th</sup> August 23<sup>th</sup> September 2013**

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	GLACIER has actively promoted, with support of ILO, <b>the adoption of an on-line Knowledge Sharing Platform (KSP)</b> and its application in a REDD+ context in Indonesia. The KSP offers an accessible information repository for all interested stakeholders and facilitates information and knowledge product exchange. The KSP fits well with the learning and experimental approach of GLACIER, trying to explore valuable approaches and causal factors for success or failure. Documenting, reporting and information sharing will be enhanced through creating such a modality of access to information, adding to transparency of the project approach.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The creation of a similar Knowledge Sharing Platform requires sufficient IT knowledge and tailor-made software, made available by the Asia-Pacific regional ILO Office.
Establish a clear cause-effect relationship	The creation of an on-line database enhances accessibility of information and documentation related to REDD+/GLACIER, improves transparency and supports effective knowledge dissemination.
Indicate measurable impact and targeted beneficiaries	Project stakeholders and all interested in REDD+ development in Indonesia and beyond are benefiting. Direct impact is that GLACIER distinguishes itself by providing such an accessible, transparent knowledge platform.
Potential for replication and by whom	UNORCID already has applied a similar knowledge sharing platform, with ILO assistance. The national REDD+ agency, presently being established, is keen on adopting a similar platform to facilitate REDD+ related information exchange/knowledge sharing.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	
Other documents or relevant comments	

**ANNEX 6**

## TERMS OF REFERENCE FOR THE INDEPENDENT FINAL EVALUATION FOR THE GREEN LIVELIHOOD ACCESS FOR CENTRAL KALIMANTAN'S INCLUSIVE ENVIRONMENTAL RESPONSE TO CLIMATE CHANGE (GLACIER)

**Key Facts**

<b>Title</b>	<b>Green Livelihood Access for Central Kalimantan's Inclusive Environmental Response to Climate Change (GLACIER)</b>
<b>Budget</b>	<b>USD 1398,517</b>
<b>TC Code</b>	<b>INS/12/07/UND</b>
<b>Project administrative Unit</b> <b>Technical backstopping Unit</b>	<b>ILO Country Office for Indonesia and Timor-leste</b> <b>Employment Intensive Investment Programme</b>
<b>Type of evaluation</b>	<b>Final Independent Evaluation</b>
<b>Evaluation Manager</b>	<b>Maria Teresa Gutierrez</b>

**1. Background**

The International Labour Organization (ILO) is a tripartite U.N. agency with government, employer, and worker representatives as its constituents. This tripartite structure makes the ILO a unique forum in which the governments and the social partners of the economy of its Member States can freely and openly debate and elaborate labour standards and policies. The ILO Country Office for Indonesia and Timor-Leste is

carrying out a diverse programme of activities and projects related to issues such as employment, labour rights and standards, social protection and skills development in order to support Indonesia in its development of an inclusive, sustainable and job rich economy and society.

The Government of Indonesia is implementing a four-track development strategy which is focused on pro-growth, pro-job, pro-poor, and pro-environment, as reflected in the Indonesia National Medium-Term Development Plan 2010-2014 (RPJM 2010-2014). To support its overall development strategy and to support the international community's actions on climate change, the Government of Indonesia and Government of the Kingdom of Norway signed a Letter of Intent (LoI) to establish a Partnership for REDD+ (reducing emissions from deforestation and forest degradation) to tackle greenhouse gas emissions from deforestation and forest and peat land degradation, including a two-year moratorium on new permits to clear primary forest. The REDD+ Task Force was established to lead the initiative on behalf of Government and the United Nations Office for Coordination on REDD in Indonesia (UNORCID) was established to support the national REDD+ Programme. Central Kalimantan has been selected as the pilot province for REDD.

Furthermore, in acknowledgement of the great need for reduction of emissions from deforestation and forest degradation, the Government of Indonesia has issued an instruction on the freeze of native forest clearing between 2011 and 2013 and an instruction (2/2007) requiring the rehabilitation and conservation of the Ex Mega Rice Project (EMRP) area in Central Kalimantan. A comprehensive Master Plan for the Rehabilitation and Revitalization of EMRP in Central Kalimantan has been drafted to achieve this goal, requiring effective environmental management and a shift towards an economy that supports economically, socially and environmentally sustainable livelihoods.

The ILO Country Office for Indonesia and Timor-Leste is cooperating with the REDD+ Taskforce for implementing a pilot project that is in line with the EMRP Master Plan, which will provide technical support for green livelihood access for Central Kalimantan's response to climate change. This 12-month pilot project seeks to improve access to sustainable livelihoods for local communities in the Ex Mega Rice Project area in Central Kalimantan through introducing participatory local resource-based approaches and building local capacity to rehabilitate degraded forest land, promoting sustainable livelihood development and improving access to socio-economic facilities and markets. To promote sustainable development and "green job" creation, the pilot project will provide support to, and work in partnership with, local indigenous CSOs/NGOs, employers' and workers' organizations, while deepening current collaboration and partnership between the ILO and Government of Indonesia.

The project is being implemented by ILO, and is funded through UNDP with funding from the Government of Norway. The project budget is USD 1398,517 and the project is being implemented

between 1 September 2012 and 30 September 2013. The project has the following objectives and key outputs:

**Development objective:** Improved access to sustainable livelihoods for improved access to sustainable livelihoods for local communities in the Ex Mega Rice Project area in Central Kalimantan through supporting implementation of Presidential Instruction (2/2007) and the Master Plan for the Rehabilitation and Revitalization of the EMRP.

**Immediate objective:** Participatory local resource-based approaches introduced through building local capacity to rehabilitate degraded forest land, promoting sustainable livelihood development and improving access to socio-economic facilities and markets.

**Key outputs:**

1. Demonstration on environmental infrastructure investments that support responses to climate change using participatory local resource-based approaches and techniques to improve access to sustainable livelihoods.
2. Increased capacity of communities and local authorities to improve access to socio-economic facilities and markets in rural areas in support of sustainable livelihoods through meaningful participation in decision-making processes and local resource-based strategies.
3. A participatory model for green value chain development and sustainable livelihoods is introduced through improving the capacity of local stakeholders.

The project's key partners include the REDD+ Taskforce in UKP4, the Joint Secretariat for REDD+ in Central Kalimantan, the Provincial Commission on REDD+, Provincial and District Offices of the Ministry of Manpower and Transmigration, Provincial and District Offices of the Ministry of Public Works, Indigenous Peoples' Organizations, Employers' Organizations and Workers' Organizations.

Quarterly Monitoring Reports are submitted to UNDP Country Office for Indonesia. Monthly updates are also provided in Jakarta to UNORCID and at the Provincial level to the Joint Secretariat for REDD+ in Central Kalimantan.

The GLACIER project is led by an national project manager and backstopped by technical experts in Jakarta and in Bangkok. A full staffing structure of the project is provided in Annex I.



## 2. Purpose, objective and scope of the evaluation

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The final evaluation will assess whether the GLACIER has delivered the expected outcomes on time and within budget and provide key insights on project achievements, challenges, impacts, sustainability, involvement of stakeholders, capacity building and areas for replication.

The independent final evaluation will seek to appraise the extent to which the project partners and beneficiaries have benefited from the project's strategy and implementation arrangements specifically with regards to the following evaluation criteria following the OECD/DAC recommendation:

- relevance;
  - effectiveness;
  - efficiency;
  - impact and
  - sustainability;
- As well as other criteria"

- gender equality promotion;
- monitoring and evaluation; and
- knowledge sharing and learning environment.

To achieve the abovementioned objectives and in light of the changing and evolving nature of the project's operational environment, this independent final evaluation will assess the followings:

- the final progress made in relation to the planned achievements of the results and the immediate objectives;
- the project management, coordination mechanisms among various stakeholders in Kalimantan and at the national level, as well as among other REDD+ funded projects and the effectiveness and efficiency of project implementation in general;
- institutional arrangements within the Governments at various levels to monitor the implementation of the GLACIER project during and beyond the timeframe of funding;
- project's experiences that can be learned with regard to promoting decent work, gender equality, rural access, environmental sustainability and reduction of carbon emissions;
- a preliminary assessment of the project's direct and indirect impact across socio-economic variables as well as environmental variables;

an assessment of the feasibility and scope for the replication of the activities demonstrated on GLACIER within the broader REDD+ programme (relevance with the 5 pillars) the National Strategy and other programmes in Indonesia. Secondly the evaluation will allow a review of the project management, overall ILO support, coordination mechanisms among the partners and the effectiveness and efficiency of project implementation in general.

The scope of the evaluation includes the entire GLACIER project, in all strategic components as specified in the Letter of Agreement (August 2012) with UNDP.

The evaluation process will have a total duration of 2 months. The evaluator will undertake a field mission in August/September 2013, and the final report will be available before September 16 2013.

The evaluation will be managed by an ILO-appointed Evaluation Manager, Ms. Maria Teresa Gutierrez who is based in Geneva. The GLACIER project will bear the cost of the evaluation, including the cost of the Evaluation Team Leader and a national consultant. The Government of Indonesia as well as other stakeholders will be contacted by the evaluator for inputs and observations.

The evaluation report will be in English. The final report will be translated into Bahasa Indonesia for submission to the Government of Indonesia.

The evaluation findings and recommendations at the national and provincial / district level will be primarily addressed to the government counterparts at all levels and the ILO units directly involved in the implementation and day-to-day management of the GLACIER project. It will also take into account other institutions with mandates and programmes that supported the realization of the goals of the GLACIER project, as outlined above.

The evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures and UNDP's evaluation procedures. The ILO adheres to the United Nations system evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

### 3. Methodology and framework

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Several methods will be used to collect information including:

- Review of documents related to the project, including the initial project document, progress reports, technical assessments and reports, project monitoring and evaluation documents. The project documentation is available on the ILO Regional Office for Asia and the Pacific's Knowledge Sharing Platform.
- Review of technical products (training manuals, technical guidelines, etc) and other publications used or developed by the project.
- Review of other relevant documents such as the ILO's Indonesia Decent Work Country Programme, the national REDD+ programme strategy and related documents, national laws and regulations on employment and indigenous peoples, the Central Kalimantan Strategy on REDD+ and related documents, the Master Plan for the Rehabilitation and Revitalisation of the Ex Mega Rice Project Area and related documents, documents from the IAFCP, documents from the UNORCID, and the UN Partnership Development Framework (2010-2014).
- Field visits (participatory focus group discussions and direct On-site participant observation), interview and group discussion in Central Kalimantan and Jakarta with key stakeholders.

