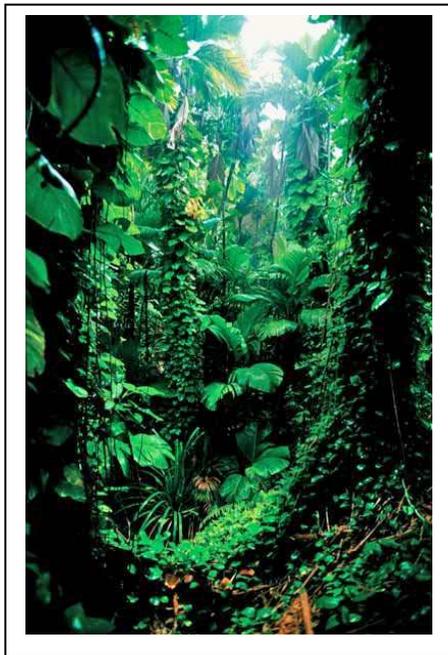


**Review of the Pilot Impact Monitoring System at the SSFFMP,
Palembang Indonesia, August 2007**



**Written and compiled by:
Axel Böhm, Ade Indriani Zuchri, Faisal Djalal, Eva Engelhardt-Wendt and Wardah Mas'ud**

Table of content

A copyright note	3
'Thank You' note	3
Terms of reference	3
Brief methodology/approach/description	4
The Millennium Development Goals (MDG's), a brief introduction	5
SSFFMP and the MDG's	8
Impact Monitoring, a brief review	9
The Review, step one (SWOT)	12
The Review, step two, the Impact Strategy	19
The Review, step three, Impact Chains general observations, comments etc.	21
The Review step three, Revised Impact Chain - Gender Development Component	22
The Review step three, Revised Impact Chain - Community Development Component	23
The Review step three, Revised Impact Chain – Land Use Planning Component	24
The Review, step four - Measuring Direct and Indirect Benefits of the Gender Component	25
The Review, step four - Measuring Direct and Indirect Benefits of the Community Development Component	36
The Review, step four - Measuring Direct and Indirect Benefits of the Land Use Planning Component	45
Impact Indicators, other important additions and recommendations	51
Recommendations Impact Monitoring the Roles, Functions, Responsibilities, Placement and Timeline	53
Recommendations on Impact Monitoring aspects, crosscutting over all three components	54
Recommendations, capacity building: Project staff and target group/stakeholder/beneficiaries	56
Work Plan, recommendations	58
Summary and Conclusions	66
Annexes	

A copy right note

The pictures on the cover page have been copied from the WWW and on page 47 from project documents and are used in good intention and not for commercial purposes. The copyright for these pictures lie solely with the respective owners. All other pictures used in this document are made for the purpose of report-documentation by the author of this report.

'Thank you' note

I would like to thank my colleagues Mr. Faisal Djalal, Ade Indriani Zuchri, Eva Engelhardt-Wendt and Wardah Mas'ud on the partnership they displayed.

Thanks as well to all project staff that was so helpful in providing information and to make the working environment again a very pleasant one!

I would like as well to compliment the staff for their openness and on their constructive self reflection.

Terms of reference

Expected results and outputs of the assignment

- Impact monitoring results for three components are available and adapted to the MDG
- Results are documented
- Impact chains are further enhanced
- Capacity development for IM is consolidated
- Recommendations and suggestions

Tasks to be carried out

- Determine missing project impact monitoring needs in cooperation with project staff and counterpart agency staff
-

- Finalize baseline data and information to report on the implementation for the selected components and respective impacts achieved
- Enhance existing impact chains and fill gaps if required
- Screen existing impact monitoring indicators and available data to assess and document achieved impact
- Provide the framework for the final documentation related to impact monitoring
- Consolidate the capacity basis from technical assistance and counterparts on impact monitoring and its application for the three components, Gender, Community Development and Participatory Land use
- Provide further advice to the project and counterpart team on how to complete the IM best suited for SSFFMP and a possible extension
- Follow EU-guidelines, procedures and standards where applicable

Brief Background/Methodology/Approach

The intention of this and the previous report was and is not to review the various Monitoring + Evaluation (M+E) systems/approaches the project has deployed and to make a comparison of them. Several attempts have been made to use/introduce M+E as a working tool; this report does not review or comments on this either. It does also not provide a 'turn-key' proposal on how to install an Impact Monitoring System/Approach.

