



Evaluation Summary



International
Labour
Office

Evaluation Unit

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

Quick Facts

Country: *Indonesia*

Final Evaluation: *28th August 2013*

Mode of Evaluation: *Independent*

ILO Administrative Office : *Jakarta CO*

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

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Project End: *30st September 2013*

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

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

Keywords: *Green jobs, green value chain
development, agroforestry, deforestation,
employment creation, sustainable development,
climate change, labour intensive employment*

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

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 prove 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. . 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

ILO to address:

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 opportunities to replicate / scale-up GLACIER experiences in upcoming REDD+ projects within ILO and with key stakeholders.

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

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.

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.

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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.

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.