At the completion of the field mission, a meeting will be organized by the GLACIER Project with assistance from the ILO Country Office for Indonesia and Timor-Leste to share the preliminary findings with local stakeholders in Central Kalimantan and to national stakeholders based in the ILO Jakarta Office (held in Jakarta). The draft terms of reference for the evaluation and a draft evaluation report will be shared with relevant stakeholders, including UNDP, UNORCID and the REDD+ Taskforce for their comments and inputs.

Relevant data should be sex-disaggregated and different needs of women and men should be considered through-out the evaluation process. The suggested analytical framework for the final evaluation of the GLACIER project is set out below and shall guide the assessment of each strategic component of the GLACIER.

The evaluation should address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency, impact and sustainability as defined in the ILO Policy Guidelines for results-based evaluation, 2012 ([http://www.ilo.org/eval/Evaluationguidance/WCMS\\_176814/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm)).

### 3.1 Relevance and strategic fit

- Has the GLACIER project supported the a) instruction (2/2007) requiring the rehabilitation and conservation of the Ex Mega Rice Project (EMRP) area in Central Kalimantan, b) the REDD+ programme strategy and c) the RPJMN (2010-2014), to realize their priorities in the short and medium terms?
  - o To what extent does the project make a relevant contribution to the associated district, provincial and national programmes and priorities?
  - o Has the GLACIER project supported the realization of the Indonesia Decent Work Country Programme outcomes, the needs and priorities of the ILO's social partners in Indonesia, namely employers and workers and the relevant UNPDF and UNORCID outcomes?
- How well was the project aligned with and has it complemented the a) instruction (2/2007) requiring the rehabilitation and conservation of the Ex Mega Rice Project (EMRP) area in Central Kalimantan and b) REDD+ Strategy, in the area of environmental rehabilitation, rural infrastructure improvement and investments, income generation, employment creation and skills development? C) How well was the project aligned with the 5 pillars of the REDD+ National Strategy?
- To what extent are the project objectives consistent with beneficiaries' requirements? Are those objectives still appropriate?

### 3.2 Validity of design

- Was the project design adequate to meet project objectives?
- Capacity building: To what extent was the project design adequate and effective for strengthening capacities (technical and administration) in addressing the environmental, access and sustainable livelihoods development challenges faced by communities, governments and other stakeholders?
- Were the planned GLACIER project objectives, means of action and outcomes, including the End of Program Outcomes relevant, coherent and realistic to the situation on the ground? Did it address gender needs and interests?
  - o Was the capacity of various project's partners, specifically local governments and GOI institutions at large, taken into account in the project's strategy and means of action?
  - o Did the project design adequately plan for an effective participation of local governments in the management of the project?
  - o Did the project design take into consideration local knowledge and technologies?
- Which risks and assumptions were identified and managed? To what extent have they affected GLACIER project?
- Were the planned monitoring and evaluation arrangements adequate?
  - o How appropriate and useful were the project's monitoring and evaluation framework, including targets and indicators, in assessing the Project's progress?
  - o Were the targeted indicator values realistic and can they be tracked?
- Assess the project design in terms of its replicability in other regions /areas, using the future mechanism of the National REDD+ Agency and the Fund for REDD+ in Indonesia.

### 3.3 Project progress in gender equality and promotion

- Have the quantity and quality of the outputs produced been satisfactory? Did the benefits accrue

equally to men and women?

- Are the project partners using the outputs? Have they transformed outputs into outcomes? How far has the GLACIER implemented activities/ outputs and how have these been coordinated with other REDD+ projects? Are they likely to do so during and/or after the completion of GLACIER project, or do they need additional support?
- Have the project implementation arrangements contributed to the enhanced capacity of the GLACIER project's implementation partners? What are those enhanced capacities? What further arrangements are required to be put in place to ensure these capacities could be further strengthened? What, if any, alternative strategies would have been more effective in achieving the objectives?
- Has the project identified/strengthened skills by gender?

### *3.4 Effectiveness in gender equality and promotion*

- Has The GLACIER project made sufficient progress towards its planned objectives and End of Program Outcome? In regard to the indicators of achievement, to what extent the actual results were reached against the planned target?
  - In which areas (geographic, sectoral, issue) does the GLACIER project have the greatest achievements? Why is this and what have been the supporting factors?
  - In which areas does the GLACIER project have the least achievements? What have been the constraining factors and why?
  - What were the arrangements made by ILO and REDD+ Taskforce and UNORCID, jointly and separately, that most support the realization of the programme's goals?
  - What have been the demonstrated synergies among different strategic components?

### *3.5 Efficiency of resource use*

- In what ways has the GLACIER project and the ILO managed programme resources (funds, human resources, etc.)? Have they been sensitive to different levels of investment required by local governments' existing programmes and newly introduced programmes?
- Have Project funds and activities been delivered by ILO in a timely manner? What are the factors that have hindered timely delivery of project funds and the counter-measures that were put in place in lights of delayed delivery of project funds?
  - In which areas of Project implementation tripartism could be integrated meaningfully? The extent to which the social partners have been involved in the implementation of the project. What are the good practices and lessons learned noteworthy of documentation?

### *3.6 Management arrangements including monitoring and evaluation*

- Were management capacities and arrangement adequate and did they facilitate good results and efficient delivery? Was there a clear understanding of the roles and responsibilities by all parties involved?
  - Did the GLACIER project receive adequate political, technical and administrative support from its national partners, especially local governments at the district level? Did implementing partners provide for effective Project implementation?
  - Did the project stakeholder coordination activities contribute to a greater programme

- synchronization between the GLACIER project and other REDD+ actors?
- Did the project stakeholders have a good grasp of the project strategy? How do the project stakeholders contribute to the success of the project?
- Has cooperation with project stakeholders been efficient?
- How effectively did GLACIER project management and ILO monitor project performance and results?
  - Was a monitoring and evaluation system in place and how effective has it been?
  - Have appropriate means of verification for tracking progress, performance and achievement of indicator values been defined?
  - Has relevant information and data systematically been collected? Was reporting satisfactory? Was data disaggregated by sex (and by other characteristics, if relevant)?
  - Has information being regularly analysed to feed into management decisions?
- Has relevant gender expertise been sought? Have available gender mainstreaming tools been adapted and utilized?
- Has the Project made strategic use of coordination and collaboration with other ILO projects and with other donor's projects in Indonesia/Nias?

### 3.7 Impact

- What have been the impacts of GLACIER project? What are the future likely impacts?
  - What is the project's impact in terms of REDD+ objectives?
  - What are the emerging impacts of GLACIER project and the changes that can be causally linked to GLACIER project interventions?
  - What are the arrangements to measure the project's impact during and at the end of the project? Are these arrangements adequate and will they deliver reliable findings?
  - In how far has GLACIER project made a contribution to the broader, longer-term REDD+ strategy?
  - What are realistic long-term effects of GLACIER project on carbon emissions and decent work conditions?
  - what has changed in the life of beneficiaries
- Has the GLACIER project (on its own and through its partnership with Nias) identified opportunities for it to be scaled up? If so, how should future the project objectives and strategies be adjusted?
- In what extent indigenous organisation has been empowered?

### 3.8 Sustainability

- Has there been an effective and realistic exit strategy for GLACIER project? Has the Project gradually being handed over to the provincial/local government partners and REDD+ Taskforce? Is the REDD+ Taskforce likely to continue the project or carry forward its results?
  - Are local governments and implementing partners able, willing and committed to continue with similar interventions? How effectively has the GLACIER project built national ownership and capacity?
  - Has the Project successfully built or strengthened an enabling environment (laws, policies, technical capacities, local knowledge, people's attitudes, etc.)?

## 4. Deliverables

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The evaluator will provide:

1. A short inception report, including the work plan and details on methods, data sources, interviews, participatory methodologies, draft mission schedule and draft report format (based on ILO's template). This report should also provide a review of the available documents. It should set out the evaluation instruments (which include the key questions, tools and data gathering/and analysis methods) and any changes proposed to the methodology or any other issues of importance.
2. A powerpoint presentation on the preliminary findings of the evaluation mission at a stakeholders' meeting to be held at the end of the evaluation mission, for the purpose of providing the project's stakeholders a chance to jointly assess the adequacy of the findings and emerging recommendations as well as recommend areas for further considerations by the evaluators.
3. A draft evaluation report of no longer than 30 pages, excluding annexes. This should be based on the template provided in ILO's Monitoring and Evaluation guidelines. It will contain an executive summary, a section with project achievements to date, findings and recommendations for short and medium term action. The report should be set-up in line with the ILO's 'Quality Checklists 4 and 5 for Evaluation Reports which will be provided to the evaluator.
4. A final evaluation report, which integrates comments from ILO and project stakeholders. The evaluation summary according to ILO template will also be drafted by the evaluator together with the finalised evaluation report.

The evaluation report should include:

1. Title page (**standard ILO template**)
2. Table of contents
3. Executive summary (**standard ILO template**)
4. Acronyms
5. Background and project description
6. Purpose of evaluation
7. Evaluation methodology and evaluation questions
8. Project status and findings by outcome and overall
9. Conclusions and recommendations
10. Lessons learnt and potential good practices (**ILO guidelines on Evaluation lessons learnt and good practices**) and models of intervention
11. Annexes (list of interviews, overview of meetings, proceedings stakeholder meetings, other relevant information)

The deliverables will be circulated to stakeholders by the evaluation manager and technical clearance for the deliverables will come from the evaluation manager.

## 5. Management arrangements and time frame

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The evaluation will be funded from the GLACIER project budget. The ILO has appointed Ms. Maria Teresa Gutierrez at ILO headquarters in Geneva as the Project Evaluation Manager. She will be in charge of the selection of the consultants in consultation with ILO's Regional Office in Bangkok and ILO's Office in Jakarta, which is in charge of ILO programmes in Indonesia. These ILO offices will also handle all contractual arrangements with the evaluation team and provide any logistical and other assistance as may be required.