The SSFFMP project started Impact Monitoring as a 'pilot'; even so it was not mandatory to do so. In an iterative and pragmatic approach a 'Pilot Impact Monitoring System/Approach' was designed and tried out.

[SSFFMP Impact Monitoring Approach/Strategy and Steps](#)

2003: (establishing an) Internal Performance Monitoring + Evaluation System

2005: Project Progress Review with recommendations on Performance Improvements

2006: (establishing an) Impact Chains and Impact Monitoring Approach

- Selection of 3 project components (who at that time had the biggest amount of data related to 'possible impacts': Gender, LUP and CD).

- Review of previous planning and implementation status (incl. PPM)
- Field visits and focus (target) group discussions and participative (impact) monitoring
- Concept design and impact chain development with major SSFFMP stakeholders
- Defining/Refining/Developing Impact Indicators
- Data collection

2007: Pilot phase and review

- Data collection
- Refining Impact Chains
- Integrating MDG's
- Defining/Refining/Developing Impact Indicators
- Data interpretation

The Millennium Development Goals (MDG's), a brief introduction

Where did they come from?

- In September 2000, world leaders adopted the Millennium Declaration.
- The Millennium Development Goals for improving the human condition by 2015 are derived from the Millennium Declaration.
- In September 2005, world leaders will review progress towards the fulfilment of the MD, including the MDG's, and the way forward for their achievement by 2015.

Which are the MDG'S?

The seven Millennium Development Goals

1. Eradicate extreme poverty and hunger
-

2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV/AIDS, malaria and other diseases
7. Ensure environmental sustainability
8. In some documentation is stated in addition - Develop a global partner-ship for development.

In addition to these each MDG has specific 'targets' (currently 18) and to each MDG country specific indicators (currently 48).

[A brief characteristic/description](#)

MDG's are typically adapted to reflect national circumstances.

This makes them very similar to the third level of the EU 'Social Inclusion' indicators, which are supposed to address country-specific development needs.

MDG's address development challenges of a large set of countries on very different levels of development.

[MDG's have common objectives!](#)

- Elimination of broadly understood poverty
 - Multidimensional approach
 - Long-term horizon
 - Mainstreaming for action
 - Mobilization of all actors
 - Importance of quantitative data and indicators
 - Importance of monitoring and reporting
-

Why do they matter?

- They are the first set of quantitative and time-bound goals shared by developing and developed countries
- They offer an integrated, goal-oriented framework for poverty reduction
- They form the basis on which to mobilize resources for investing in human development
- At the country level they provide a platform for the UN system to use neutrality and influence to advocate for change

Organization of the process with broad participation of all stakeholders

- Participation of people suffering exclusion
- Dialogue and partnership between all relevant bodies
- Mainstreaming poverty and social exclusion into overall policy
- Awareness raising
- Capacity building (officials and NGOs)

What do they provide in terms of Monitoring and Evaluation

They provide comparable data and information in regard to:

- goals and quantitative target setting
- data collection
- monitoring progress and reporting

Indicators and Monitoring

There is a unified approach and adoption of 48 quantified common indicators:

- to monitor the progress towards the common objectives and
- to compare best practice across member states

Each Goal/Result can have a subset of Indicators that can provide more in depth information. Various organizations currently adjust their monitoring efforts to support the MDG efforts.

SSFFMP and the MDG's

SSFFMP does contribute/support directly to two of the MDG's:

2. Promote gender equality and empower women
7. Ensure environmental sustainability (Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources)

What can SSFFMP gain to link its 'Impact' to the MDG's?

SSFFMP should not only use the MDG's for promotional or political reasoning, but it should show/prove that its own Outputs do pay a significant contribution to the achievement of the MDG's 2 and 7. This could be done by using the MDG Impact Indicators (that are either currently available or used, or to use those that are presently designed/developed).

Using MDG Impact Indicators has the added advantage that SSFFMP's can be used them to verify its own work at provincial and national level and it can contribute to these data as well.

It would not be advisable, that the project is trying to construct a link to as many as possible MDG's. It should only choose those, where its Impact Chains establish a clear linkage and where its existing data source can deliver the necessary prove.

Suitability of MDG Indicators for the Impact Monitoring Approach/System of SSFFMP

Indicators for 2. Promote gender equality and empower women

The Impact Indicators listed under the MDG's are not suitable to measure the Impact of the Gender Component of the SSFFMP Outputs. The Gender Component should therefore continue to use its own Impact Indicators, but it should closely observe the development of further sub-indicators at MDG level.

