

**UNDEF**



The United Nations  
Democracy Fund

**PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS  
DEMOCRACY FUND  
Contract NO.PD: C0110/10**

**EVALUATION REPORT**



**UDF- INS-12-510– Developing alternative models of natural resource governance based  
on indigenous community participation in Aceh, Indonesia**

**Date: 22 July 2016**

## Acknowledgements

The evaluators would like to thank Affan Ramli, President of the Perkumpulan Prodeelat, for their support in organizing the evaluation. They are also grateful to the many stakeholders (Mukim representatives, districts authorities and NGOs stakeholders) who took the time to meet them in Bandah Aceh or to join them in phone interviews.

## Disclaimer

The views expressed in this report are those of the evaluators. They do not represent those of UNDEF or of any of the institutions referred to in the report. All errors and omissions are the responsibility of the authors.

## Authors

This report was written by Florence Burban and national expert Laila Kholid Alfirdaus. Aurélie Ferreira coordinated the evaluation. Landis MacKellar and Aurélie Ferreira provided editorial and methodological advice and quality assurance. Eric Tourrés was Project Director at Transtec.



Map of Indonesia (©UN)

## Table of Contents

I.	EXECUTIVE SUMMARY	1
II.	INTRODUCTION AND DEVELOPMENT CONTEXT	5
III.	PROJECT STRATEGY	9
	(i) Project strategy and approach	9
	(ii) Logical framework	11
IV.	EVALUATION FINDINGS	14
	(i) Relevance	14
	(ii) Effectiveness	17
	(iii) Efficiency	21
	(iv) Impact	23
	(v) Sustainability	24
V.	CONCLUSIONS	25
VI.	RECOMMENDATIONS	27
VII.	ANNEXES	28
	ANNEX 1: EVALUATION QUESTIONS	28
	ANNEX 2: DOCUMENTS REVIEWED	29
	ANNEX 3: LIST OF PEOPLE INTERVIEWED	31
	ANNEX 4: LIST OF ACRONYMS	33

## I. EXECUTIVE SUMMARY

### *(i) Project data*

This report is the evaluation of the project "Developing alternative models of natural resource governance based on indigenous community participation in Aceh" in Indonesia, implemented from 1 May 2014 – 30 April 2016 by the Perkumpulan Prodeelat in partnership with Nextdoc and Yayasan Rumpun Bambu Indonesia (YRBI). The project's operating budget was US\$225,000.

According to the project document, it aimed to strengthen five Mukim<sup>1</sup> communities' capacities in the Aceh province in developing, advocating for and implementing an alternative model of natural resource governance that promotes the participation and protects the rights of local communities, fosters environmental sustainability, and advances the interests of vulnerable and marginalized populations. To do so, the project aimed to raise awareness, and to build the capacity of five Mukims based on the successful experiences of four previous Mukims in implementing alternative governance models and to advocate the potential benefit of such alternative governance models through Mukim associations. The project's expected outcomes were to:

- Raise awareness of the general public on alternative environmental governance in Mukims
- Enhance the capacity of Mukim communities in advocating for and implementing alternative environmental governance
- Implement alternative models of environmental governance in five Mukim communities

### *(ii) Evaluation findings*

The project's objectives were **relevant** given the need for Mukim's bylaws enforcement. Although the legal framework gives a very broad autonomy to the Aceh provincial government, the acknowledgement of Mukim communities' organisations as the historical and administrative subdivisions of a sub-district remains fragile. Likewise, the legal framework which recognizes their authorities and asserts their rights to manage their natural resources under Aceh's Special Autonomy status is not yet enforced. As Mukims "officially" represent indigenous communities in Aceh, the intended strategy was also suited to the need of enhancing Mukim credibility towards the public and governmental authorities. Indeed, they partly lack the legitimacy and capacity to deal with community, village government (gampong) and local government, as the foundation to establish an alternate model of natural resource governance at the Mukim level. The existing Mukim associations, as collective forum, have not yet been effective as a pressuring entity in district policy making. They still lack visions, skills, orientations and strategies to build equal relations with them.

Working directly with five Mukims and twelve Mukim associations brought the project activities closer to the beneficiaries and directly affected their daily lives. Unfortunately, a number of strategic weaknesses in design, context and needs assessment, ultimately undermined the overall project's relevance. The project did not capture the contextual information needed for project implementation and issues faced by Mukims were not adequately addressed during the design and implementation phases. As a consequence, activities set up did not have much to do with their priority issues. It has obviously been assumed that sharing knowledge through a publication

---

<sup>1</sup> In Aceh a Mukim is a subdivision of a subdistrict and contains some villages

and a documentary film, through Mukim discussions and few trainings would suffice to formulate operational action plans and advocacy campaigns towards local authorities. Overall, the Perkumpulan Prodeelat project's intervention logic detracted from its initial coherence and inadequately promoted alternative models for natural resources governance.

The project was not **effective** in that most planned activities were not implemented as foreseen. The book and documentary film did not document best practices of the four previous Mukims. There was no evidence that the study review – which was more conceptual than practical – and the documentary film were used to transfer practical and methodological guidance on the alternative resource governance model. In addition, the lack of interactions between Mukims, authorities and the private sector undercut the achievement of the project's results, and devolved activities to the status of stand-alone actions. Perkumpulan Prodeelat activities focused on rewriting existing Mukim bylaws instead of starting from the existing basis to build on context-based alternative models. Although, it is obvious that those regulations are more a *raison d'être* than a true natural resource policy. Mukim's mapping had been conducted for a long time but the project did not take advantage of this to develop a mapping of gender needs, household spending, natural resource zoning, etc. nor to define the extent to which alternative models could serve the Mukim community's economic and social cohesion. As a consequence, none of the existing mappings were associated with the project financial, implementation or monitoring strategies and women and vulnerable groups stay aside of the development of a natural resource governance process.

In terms of **efficiency**, questions arose about the selection of those Mukims which required high spending on local travel with little left for actual on site activities. The selection of those five Mukims out of the 755 Mukims that exist in Banda Aceh was not explicit. Although the project document underlined the long grantee's experience with the Mukims, it is surprising that the grantee did not select the mukims who have already collaborated with it in the past. The five selected mukims collaborated for the first time with Perkumpulan Prodeelat in this project. There were also questions about the funds provided for Mukims' projects which consisted of only 6% of the total budget expenses.

Without performance data, it is difficult to assess project **impact**. It is probable that Mukims experienced personal awareness as a result of the Perkumpulan Prodeelat trainings and discussions with different perspectives but without evaluation of baseline information the extent of this awareness is impossible to determine. Nonetheless, The Perkumpulan Prodeelat project did not change the other stakeholders' perceptions but rather reinforced the perception of Mukims' weaknesses by the indigenous communities and local authorities.

Perkumpulan Prodeelat developed essentially good institutional relations with Mukims. However, the project's **sustainability** was impaired, as it failed to tackle the strategic issue of Mukim natural resource governance models in terms of socio-economic cohesion in Aceh.

### ***(iii) Conclusions***

- ***The project made sense for Mukims to assert their indigenous rights to govern natural resources especially in relation to the implementation of Aceh's Special Autonomy status but the intervention logic fail to build on existing data about Mukims and to actually study their needs.*** The project mostly revolves around broad issues about the political

economy of Aceh, which mainly relate to the the complex relations of the national, provincial and district governments with private and state-owned companies. The broad approach adopted missed the opportunity to connect with the beneficiaries and ultimately to achieve the project's goal. There was no contextual information on Mukim representatives' capacity, past experiences, actual governance over natural resources, nor on the nature of indigenous communities' engagement with Mukims. All this together impeded the Mukims to build their own capacity and enforce their credibility in the eyes of local authorities and private companies.

- ***From the standpoint of gender equality issues – in particular women and vulnerable people – the actual Mukim's practices were totally ignored.*** To date, Mukims do not have established strategies on gender equality nor vulnerable groups as an integrated part of Mukim natural resource governance. Although the project intended to encompass the gender dimension into natural resource governance, there was no information on the results achieved so far in terms of social and economic cohesion from the perspective of vulnerable communities and women. The project's intervention logic missed to incorporate learnings from "successful Mukims".

- ***The project did not put forward a concrete and operational framework on how to formulate and implement natural resource action plans.*** Most of the activities focused on awareness raising and Mukim's regulations rather than on improving their operational knowledge on natural resource governance schemes or on policy making and governmental advocacy role in this regard. This resulted in weak partnerships with local governments as well as with private and state-owned companies. This later greatly influenced the project success in achieving its development goal.

- ***The inclusion of baseline data was a good programmatic idea but it missed its purpose by using unrealistic indicators from the project start, impeding a proper measurement of changes and impact.*** The baseline data did not clearly identify the nature of Mukim weaknesses in dealing with the community, village and local government which resulted in unappropriated activities and *in fine* inadequate appreciation of results.

- ***The overall intervention strategy lacked the coherence and effectiveness necessary to satisfy indigenous collective interests, enhance Mukims' credibility towards authorities and enable them to impact natural resource governance performance.*** Activities focused primarily on meeting the demands of the Mukims on Mukim regulations, diverting the focus from the Mukims' ability to address natural resource policy performance. Although the project strategy intended to set up consultative meetings with the provincial and district governments, it did not materialise into project activities and Mukims still perceive local governments as their "enemy" while the local governments consider them as an "incapable and distracting entity". In the same line, Mukims are still unable to look at the importance and strategic advantages of building relationships with the private sector, nor to seek models that would respect equal relations in line with their bylaws.

#### ***(iv) Recommendations***

- ***Ensure that project designs more explicitly address Mukims' needs in terms of natural resource governance.*** In particular, the project design should focus on contextual information available on the Mukims and on the operational capacity observed to define priority needs, activities and logically support the achievement of the project objectives and development

goal. The inclusion of women and vulnerable groups in the development of natural resource governance process are fundamental as they are the main beneficiaries of community natural resources for fulfilling daily needs of families. An explicit agreement should be designed with Mukim leaders on how to involve women and vulnerable groups in the development of natural resource governance process at the project design stage.