The evaluation team reports to the evaluation manager, Ms. Maria Teresa Gutierrez. The team leader (or evaluator) is an international consultant selected through a competitive process from a list of available and qualified consultants. A national consultant chosen from a list of qualified consultants will assist the team leader.

The international consultant will lead the evaluation and will be responsible for delivering the above evaluation outputs using a combination of methods as mentioned above. The national consultant provides support to the team leader particularly during the evaluation mission as requested by the team leader.

Specific tasks of the national consultant are as follows:

- To review relevant project documents;
- To provide support to the International consultant throughout the evaluation process particularly during the evaluation mission. This includes assisting in local language translation where necessary.
- To jointly facilitate the stakeholders workshop with the team leader; local beneficiaries and staff
- To contribute to the draft and finalization of the evaluation report to be written by the International consultant.

## 6. Section / Qualification of evaluation

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- One independent international evaluation specialist with a relevant degree. He/she should have a proven track record in the evaluation of complex projects, experience with country situations similar to that of Indonesia and with arrangements as used in the set-up of GLACIER project. Experience in the employment and REDD+ field will be an advantage.
- One national consultant with expertises in environmental engineering, carbon systems or environmentally sustainable development models. Knowledge of the REDD+ programme and associated local institutions and government structures is required. Familiarity with employment



creation and poverty reduction schemes in rural areas will be a distinct advantage.

The project operates in areas that are difficult to access, even with a 4-WD vehicles. Transportation by motorbike or on foot may be required. Both consultants must therefore have an excellent physical fitness.

Depending on the evaluation team, translators may be recruited to assist in interviewing community members.

#### **Stakeholders' role:**

All stakeholders in Indonesia particularly the project teams, ILO CO-Jakarta, DWT/CO-Bangkok, ILO technical unit at HQ, and donor will be consulted and will have opportunities to provide inputs to the TOR and draft final evaluation report.

#### **The tasks of the Project:**

The GLACIER project management will provide logistic support to the evaluation team and will assist in organising a detailed evaluation mission agenda. Also the project needs to ensure that all relevant documentations are up to date and easily accessible by the evaluation team.

#### **Time frame and responsibilities**

Task	Responsible person	Time frame
Preparation of the TOR –draft	DWT/CO-Bangkok specialist  ILO Jakarta  Evaluation Manager	June 2013
Preparation of list of stakeholders with E-mail addresses	GLACIER Monitoring and reporting officer	31 July 2013
Sharing the TOR with all concerned for comments/inputs	GLACIER Monitoring and reporting officer  Evaluation Manager	July 2013

Task	Responsible person	Time frame
Finalization of the TOR	Evaluation Manager	1 July 2013
Approval of the TOR	ROAP	2 July 2013
Selection of consultant and finalisation	Evaluation Manager/ ROAP/ EVAL	15 July 2013
Draft mission itinerary for the evaluator and the list of key stakeholders to be interviewed	GLACIER Monitoring and reporting officer	31 July 2013
Ex-col contract based on the TOR prepared/signed	Project manager /ILO Director, CO-Jakarta	31 July 2013
Brief evaluators on ILO evaluation policy	Evaluation Manager	1-10 August 2013
Inception report submitted to Evaluation Manager	Evaluators	10 August 2013
Evaluation Mission	Evaluators	28 August 2013 - 6 September 2013
Draft report submitted to Evaluation Manager	Evaluators	10 September 2013
Sharing the draft report to all concerned for comments	Evaluation Manager	11-13 September 2013
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager	16 September 2013
Finalisation of the report and submission to Evaluation Manager	Evaluator	18 September 2013
Review of the final report	Evaluation Manager ROAP evaluation officer	20 September 2013
Submission of the final report to EVAL	evaluation manager	23 September 2012
Approval of the final evaluation report	EVAL	24 September 2012
Finalisation of contract	ILO Jakarta	25 September 2013

The evaluation is estimated at the total of 20 workdays for the evaluation team leader, and at 20 days for the national evaluator as indicated below:

Time frame	Tasks
August 2013 (5 days)	Desk review of documents and preparation of the inception report.
28 August 2013 - 6 September 2013 (10 days)	Evaluation field missions (10 days) <ul style="list-style-type: none"> <li>Field work in Jakarta and in Central Kalimantan. ILO and GLACIER project staff would prepare a programme of meetings that the consultants could amend to suit their needs. Visits to the districts and villages would be arranged and facilitated by GLACIER project staff. Meetings with the REDD+ Taskforce and other stakeholders will be arranged so that the consultants could have a better understanding of the perspectives of the key stakeholders.</li> <li>The evaluation team will review its findings and prepare a presentation on the preliminary findings, including verification of the findings with the GLACIER project team.</li> <li>End-of-evaluation mission stakeholder meeting and debriefing, including the presentation of the preliminary findings and associated discussion.</li> </ul>
September (5 days)	Produce a draft report for submission to the evaluation manager. Receive comments from evaluation manager and finalise the report. Submit evaluation summary.

## 6. Resources required

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The following resources are required from the projects:

- Cost of External International Evaluator (Fee+ travelling expenses)
- Cost of National Evaluator (Fee+ travelling expenses)
- Cost of local transportation in the field
- Cost of participatory methods application in the field
- Stakeholders' meeting
- Translation of TOR and Final Report into Bahasa Indonesia

## **ANNEX 7 Inception Report**

### **Inception Report**

#### **Independent Final Evaluation for**

#### **The Green Livelihood Access for Central Kalimantan's Inclusive Environmental Response to Climate Change (GLACIER)**



# 1

## Inception Report for the GLACIER independent final evaluation

The Green livelihood Access for Central Kalimantan's Inclusive Environmental Response to Climate Change (GLACIER) Project is implemented by the ILO Country Office for Indonesia and Timor-Leste in the period October 2012-September 2013. An independent final evaluation of GLACIER is required by ILO to be carried out during the last month of project implementation in September 2013 by an evaluation team comprising of an international and a national consultant.

This inception report of the independent final evaluation of GLACIER is based upon the detailed ToR of the independent final evaluation; please refer to this document for more details. The focus of this concise inception report is to describe a conceptual framework for the evaluation, including a further acknowledgement of the ToR, a description of the evaluation methodology proposed, with tools, data sources and data gathering and - analysis methods, a presentation of the work plan and a mission schedule.

### Appreciation of the ToR

The ToR gives a concise background of the project, with ILO's role as a tripartite body and specific thematic expertise and the joint effort of the Governments of Indonesia and Norway to develop REDD+ as a promising mechanism, with Central Kalimantan as a pilot province. The former Ex-Mage Rice Project legacy is sketched and the current need for rehabilitation and conservation in the context of climate change and the (sustainable) access to green livelihoods. GLACIER pilots participatory approaches and intends to raise local capacity to enhance sustainable livelihood development. The main objectives are given with outputs with the key stakeholders and partners at national and decentral level.

The purpose, scope and objectives of the evaluation are detailed with a focus on assessing progress (and constraints) in achieving results and meeting the set objectives. The management mechanism and stakeholder involvement need to be assessed together with the institutional efficiency. Key learning needs to be extracted in the various project domains and direct and indirect impacts assessed. This learning needs to be used to assess and recommend the potential for scaling-up / replication of the pilot approach developed in the broader REDD+ programme in Central Kalimantan and beyond. Overall, it will be good to have a focus on benefits – from what has been done to what has been achieved. The ToR is attached as Annex X, and is the latest version, adapted during the briefing of the evaluation team on the ILO Evaluation policy guidelines.

### Purpose, objective and scope of the evaluation

The ToR states that the final evaluation has as **purpose** “to assess whether the GLACIER has delivered the expected outcomes on time and within budget and provide key insights on project achievements, challenges, impacts, sustainability, involvement of stakeholders, capacity building and areas for replication.” The independent final evaluation will seek to appraise, as an **objective**, the extent to which the project partners and beneficiaries have benefited from the project's strategy and implementation arrangements specifically with regards to the following evaluation criteria as defined by the OECD/DAC:

- relevance;
- effectiveness;
- efficiency;
- impact, and
- sustainability;

These are combined with additional, cross-cutting criteria:

- gender equality promotion;
- monitoring and evaluation; and
- knowledge sharing and learning environment.

To achieve the abovementioned objectives and in light of the changing and evolving nature of the project's operational environment, this independent final evaluation will assess the following:

- the final progress made in relation to the planned achievements of the results and the immediate objectives;
- the project management, coordination mechanisms among various stakeholders in Kalimantan and at the national level, as well as among other REDD+ funded projects and the effectiveness and efficiency of project implementation in general;
- institutional arrangements within the Governments at various levels to monitor the implementation of the GLACIER project during and beyond the timeframe of funding;
- project's experiences that can be learned with regard to promoting decent work, gender equality, rural access, environmental sustainability and reduction of carbon emissions;
- a preliminary assessment of the project's direct and indirect impact across socio-economic variables as well as environmental variables;
- an assessment of the feasibility and scope for the replication of the activities demonstrated on GLACIER within the broader REDD+ programme (relevance with the 5 pillars) the National Strategy and other programmes in Indonesia.

Secondly, the evaluation will allow a review of the project management, overall ILO support, coordination mechanisms among the partners and the **effectiveness and efficiency of project implementation in general**.

**The scope** of the evaluation includes the entire GLACIER project, in all strategic components as specified in the Letter of Agreement (August 2012) with UNDP.

The evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures and UNDP's evaluation procedures. Special reference is given to the guidance for the evaluation as presented in the ILO Policy Guidelines for results-based evaluation, 2013, in line with the UN System Evaluation Norms and Standards, ([http://www.ilo.org/eval/Evaluationguidance/WCMS\\_176814/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm)).