Indicators for 7. Ensure environmental sustainability (numbering sequence is the same as in the official reports/tables (for more details, are suitable and should be used in addition to the existing Impact Indicators of SSFFMP.

- 25. Proportion of land area covered by forest
- 26. Ratio of area protected to maintain biological diversity to surface area
- 27. Energy use (kg oil equivalent) per \$1 GDP (PPP)
- 28. Carbon dioxide emissions (per capita) and consumption of ozone-depleting CFCs (ODP tons)
- 29. Proportion of population using solid fuels

Where possible SSFFMP could collect its own data (e.g. 25, 26, and 28) or extrapolate/correlate their achievements (e.g. 27, 28, and 29).

Impact Monitoring, a brief review

It is felt essential, that for a deeper understanding of the Impact Monitoring approach, its principles and key features are highlighted again.

A brief characteristic/description

Impact Monitoring was developed in order to improve development and development management and co-operation to:

- Move from 'QUALITY at ENTRY' to 'QUALITY at EXIT' in the project cycle!
- Create/Increase project ownership with the stakeholders!
- Increase transparency & visibility of all involved in the project and development cycle!
- Build up the capacity of our partners!
- Ensure better co-operation/co-ordination amongst implementers and target group(s) and beneficiaries!
- Develop 'best practices' in project management!

- Informed decision making!
- Strategy development and decision!
- Learning from experience!
- Purposeful communication!
- Focusing on/Streamlining interventions!

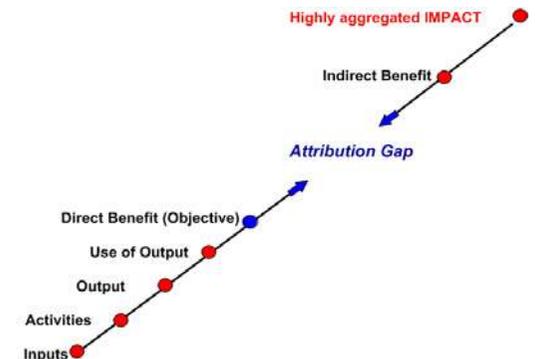
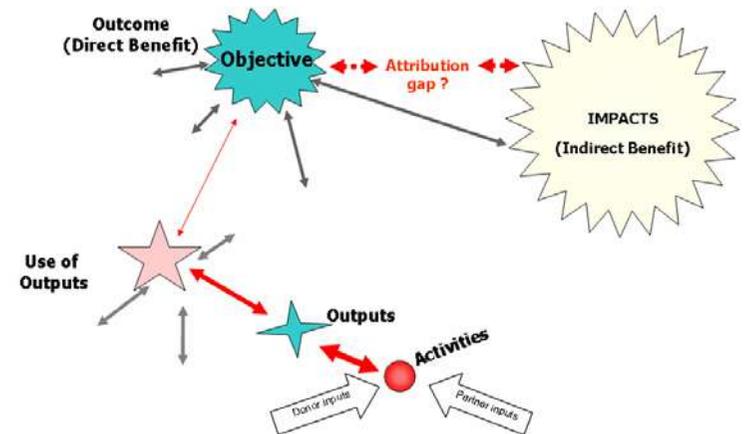
- **Support the implementation of the Millennium Goals**

Definition of Impact

In the OECD/DAC definitions, the terms outcomes and impacts are differentiated in terms of their timeframe i.e. as medium-term and long-term results.

In contrast, the terms direct benefit and indirect benefit refer to the (positive) results before and beyond the attribution gap. In practice, however, it is clear that direct benefits occur before indirect benefits. Hence, the direct benefit will be at the outcome level and the indirect benefit at the impact level!

Impacts also include unintended results and what happened as a result of the project in a wider sense.



Describing IMPACTS is different from determining the effectiveness of a project or program. Effectiveness is a measure of whether a planned activity accomplishes its objectives.