- **Clarify the concept, methodologies and techniques of what indigenous community's natural resource governance entails. Encourage concerted coordination and joint governance initiatives among Mukims, local authorities and the private sector.** A clear distinction should be made between community governance and community management. One is about inter-party involvement and has to include public, private sectors, and community partnerships while a managerial approach remain among the community itself, as evidenced through the project action plans' activities.

- **Capitalise on successful natural resource models and foster exchanges of experiences among Mukim communities.** For decades, the majority of Aceh communities have been involved in major disputes with the government on matters of policy identification and/or welfare distribution. Raising awareness about the right to land and natural resources is no longer a priority and true needs lay in the strengthening of their capacity to rule and manage their natural resources in good knowledge of local constraints and specificities. Therefore, sharing lessons learned from other Mukims or other indigenous communities' experiences has a key role on circulating methodologies and techniques about governing natural resources.

- **Elaborating a results-based project performance and monitoring plan from the project beginning to track progress made towards achieving outcomes and to measure results.** This should be used to track expected activity outcomes and not only activity outputs. Examples of performance indicators could include: number/type of Mukim practice changes resulting from project activities, the nature of collaborative models elaborated within local authorities and private sectors, the level of communities and women involvement, the level of knowledge on other Mukims' practices, etc. The identification of Mukims' performance criteria through Mukims' initiatives is fundamental to enforcing Mukims' credibility towards indigenous communities and Indonesian authorities.

## II. INTRODUCTION AND DEVELOPMENT CONTEXT

### *(i) The project and evaluation objectives*

This report is the evaluation of the project "Developing alternative models of natural resource governance based on indigenous community participation in Aceh" in Indonesia, designed and implemented from 1 May 2014 – 30 April 2016 by the Perkumpulan Prodeelat in partnership with Nextdoc and Yayasan Rumpun Bambu Indonesia (YRBI). The project's operating budget was US\$225,000 out of which US\$22,500 were withheld for monitoring and evaluation purposes.

According to the project document, the project aimed to improve the capacity of five Mukim and indigenous communities in developing and implementing an alternative model of natural resource governance and to support 12 district Mukim associations on advocating the alternative models that promote the participation and protects the rights of local communities, fosters environmental sustainability, and advances the interests of vulnerable and marginalized populations. To do so, the project aimed to raise awareness of the successful experience of 4 previous Mukims that have already implemented their alternative model as to enhance the 5 targeted Mukims' capacities in implementing alternative environmental governance models, and to advocate the potential benefit of the Mukim alternative models through Mukim associations.

The project's expected outcomes were to:

- Raise awareness of the general public on alternative environmental governance in Mukims
- Enhance the capacity of Mukim communities in advocating for and implementing alternative environmental governance
- Implement alternative models of environmental governance in five Mukim communities

The project involved five Mukims, twelve Mukim communities' organisations, women and vulnerable people of five Mukim Communities, Acehese NGOs, and local authorities in five Mukims (i.e. Manjeng, Krueng Batee, Lamnga, Balee Labang, and Lam Kabeu). Activities included public awareness raising, policy analyses on natural resources, a study on successful Mukim practices on alternative environmental governance, Mukim and Mukim communities' organisations' capacity building activities and advocacy toward local authorities.

The evaluation of this project is part of a larger set of evaluations of UNDEF-funded projects. The purpose of these evaluations is to "contribute to a better understanding of what constitutes a successful project, which will in turn help UNDEF to develop future project strategies. Evaluations are also to assist stakeholders to determine whether projects have been implemented in accordance with the project document and whether anticipated project outputs/outcomes have been achieved".<sup>2</sup>

### *(ii) Evaluation methodology*

The evaluation started in May 2016 with fieldwork in Aceh from 1 to 5 June 2016 inclusive. An international expert and a national expert conducted the evaluation. UNDEF evaluations are more qualitative than quantitative in nature and follow a standard set of evaluation questions that focus on the project's relevance, effectiveness, efficiency, impact, sustainability and any value added

---

<sup>2</sup> See: Operational Manual for UNDEF-Funded Project Evaluations, page 6.



from UNDEF-funding (Annex 1). This is to allow meta-analysis in cluster evaluations at a later stage. This report follows that structure.

The evaluators reviewed the standard project documentation: initial project document, mid-term and final narrative reports, milestones reports, etc. (see list of documents annexed to this report). The evaluators also considered news clippings about project activities study, policy analysis and advocacy documentation and other audio-visual material produced by Perkumpulan Prodeelat. As a result of the initial desk study of project documentation (Launch Note UDF- INS-12-510, May 2016), the evaluators also identified the following key issues requiring closer scrutiny:

- **Relevance to democratic accountability.** The project document intended to raise awareness and to strength five Mukim capacities through the successful experiences made by four Mukims on natural resource governance. It intended also to advocate provincial and local authorities on the potential benefit of the Mukim alternative models within twelve Mukim associations. The evaluators assessed the extent to which the transfer of knowledge had been useful for the formulation of five Mukim detailed plans on natural resource governance and the extent to which the collaboration between local authorities and Mukim had improved.
- **Effectiveness /Partnerships.** .Implementing partners changed in the middle of the project period and differed from those originally planned in the project document. Nextdoc was identified by Perkumpulan Prodeelat as the implementing partner for the documentary film to replace Kampung Halaman and Yayasan Rumpun Bambu Indonesia (YRBI) who assisted the 12 Mukim associations' awareness campaign instead of supporting the mapping of Mukim territory as initially planned. Beyond these implementing partners, Perkumpulan Prodeelat intended to work with 14 other associates which are members of the Civil society organisations (CSO) Network Forum for Mukim Sovereignty, including JKMA, Komunitas Rencong, RPUK, YRBI, PENA).The project document was not explicit on the nature of partnerships between Perkumpulan Prodeelat and other CSOs. The evaluation assessed the Perkumpulan Prodeelat partnership approach.
- **Effectiveness/outcomes.** The project sets out that those alternatives models will promote the participation and protect the rights of local communities, foster environmental sustainability, and advance the interests of vulnerable and marginalized populations. The evaluation assessed the extent to which those alternative models have generated a better identification of environmental issues and greater protection of vulnerable communities.
- **Effectiveness/outcomes.** The project document clearly states that there is a problematic issue between Mukims and private companies. However, there is no activity to connect Mukim with the private sector. The evaluation assessed how Perkumpulan Prodeelat integrated the private sector issues into Mukim capacity building workshops.
- **Efficiency/project management.** The project document did not give much explanation of the successful experiences of natural resource alternative model implementation by the four Mukims and it did not refer to the extent to which Perkumpulan Prodeelat had participated to those successful experiences. The evaluators assessed to which degree lessons learned from successful Mukim initiatives had been taken into consideration and the extent to which Perkumpulan Prodeelat management efficiently transferred knowledge of experiences toward the five new targeted Mukims.
- **Efficiency/ Monitoring.** The project document sets out detailed indicators of success. The evaluators assessed the extent to which the indicators were actually used and whether the relevant information baseline was available, or developed during the project.
- **Impact/Measuring changes among participants.** The project document measured the outputs of its activities and tracked the changes that these activities might have made

among Mukim. Beyond the project outputs, the evaluation assessed the extent to which Perkumpulan Prodeelat baseline data had been used to measure the increased degree of Mukim capacity in defining, advocating and implementing their alternative model of natural resource governance actions plan.

- **Impact / Mukim Ownership and progress.** The Perkumpulan Prodeelat final report was not explicit on the Mukims' achieved results as regards to the implementation of the alternative natural resource plan and Mukim association advocacy results towards authorities. In similar vein, there was no information on the results achieved on social and economic cohesion regarding vulnerable communities and women.
- **Sustainability.** The grantee indicated that alternative natural resource governance action plans in the five target Mukims will be retained and utilized by other Mukim communities in Aceh beyond the project. No provisions were made in the project document to ensure the duplication of those initiatives or the use of lessons learned from the five Mukim initiatives. Those issues were assessed by the evaluation.
- **Project Added Value.** Mukim support is nothing new in Aceh and PP has extended experience with Mukim support. Perkumpulan Prodeelat has been focusing its works on strengthening the capacity of Mukim customary communities in Aceh for the past seven years by initiating a Mukim model, together with the Mukim customary authorities in two districts, on how Mukims can be sovereign in governing their customary assets, territory and issues. In the project framework, it would be interesting to know more about the added value brought by the grantee. The evaluation assessed the added value of this Perkumpulan Prodeelat initiative in comparison with its previous experiences.

The evaluators met a range of stakeholders during their visit:

- Perkumpulan Prodeelat team;
- A sample of targeted Mukim representatives;
- Mukim community organisations
- District authorities' representatives;
- Implementing partners such as Yayasan Rumpun Bambu Indonesia (YRBI)
- Academic representatives;
- Acehnese NGOs working with Mukims;

A list of people interviewed is annexed to this report (Annex 3). Despite the time limitations, the evaluators were able to form a well-rounded view of the project.

### ***(iii) Development context***

Although the legal framework gives a very broad autonomy to Aceh provincial government composed by 23 districts, 264 sub-districts, 755 Mukims, and gampong (village), the acknowledgement of Mukim communities' organisations and Mukim authorities as the historical and administrative subdivisions of a sub-district remains fragile. The lengthy period of Mukim dissolution (1979-2003) during the conflict between the Government of Indonesia and the Free Aceh Movement (GAM) has directly impacted the Mukim capacity and the new generation of Mukim is not well recognised and integrated in the Acehnese national resource development planning – in particular in Forest management.