#### **Independent nature and focus on demonstration and piloting character of GLACIER**

The evaluation team consists of two members, who are both independent from ILO, and have an adequate technical and professional background to allow them to judge the project objectively and unbiased. The evaluation team acknowledges the demonstration nature of the pilot project and will focus on identifying and capturing emerging good/best practices and lessons learned to be used potentially for replication and scaling-up opportunities. The final evaluation is intended to serve and support the learning process of the project, with the understanding that reporting constraints, challenges and failures is often as important as presenting emerging best practices.

## 2

### Evaluation Methodology

The evaluation will make use of several data collection methods, to capture primary and secondary data, spread over three distinct phases. Primary data will be collected by interviews (face-to-face, telephone and computer-assisted) direct on-site observation, focus group discussions and key informant interviews by the evaluators. Secondary data is collected by review of existing project documentation and relevant literature and policy documents. The three evaluation phases are:

**1. A desk review phase:** in this initial stage of five days, the evaluation team reviews the documentation related to GLACIER, including the background literature of relevant policy documents, the project document, the inception report, project monitoring and evaluation reports (quarterly and financial reports), technical reports of consultants and various additional meeting reports. The evaluation team has full access to the Asia-Pacific Knowledge Sharing Platform of ILO, which represents a complete digital repository of all documents produced by, and of relevance to the Project. Through the Knowledge Sharing Platform the evaluation team has also access to the technical products developed by (or used by) the project, such as training manuals and technical guidelines.

The Platform is subdivided in document categories:

- Project Document, Agreement and Project Brief
- Work plans
- Reports, subdivided into:
  - o Inception
  - o Monthly
  - o Quarterly
  - o Activity
  - o Financial
  - o Consultant reports, in total 7, with additional concise field reports (6) with maps
  - o Minutes
- CVs and ToRs
- External meetings
- Information resources, subdivided in, among others:
  - o Maps (20)
  - o Reading materials, including the Master Plan for Conservation and Development of the EMRP and technical reviews related to the Master Plan
  - o Government documents, including the REDD+ National Strategy
  - o And various other resources (workshops proceedings, handbooks etc.)

The wealth of information assembled by GLACIER forms a clear reflection of the complex institutional setting and the need to align and coordinate the project closely with a variety of stakeholders at national, provincial and local levels. The documentation gives also a good overview of the challenging environmental and socio-economic settings of the target area and the objective to contribute to the emerging REDD+ mechanism developments in Central-Kalimantan and beyond.

2. **A field mission phase**, of ten days, to meet the project team members in Palangkaraya, meet key stakeholders at provincial level and the UNORCID partners, and to visit the actual project sites through field trips to a selection of the 5 villages where activities are developed on the ground. The site selection of the villages/areas to visit will be done in close consultation with the project team, considering representative communities, landscape setting, activity range implemented and accessibility.

During the site visits focus group discussions will be held with a selection of community members and other local stakeholders. For the meetings with the project team members and key stakeholders, a combination of focus group discussions and interviews will be used. A UNORCID meeting, planned for the 3<sup>rd</sup> of September, will allow the evaluation team to be updated on the on-going coordination progress and to put forward a series of key questions in either direct interviews or focus group discussions. At the end of the field mission period in Central Kalimantan the evaluation team will present preliminary findings to the project team and key stakeholders and discuss main findings to receive further feedback and guidance.

The last days of the field mission will be used in Jakarta to meet the ILO CO staff involved with GLACIER and additional national stakeholders and UN partners. A debriefing presentation is scheduled for the afternoon of the 10<sup>th</sup> of September by the evaluation team to the main stakeholders to discuss key findings and recommendation and get additional guidance and feedback on particular areas of attention in the further development of the draft evaluation report.

Three regional technical expert of ILO from the Bangkok Regional Asia-Pacific office have supported and guided GLACIER in the development and implementation of its three distinct project components. The three technical experts will be interviewed via a skype call by the evaluation team during their mission to capture their views and experiences.

- Chris Donnges, Employment Intensive Investment
- Vincent Jugault, Green Jobs, and
- Sandra Yu, Value Chain Development

A list of all the key informants, community groups, project team members and other local and national stakeholders met and consulted will be annexed to the evaluation report.

3. **Reporting phase**, a period of 5 days, to compile the draft evaluation report, based on the data collected during the desk phase and the field mission and guided by the feedback and comments of the project team members, key stakeholders and informants. After submission of the draft evaluation report the evaluation manager will gather feedback and send a compilation of comments and suggestions to the evaluation team. The final evaluation report will be submitted by the evaluators by the 23<sup>rd</sup> of September.

### **The conceptual framework of the evaluation**

The conceptual framework chosen for the evaluation is consistent with result-based management (RBM) as widely applied with the UN system and within ILO, and addresses the five key evaluation criteria as proposed by OECD-DAC: relevance, efficiency, effectiveness, sustainability and impact. The evaluation team will assess the logical framework of GLACIER, with defined development and immediate objectives and related outputs, indicators and targets of the project's Monitoring & Evaluation mechanism, as a source of information to weigh the achievements made. As stated before, additional attention will be



given to the cross-cutting criteria/themes of gender equality promotion, monitoring and evaluation, and knowledge sharing and learning environment, also considering the demonstration nature of the project and its piloting, knowledge-developing focus.

The ToR presents for each evaluation criteria a first series of questions and the evaluation team has taken these questions as a starting point and added a number of additional questions, grouped per criteria in the following section. These questions are considered to guide the evaluation process and will be used in the planned targeted interviews with key informants and focus group discussions. All together they form a long list of almost hundred questions from which the evaluation team will compile questionnaire formats for interviews and focus group discussions. A first approximation of these questionnaires is presented in Annex 1, based on the template for a data collection plan worksheet for the inception report reflected in Checklist 3.

### **Key questions to put forward to stakeholders, divided over the OECD criteria.**

The intention is to make use of these questions and, in dependence of the target audience, select questions for a focus-group discussions and key informant interviews. The key questions are intended for the evaluation team to have a systematic set of queries, clustered according to evaluation criteria, to guide the data collection. During interviews and focus group discussions other questions will arise and will be recorded by the evaluators accordingly.

### **Relevance and strategic fit**

- Has the GLACIER project supported the a) instruction (2/2007) requiring the rehabilitation and conservation of the Ex Mega Rice Project (EMRP) area in Central Kalimantan, b) the REDD+ programme strategy and c) the RPJMN (2010-2014), to realize their priorities in the short and medium terms?
  - To what extent does the project make a relevant contribution to the associated district, provincial and national programmes and priorities?
    - What are the programme priorities at provincial and district levels? What are the government's expectations of this project in relation to their program priorities?
  - Has the GLACIER project supported the realization of the Indonesia Decent Work Country Programme outcomes, the needs and priorities of the ILO's social partners in Indonesia, namely employers and workers and the relevant UNPDF and UNORCID outcomes?
- How well was the project aligned with and has it complemented the:
  - a) instruction (Inpres 2/2007) requiring the rehabilitation and conservation of the Ex Mega Rice Project (EMRP) area in Central Kalimantan, and
  - b) REDD+ Strategy, in the area of environmental rehabilitation, rural infrastructure improvement and investments, income generation, employment creation and skills development?
  - c) The 5 pillars of the REDD+ National Strategy (Institutions and Processes/Legal and Regulatory Framework/Strategic Programs/Paradigm Shift and Change in Work Culture/Inclusive Stakeholder Participation)?
- To what extent are the project objectives consistent with beneficiaries' requirements? Are those

objectives still appropriate?

- Has the project been able to capture the beneficiaries' requirements and priorities?

### **Validity of design**

- Was the project design adequate to meet project objectives?
  - Is the time-frame of the project appropriate considering its objectives and the foreseen component activities?
- Capacity building: To what extent was the project design adequate and effective for strengthening capacities (technical and administration) in addressing the environmental, access and sustainable livelihoods development challenges faced by communities, governments and other stakeholders?
- Were the planned GLACIER project objectives, means of action and outcomes, including the End of Program Outcomes relevant, coherent and realistic to the situation on the ground? Did it address gender needs and interests?
  - Was the capacity of various project's partners, specifically local governments and GOI institutions at large, taken into account in the project's strategy and means of action?
  - Did the project design adequately plan for an effective participation of local governments in the management of the project?
  - Did the project design take into consideration (indigenous technical) local knowledge and technologies?
  - To what extent have gender issues been identified in the area?
- Which risks and assumptions were identified and managed? To what extent have they affected GLACIER project?
  - What were these main risks and have they been mitigated adequately?
  - What were main assumptions so that the project outcome could be achieved? Are these assumptions still valid?
  - Have new or unforeseen challenges and/or risks come up during the implementation period?
- Were the planned monitoring and evaluation arrangements adequate?
  - How appropriate and useful were the project's monitoring and evaluation framework, including targets and indicators, in assessing the Project's progress?
  - Were the targeted indicator values realistic and can they be tracked?
  - Has the M&E framework been adapted over the course of the project (have indicators or targets been adjusted?)?
- Assess the project design in terms of its replicability in other regions /areas, using the future mechanism of the National REDD+ Agency and the Fund for REDD+ in Indonesia.
  - What are key factors affecting replicability / scaling-up potential, based on the project experience?

### **Project progress in gender equality and promotion**

- To what extent has the project progress/achievement contributed to address gender issues identified and to promote gender justice?
- What strategies have been developed and what explicit actions have been taken to ensure women participation in the project implementation?
- Has the project identified/strengthened skills by gender?

### Effectiveness

- Have the quantity and quality of the outputs produced been satisfactory? Did the benefits accrue equally to men and women?
  - Are the project partners using the outputs?
  - Have they transformed outputs into outcomes?
  - How far has the GLACIER implemented activities/ outputs and how have these been coordinated with other REDD+ projects?
  - Are they likely to do so during and/or after the completion of GLACIER project, or do they need additional support?
- Have the project implementation arrangements contributed to the enhanced capacity of the GLACIER project's implementation partners?
  - What are those enhanced capacities?
  - What further arrangements are required to be put in place to ensure these capacities could be further strengthened?
  - What, if any, alternative strategies would have been more effective in achieving the objectives?
- Has the GLACIER project made sufficient progress towards its planned objectives and End of Program Outcome? With regard to the indicators of achievement, to what extent were the actual results reached against the planned target?
  - In which areas (geographic, sectoral, issue) does the GLACIER project have the greatest achievements? Why is this and what have been the supporting factors?
  - In which areas does the GLACIER project have the least achievements? What have been the constraining factors and why? How have these constraining factors been mitigated?
  - What were the arrangements made by ILO and REDD+ Taskforce and UNORCID, jointly and separately, that most support the realization of the programme's goals?
  - What have been the demonstrated synergies among different strategic components?
  - To what extent has the project strengthened intercultural relations?