Categories of Impacts

Impacts can be categorized in the following way:

- Immediate and long range impacts
- Direct and indirect impacts
- Intended and unintended impacts
- Positive and negative impacts
- Macro (sector) and (micro) household, organizational etc. impacts

Methodology

Impact Monitoring provides and gears towards:

- Baseline data to describe the problem or situation before an intervention.
 - Indicators for outcomes.
 - Data collection on outputs and how/whether they contribute towards the achievement of outcomes.
 - Larger focus on perceptions of change among stakeholders and 'soft' assistance.
 - Systematic reporting with more qualitative and quantitative information on the progress of outcomes.
 - Done in conjunction with strategic partners.
 - Captures information on success or failure of the partnership strategy in achieving the desired outcomes.
-

Types of Indicators

Outcome indicators capture access to, use of, and satisfaction with public services, such as use of health clinics, and satisfaction with the services received; access to credit; representation in political institutions and so on.

These are not dimensions of well-being in themselves, but are key elements which contribute towards well-being. To continue with the example above, the number of children going to school, or the repetition rate, or the number of children who complete the primary school cycle are examples of outcome indicators.

Impact indicators measure key dimensions of well-being such as freedom from hunger, literacy, good health, empowerment, health environment, security, etc. which are the ultimate goals of public policies and programs.

The Review, step one (SWOT)

As a first step project staff was individually interviewed (using a Strength, Weaknesses, Opportunities and Threats approach) and asked:

What is your opinion about the 'effects/impact/changes' the development and application of 'Impact Chains' had on your component and or the project?

Six topics were chosen:

1. Cooperation internal;
 2. Cooperation external;
 3. Streamlining/Reducing/Integrating;
 4. Current impact chain;
 5. Suitability of Indicators (incl. data collection - transferring data into information);
-

6. Data and Information (studies, questionnaires) issues;

and the answers/replies have been compiled in a SWOT matrix. There is no further interpretation and summary of these findings.

Abbreviations Gender = G; Community Development = CD; Land Use Planning =LUP

Strength	Weaknesses
<p><u>1. Cooperation internal</u></p> <p>CD: During consolidation phase more efforts have been made to cooperate CD: Provided good strategies LUP: Reduction of team meetings LUP: Sufficient progress examples G: Working with closely with CD as and LUP is better represented as well G: In general more constructive</p> <p><u>2. Cooperation external</u></p> <p>CD: It was smooth and it provided good institutional strengthening LUP: Better understanding with the stakeholders G: More co-operation and better understanding of gender aspects with the stakeholders/key institutions at district/field level G: Gender awareness of senior planners has increased G: Now we are implementing together with e.g. Dinas G: Number of Dinas participants has increased G: Have the same priorities</p> <p><u>3. Streamlining/Reducing/Integrating</u></p> <p>CD: We are better 'focused' on promising villages/interventions LUP: Easier to co-ordinate</p>	<p><u>1. Cooperation internal</u></p> <p>CD: None LUP: Late start G: No enough knowledge exchange with LUP G: No exchange visits amongst the various component to better understand their work G: Low number of female qualified technical staff in the various components</p> <p><u>2. Cooperation external</u></p> <p>CD: None LUP: None G: Short presence of major stakeholders in workshops G: Delegated participants who have no decision making power/or not the right candidates G: MSF structure not optimal (although individuals provide good cooperation and services)</p> <p><u>3. Streamlining/Reducing/Integrating</u></p> <p>CD: None LUP: Could have been even better integrated G: Commitment of partner</p>

Strength	Weaknesses
<p>LUP: Tasks are more concentrated</p> <p><u>4. Current impact chain</u></p> <p>CD: Provided more guidance and a clear understanding on long term goals. CD: See better our own contribution in context of the entire project CD: Provides 'confidence that we, even with little financial input, have good effects (e.g. self financing farmer groups, institutional strengthening) CD: Makes it attractive to the government and other donors LUP: See how LUP is integrated/embedded G: Having a gender policy</p> <p><u>5. Suitability of Indicators (incl. data collection - transferring data into information)</u></p> <p>CD: Refer as well to 4. LUP: Helps to get not sidetracked LUP: Better progress documentation</p> <p><u>6. Data and Information (studies, questionnaires)</u></p> <p>CD: Being able to make better projections since data comes direct from the farmer and is collected/verified by the NGO's</p>	<p><u>4. Current impact chain</u></p> <p>CD: None LUP: Not always fully applied/used LUP: Still ambitious</p> <p><u>5. Suitability of Indicators (incl. data collection - transferring data into information)</u></p> <p>CD: None LUP: None G: No gender indicators in the institutions</p> <p><u>6. Data and Information (studies, questionnaires)</u></p> <p>CD: None LUP: Not all districts mapped, because they are not easily accessible G: Quantitative/Qualitative data and their plausibility</p>
Opportunities	Threats
<p><u>1. Cooperation internal</u></p> <p>CD: Using actively the 'success stories' G: Pay exchange visits to learn from each other</p> <p><u>2. Cooperation external</u></p>	<p><u>1. Cooperation internal</u></p> <p>CD: None LUP: The team 'breaks up' due to different ending times G: None</p>