The Special Autonomy for Special Province of Aceh<sup>3</sup> was followed by the Aceh Provincial Government decree (Aceh Qanun)<sup>4</sup> and the Law on Aceh Government<sup>5</sup> recognising the (i) Mukim as the official entity of indigenous community (*adat*) governance under the sub-district government, (ii) the community (*adat*) participation in development; and (iii) the important role that Mukim can play for vulnerable people. At district level, there are District decrees (Qanuns), which recognize *Mukim* property and *ulayat* (Mukim land) owned by *Mukim* and governed by customary law.<sup>6</sup> The property and *ulayat* include forest, land, river, estuary, lake, sea, mountain, swamp, and wetland. Dealing with this, the provincial decree<sup>7</sup> mentions that *Mukim* governance of property and *ulayat*, including the ones related to inter-*Mukim* regional borders, are recognized as long as they do not violate the existing regulations and their utilization is regulated by district-head based on Mukim's consultative agreement. In this respect, there have been regulations established at *Mukim* level. In the Perkumpulan Prodeelat project funded by UNDEF, *Mukim* regulation establishment also became one of the main activities. However, the process is still on going and the laws have not yet been finalized.

Indeed, priority issues related to Mukim's natural resource governance are complex and are not only related to governmental recognition or private sector. They include borders (of *adat* forest) with the state forest, borders with the other *Mukim*'s natural resource areas, *Mukim*'s natural resource policy and structure, *Mukim* natural resource database strengthening, *Mukim*'s natural resources policy implementation and funding, *Mukim*'s monitoring of natural resource governance, and gender perspective and awareness of vulnerable people in *Mukim* natural resource governance.

Unfortunately, *Mukims* seem to lack of capacity. *Mukim*'s roles remain unclear. They are not taken seriously in permission issuances of forest area opening and forest utilization, and they lack trust from the district government (Tuhoe, 2011).<sup>8</sup> *Mukims* do not directly get involved in strategic policy and development planning which have clear deals with their regions. *Mukim* have not yet been able to demonstrate their legitimacy on their territory and natural resources. *Mukim*'s structures and functions have not yet been strengthened and to some extent do not complement each other. *Mukim* apparatus' governing capacities are weak. *Mukim*'s relations with community, *gampong* (villages, in which by structure is their sub-ordinates) and local government (sub-district, district and provincial governments) are not effective and equal. *The existing Mukim* association as a collective forum for *Mukim* has not yet been effective as a pressuring entity in district policy making. The district government does not recognize them significantly.<sup>9</sup>

The project document assumed that private sector is another issue as 44% of total land area in Aceh is leased to private companies. It tends to consider them as a perpetually 'bad' entity for developing alternative models. While it is certainly true that all private companies do not respect the environmental governance rules, there is no private sector dealing with natural resources in the four successful Mukims and the five-targeted Mukims.

---

<sup>3</sup> Law No. 18/2001

<sup>4</sup> Aceh Provincial Government decree No. 4/2003

<sup>5</sup> Law on Aceh Government No. 11/2006 with detailed with Aceh Qanun ( decree) No. 10/2008

<sup>6</sup> Among the 4 project targets, there are 3 already established District Qanun, namely Aceh Besar (Qanun No. 8/2009), Bener Meriah (Qanun No. 8/2009), and Bireuen (Qanun No. 4/2012). Only Aceh Barat Daya that has not done so.

<sup>7</sup> Aceh Qanun No. 4/2003

<sup>8</sup> "Kembalikan Kedaulatan Mukim! [Get Mukim's Sovereignty Back!]", Tuhoe Bulletin, Edition XIV, December 2011, as cited from <http://www.jkma-aceh.org/kembalikan-kedaulatan-Mukim/> released on 18 february 2012 and retrieved on 9 June 2016 at 05:17 pm.

<sup>9</sup> Ibid.

Finally, although women are included in some Mukim structures, it is not clear how the perspective and sensitivity towards gender relations and vulnerable groups are asserted in the governance of Mukims and Mukim association. In many cases, *Mukim* regulations do not have clear strategies to consider gender equality and vulnerable groups as an integrated part of Mukim natural resource governance.

### III. PROJECT STRATEGY

#### *i.* Project strategy and approach

The project aimed to improve the capacity of five Mukim indigenous communities in developing and implementing an alternative model of natural resource governance in five Mukims and to support 12 district Mukim associations on advocating the alternative models that promotes the participation and protects the rights of local communities, fosters environmental sustainability, and advances the interests of vulnerable and marginalized populations. To do so, the project aimed to raise awareness of the successful experiences of 4 previous Mukims that have already implemented their alternative model, to enhance the targeted Mukims' capacities in implementing alternative environmental governance models, and to advocate to authorities on the potential benefit of the Mukim alternative models through Mukim associations.

In addition, the project intended to put a specific attention on gender, including women and vulnerable groups, in the whole process of this program cycle. In doing so, it was expected that Perkumpulan Prodeelat would (i) conduct a detailed identification of vulnerable groups in Mukim, (ii) build a commitment with Mukim leaders to involve these groups in the whole project cycle and (iii) build a consensus with Mukim leaders to involve at least 30 per cent women participation in the Mukim structure.

As described in the project document, the project had a five-part implementation strategy:

- The first part intended to **document the success of four<sup>10</sup> Mukims' alternative natural resource management by** conducting a review study on **existing government policies and four Mukim experiences** on alternative natural resource governance policy to demonstrate the extent to which Mukim customary communities have benefited from greater social inclusion and environmental sustainability from those environmental alternative models conducted. The results of this review study were intended to be published into a book and a documentary film in order to raise public awareness and to sensitize authorities, various media, all relevant CSO's and Mukim leaderships. It was also intended to use this study review to strength the other Mukims' capacities and to conduct a Mukim communities' associations advocacy campaign towards district governments on natural resource governance
- The second part of the strategy focused on Mukim capacity and Mukim association advocacy campaign. Based on the study review, it was expected to strengthen the Mukims' capacities and to **develop and implement alternative natural resource detailed action**

---

<sup>10</sup> The 4 successful Mukims are Saree, Lautung, Lam teuba, and Lam Pana

**plans for each of five targeted Mukims**<sup>11</sup> (including e. g. a map of the territorial boundaries and existing natural resources, basic principles, zoning, distribution pattern, conservation strategies, and maximum utility pattern of some natural assets to community's welfare improvement). In parallel, the grantee intended to use the study review results for organizing advocacy campaign towards provincial and district authorities conducted by 12 district Mukim associations.

- The third part focused on the coordination **of five Mukim with the provincial government of Aceh and its district governments** through exchanges of views, to advocate to sub-district government in supporting Mukim communities for developing and implementing their alternative natural resource governance policy.

The key assumptions of the strategy were the following:

- That the risk of weak authority participation could be offset by the large dissemination of the study and the documentary film to all government offices and donor organizations. The study also will be disseminated to various media outlets, all relevant CSO's and Mukim leaderships.
- That the risk of Mukim political action will be managed through the adequate selection of five neutral Mukim representatives.
- That the risk of natural disaster or political instability, could be managed through the involvement of Perkumpulan Prodeelat .

Although it was not originally foreseen, a three day kick off meeting was organized by Perkumpulan Prodeelat with all stakeholders to ensure common understanding on the project objectives and to discuss how Perkumpulan Prodeelat intended to collaborate within its implementing partners (i.e. Nextdoc Yayasan Rumpun Bambu Indonesia (YRBI) and PENA) the 14 other associates which are the members of the CSO Network Forum, including JKMA, Komunitas Rencong, RPuK.

The majority of activities were implemented by Perkumpulan Prodeelat internal staff. At the headquarters level, the grantee set up a permanent team of 10 persons in Banda Aceh to: (i) execute the review study, the policy analysis paper and the film (ii) to train, support and monitor the five Mukims' activities and 12 Mukim associations. At the local level, five Community Organizers were selected by Perkumpulan Prodeelat to facilitate Mukim work. Project management was implemented centrally, with programmatic details decided largely at Perkumpulan Prodeelat headquarters. All methodological steps including the study review, training content, and policy papers, were developed at the headquarters.

Perkumpulan Prodeelat focused on the execution of the review study, published the book with the review study results and completed the documentary film. It organised awareness raising meetings and trainings with Mukims' representatives and Mukims' associations as well as workshops within local authorities. At the end of the project Mukims were granted US\$3000 to implement an action on natural resource governance.

---

<sup>11</sup> Those five Mukims are: 1. Manjeng (West Aceh), 2. Krueng Batee (Southwest Aceh), 3. Lamnga (Aceh Besar), 4. Balee Labang (Bireuen), and 5. Lam Kabeu (Aceh Besar).

## ii. Logical framework

The following table summarizes the project's logical chain from activities to outputs contributing to the ultimate development objective. The table is based on the original logical framework provided by Permanent Peace Movement (PPM).