### Efficiency of resource use

- In what ways has the GLACIER project and the ILO managed programme resources (funds, human resources, etc.)? Have they been sensitive to different levels of investment required by local governments' existing programmes and newly introduced programmes?
- Have Project funds and activities been delivered by ILO in a timely manner? What are the factors that have hindered timely delivery of project funds and the counter-measures that were put in place in lights of delayed delivery of project funds?
- In which areas of Project implementation tripartism could be integrated meaningfully? To which extent have the social partners been involved in the implementation of the project?
- What are the good practices and lessons learned noteworthy of documentation?

### Management arrangements including monitoring and evaluation

- Were management capacities and arrangement adequate and did they facilitate good results and efficient delivery? Was there a clear understanding of the roles and responsibilities by all parties involved?
  - Did the GLACIER project receive adequate political, technical and administrative support from its national partners, especially local governments at the district level? Did

- implementing partners provide for effective Project implementation?
  - Did the project stakeholder coordination activities contribute to a greater programme synchronization between the GLACIER project and other REDD+ actors?
  - Did the project stakeholders have a good grasp of the project strategy? How do the project stakeholders contribute to the success of the project?
  - Has cooperation with project stakeholders been efficient?
- How effectively did GLACIER project management and ILO monitor project performance and results?
  - Was a monitoring and evaluation system in place and how effective has it been?
  - Have appropriate means of verification for tracking progress, performance and achievement of indicator values been defined?
  - Has relevant information and data systematically been collected? Was reporting satisfactory? Was data disaggregated by sex (and by other characteristics, if relevant)?
  - Has information being regularly analysed to feed into management decisions?
- Has relevant gender expertise been sought? Have available gender mainstreaming tools been adapted and utilized?
- Has the Project made strategic use of coordination and collaboration with other ILO projects and with other donor's projects in Indonesia/Nias?

### **Impact (social and environmental)**

- What have been the impacts of GLACIER project, both in social and environmental dimension? What are the future likely impacts?
  - What is the project's impact in terms of REDD+ objectives?
  - What are the emerging impacts of GLACIER project and the changes that can be causally linked to GLACIER project interventions?
  - What are the arrangements to measure the project's impact during and at the end of the project? Are these arrangements adequate and will they deliver reliable findings?
  - In how far has GLACIER project made a contribution to the broader, longer-term REDD+ strategy?
  - What are realistic long-term effects of GLACIER project on carbon emissions and decent work conditions? Has a baseline been established for the carbon stock prior to project intervention and is there an estimate of stock increase (is there any (participatory) MRV methodology developed)?
  - What has changed in the life of beneficiaries?
- Has the GLACIER project (on its own and through its partnership with Nias) identified opportunities for it to be scaled up? If so, how should in future the project objectives and strategies be adjusted?
- To what extent have indigenous organisations been empowered?

### **Sustainability**

- Has there been an effective and realistic exit strategy for GLACIER project? Has the Project gradually being handed over to the provincial/local government partners and REDD+ Taskforce? Is the REDD+ Taskforce likely to continue the project or carry forward its results?
  - Are local governments and implementing partners able, willing and committed to continue with similar interventions? How effectively has the GLACIER project built national ownership and capacity?
  - Has the Project successfully built or strengthened an enabling environment (laws, policies, technical capacities, local knowledge, people's attitudes, etc.)?

- Are the impacts of the project sustainable and what have been key factors to ensure sustainability of impact?

### 3

#### Work Plan

Table 1 gives an overview of the time line of planned activities during the evaluation mission, with indication of who is responsible (customized after sample time line of Checklist 3, ILO Policy Guidelines for results-based evaluation, 2013).

**Table 1** Time line of planned activities (key outputs in bold)

Time Frame	Activity	Responsible
Agustus <b>28</b>	<b>Inception report</b> submitted to evaluation manager	HvN
<b>30-31 end of desk phase</b>	Travel of international consultant to Jakarta	
September		
<b>1 start of field mission phase</b>	Meeting of evaluation team in Jakarta to prepare field mission; compilation of interview and FGD questionnaires	HvN/PA
<b>2</b>	Travel to Palangkaraya; meeting with project team	HvN/PA, project team
<b>3</b>	Attend UNORCID event, meeting key stakeholders (FAO-UNESCO-UNOPS-UNORCID-UNDP, Provincial REDD+ task force)	HvN/PA, project team
<b>4</b>	Site visits and stakeholder meeting (communities/local authorities, LDP, MoMT, MoPW, Univ of Palangkaraya, private sector and unions)	HvN/PA, project team
<b>5</b>	Site visits and stakeholder meeting (communities/local authorities)	HvN/PA, project team
<b>6</b>	Site visits and stakeholder meeting (communities/local authorities); presentation of preliminary findings with the stakeholders	HvN/PA, project team
<b>7 and 8</b>	Return to Jakarta; drafting evaluation report; preparing for Jakarta meetings and presentation	HvN/PA

<b>9</b>	Meeting in Jakarta with ILO CO staff, debriefing of key findings of field mission and additional interview of staff and other stakeholders	HvN/PA, ILO CO staff
<b>10</b>	Additional meetings with national stakeholders / UN partners; <b>Wrap-up session with debriefing (PPT)</b> of evaluation mission main findings and recommendations	HvN/PA, ILO CO staff
<b>11 end of field mission phase</b>	Home travel of evaluation team	HvN/PA
<b>14 reporting phase</b>	<b>Submission of draft evaluation report</b> to evaluation manager	HvN/PA
<b>20</b>	Consolidated comments on the draft report, send to the evaluator	MT
<b>23</b>	<b>Submission of final evaluation report</b> to evaluation manager	HvN/PA

### Outputs/deliverables

In compliance with the ToR, the key outputs with deadlines are indicated in bold in the activity column of the work plan presented above.

## 4

### Adherence to ILO Guidance and Formatting Requirements

The evaluation team acknowledges the clear guidance as presented in the ILO Policy Guidelines for Results-Based Evaluation (2013). These guidelines contain specific formatting requirements, which will be adopted by the evaluators. Specifically, the Guidelines put emphasis on:

- *Formulating and presenting conclusions and recommendations*: “Conclusions provide summary judgments about the strengths and weaknesses of the evaluated intervention, which should be fair, impartial and backed by evidence.” And, recommendations are “proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or at the reallocation of resources.” (OECD/DAC 2002). They should be linked to the conclusions, be clear, concise, actionable, and time-bound.
- *Identifying and presenting lessons learned*, making use of the lesson learned templates, detailed in Guidance Note 3, in order to generate learning and learn lessons. Considering the demonstration nature of GLACIER and its piloting approach, this deserves special attention.
- *Identifying and presenting emerging good (or best) practices*, making use of the relevant template, as described in Evaluation lessons learned and emerging good practices – [http://www.ilo.org/eval/ valuationguidance/WCMS\\_165981/lang--en/index.htm](http://www.ilo.org/eval/valuationguidance/WCMS_165981/lang--en/index.htm).

### Draft evaluation report outline

As presented in the ToR, the evaluation team will make use of the template provided for the draft evaluation report:

- Title page (**standard ILO template**)
- Table of contents
- Executive summary (**standard ILO template**)
- Acronyms
- Background and project description
- Purpose of evaluation
- Evaluation methodology and evaluation questions
- Project status and findings by outcome and overall
- Conclusions and recommendations
- Lessons learnt and potential good practices (**ILO guidelines on Evaluation lessons learnt and good practices**) and models of intervention
- Annexes (list of interviews, overview of meetings, proceedings stakeholder meetings, literature list and other relevant information).

- Checklist 10 Documents for the evaluator  
This reflects essentially the content of <http://roap> knowledge sharing platform
- Checklist 5 Confirmation of understanding formatting requirements and acceptance of terms

**Annex 1 Data collection worksheet with long list of key questions grouped per criteria and indication of resource person and data collection method (mainly interviews and focus group discussions). This worksheet is a preliminary working document and will be adapted by the evaluation team during the field phase.**

Key Questions clustered by evaluation criteria	resource persons									interview (I) Focus Group Discussion (FGD)
	staff jkt	field staff	LDP & other field partner	communt groups	community leader	other UN agencies	gov t - jkt	local govt (distirct - prov)	ot he rs	
<p><b>Relevance and strategic fit</b></p> <p>Has the GLACIER project supported the a) instruction (2/2007) requiring the rehabilitation and conservation of the Ex Mega Rice Project (EMRP) area in Central Kalimantan, b) the REDD+ programme strategy and c) the RPJMN (2010-2014), to realize their priorities in the short and medium terms?</p> <p>o To what extent does the project make a relevant contribution to the associated district, provincial and national programmes and priorities?</p> <p>▪ What are the programme priorities at provincial and district levels?</p> <p>▪ What are the government's expectation of this project in relation to their program priorities?</p> <p>o Has the GLACIER project supported the realization of the Indonesia Decent Work Country Programme outcomes, the needs and priorities of the ILO's social partners in Indonesia, namely employers and workers and the relevant UNPDF and UNORCID outcomes?</p> <p>- How well was the project aligned with and has it complemented the:</p> <p>o a) instruction (2/2007) requiring the rehabilitation and conservation of the Ex Mega Rice Project (EMRP) area in Central Kalimantan, and</p>	V	V					V	V		I
		V						V		I
		V						V		I
							V	V		I
	V	V		V	V		V	V		I-F
	V						V	V		I