Opportunities	Threats
<p>CD: use actively the 'success stories' LUP: None G: Using existing groups as a model for new/upcoming groups G: By having the same priorities we can 'join forces' G: Better PR/Presence – if they know how and what we are doing we can better introduce/sell ourselves</p> <p><u>3. Streamlining/Reducing/Integrating</u></p> <p>CD: Observe from the impact chains what are cross-cutting issues and to concentrate on those (pay less – to achieve more) LUP: None G: None</p> <p><u>4. Current impact chain</u></p> <p>CD: They should be sharpened and continued LUP: Sufficient progress examples LUP: Good foundation to extend the project LUP: Good foundation/example to duplicate this type of project LUP: Get better political response at provincial level LUP: Use it to focus on problems (e.g. sonor) LUP: Address community issues LUP: Address institutional issues G: Empower new/potential women (groups) G: Finding those activities that have a direct link to the project objectives</p> <p><u>5. Suitability of Indicators (incl. data collection - transferring data into information)</u></p> <p>CD: Sharpen indicators and use them as well to 'convince'</p>	<p><u>2. Cooperation external</u></p> <p>CD: None LUP: Things that had not been completed might not be finishes G: Discontinuation of the project (in general)</p> <p><u>3. Streamlining/Reducing/Integrating</u></p> <p>CD: None LUP: None G: None</p> <p><u>4. Current impact chain</u></p> <p>CD: None LUP: Doing things that are not realistic and that are not related to the issues the project is supposed to address G: None</p> <p><u>5. Suitability of Indicators (incl. data collection - transferring data into information)</u></p> <p>CD: None LUP: None G: None</p> <p><u>6. Data and Information (studies, questionnaires)</u></p> <p>CD: None LUP: None G: None</p>

Opportunities	Threats
<p>LUP: Sharpen indicators G: Make data collection more 'gender' specific G: Look into 'budget issues' and actively contribute to budget proposals G: Introduce gender impact indicators in other institutions</p> <p><u>6. Data and Information (studies, questionnaires)</u></p> <p>CD: Get first hand data, this will increase as well transparency and it will prevent that 'others cry out that they are wrong'. G: Make data interpretation more gender specific</p>	

In addition to interviewing project staff three field level NGO facilitators were asked:

[What is your opinion/observation on cooperation and co-ordination of the different project components with each other \(slightly altered/edited\)](#)

Strength	Weaknesses
<ul style="list-style-type: none"> • Existing already solid facilitators groups i.e. in OKI there is already 6 CD groups • Through support from SSFFMP productive livelihoods developed • Women are already involved in access and control of program activities (in OKI district) • There are already routine assistances for CD and Gender available • There are productive economic activities • LUP activities are available in Desa Muara Medak, facilitators are also involved in LUP activities in 3 Working Groups MSF of Muba District • Existed already activities networking among related Dinases and private Enterprises in OKI district • Micro Credit activities strengthen the sustainability and independency of the CD groups 	<ul style="list-style-type: none"> • No coordination of LUP with facilitators • No coordination among facilitators involved in LUP at OKI district • Very limited time to advise farmer groups, i.e. one meeting in a month

Opportunities	Threats
<ul style="list-style-type: none"> • There is opportunity for third parties for investment • Intensification of 120 Ha land in Desa Simpang Tiga which will be by the Dinas (Public works etc) • There are farmer working groups who will take over the program that are supported by SSFFMP • There are already motivators and existing cooperation with competence Dinas in province and district level (BKP: Province Agency for Food Security, PPL: Extension Service, Head of Branch/Dinas) • Possible support from BPP sub district with technical & non technical support by KCD/PPL 	<ul style="list-style-type: none"> • Desa Talang Lubuk: quite a number of constraints in the production i.e. in the field of Marketing, equipments, competition • Desa Prajen: Dry season/salty waters; no equipments/technique for quality improvement • Involvement of women in the LUP is still weak i.e. in Desa Muara Medak: 90% men and 10% women • Bookkeeping and administration management of the community groups are still weak • Limited HR for managerial and monopoly of local government in support services

In addition to that the field level NGO facilitators were asked as well:

[What is your interpretation of 'Impact Monitoring'/What do you understand by Impact Monitoring?](#)

Answers

1. To know to what extent the achievements and constraints on project activities.
2. To evaluate a program of a project that should be measured through its indicators. Analysis of impact of a program/activities/project.
3. Observing whether a project has success or not.