Project activities	Intended outputs	Medium-term impacts/outcome	Long-term development objective
1.1.1) A series of interviews with the Mukim leaders, women leaders and representative of marginalized and vulnerable groups in four inspiring Mukim.	Output 1.1 A study on alternative natural resource governance	Outcome 1: Raise awareness of general public on alternative environmental governance in Mukims	<b>BUILD MUKIM COMMUNITY CAPACITY TO EFFECTIVELY DESIGN, ADVOCATE FOR, AND IMPLEMENT AN ALTERNATIVE MODEL FOR NATURAL RESOURCE GOVERNANCE</b>
1.1.2) One day workshop with community groups, farmers, landless peasants, fisher folks, and women's groups on natural resources and its governance policies in four inspiring Mukim.			
1.1.3) Writing of study.			
1.1.4) Final editing and printing.			
1.1.5) Disseminate study results to government officials, donors, media, CSOs, and Mukim leaders.			
1.2.1) Develop film scenario, shooting footages.	Output 1.2: One documentary Film on the alternative environmental governance	Outcome 2: Enhance capacity of Mukim communities in advocating for and implementing alternative environmental governance	
1.2.2) Editing and final cut.			
1.2.3) Film screening premiers at 12 Mukim associations and to government officials.			
1.3.1) Writing of first draft on review of Aceh natural resources existing policies.	Output 1.3: A critical review of the existing policies on natural resources governance	Outcome 2: Enhance capacity of Mukim communities in advocating for and implementing alternative environmental governance	
1.3.2) Two experts meetings to analyse the natural resources governance policies and to produce the concept paper (four series).			
1.3.3) Consultation meetings with Mukims and associations.			
1.3.4) Public discussion on draft concept paper and symbolic hand over to representative of the Aceh government.			
2.1.1) One day workshop in each of the five target Mukim to identify area of focus for Mukim resources governance and formulate implementation strategy to set up Mukim natural resources governance.	Output 2.1: 18 Strategic Meetings (one each with of the target five Mukims) and 12 meetings with Mukim associations and one meetings with all 12 associations and five Mukims	Outcome 2: Enhance capacity of Mukim communities in advocating for and implementing alternative environmental governance	
2.1.2) One day workshop in each of the 12 Mukim associations to formulate and agree on advocacy strategy to promote better policies by the respective district government on natural resources governance.			
2.1.3) All-Aceh Mukim meeting to formulate and agree on advocacy strategy and implementation plan to promote better policies by the respective district government on natural resources governance.			

<p>2.2.1) Conduct four day mapping workshop using Quantum software (for 10 people from five Mukims).</p> <p>2.2.2) Formulate five Mukim territorial and resource maps.</p>	<p>Output 2.2: One training workshop for participatory mapping</p>	<p><b>Outcome 3: Implement alternative models of environmental governance in five Mukim communities</b></p>
<p>2.3.1) Writing of capacity building workshop module.</p> <p>2.3.2) Conduct 5 Capacity Building Workshops.</p> <p>2.3.3) 5 Mukims finalize action plan based on the consultation with members (map included).</p>	<p>Output 2.3: Five Capacity building workshops for five Mukims</p>	
<p>2.4.1) Writing of advocacy module for Mukim associations 2.4.1 Disburse small grants to Mukim associations.</p> <p>2.4.2) One day advocacy workshop in 12 Mukim associations to formulate advocacy strategy for 12 months and beyond.</p> <p>2.4.3) Advocacy strategy and plan formulated.</p>	<p>Output 2.4: One Advocacy Training workshops delivered for 12 associations</p>	
<p>2.5.1) Detailed planning by Mukim associations.</p> <p>2.5.2) Production of campaign materials (flyers, posters) and logistics.</p> <p>2.5.3) Implementation of 12 campaign activities (Talkshow, radio show, etc.).</p>	<p>Output 2.5: 12 Advocacy Campaigns by 12 Mukim associations</p>	
<p>3.1.1) Dialogue with district parliament and executives.</p> <p>3.1.2) Dialogue with relevant sub-district officials.</p>	<p>Output 3.1: 12 consultation meetings with the government officials in 12 target districts</p>	
<p>3.2.1) Mukims formulate bylaws in consultation with marginal and vulnerable groups.</p> <p>3.2.2) Conduct at least five 1-day meetings between Mukim representatives and community officials (at least one meeting/Mukim) to establish by-laws and discuss implementation of action plans.</p>	<p>Output 3.2: fiveconsultation meetings with the community officials in five target Mukims</p>	
<p>3.3.1) Presentation of the detailed action plan and Mukim bylaws of each target community to the Mukim assembly structure.</p> <p>3.3.2) Designate the working committee and the implementation structure.</p> <p>3.3.3) Disburse small grants to five target communities.</p> <p>3.3.4) Implement action plans on water, coastal, and forest management.</p> <p>3.3.5) Conduct implementation and monitoring meetings with Mukims 2x/month.</p> <p>3.3.6) Collect successful case studies of the five target Mukims (present it to the government authority, 12 Mukim associations, and submit to UNDEF).</p>	<p>Output 3.3: Implementation of the five alternative natural resources governance in Mukim communities</p>	

The logical framework does not clearly identify the methodology and systematic steps of building and implementing an alternative model of natural resource governance in indigenous community.

While the project document clearly states that there is a problematic issue between Mukims and private companies as well as issues on Mukim recognition by provincial and districts authorities, there is no activity to connect Mukims with the government and the private sector, as an integrated part of resource governance, to establish a three-party partnership.

There is no activity designed to enable *Mukim* (both the so called 'successful' ones and the targeted Mukim) to conduct collective learning to let them share their experiences on methodologies, and strategies to develop *Mukim*-based natural resources governance. In this respect, it is quite optimistic to consider that a study review based on four Mukims successful experiences would be sufficient to transfer the knowledge and the useful practices.



## IV. EVALUATION FINDINGS

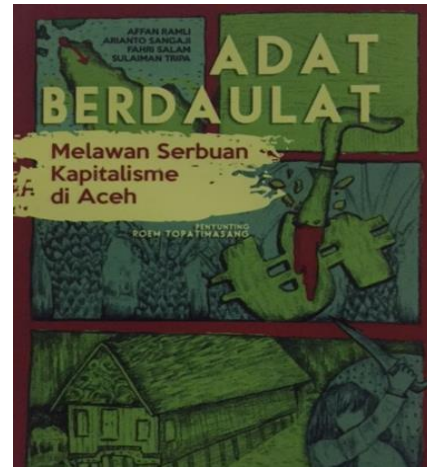
This evaluation is based on questions formulated to meet the criteria of the Development Assistance Committee of the Organization for Economic Cooperation and Development. The questions and sub-questions are found in Annex 1 of this document.

### (i) Relevance

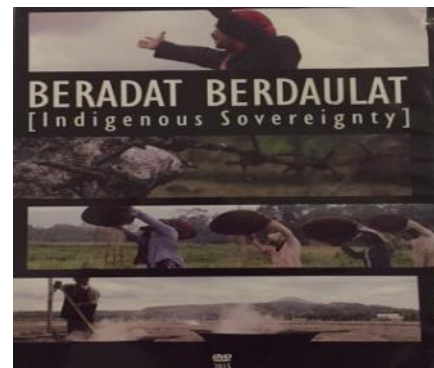
The project objective was fully consistent with the need of Mukims bylaws enforcement. The legal framework<sup>12</sup>, which recognizes Mukim authorities and asserts Mukim's rights to govern their natural resources, is not yet enforced. The project is also important considering that Mukims who represent "officially" indigenous communities in Aceh remain weak.

The intended project strategy was suited to the need to transfer knowledge from Mukims' successful alternative natural resource practices for raising public and authorities' awareness and for strengthening the methodological steps for the development of the five other targeted Mukims' natural resource detailed plans. The intended project's strategy of identifying five Mukims and 12 Mukim associations and working directly with them brought project activities closer to the beneficiaries, giving such efforts more direct meaning in their daily lives. It was also suited to the needs of vulnerable peoples and women, as it is widely recognized that the enforcement of Mukim bylaw is intrinsically linked to better community empowerment and more sustainable collaboration among all stakeholders. Mukim authorities and Mukim associations need to pool local civil society resources if they want to have a visible impact on local authorities and the indigenous communities and women communities they engage with.

The approach of strengthening interactions among multiple stakeholders including Acehese NGOs, academics, media, local authorities made the project relevant from a Mukim natural resource management development standpoint. Kick-offs hosting all related parties were an important first step in building



Perkumpulan Prodeelat Review study title: "[Indigenous Sovereignty](#): Against the incursion of Capitalism in Aceh"



Prodeelat documentary Film title: "Customary Indigenous Sovereignty"

<sup>12</sup> It includes Law No. 18/2001 on Special Autonomy for Special Province of Aceh, followed with Aceh Qanun (Aceh Provincial Government decree) No. 4/2003 and Law No. 11/2006 on Aceh Government, followed with Aceh Qanun No. 10/2008. The laws assert; 1) the recognition of *Mukim* as an entity of indigenous (*adat*) community governance under the sub-district government; 2) the participation of adat community in development; and 3) the special attention on the vulnerable people. Another one is Law No. 41/1999 on Forestry that regulates indigenous community's rights on forest. According the Article 67; Adat community have recognised rights as follows : a) grab forest products to fulfill the daily needs of the community; b) manage forest based on the existing customary law, which does not violate the existing laws; and c) access to empowerment in order to increase their welfare.

interparty trust to facilitate a common understanding of alternative natural resource model challenges.

A number of strategic design weaknesses, however, ultimately undermined the project's relevance (as well as its effectiveness). The project was undermined by some design flaws, which led to insufficient consideration of Mukim inherent weaknesses in the Acehese context. Specifically, the project activities were in some ways disconnected from the Mukim priority needs. These weaknesses detracted from the overall relevance and effectiveness of the project.

### **Project design**

**The lack of adequate baseline data** against the objectives hampered the overall relevance. The project document baseline data used by Perkumpulan Prodeelat in the project document did not report on the Mukim current situation, legitimacy or capacity. There was no detailed data on specific Mukim practices to assess what had been achieved so far and what was needed for local NGOs to increase their credibility and dialogue with stakeholders. Mukim performance in terms of poverty and gender equality issues were completely ignored. The project document eluded the fact that Mukims partly lack legitimacy and the capacity to deal with community, gampong and the local government, as the foundation to establish an alternate model of natural resource governance in Mukim level. Mukim apparatus' governing capacities are weak and there is no evidence that the Mukim honorific role goes far beyond their own communities. The existing Mukim associations as a collective forum for Mukim have not yet been effective as a pressuring entity in district policy making. Mukim and Mukim association seem to lack vision, skill, orientation and strategy to build equal relations with them.