o b) REDD+ Strategy, in the area of environmental rehabilitation, rural infrastructure improvement and investments, income generation, employment creation and skills development?		V			V	I
o c) How well was the project aligned with the 5 pillars of the REDD+ National Strategy (Institutions and Processes/Legal and Regulatory Framework/Strategic Programs/Paradigm Shift and Change in Work Culture/Inclusive Stakeholder Participation)?	V	V	V	V		I-F
- To what extent are the project objectives consistent with beneficiaries' requirements? Are those objectives still appropriate?		V	V	V		I-F
o Has the project been able to capture the beneficiaries' requirements and priorities?			V	V	V	I-F
<b>Validity of design</b>						
- Was the project design adequate to meet project objectives?	V					
o Is the time-frame of the project appropriate considering its objectives and the foreseen component activities?	V	V				I
- To what extent were the stakeholders (govt, community groups) involved in the project design?	V	V			V V	I
- Capacity building: To what extent was the project design adequate and effective for strengthening capacities (technical and administration) in addressing the environmental, access and sustainable livelihoods development challenges faced by communities, governments and other stakeholders?			V	V	V	I-F
- Were the planned GLACIER project objectives, means of action and outcomes, including the End of Program Outcomes relevant, coherent and realistic to the situation on the ground? Did it address gender needs and interests?			V	V	V	I
o Was the capacity of various project's partners, specifically local governments and GOI institutions at large, taken into account in the project's strategy and means of action?					V V	I

o Did the project design adequately plan for an effective participation of local governments in the management of the project?						V	I
o Did the project design take into consideration (indigenous technical) local knowledge and technologies?			V	V			F
o To what extent have gender issues been identified in the area?		V	V	V			I-F
-							
- Which risks and assumptions were identified and managed? To what extent have they affected GLACIER project?	V	V					I
o What were these main risks and have they been mitigated adequately?	V	V					I
o What were assumptions so that the project outcome could be achieved? Are the assumptions still valid?	V	V		V	V	V V	I-F
o Have new or unforeseen challenges and/or risks come up during the implementation period?		V					I
- Were the planned monitoring and evaluation arrangements adequate?	V	V	V				I
o How appropriate and useful were the project's monitoring and evaluation framework, including targets and indicators, in assessing the Project's progress?		V	V				I
o Were the targeted indicator values realistic and can they be tracked?		V	V				I
o Has the M&E framework been adapted over the course of the project (have indicators or targets been adjusted?)	V	V					I
- Assess the project design in terms of its replicability in other regions /areas, using the future mechanism of the National REDD+ Agency and the Fund for REDD+ in Indonesia.	V	V	V			V V V	I
o What are key factors affecting replicability / scaling-up potential, based on the project experience?	V	V	V			V V V	I
<b>Project progress in gender equality and promotion</b>							
o To what extent has the project progress/achievement contributed to address gender issues identified and to promote gender justice?		V	V	V	V		I-F
o What strategies have been developed and what explicit actions have been taken to ensure women participation in the project implementation		V	V	V	V		I-F
- Has the project identified/strengthened skills by gender?		V	V	V	V		I-F

## Effectiveness

- Have the quantity and quality of the outputs produced been satisfactory? Did the benefits accrue equally to men and women?		V	V	V	V				I-F
o Are the project partners using the outputs?			V					V	I-F
o Have they transformed outputs into outcomes?			V	V	V				I-F
o How far has the GLACIER implemented activities/ outputs and how have these been coordinated with other REDD+ projects?	V	V				V	V		I
o Are they likely to do so during and/or after the completion of GLACIER project, or do they need additional support?			V	V	V				I-F
- Have the project implementation arrangements contributed to the enhanced capacity of the GLACIER project's implementation partners?		V	V						I
o What are those enhanced capacities?		V	V						I
o What further arrangements are required to be put in place to ensure these capacities could be further strengthened?		V	V						I
o What, if any, alternative strategies would have been more effective in achieving the objectives?	V	V	V				V	V	I-F
- Has the GLACIER project made sufficient progress towards its planned objectives and End of Program Outcome? In regard to the indicators of achievement, to what extent the actual results were reached against the planned target?	V	V	V	V	V	V		V	I-F
o In which areas (geographic, sectoral, issue) does the GLACIER project have the greatest achievements? Why is this and what have been the supporting factors?	V	V	V	V	V	V		V	I-F
o In which areas does the GLACIER project have the least achievements? What have been the constraining factors and why?	V	V	V	V	V	V		V	I-F
o What were the arrangements made by ILO and REDD+ Taskforce and UNORCID, jointly and separately, that most support the realization of the programme's goals?	V					V	V	V	I-F
o What have been the demonstrated synergies among different strategic components?	V					V	V	V	I-F

○ To what extent has the project strengthened intercultural relationship?

V V V V

I-F

### Efficiency of resource use

- In what ways has the GLACIER project and the ILO managed programme resources (funds, human resources, etc.)? Have they been sensitive to different levels of investment required by local governments' existing programmes and newly introduced programmes?

V V

V

I-F

- Have Project funds and activities been delivered by ILO in a timely manner? What are the factors that have hindered timely delivery of project funds and the counter-measures that were put in place in lights of delayed delivery of project funds?

V V V V

I-F

- In which areas of Project implementation tripartism could be integrated meaningfully? To which extent have the social partners been involved in the implementation of the project?

- What are the good practices and lessons learned noteworthy of documentation?

V V V

I-F

### Management arrangements including monitoring and evaluation

- Were management capacities and arrangement adequate and did they facilitate good results and efficient delivery? Was there a clear understanding of the roles and responsibilities by all parties involved?

V V V

I

○ Did the GLACIER project receive adequate political, technical and administrative support from its national partners, especially local governments at the district level? Did implementing partners provide for effective Project implementation?

V V V V

I

○ Did the project stakeholder coordination activities contribute to a greater programme synchronization between the GLACIER project and other REDD+ actors?

V V V V V V V

I-F

○ Did the project stakeholders have a good grasp of the project strategy? How do the project stakeholders contribute to the success of the project?		V	V	V	V		V	I-F
○ Has cooperation with project stakeholders been efficient?		V	V	V			V	I-F
- How effectively did GLACIER project management and ILO monitor project performance and results?	V	V						I
○ Was a monitoring and evaluation system in place and how effective has it been?		V	V	V				I
○ Have appropriate means of verification for tracking progress, performance and achievement of indicator values been defined?		V	V	V				I
○ Has relevant information and data systematically been collected? Was reporting satisfactory? Was data disaggregated by sex (and by other characteristics, if relevant)?		V	V	V				I
○ Has information being regularly analysed to feed into management decisions?	V	V	V	V				I
- Has relevant gender expertise been sought? Have available gender mainstreaming tools been adapted and utilized?	V	V	V	V				I
- Has the Project made strategic use of coordination and collaboration with other ILO projects and with other donor's projects in Indonesia/Nias?	V	V				V	V	I
<b>Impact (social and environmental)</b>								
- What have been the impacts of GLACIER project, both in social and environmental dimension? What are the future likely impacts?		V	V	V	V			I-F
○ What is the project's impact in terms of REDD+ objectives?		V		V				I-F
○ What are the emerging impacts of GLACIER project and the changes that can be causally linked to GLACIER project interventions?		V	V	V				I
○ What are the arrangements to measure the project's impact during and at the end of the project? Are these arrangements adequate and will they deliver reliable findings?		V	V	V				I

○ In how far has GLACIER project made a contribution to the broader, longer-term REDD+ strategy?	V	V	V							I
○ What are realistic long-term effects of GLACIER project on carbon emissions and decent work conditions? Has a baseline been established for the carbon stock prior to project intervention and is there an estimate of stock increase (is there any MRV methodology developed)?	V	V	V	V						I
○ What has changed in the life of beneficiaries?				V	V					F
- Has the GLACIER project (on its own and through its partnership with Nias) identified opportunities for it to be scaled up? If so, how should future the project objectives and strategies be adjusted?	V	V								
- To what extent have indigenous organisation been empowered?			V	V	V					F
<b>Sustainability</b>										
- Has there been an effective and realistic exit strategy for GLACIER project? Has the Project gradually being handed over to the provincial/local government partners and REDD+ Taskforce? Is the REDD+ Taskforce likely to continue the project or carry forward its results?		V	V	V	V			V	V	I-F
○ Are local governments and implementing partners able, willing and committed to continue with similar interventions? How effectively has the GLACIER project built national ownership and capacity?	V							V	V	I
○ Has the Project successfully built or strengthened an enabling environment (laws, policies, technical capacities, local knowledge, people's attitudes, etc.)?			V	V	V			V	V	I-F
○ Are the impacts of the project sustainable and what have been key factors to ensure sustainability of impact?		V	V	V	V					I-F

## ANNEX 8 References

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ToR Final Evaluation GLACIER

## **Policy Documents**

Kementerian Perencanaan Pembangunan Nasional/Badan Perencanaan pembangunan Nasional (2012). Evaluasi Dua Tahun Pelaksanaan RPJMN 2012-2014. Kementerian Perencanaan pembangunan nasional/Badan Perencanaan Pembangunan Nasional (Bappenas).

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Long, T.T. (2013b). Backstopping Support for Peatland Rehabilitation. Green Livelihoods Access for Central Kalimantan's Inclusive Environmental Response to Climate Change – GLACIER.