What do you see/feel as your (own) deficiency/constrains/problems in carrying out monitoring activities in the field?

Answers

1. Not knowing the techniques on how to monitor.
2. Not being involved in the project from the beginning.
3. The capability of carrying out monitoring - money is still very limited.
4. No agreement yet on how to monitor.
5. Problems in transportation.

What do you see/feel as a deficiency/constraint/problem of the target group/beneficiaries in terms of carrying out monitoring activities in the field?

Answers

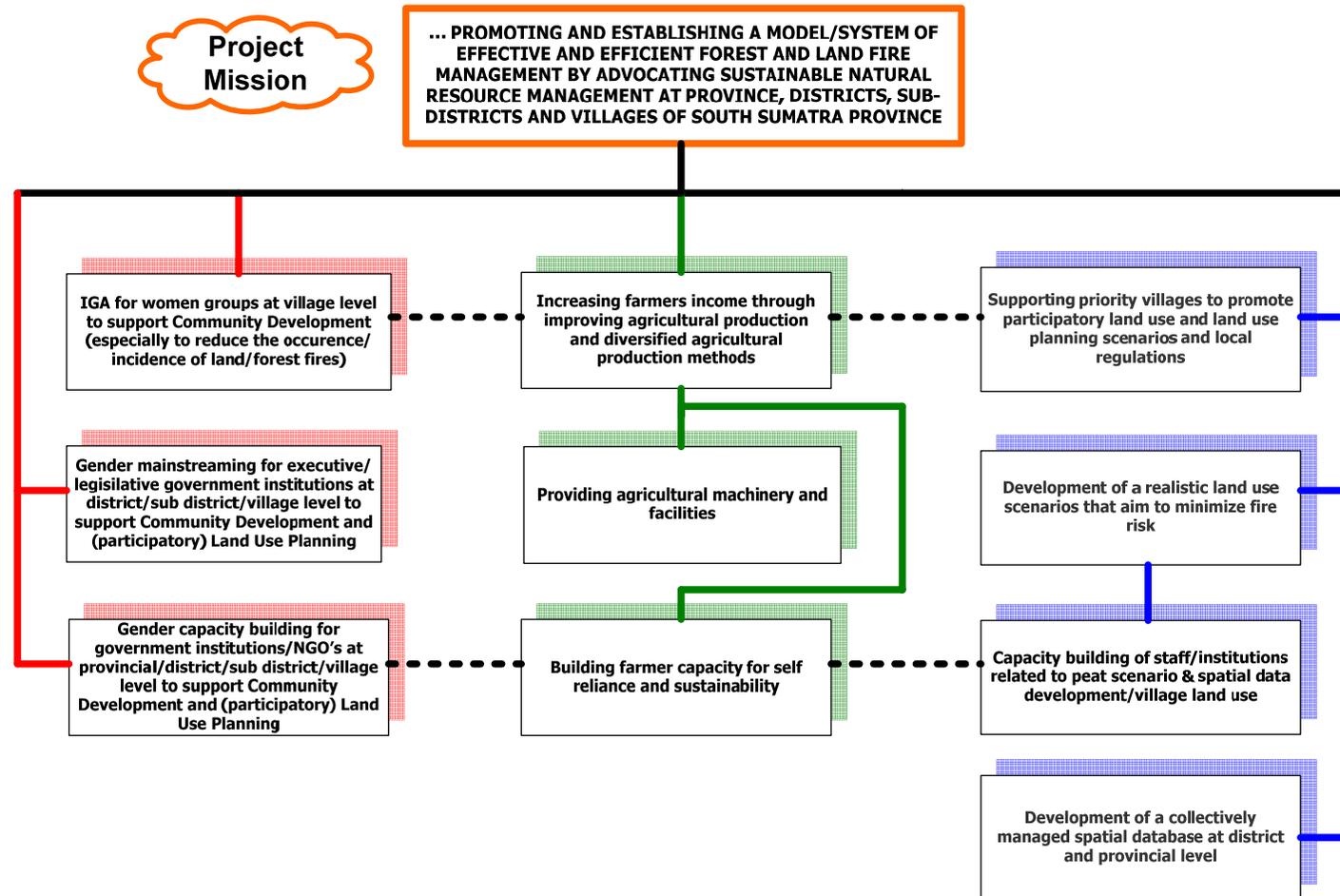
1. Weak managerial body
2. Activities that are not corresponding to their needs
3. Support monopoly of the village heads
4. Anxious for misunderstanding
5. Community can be fed up with the same approach
6. Take the Impact Monitoring approach not seriously
7. Misunderstanding on the activities that should be developed
8. Special case Talang Lubuk: The group has not adequate explanation of the activities that should be developed
9. Skills of the HR are inadequate