**The project risks and inherent issues faced by Mukim authorities and Mukim associations** were not adequately identified nor addressed during the design and implementation phase. Activities set up do not have much to do with the Mukim issues for setting an alternative natural resources' governance models.. Mukim operational structures are not yet well established and do not complement each other. While it is certainly true that Mukim have not yet been able to develop an alternative natural resources policy, the Mukim regulations encompassing the overall legal framework are not yet established at Mukim level. In the absence of such Mukim regulations framework, it is very optimistic that they will be able to formulate a natural resource policy.

**The selection of four successful Mukims as well as the five targeted Mukims as beneficiaries is not explicit.** Indeed, conducting a study on the success stories of the existing Mukim natural resources governance is important because it intended to enable the grantee and the target Mukim and Mukim associations to compare their own situations, reflect and draw crucial lessons on methodologies and techniques of developing indigenous community natural resources governance from the previous experiences. However, the selection criterion of what is called a "success" is not clear. The selection of Mukim regarded as the learning sources and as the project target is also the same. Lesson sharing activities with the other NGOs who succeeded in building an alternative model of indigenous natural resource governance was not identified.

## Project Approach

The specified outcomes were ambitious, given the outputs expected to contribute to them. It appears to have been assumed that sharing knowledge through a book and documentary film and organising Mukim discussions and a few training workshops (i.e. six planned workshops, training workshop, and one advocacy training for Mukim associations) would be sufficient to formulate a detailed Mukim action plan (including a map of the territorial boundaries and existing natural resources, basic principal, zoning, distribution pattern, conservation strategies, and maximum utility pattern of various natural assets to community's welfare improvement) and Mukim Association Advocacy campaign towards local authorities. In terms of transfer of knowledge, it sounds ambitious to expect a community to learn about natural resource governance merely from a book and a film screening.



The absence of a methodological step for building and implementing an operational model of natural resource governance within Mukim and indigenous community (vulnerable people and women) was detrimental to the project relevance. The kick off meeting was not further documented. Beyond the transfer of knowledge with the book and documentary film, the project document was not explicit on how to formulate an action plan on natural resources policy. There was no activity to connect with the government and the private sector, as an integrated part of resource governance, for building a three-party partnership. There was no activity to connect Mukim with Indigenous people through the government (in particular women and vulnerable communities). Activities to enhance Mukim capacity was also not clearly asserted, given Mukim's weaknesses in those areas.

Since natural resource governance is part of Mukim responsibility, Mukim operational functioning is key to building credibility and legitimacy around natural resource issues. The absence of clear contextual information made it hard to identify the priority skills needed by Mukims and to then determine how to develop them. Although Mukim regulation establishment became one of the main Perkumpulan Prodeelat project activities, they are not directly linked with the formulation of a Mukim detailed action plan on the natural resource governance model. In addition, Perkumpulan Prodeelat did not involve Mukim associations or indigenous communities and it did not pressure local authorities by stressing the legal mandate of communities' engagement to create conditions for trust building among stakeholders.

### (ii) Effectiveness

The project was not effective, in the sense that most planned activities were not implemented. The book and documentary film did not document the four Mukims' successful practices. It is unclear how and to what extent the book and documentary film were useful in strengthening the five Mukims capacity on formulating an alternative model on natural resource management and on designing a Mukim association advocacy campaign. The focus, aim, methods and approaches of these activities are not clearly indicated.

While the book and documentary film were used for general advocacy purpose there was no evidence that these awareness products were used to transfer knowledge towards the five targeted Mukims. Although the book and film were well edited, they are rather conceptual and it was very optimistic to use them as the source of knowledge transfer in terms of Mukim-based natural resource governance. One out of four chapters treated to the Mukim practices (see Figure 1. Content of the book). It is worth noting that this book is not the first one on Mukim issues. While Perkumpulan Prodeelat claimed that this project impuled a new course at Ar-Raniry Islamic University, Banda Aceh, it is difficult to see the relevance of the inclusion of the 'Aceh customary system" course against the project objective.

The Mukim interviewees stressed that they did not know the existence of the book but several Mukim communities watched the documentary film. However, none of Mukim interviewees gained any specific methodology to set up their own natural resources' policy. Mukims are much more concerned by their own functioning and issues around forest borders with others Mukims.

**Many Perkumpulan Prodeelat activities were in somehow redundant with current activities undertaken by Mukims.** Project's activities focused on rewriting Mukim adat bylaws, which already existed, instead of building the real alternative model on how Mukim natural resource action plans. Mukim mapping<sup>13</sup> provided to UNDEF does not demonstrate any Perkumpulan Prodeelat specific added value as those maps are official ones designed at governmental level. Activities were conducted by the Mukim youth, participants of the Akademi Adat (Customary Mukim Academy), what Perkumpulan Prodeelat and Mukim identify as Mukim regulations is what Indonesia named "local wisdom". However, it is clear that local wisdom is more a *raison d'être* rather than a "natural resource policy". One Mukim interviewee said that the Mukims' mappings existed for a long time but there is no strategy on how to implement or control those natural

This book is not the first one. I wrote one on similar subject years ago. It exist already many' aceh customary system" courses in University . However this book like the other existing books does not necessarily provide the analytical and technical skills in dealing with natural resources governance.

**Academic interviewee comment**

NGOs in Aceh focus too much on politics and political discourse, rather than on something practical (technical). In other words, Mukim basically do not have problems with awareness, but they face difficulties to translate it down into something concrete.

**External expert in charge of mapping and formulation support comment**

"At present , Mukim is a tiger without teeth."

**Chief of Mukim in Aceh Besar**

<sup>13</sup> Mukim mapping was conducted by the Mukim Customary Mukim Academy members

resources. Nonetheless, there is no evidence that Perkumpulan Prodeelat supported thematic mapping on gender needs, household spending, natural resource zoning, etc. The existing mappings were not linked with financial analysis or the implementation and monitoring strategy. As a result, the project added value is not explicit and Mukim policy formulation, financing, implementation and monitoring are still lacking. The external consultant who delivered the training workshop for participatory mapping stressed that those training were very basic and cannot be used for designing an action plan per se. In this respect the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis released by UNDP Milestone report <sup>14</sup> underlined in somehow what Perkumpulan Prodeelat should have used as opportunities for drawing operational natural resources models from the Mukim context (see Table 1). As regards Mukim Association, Mukim interviewees stressed that Mukim association set an advocate governmental and provincial authorities' plan but at present it is useless.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- <b>Some Mukims have already mapped their territory and resources</b></li> <li>- Mukims are acknowledged in regulations as being part of the government structure</li> <li>- Mukim forum exists at district level</li> <li>- Acknowledgement/recognition of Mukim authority by Geuchik, Imeum Gampong</li> <li>- Mukims have an important role in, and a means to resolve conflicts &amp; disputes</li> <li>- Long history of Mukim</li> </ul>	<ul style="list-style-type: none"> <li>- Mukim maps incomplete (700 more Mukims); only small number have maps</li> <li>- Institutional structure is in place but the positions are not always filled (only Imeum Mukim &amp; Sekim)</li> <li>- Government administration (camat) often not aware of Mukims</li> <li>- Not all Mukims have an SK Bupati (District regulation)</li> <li>- Weak bargaining position, limited recognized authority to manage natural resources</li> <li>- Human resources, access to information/technology and skills weak. Example: ability to use computer technology</li> <li>- Lack of regeneration of leaders</li> <li>- Limited resources (facilities, infrastructure, finance)</li> <li>- Community support still weak</li> <li>- People listen to people who have economic power (money) rather than traditional leaders; and where it does exist it is misused (private &amp; public sector)</li> <li>- Weak coordination with Geuchik; different understanding of Mukim roles between Geuchik &amp; Imeum Mukim</li> <li>- Lack of written records and public knowledge/awareness</li> <li>- Consensus decision making, musyawarah, rarely practiced at Mukim level</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>- Special region/authority of Aceh</li> <li>- Historical position and privilege associated with 'adat' &amp; Mukim in Aceh</li> <li>- Enabling policies: Law 11/2006 on LoGA, Qanun Aceh 4/2003 on Mukim, Qanun Kab/kota (17 of 23), Pergub 60/2013, Village Law 6/2014 (special clause on Aceh)</li> <li>- Some of these policies very clearly recognize Mukims as an institution with a role in governance</li> <li>- A specific spatial territory associated with Mukims</li> <li>- Mukim structure that delineates roles/responsibilities associated with different resources (Panglima Laot, Krueng, Blang, etc)</li> <li>- Support from stakeholders like the adat community, Wali Nanggroe, civil society and academia</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of political will</li> <li>- There are regulations, but they are not well-socialized and implemented. Nomenclature is not harmonized between levels (province, district, Mukim, gampong)</li> <li>- Lack of clarity in the Village Law on how it will be applied in Aceh</li> <li>- Lack of nomenclature synchronization: Qanun Mukim with those at provincial and gampong level as well as with sectoral policies</li> <li>- Camat (subdistrict head) does not involve the Mukim</li> <li>- Mukims lack 'identity' &amp; recognition (stamps, letter heads, media recognition, etc.)</li> <li>- Authority of the Panglima Laot is positioned higher than the Mukim, and receives direct orders from province (mismatch)</li> <li>- Mukims lack access to government financial resources</li> <li>- Govt &amp; NGO programmes do not involve the Mukims</li> <li>- Mukims considered 'just a customary institution' even though they have a position in governing Aceh</li> </ul>

<sup>14</sup> Hester Smidt, UNDP Milestone report, Output 2.3, August 2015

- Room for strengthening knowledge/awareness through school curriculum since it allows for local subject matters	- Gov't staff have limited understanding of Mukims and overlapping roles between gov't administration and Mukim - Private sector, political parties sometimes exploit the influence of Mukims to gain legitimization - Lack of young, aspiring Mukim leaders - No dedicated academic programmes to retaining customary, adat knowledge or working with Mukims
--	--

**Table1. UNDP Milestone report, August 2015**

Several Mukim beneficiaries confessed that they needed to know more on how defining criteria and methodology for the natural resources governance model and wanted to be connected to more extensive information and knowledge networks working on these issues. They also confessed that they would like to be connected with private companies that respect Mukim regulations. To date they are totally ignored by the private sector that deals directly with local authorities. There was no specific mechanism to include private sector dialogues in this project. The absence of a connection between Mukim and district/provincial authorities reduced the effectiveness of the overall push for Mukim recognition to collaborative Mukim-authorities partnerships. It was reported that Perkumpulan Prodeelat workshop discussions failed to specify how natural resources should be governed and how Mukim actors could improve social and economic cohesion within communities.