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## ANNEX 9

### ILO GLACIER LOG FRAME

update as of August  
2013

First preparation date:

Revision date: March 2013 and July 2013  
for C3

Outputs	Indicator (+ date)	Baseline (+ date)	End Target (+ date)	Milestones			
				Q1	Q2	Q3	Q4
Development objective							
Improved access to sustainable livelihoods for local communities in the Ex Mega Rice Project area in Central Kalimantan through supporting implementation of Presidential Instruction (2/2007) and the Master Plan for the Rehabilitation and Revitalization of the EMRP.	· Poverty reduction	8.71 % of people were below the poverty line in 2008 Susenas. The poverty line was 186,003 IDR per capita per month in 2008	Indonesia’s National Medium-Term Development Plan (RPJMN) 2010-2014 targets a reduction of the poverty rate to between 8 and 10% by 2014.				
	· Unemployment reduction	4.14 % in August 2010 Sakernas. The economically active population was estimated at 1,066,733 and the number of unemployed was 44,153.	Indonesia’s National Medium-Term Development Plan (RPJMN) 2010-2014 targets a reduction of the open unemployment rate to between 5 and 6 per cent by the end of 2014.				
	· Carbon emission reduction	Central Kalimantan’s annual GHG emissions in 2005 were estimated to be 292 MtCO2e4 – equivalent to roughly 15 percent of Indonesia’s total emissions.	Indonesia is target reduction in carbn emissions by 26% by 2020				

Development objective								
Immediate objective	Indicator	Baseline	End target		Q1	Q2	Q3	Q4
Participatory local resource-based approaches introduced through building local capacity to rehabilitate degraded forest land, promoting sustainable livelihood development and improving access to socio-economic facilities and markets	· The local resource based approach is adopted by the government as the preferred approach for undertaking rehabilitation and rural access works	0 (2012)	LRB approach adopted					33 government officials, PNPM programme from 3 districts were trained on the LRB and alternative design for road and swampy crossing construction.
	· Agreement between ILO and government is established at the provincial and district level to ensure full engagement and support of the related government agencies in project implementation	0 (2012)	Agreement established in target areas	Support from the government is gained through the joint secretariate of REDD+ in KALTENG				
	· Project partners establish a committee at district level and agree to a workplan in the implementation of activities	0 (2012)	Committee established in target districts		Project held consultative meeting as a forum for validating and agreeing the workplan			

Outputs	Indicator	Baseline	End target	Q1	Q2	Q3	Q4
1. Demonstration on peatland regeneration using participatory local resource-based approaches and techniques to improve access to sustainable livelihoods	<ul style="list-style-type: none"> <li>• 5 villages have a demonstrated improved capacity to invest in peat land regeneration</li> </ul>	0 (2012)	5 villages		5 community organising committee have been trained and supported in implementing the rehabilitation of the peatland and degraded land		
2. Increased capacity of communities and local authorities to improve access to socio-economic facilities and markets in rural areas in support of sustainable livelihoods through meaningful participation in decision-making processes and local resource-based strategies	<ul style="list-style-type: none"> <li>• 5 villages have invested in assets that improve access to markets and socio-economic services to support sustainable livelihoods</li> </ul>	0 (2012)	5 villages		4 community organising committees out of five targeted villages have been supported to implement the construction projects that can improve community access to sustainable livelihood		
3. A participatory model for green value chain development and sustainable livelihoods is introduced through improving the capacity of local stakeholders	<ul style="list-style-type: none"> <li>• 250 people (40% women, 30% youth and 2% people with disabilities) have improved capacity and 50% of successful trainees are employed or start a business 3 months after the training</li> </ul>	0 (2012)	250 people			256 participants involved in the entrepreneurship training as well as fisheries and rubber training	- 25 fisheries Group businesses have been established in each village and 50% of them have develop their business plan. '- 3 rubber farmers group (90 person) have better access to market by the preparation of contract agreement between farmers and buyer

Output 1: Demonstration on peatland regeneration using participatory local resource-based approaches and techniques to improve access to sustainable livelihoods	Indicator	Baseline	End target	Q1	Q2	Q3	Q4
<p>1.1: Assessment of approaches for peatland revitalization and rehabilitation</p> <p><u>Activities</u></p> <p>1.1.1: Conduct assessment of approaches for peatland revitalization and rehabilitation</p> <p>1.1.2: Conduct technical workshop on the findings of the assessment with stakeholders</p>	An agreed plan for peatland rehabilitation on demonstration site prepared	0 (2012)	An agreed plan for peatland rehabilitation on demonstration site prepared		- Community consultation to discuss the peatland and degraded land rehabilitation discussed in the five villages; '- BPTP Was hired to do soil analysis and assessment of type of vegetation		Futher assessment was carried out in two village, Berengbengkel and Pilang on canal and tatas blocking
<p>1.2: Complete an environmental impact assessment</p> <p><u>Activities</u></p> <p>1.2.1: Complete environmental impact assessment</p>	Environmental impact assessment completed and approved	0 (2012)	Environmental impact assessment completed and approved			5 plans for replanting the degraded land was agreed with the community	
<p>1.3: Improved participation, coordination and collaboration for peatland regeneration in terms of planning and implementation of interventions for local community facilitators</p> <p><u>Activities</u></p> <p>1.3.1: Development of training materials on community facilitation</p> <p>1.3.2: Training of community facilitators</p>	Local trainers trained on community facilitation	0 (2012)	10 trainers have been trained on community facilitation	Local NGO that have been trainer on SLA was hired to facilitate the community meeting process.	A total of 247 (168 Male, and 103 Female) community members got involved into the meeting to form a community organising committee		

<p>1.4: Improved participation, coordination and collaboration for peatland regeneration in terms of planning and implementation of interventions for community members in 5 villages</p> <p><u>Activities</u></p> <p>1.4.1: Community facilitation by local community facilitators in 5 villages</p> <p>1.4.2: Establishment of a community consultative forum</p> <p>1.4.3: Identification of potential areas for peatland regeneration</p> <p>1.4.4: Formation of community groups for community contracting</p>	Community consultative forum established in targeted villages			5 Community consultation meeting was Held to socialise the project including 2 meetings at the province and district level.	1 community verification report community organising committee was appointed for all component in all the village area;	
		0 (2012)				
<p>1.5: Improved technical skills among local communities for peat-land regeneration on a demonstration site using community contracting and participatory local resource-based approaches</p> <p><u>Activities</u></p> <p>1.5.1: Design of works on a demonstration site</p> <p>1.5.2: Inputs for peatland regeneration</p> <p>1.5.3: Training for community groups on peatland regeneration methods</p> <p>1.5.4: Supervision of work by a mobile construction trainer</p>	Number of persons trained on peatland regeneration		100 persons trained on peatland regeneration		Training for TPK and 141 member (112 Man and 29 women, 11 among them are youth-5 Female and 6 male-) on planting method by using agroforestry, forest trees planting and plantation method in all five villages.	
		0 (2012)				

<p>1.6: Creation of new employment opportunities through peatland regeneration and related forest regeneration activities on a demonstration site using community contracting and participatory local resource-based approaches</p> <p><u>Activities</u></p> <p>1.6.1: Inputs for peatland regeneration</p> <p>1.6.2: Community contracting for peatland regeneration</p> <p>1.6.3: Supervision of work by a mobile construction trainer</p>	<p>Number of additional work days generated; Number of community contracts issued and completed;</p>	0 (2012)	5000 additional work days generated; 5 community contracts completed		- 4 community contracts completed.	- 2740 direct working days and 2,768 working days. '- another contract for Aruk is made	- 4973 direct working days created
<p>1.7: Increased planning and delivery capacities of concerned local government agencies and communities for sustainable peatland regeneration</p> <p><u>Activities</u></p> <p>1.7.1: Drafting of a strategy for participatory local resource-based approaches peatland regeneration</p> <p>1.7.2: Conduct technical workshop on strategy with stakeholders</p>	<p>A strategy for participatory local resource-based approaches peatland regeneration drafted</p>	0 (2012)	Strategy prepared				GLACIER Publication is on progress

Output 2: Increased capacity of communities and local authorities to improve access to socio-economic facilities and markets in rural areas in support of sustainable livelihoods through meaningful participation in decision-making processes and local resource-based strategies	End target	Baseline	End target	Q1	Q2	Q3	Q4
<p>2.1: Capacity building for coordination, collaboration and participation between local institutions and community organizations for community facilitators</p> <p><u>Activities</u></p> <p>2.1.1: Development of training materials on community facilitation</p> <p>2.1.2: Training of community facilitators</p>	Local trainers trained on community facilitation	0 (2012)	10 trainers have been trained on community facilitation	Local NGO that have been trainer on SLA was hired to facilitate the process.			
<p>2.2: Capacity building for coordination, collaboration and participation between local institutions and community organizations, including marginalized groups to improve rural access for community members in 5 villages</p> <p><u>Activities</u></p> <p>2.2.1: Community facilitation by local community facilitators in 5 villages</p> <p>2.2.2: Establishment of a community consultative forum</p> <p>2.2.3. Formation of community groups for community contracting</p>	Community consultative forum established in targeted villages	0 (2012)	5 villages have a community consultative forum	5 Community consultation meeting was Held to socialise the project including 2 meetings at the province and district level.	The community organising committee was appointed for all component in 4 targeted village area		



<p>2.3: Participatory identification of local investment priorities and interventions to improve access to socio-economic facilities and markets in rural areas</p> <p><u>Activities</u></p> <p>2.3.1: Identification of potential small works with communities</p> <p>2.3.2: Design of works on in demonstration areas</p>	<p>Agreed investment plan to improve rural access in target villages drafted; Number of proposals for small-scale interventions to improve rural access drafted</p>	0 (2012)	<p>5 villages have 5 proposals for small works</p>		<p>5 villages have 5 proposals for small works but only 4 villages were granted.</p>		
<p>2.4: Capacity building for the planning and design of rural access interventions using local resources such as labour, equipment, technology, capital and suppliers</p> <p><u>Activities</u></p> <p>2.4.1: Inputs for small works</p> <p>2.4.2: Training for community groups on local resource based approaches</p> <p>2.4.3: Supervision of work by a mobile construction trainer</p>	<p>Number of people trained on local resource based approaches</p>	0 (2012)	<p>100 persons trained on local resource-based approaches</p>		<p>30 TPK members were trained to develop planning, monitoring and overseeing the construction activities by using LRB approach. 1 training in the assessment and 1 mobilisation training.</p>		<p>33 government officials, PNPM programme from 3 districts were trained on the LRB and alternative design for road and swampy crossing construction.</p>
<p>2.5: Creation of new employment opportunities through implementation of small-scale projects to improve rural access using community contracting and local resource based approaches</p> <p><u>Activities</u></p>	<p>Number of additional work days generated; Number of community teams trained</p>	0 (2012)	<p>5000 additional work days generated; 5 community contracts completed</p>		<p>4 community contracts developed and signed</p>	<p>2660 working days created</p>	<p>4743 working days created</p>

2.5.1: Inputs for implementation of small works							
2.5.2: Community contracting for small works							
2.5.3: Ongoing supervision of work by a mobile construction trainer							
2.6: Establish guidelines and procedures for community driven participatory decision-making in the context of REDD+ initiatives	Guideline community driven participatory decision-making in the context of REDD+ drafted		Guideline prepared				
<u>Activities</u>							
2.6.1: Drafting of a guidelines on community driven participatory decision making in the context of REDD+							1 publication
2.6.2: Conduct technical workshop on guidelines with stakeholders		0 (2012)					
Output 3: A participatory model for green value chain development and sustainable livelihoods is introduced through improving the capacity of local stakeholders	End target	Baseline	End target	Q1	Q2	Q3	Q4
2.1: Fast track Assessment of the value chain	- Commodities for Value chain development are identified in target area. '- Conducted the value chain	0 (2012) No participatory Value Chain Assessment Available	assessment completed		2 commodities identified and VC assessment carried out	Further studies and assessment are carried out to develop workplan and technical guidelines for farmers on fisheries and rubber	
<u>Activities</u>							
3.1.1: Conduct value chain assessment							
3.1.2: Identifying strategies for developing green value chain and employment-rich low-carbon development							

3.1.3: Conducting workshop with stakeholders to socialize and validate the value chain							
<p>3.2: A process for community driven planning on how to create environmentally sustainable jobs and increase access to markets using the green value chain approach is established</p> <p><u>Activities</u></p> <p>3.2.1: Consultations with local Governments, employers, community leaders, and direct target groups are conducted to establish a coordination forum for planning</p> <p>3.2.2: Workshop is conducted to draft the strategy</p> <p>3.2.3: A workshop to integrate the strategy with national and provincial plan.</p>	A Local strategy for green value chain and local economic development is drafted	No VCD Plans in target area	strategy which Include: - Workplan - technical guidelines - Group development			two value chain short term workplan was developed for the project on fisheries and rubber.	- A two days workshop involving various stakeholders is made to develop the Local economic development strategy '- A two days rubber farmer-buyer forum to define a strategy was conducted to develop rubber development strategy
<p>3.3: Improved capacity of local trainers, for providing training on livelihoods, entrepreneurship and vocational skills</p> <p><u>Activities</u></p> <p>3.3.1: Assessment of the available non-formal and public training providers, including business development services (BDS)</p> <p>3.3.2: Selection of partners (training providers and BDS)</p> <p>3.3.3: Capacity building of the training providers using the ILO's 4-in-1 methodology</p>	Number of trainers has increased capacity to provide training on livelihoods, entrepreneurship and vocational skills (90% of the trainers are certified after training).	0 (2012)	10 trainers trained		14 trainers are trained on entrepreneurship	- 10 BDSP in Central Kalimantan was trained on Business development training including 1 Local NGO that will support the community in developing business or start up a business	

<p>3.3.4: Training of trainers for ILO entrepreneurship modules</p> <p>3.3.5: Review and development of green competency based standards for selected training courses ('greening' the existing competency standards and curriculum by adding the 'green components', or develop new standards and curriculum for occupations which are newly identified)</p>							
<p>3.4: Strengthened capacity of government stakeholders at the provincial, district and sub-district levels for designing, planning, implementing, evaluating and documenting programmes that support on value chain development and sustainable livelihoods</p> <p><u>Activities</u></p> <p>3.4.1: Consultations with government stakeholders at the provincial, district and sub-district level</p> <p>3.4.2: Trainings on programmes development and value chain approach</p> <p>3.4.3: Workshop to develop standard procedures with related government agencies</p>	Capacity of local government is strengthened for managing and achieving results	0 (2012)	20 government stakeholders involved in strategy development workshop/training on at least one value chain and green jobs for local economic development		12 local stakeholders was involved in the green value chain development training		<p>- Workshop on rubber farmer buyer forum was established.</p> <p>'- 30 governments officials and related stakeholders were involved in the green jobs local economic development strategy planning workshop</p>
<p>3.5: Delivery of efficient, effective and relevant demand-driven courses that will provide employable skills to support immediate improvement of livelihoods based on the green value chain strategy</p>	Number of persons trained on relevant vocational skills and/or on business management skills (85% of trainees complete the training)	0 (2012)	250 community members trained, rubber and fishires, synergies		256 participants involved in the entrepreneurship development training	- 126 participants involved in the rubber training, '- 130 participants	- 50 Selected participants were trained on Financial literacy

<u>Activities</u> 3.5.1: Demand-driven skills training (5 classes) 3.5.2: Entrepreneurship trainings (5 classes)	successfully)					involved in the fisheries training.	
3.6: Support community organisation and cooperative development as a strategy to improve productivity, access to finance and markets based on the needs identified in the green value chain and local economic development strategy	Number of organizations benefit from training community organisation and cooperative development (85% of organizations complete the training successfully). Number of community organisation. Number of trainings	0 (2012)	3 cooperative groups trained				- A tailored cooperative training has been designed and a number 30 cooperative managers trained on basic cooperative, have been designed. '- 1 existing cooperative in Berengbengkel, 4 farmers groups are organised and trained.
<u>Activities</u> 3.6.1: Assisting 3 community groups to develop simple savings and credit mechanisms using the ILO approach 3.6.2: Conducting business workshop to facilitate linking with buyers and financial institutions 3.6.3: Cooperative management training 3.6.4: Financial literacy training for the member of the community groups							
3.7: Provision of post-training support including technical coaching, placement services and networking for access to finance based on the green value chain strategy <u>Activities</u> 3.7.1: After training support and technical coaching for 100 beneficiaries, for 3 months 3.7.2: Documenting good practices	Number of persons in benefit from after training support (50% of successful trainees are employed or start a business 3 months after the training)	0 (2012)	100 community members have post training support			\	- LDP, a local NGO is hired to provide support for 256 fisheries and rubber farmers



## Green Livelihood Access for Central Kalimantan's Inclusive Environmental Response to Climate Change ILO- GLACIER

Palangkaraya, August 2013  
(July Update)

1

Environment investment



Rural Access



Green Livelihood

## Project Objectives & Target Area



International  
Labour  
Organization

### Environmental investment

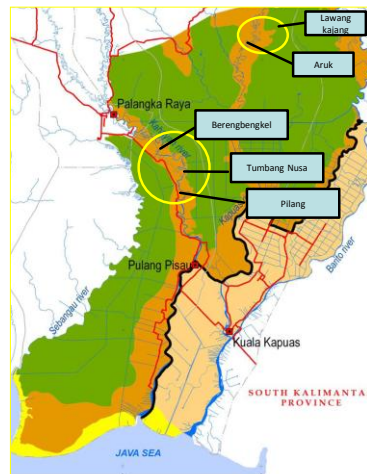
- Demonstration on environmental infrastructure investments that support responses to climate change using participatory local resource-based approaches and techniques to improve access to sustainable livelihoods;

### Rural Access

- Increasing the capacity of communities and local authorities to improve access to socio-economic facilities and markets in rural areas in support of sustainable livelihoods through meaningful participation in decision-making processes and local resource-based strategies;

### Green Value Chain Development

- Developing a participatory model for green value chain development and sustainable livelihoods optimization is introduced through improving the capacity of and opportunities for local stakeholders.



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## Annex 10 Presentation by Project Management team on September 2<sup>nd</sup> in Palangkaraya

## Component 1: Environmental Investment



- An international expert has carried out the canal blocking assessment
- Fire prevention signs, boards and regulations have been developed
- 8 artesian wells for fire extinguishers were provided in the target villages



- Planting on 114 hectares allocated by the beneficiaries in the 5 target villages completed
- Additional planting on 8 hectares of peat land out of 16 hectares in Tumbang Nusa as a synergy between component 1 and 2 has started
- 148,5 hectares rehabilitated in the 5 villages
- 236 beneficiaries got involved in plantation, 89 (38%) being women

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## Component 2: Rural Access



The swampy crossing will be completed at the end of August



400 meters motorbike trail and baby bridge in Pilang completed



Improvement of village roads in Aruk and Lawang Kajang completed



Training on LRB and environmental friendly construction completed

4,255 work days achieved in the construction in which 352 (8%) days for women, 476 (11%) for youth and 5 (0,1%) for people with disability  
Commitment of Pulang Pisau PU to propose government allocation for completion of the motorbike trail in Pilang

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## Component 3: Green Value Chains



Completion of the 25 fish ponds in the target village  
The fish cultivation started with the fingerlings provided for the fishery groups  
Ongoing coaching of the local BDSP for farmers in development of their business development plan and model

Coaching of Riwani Globe consultants for the local BSP  
Community meeting attended by rubber groups and factory representatives  
Completion of training on rubber nursery and plantation  
Establishment of rubber groups on nursery and plantation

Training on BDSP  
Value chain intervention workplan drafted  
Training and technical guideline on cooperative drafted  
Ongoing coaching for the farmer group

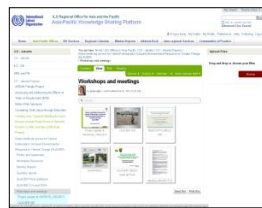
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## Cross cutting components



- Ongoing organization and management of the project's knowledge on the KSP. Waiting for the REDD+ Management Center to operate effectively to transfer knowledge
- Project participatory monitoring prepared to be carry out in August
- Project exposure tour and closing workshop prepared to be conducted in September
- Draft version of the project publication is available

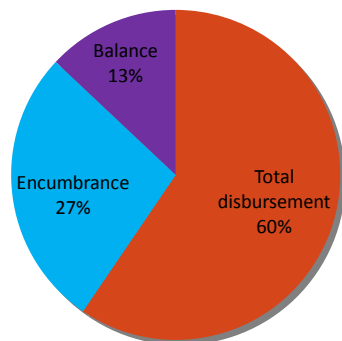


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## The Project's delivery as of 14 August 2013



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## Key Challenges



- Maintenance of the plantation by the farmer groups in the target village
- Fire threat for the plantations
- Maintenance of the village roads in Aruk and Lawang Kajang, the baby bridge and motorbike trail in Pilang
- Maintenance and production of the fish ponds in the target villages
- Management of both the rubber farmer and fishery groups
- Partnership between rubber farmer groups with relevant private sectors
- Regular coordination meetings with relevant government agencies for each components to get inputs for the implementation as well as assets hand over when the project closes down

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