**Book Content : dat Berdaulat: Melawan Serbuan Kapitalisme di Aceh” (The Sovereign Indigenous community: Struggling Against Capitalism in Aceh); Author: Affan Ramli, et. al., Editor: Roem Topatimasang**

**Chapter 1:** *Gives background, political and economical information about the complex (power) relations of community, corporation (national and multinational) and the state in Aceh over the years* It highlights that the “privilege” to Aceh to govern its region by its customary law (based on Islam) through the implementation of “Special Autonomy” policy has not yet impacted on community’s welfare.. Instead of improving people’s autonomy and welfare, Aceh becomes more open to the expansion of national and multinational corporations.

**Chapter 2:** *In response to the complex relations of community, corporation there is a need to raise awareness among community to struggle against this situation.* The very first thing to do is to reformulate *adat* (customary laws). It highlights that the Achenese struggle against political economic subordination implies self-awareness , self-empowerment and self-advocacy.

**Chapter 3:** *Dealing with self-empowerment in adat (indigenous) community,* There is a clear challenge within the state. The first relates to the (national) laws that always change. The second relates to the seemingly continuing suspicion that indigenous communities will be a barrier for national interest. The third, which is more political and economic, relates to the fear of the state losing power once indigenous community is totally recognized. There is still an internal assertion to constrain Mukim’s autonomy to govern their natural resources by including the district-head as the regulator in the utilisation of the natural resources. Meanwhile, it is made clear that the national laws mention Mukim is NOT under district’s rule. District is only to coordinate and supervise.

**Chapter 4:** *Provides some examples of Mukim governance in conserving forest and rivers, as well as in managing the utilisation of sea resources and forest farming, which still run quite effectively.*

Although several meetings took place with Mukims, most of project activities were not implemented as foreseen (see Table.2). The Perkumpulan Prodeelat project's intervention strategy on selected five Mukim and a Mukim association was inadequately responsive for the mapping and formulation of alternative natural resources detailed action plan. It did not provide adequate answer to increase the Mukim' capacity/Mukim' credibility. Except for one Advocacy Training workshop delivered for twelve associations, there were no activities undertaken by the grantee with Mukim association on advocacy support.

The missing activities (i.e. Outcome 3) on connecting Mukim with community, the district and provincial government, as well as the private sector to promote partnership put into question the overall coherence and effectiveness of such a project. These parties are keys in making sure that the alternative models gain legitimacy and recognition and giving the optimal benefits for community. Having meetings are not enough. There should be a clear strategy to convince the local government and the private companies that Mukim are trusted and that working with Mukim is beneficial for both parties.



**Prodelaat awareness campaign**

Eventually there was no evidence that Perkumpulan Prodeelat encouraged the inclusion of women and vulnerable groups in the development of natural resource governance process. Although women are the main beneficiaries of community natural resources for fulfilling daily needs of families, no consensus was built with the Mukim leaders to involve a minimum of 30 percent of women participation as foreseen in the project document

**Table 2. Realisation of the project activities against the expected outcomes**

Expected Output according to the project document	Output realized according the final report Comments	Outputs realized ac. to the interviewees
<b>Outcome 1: Raise awareness of general public on alternative environmental governance in Mukims</b>		
A study on alternative natural resource governance	- No special focus on successful practices implemented by the four Mukims	<b>YES</b>
One documentary film on the alternative environmental governance	- Documentary film does not focus on ‘How to’ and Best practices designed and implemented by four Mukims on natural resources governance	<b>YES</b>
Public discussion on draft concept paper with representative of the Aceh government and Consultation meetings with Mukims and associations took place	- The draft concept paper embraced the overall problem of Mukims rather than practical issues faced by Mukims	<b>NO</b>
<b>Outcome 2: Enhance capacity of Mukim communities in advocating for and implementing alternative environmental governance</b>		

<ul style="list-style-type: none"> <li>- Five strategy meetings instead of 18 meetings conducted at five target Mukims and one instead of 12 meetings conducted with Mukim associations –</li> <li>- Training workshop for participatory mapping</li> </ul>	<ul style="list-style-type: none"> <li>- Several Mukim meetings took place but no evidence of Perkumpulan Prodeelat added value on Mukim mapping</li> <li>- No evidence of capacity building workshop result (no Mukim action plan, no Mukim strategy/ policy -</li> <li>- No advocacy strategy, no implementation plan with 12 Mukim associations</li> </ul>	<b>NO</b>
<ul style="list-style-type: none"> <li>-12 Advocacy Campaigns by 12 Mukim associations</li> </ul>	<ul style="list-style-type: none"> <li>- No formulation of Mukim Association advocacy strategy (Mukim association has already developed their own advocacy plan but it was useless)</li> <li>- No advocacy campaign</li> </ul>	<b>NO</b>

**Outcome 3: Implement alternative models of environmental governance in five Mukim communities- Not Implemented**

**(iii) Efficiency**

The coordination and collaboration between Perkumpulan Prodeelat and its implementing partners and others CSOs were of good quality. However, there is an overall impression of insufficient guidance, supervision and general quality control throughout the overall project process. While the project document was explicit on the project implementing partners’ tasks that were supposed to be carried out by the grantee and Nexdoc, there were no Perkumpulan Prodeelat guidance or monitoring on the implementing partner’s methodological approaches used, given the existing Mukim situation. Besides Nexdoc, who was in charge of the documentary film, the role of Yayasan Rumpun Bambu Indonesia (YRBI) as well as 14 CSOs including JKMA, Komunitas Rencong, RPUK, YRBI, and PENA, members of the CSO Network for Mukim Sovereignty were mainly restricted to the project design.



**Mukims' meeting**

There were also questions raised regarding Perkumpulan Prodeelat time management. Beyond the changes of implementing partners and targeted Mukim (Manjeng *Mukim* was replaced by Simpang Tiga *Mukim* in Bener Meriah) the grantee was mainly concerned on book publication, film realisation and awareness raising activities. The majority of planned activities with Mukim and authorities were undertaken two months prior to project ended. There was no activity with Mukim associations on advocacy strategy due to financial constraints as reported in Perkumpulan Prodeelat’s final report. Eventually the grantee did not have the opportunity to optimally support the implementation, monitoring and sustainability of the so-called “alternative model” over a two-year period.

There were also serious concerns about the overall project documentation including financial information. During the preparation and the implementation of the evaluation field mission, Perkumpulan Prodeelat was not able to provide the majority of consistent documents about the activities carried out. (see Table.3) neither during nor after the field mission.

**Table 3. Documentation provided to the evaluation team on project outputs by Perkumpulan Prodeelat**



Expected Output according to the project document	Output realized according to the final report Comments	Documentation provided to the evaluation team
-A study on alternative natural resource governance -- Other documents available	. - Problem Mapping and Strategic Planning for five Targeted Mukims - Small Grant Monitoring Report - Three days kick off meeting which was not anticipated in the project document	YES
-One documentary film on the alternative environmental governance		YES
-Public discussion on draft concept paper with representative of the Aceh government and Consultation meetings with Mukims and associations	- While there was a concept paper, no minutes of the content public discussions were available	NO
- Strategic Meetings with Mukim and Mukim associations - One training workshop for participatory mapping	- No training module for participatory mapping - No minutes of meetings held with Mukim - No formulation of a detailed plan	NO
-12 Advocacy Campaigns by 12 Mukim associations	- No training module delivered by Perkumpulan Prodeelat for Mukim associations	NO
- 12 consultation meetings with the government officials in 12 target districts, community officials in five target Mukims	- No minutes on meetings organised by Perkumpulan Prodeelat between Mukims and district authorities	NO
- Implementation of the five alternative natural resource governance in Mukim communities	- No Mukim detailed action plan available - No Mukim Report on grants delivered to Mukim (four grants were delivered at the evaluation time) - No collection of successful cases which can be replicated	NO
-12 consultation meetings with the government officials in 12 target districts (Dialogue with district parliament and executives, Dialogue with relevant sub-district officials	- No consultation with the executive and Parliament - No minutes of meeting held with sub district officials	NO
- Formulation by-laws in consultation with marginal and vulnerable groups	- No information on activity held with marginal and vulnerable groups or women	NO

Another critical view would question the selection of Mukim. The complications involved in reaching each Mukim and the distance between each Mukim area required a large travel budget for Perkumpulan Prodeelat staff in comparison with that for the Mukim activities in the field (see Table 4). Travel costs should have been better anticipated.

In this respect, there is some concern about the proportion of funds provided directly to Perkumpulan Prodeelat staff compared to the funds provided to Mukim beneficiaries. The allocated funds to the grantee represent more than 30% if one considers that the staff salary represent 20% and the book, the concept paper realised by the director of Perkumpulan Prodeelat represent around 10%. However, the funds provided to five Mukim project activities (US\$3000 / Mukim) represent only 6% of the budget spent.

**Table 4: Proportion of the budget allocation per activity**

DESCRIPTION	% Activity expenses / BUDGET TOTAL
Salaries	20%
Travel	11.46%
<b>Outcome 1: Raise awareness of general public on alternative environmental governance in Mukims – 17,53% of contractual services realised by Perkumpulan Prodeelat</b>	
Contractual services (Output 1):	
1. A study on Mukim natural resource and Book Publishing	6.7%
2. Film	7.67%
3. Concept paper	3.16%
<b>Outcome 2: Enhance capacity of Mukim communities in advocating for and implementing alternative environmental governance- 21,13% allocated to Mukim and Mukim associations meeting and training</b>	
1. 18 strategic meeting (12 Mukim forums, five target Mukims and one big meeting)	11.24%
2. One training workshop on participatory mapping	1.06%
3. Five capacity building workshops for five target Mukims	7%
4. One advocacy training workshop for 12 Mukim forum	1.83%
<b>Outcome 3: Implement alternative models of environmental governance in five Mukim communities- 7,98% allocated to meeting realised between Mukims and Local authorities</b>	
1. Consultation meetings with 12 district government officials	0.64%
2. Consultation meetings with community officials in five target Mukims	0.97%
3. Implementation of five Mukim natural resource governance	6.37%
4. Mukim community activity	4.62%
Miscellaneous	6.67%
Total project cost	89.39%
Monitoring and evaluation	0.4%
Bank charge/stamp charge	0.06%
<b>Total of Expenses</b>	<b>89.85 %</b>
Balance	<b>0.15%</b>
UNDEF Monitoring and Evaluation	<b>10%</b>
<b>TOTAL PROPORTION OF THE BUDGET</b>	<b>100%</b>

Note: the budget lines as per the project Budget (Also attached).

#### **(iv) Impact**

The project's visibility as a result of the book and the documentary film has raised Perkumpulan Prodeelat's profile in Banda Aceh. Nevertheless, the project failed to develop Mukim skills on alternative natural resource action plans. It did not help Mukim to think more strategically and operationally about the implementation of natural resource governance models. With the project completed, there was no joint strategic planning among five Mukims and local authorities nor was there evidence that the project had changed stakeholders' initial perceptions about Mukim credibility. There is no evidence to date that Mukim project activities have had a demonstrable impact on the ground. At the end of the grant process, Mukims were unsuccessful in leveraging governmental funding for enforcing the sustainability of their initiatives.

Considering that the project has not yet succeeded in establishing an operational model of indigenous community's natural resource governance, it is difficult to say that the project has had a significant impact on Mukim communities, including women and the vulnerable groups who are the main beneficiaries of community's natural resources. Yet, it is difficult to measure the communities' empowerment and the communities' capacity on natural resources governance. As such, the project **impact** is not robust.

#### **(v) Sustainability**

While it is true that Mukim alternative natural resources model is a long process, the team is unable to make any assessment on the sustainability of the changes generated by the project to date. For instance, Krueng Batee Mukim who created an access road to waterfall resource for the family recreation area has not yet defined on how the Mukim will maintain this area. While Mukim authorities and Mukim Associations may be more aware of the natural resource challenges, the evaluators doubt that this project will be able to affect any sustainable changes.



**Perkumpulan Prodeelat Team**

It did not deal with practical issues on the impact of natural resource governance on social and economic cohesion. Indeed, it was a zero-sum game, because there has been no significant change in the Mukim practices. Local government and communities do not see the advantage of strengthening Mukim decision-making process. Better coordination among Mukim Associations to ensure a more effective role as advisors to local stakeholders did not occur.

#### **(iv) Value added**

UNDEF's value added was to loan its name to the idea of the Mukim's rights to govern their natural resources dedicated to enforcing the Mukims bylaws designed in the Special Autonomy for Province of Aceh. UNDEF funding lent Perkumpulan Prodeelat and project activities greater credibility and visibility in the eyes of local authorities and stakeholders. The status of Aceh Province and natural resources policies are sensitive issues in Indonesia, and attaching the UN logo to the project helped present it as an apolitical, neutral exercise. The Perkumpulan Prodeelat activities, however, diverted the focus from the outcomes contained in the project document. The UN logo was eventually used to promote practices similar to those already employed by Mukim authorities and Mukim associations—practices with proven limitations when it comes to economic and social cohesion and gender equity.

## V. CONCLUSIONS

Based on the evaluation findings, the team concludes:

**(i) The project made sense for Mukims to assert their indigenous rights to govern natural resources especially in relation to the implementation of Aceh's Special Autonomy status but the intervention logic fail to build on existing data about Mukims and to actually study their needs.** The project mostly revolves around broad issues about the political economy of Aceh, which mainly relate to the the complex relations of the national, provincial and district governments with private and state-owned companies. The broad approach adopted missed to connect with the beneficiaries and ultimately to achive the project's goal. There was no contextual information on Mukim representatives' capacity, past experiences, actual governance over natural resources, nor on the nature of indigenous communities' engagement with Mukims. All this together impeded the Mukims to build their own capacity and enforce their credibility in the eyes of local authorities and private companies.

**(ii) From the standpoint of gender equality issues – in particular women and vulnerable people – the actual Mukim's practices were totally ignored.** To date, Mukim's do not have established strategies on gender equality nor vulnerable groups as an integrated part of Mukim natural resource governance. Although the project intended to encompass the gender dimension into natural resource governance, there was no information on the results achieved so far in terms of social and economic cohesion from the perspective of vulnerable communities and women. The project's intervention logic missed to incorporate learnings from "successful Mukims".

**(iii) The project did not put forward a concrete and operational framework on how to formulate and implement natural resource action plans.** Most of the activities focused on awareness raising and Mukim's regulations rather than on improving their operational knowledge on natural resource governance schemes or on policy making and governmental advocacy role in this regard. This resulted in weak partnerships with local governments as well as with private and state-owned companies. This later greatly influenced the project success in achieving its development goal.

**(iv) The inclusion of baseline data was a good programmatic idea but it missed its purpose by using unrealistic indicators from the project start, impeding a proper measurement of changes and impact.** The baseline data did not clearly identify the nature of Mukim weaknesses in dealing with the community, village and local government which resulted in unappropriated activities and *in fine* inadequate appreciation of results.

**(v) The overall intervention strategy lacked the coherence and effectiveness necessary to satisfy indigenous collective interests, enhance Mukims' credibility towards authorities and enable them to impact natural resource governance performance.** Activities focused primarily on meeting the demands of the Mukims on Mukim regulations, diverting the

focus from the Mukims' ability to address natural resource policy performance. Although the project strategy intended to set up consultative meetings with the provincial and district governments, it did not materialise into project activities and Mukims still perceive local governments as their "enemy" while the local governments consider them as an "incapable and distracting entity". In the same line, Mukims are still unable to look at the importance and strategic advantages of building relationships with the private sector, nor to seek models that would respect equal relations in line with their bylaws.

***(vi) Sustainability of the changes achieved by the project with Mukims is unknown due to the lack of evaluation, as much as the Mukim grant initiatives' benefits which seem to have ended with the project.***

## VI. RECOMMENDATIONS

**(i) Ensure that project designs more explicitly address Mukims' needs in terms of natural resource governance.** In particular, the project design should focus on contextual information available on the Mukims and on the operational capacity observed to define priority needs, activities and logically support the achievement of the project objectives and development goal. The inclusion of women and vulnerable groups in the development of natural resource governance process are fundamental as they are the main beneficiaries of community natural resources for fulfilling daily needs of families. An explicit agreement should be designed with Mukim leaders on how to involve women and vulnerable groups in the development of natural resource governance process at the project design stage.

**(ii) Clarify the concept, methodologies and techniques of what indigenous community's natural resource governance entails. Encourage concerted coordination and joint governance initiatives among Mukims, local authorities and the private sector.** A clear distinction should be made between community governance and community management. One is about inter-party involvement and has to include public, private sectors, and community partnerships while a managerial approach remain among the community itself, as evidenced through the project action plans' activities.

**(iii) Capitalise on successful natural resource models and foster exchanges of experiences among Mukim communities.** For decades, the majority of Aceh communities have been involved in major disputes with the government on matters of policy identification and/or welfare distribution. Raising awareness about the right to land and natural resources is no longer a priority and true needs lay in the strengthening of their capacity to rule and manage their natural resources in good knowledge of local constraints and specificities. Therefore, sharing lessons learned from other Mukims or other indigenous communities' experiences has a key role on circulating methodologies and techniques about governing natural resources.

**(iv) Elaborating a results-based project performance and monitoring plan from the project beginning to track progress made towards achieving outcomes and to measure results.** This should be used to track expected activity outcomes and not only activity outputs. Examples of performance indicators could include: number/type of Mukim practice changes resulting from project activities, the nature of collaborative models elaborated within local authorities and private sectors, the level of communities and women involvement, the level of knowledge on other Mukims' practices etc. The identification of Mukims performance criteria through Mukims' initiatives is fundamental to enforcing Mukims' credibility towards indigenous communities and Indonesian authorities.

## VII. ANNEXES

### ANNEX 1: EVALUATION QUESTIONS

DAC criterion	Evaluation Question	Related Sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	<ul style="list-style-type: none"> <li>▪ Were the objectives of the project in line with the needs and priorities for democratic development, given the context?</li> <li>▪ Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?</li> </ul>
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	<ul style="list-style-type: none"> <li>▪ To what extent have the project's objectives been reached?</li> <li>▪ To what extent was the project implemented as envisaged by the project document? If not, why not?</li> <li>▪ Were the project activities adequate to make progress towards the project objectives?</li> <li>▪ What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?</li> </ul>
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	<ul style="list-style-type: none"> <li>▪ Was there a reasonable relationship between project inputs and project outputs?</li> <li>▪ Did institutional arrangements promote cost-effectiveness and accountability?</li> <li>▪ Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?</li> </ul>
Impact	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?	<ul style="list-style-type: none"> <li>▪ To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address?</li> <li>▪ Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative?</li> <li>▪ To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization?</li> <li>▪ Is the project likely to have a catalytic effect? How? Why? Examples?</li> </ul>
Sustainability	To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?	<ul style="list-style-type: none"> <li>▪ To what extent has the project established processes and systems that are likely to support continued impact?</li> <li>▪ Are the involved parties willing and able to continue the project activities on their own (where applicable)?</li> </ul>
UNDEF value-added	To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?	<ul style="list-style-type: none"> <li>▪ What was UNDEF able to accomplish, through the project, that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc.).</li> <li>▪ Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues?</li> </ul>

## ANNEX 2: DOCUMENTS REVIEWED

### **Prodeelat Related Documents**

- Prodeelat Project Document, “Developing Alternative Models of Natural Resource Governance based on Indigenous Community Participation in Aceh, Indonesia”
- Prodeelat Mid-term Budget Report
- Prodeelat Mid-term Progress Report
- Prodeelat, Final Narrative Report
- Prodeelat CSO Implemented Projects (CSOP)-Milestone Financial Utilization Report
- Prodeelat Term of Reference for Strategic Meetings among Mukim Representatives in Aceh, “Setting Up Strategic and Action Planning to Advocate for Mukim Rights on Authorization and Governance of Natural Resources Governance in Aceh”.
- Prodeelat, Agreement on Follow-up Planning (For 2 Years Period)
- Prodeelat Project Mind Map
- Hester Smidt 2015, Brief Procurement Notice, Milestone Monitoring Report, UNDP (United Nations Development Programs)
- Hester Smidt 2015, Milestone Verification Report, UNDP (United Nations Development Programs)
- Map of Glee Bruk Mukim
- Map of Balee Labang Mukim
- Map of Lamnga Mukim
- Map of Simpang Tiga Mukim
- Prodeelat, The Financial Utilization Report Per August 2015
- Taqwaddin Husin 2014, “Recognition on Bylaw-Indigenous Community in Aceh Qanun”, A Contributive Thought for Banten Provincial Legislature”.
- Prodeelat Concept Paper 2015, “Heading to Authorization and Governance of Indigenous Natural Resource Governance in Aceh”.
- UNPDF (United Nations Partnership for Development Framework), 2011- 2015, Indonesia

### **Prodeelat Publications and Dissemination**

- Abu Mufakhir and Hanny Wijaya 2014, *Di Balik Kisah Gemerlap: Pergulatan Gerakan Sosial di Aceh Sesudah Tsunami*, Insist and Development and Peace, Yogyakarta.
- Affan Ramli, Arianto Sangaji, Fahri Salam, and Sulaiman Tripa 2015, *Adat Berdaulat: Melawan Serbuan Kapitalisme di Aceh*, Perkumpulan Prodeelat and Insist Press, Yogyakarta.
- Prodeelat 2015, *Beradat Berdaulat*, a Documentary Movie.

### **Documents on Indigenous Community and Natural Resources Governance**

- Law No. 44/1999 on The Governing of Aceh’s Specialty
- Law No. 41/1999 on Forestry
- Law No. 18/2001 on Special Autonomy for Special Province of Aceh with legal name “The Province of Nanggroe Aceh Darussalam”.
- Law No. 11/2006 on Aceh Government
- Aceh Qanun (Aceh Provincial Government Decree) No. 20/2002 on Natural Resources Conservation
- Aceh Qanun No. 21/2002 on Natural Resources Governance
- Aceh Qanun No. 4/2003 on The Setting-up, Organizational Structure and Tasks of Indigenous Assembly
- Aceh Qanun No. 5/2007 on Organizational Structure and Tasks Division of Offices, Region’s Technical Institutions, and Aceh Province’s Regional Institutions
- Aceh Qanun No. 10/2008 on Adat Institution
- Aceh Qanun No. 2/2011 on Environmental Governance
- Aceh Besar Qanun No. 8/2009



- Bener Meriah *Qanun* No. 8/2009
- Aceh Barat *Qanun* No. 3/2010
- Langsa *Qanun* No. 5/2010
- Simeuleu *Qanun* No. 5/2010
- Sabang *Qanun* No. 6/2010
- Aceh Tamiang *Qanun* No. 13/2010
- Nagan Raya *Qanun* No. 7/2011
- Pidie *Qanun* No. 7/2011
- Aceh Utara *Qanun* No. 14/2011
- Aceh Jaya *Qanun* No. 4/2011
- Aceh Tengah *Qanun* No. 5/ 2011
- Aceh Singkil *Qanun* No. 1/2012
- Gayo Lues *Qanun* No. 2/2012
- Bireuen *Qanun* No. 4/2012
- Aceh Timur *Qanun* No. 11/2012
- Aceh Selatan *Qanun* No. 23/2012
- Law No. 26/2007 on Land Use and Management
- Decision of Constitutional Court No. 35/PUU-X/2012
- Dissemination Letter of the Minister of Forestry No. 1/2013 on Constitutional Court Decision No. 35/PUU-X/2012
- Regulation of The Minister of Internal Affairs No. 52/2014 on the Guidelines on Adat Legal Community's Recognition and Protection
- Regulation of The Minister of Land and Land Use and Management No. 9/2015 on The Guidelines on Determining Communal Right on Land of Adat Legal Community and the Other Communities Located in Particular Regions.
- Walhi (Wahana Lingkungan Hidup) Aceh 2014, "End of Year Notes".

#### **Other Resources**

- Agus Halim Wardana 2013, *Pengembalian Kuasa Mukim atas Sumber Daya Alam di Aceh*, Yayasan Rumpun Bambu Indonesia (YRBI), Banda Aceh, 26 December.
- Olle Törnquist, Stanley Adi Prasetyo and Teresa Birks 2010, *Aceh: The Role of Democracy for Peace and Reconstruction*, Power, Conflict and Democracy (PCD) Press, Yogyakarta.
- Patrick Fn'Piere, Ashari Edi, Isma Yusadiredja, and Amanda Stek 2016, *Final Performance Evaluation of Policy Cluster Approach*, Program Representasi (Prorep), USAID.
- Tuho Bulletin, "Kembalikan Kedaulatan Mukim! [Get Mukim's Sovereignty Back!]", Edition XIV, December 2011, as cited from <http://www.jkma-aceh.org/kembalikan-kedaulatan-Mukim/> released on 18 February 2012 and retrieved on 9 June 2016 at 05:17 pm.
- Yayasan Rumpun Bambu Indonesia (YRBI) 2009, *Mukim and Gampong Capacity Strengthening on Territory Governance*, Workshop Proceeding, in cooperation with Majelis Duek Pakat Mukim (MDPM), Banda Aceh, 12-14 December.

## ANNEX 3: LIST OF PEOPLE INTERVIEWED

<b>1 June 2016- Briefing with Prodeelat Team in Banda Aceh</b>	
Affan Ramli	Director
Masrianto	Chief of Bureau
M. Taufik Abda	Chief of Bureau, facilitator in Aceh Besar
Novendra	Division Coordinator, facilitator in Aceh Barat Daya
Cut Nurliana	Finance
Maulidar	Administration Staff
Norma	Political Bureau Coordinator
<b>2 June 2016- Field Visit to Aceh Besar- Interviews with Mukim Glee Bruk, Lhoong Sub-district</b>	
M. Hatta	Chief of Mukim (Imeum Mukim)
Burhanuddin	Mukim Secretary and Community Organizer (CO)
Ibrahim	Mukim Member
Juanda	Gampong Secretary
Ansari M	Chief of Advisory Board (Tuha Pet)
Darmawi	Gampong Secretary
Azhar	Lhoong Sub-district Head
Sakdan	Sub-district Chief of Government Division
Mazda	Facilitator in Aceh Besar (Prodeelat)
<b>2 June 2016- - Field Visit to Aceh Jaya (Calang)- Interview with Mukim Association</b>	
T. Syafari	Chief of Aceh Jaya Mukim Association
<b>3 June 2016- Field Visit to Aceh Barat Daya-Interviews with Krueng Batee Mukim, Kuala Batee Sub-district</b>	
Hendra	Anak Adat (Young Adat People)
M. Iklrid	Chief of Sub-village
Riza Fajri	Vice Chief of Family Recreational Area Management
Jailani	Mukim Secretary
Zunita	Student
Tgk. Muekari Afli	Chief of Sub-village
Reza Akmal	Community Organizer (CO)
Rakiyah	Anak Adat
Asmanidar	Anak Adat
Amiruddin	Chief of Sub-village
Reza Tanzil	Community
Sofyan	Chief of Mukim
Amnasir	Mukim Member
Putra Fahmi	Anak Adat
<b>3 June 2016- Interviews with Local Authorities in Aceh Barat Daya</b>	
Zamani Akli	District Legislature
Syarifuddin	District Legislature
Hardi Yuzar	Chief of Tourism Division of Aceh Barat Daya Government
<b>4 June 2016- Interviews with Implementing Partners, Academicians, and Mukim Association in Banda Aceh</b>	
Adnan M.	Mukim Assembly (Majelis Duk Pakat Mukim/MDPM), Mukim Association, Aceh Besar
Rusliadi	JKMA, Banda Aceh
Asnawi Zain	MDPM, Aceh Besar
Leila	RPuK, Banda Aceh
M. Hatta	Chief of Glee Bruk Mukim, Aceh Besar

Fahmi	YRBI
M. Nur	Walhi, Aceh
<b>5 June 2016- Debriefing with Prodeelat team in Banda Aceh</b>	
Affan Ramli	Director
M. Taufik Abda	Chief of Bureau
Masrianto	Chief of Bureau
Maulidar	Administration Staff
Norma	Political Bureau Coordinator
Cut Nurliana	Finance
<b>20 June 2016 - Meeting in Yogyakarta with the local expert</b>	
Roem Topatimasang from Yogyakarta	Participatory Mapping Expert

(i) **ANNEX 4: LIST OF ACRONYMS**

(ii)

CSO	Civil Society Organization
GAM	Free Aceh Movement
NGO	Non-government Organization
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNDEF	United Nations Democracy Fund
UNDP	United Nations Development Programme
YRBI	Yayasan Rumpun Bambu Indonesia