The Review step two, the Impact Strategy

Reviewing the SSFFMP Impact Strategy

In 2006, after developing the various impact chains an overall Impact Strategy had been developed as well.

The strategy was reviewed and it is still valid.



Sustaining the Impact Strategy

In order to make Impact Monitoring an embedded feature, that really delivers what it is designed for, one has to look as well into issues like institutional development and into knowledge transfer/management (see page xxx).

The graphic on this page depicts how the project is embedded in its working environment.

Not only has Impact Monitoring' to be embedded and made work in that system, another important question is, how to deliver in a sustainable way to (major) stakeholders and to the target group the:

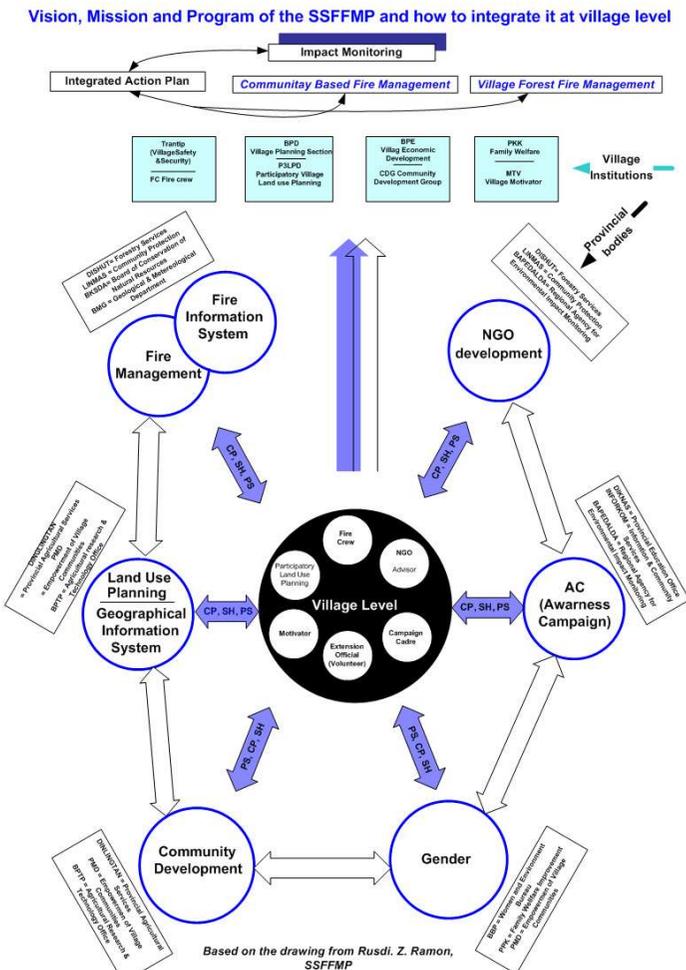
- rather complex project structure,
- working/management structure and process and the
- required flow of information/knowledge

that are instrumental to transfer the positive results the project has achieved until now?

A suitable 'Transfer and Exit Strategy' has not yet been formulated.

In order to measure the required Impact, additional Knowledge Management and Institutional Development Impact Indicators have been proposed (see pages xx to yy.)

How the project should integrate at villa level to be sustainable



The Review step three, Impact Chains general observations, comments etc.

The three impact chains have been revised with the individual project teams (and in some cases with stakeholder as well). A few minimal alterations in terms of added precision and alignment of Direct and Indirect Impact descriptions have been made.

The Impact Chains proved to be consistent and continue to be suitable to describe the impact SSFFMP and its supporting partners are trying to achieve.

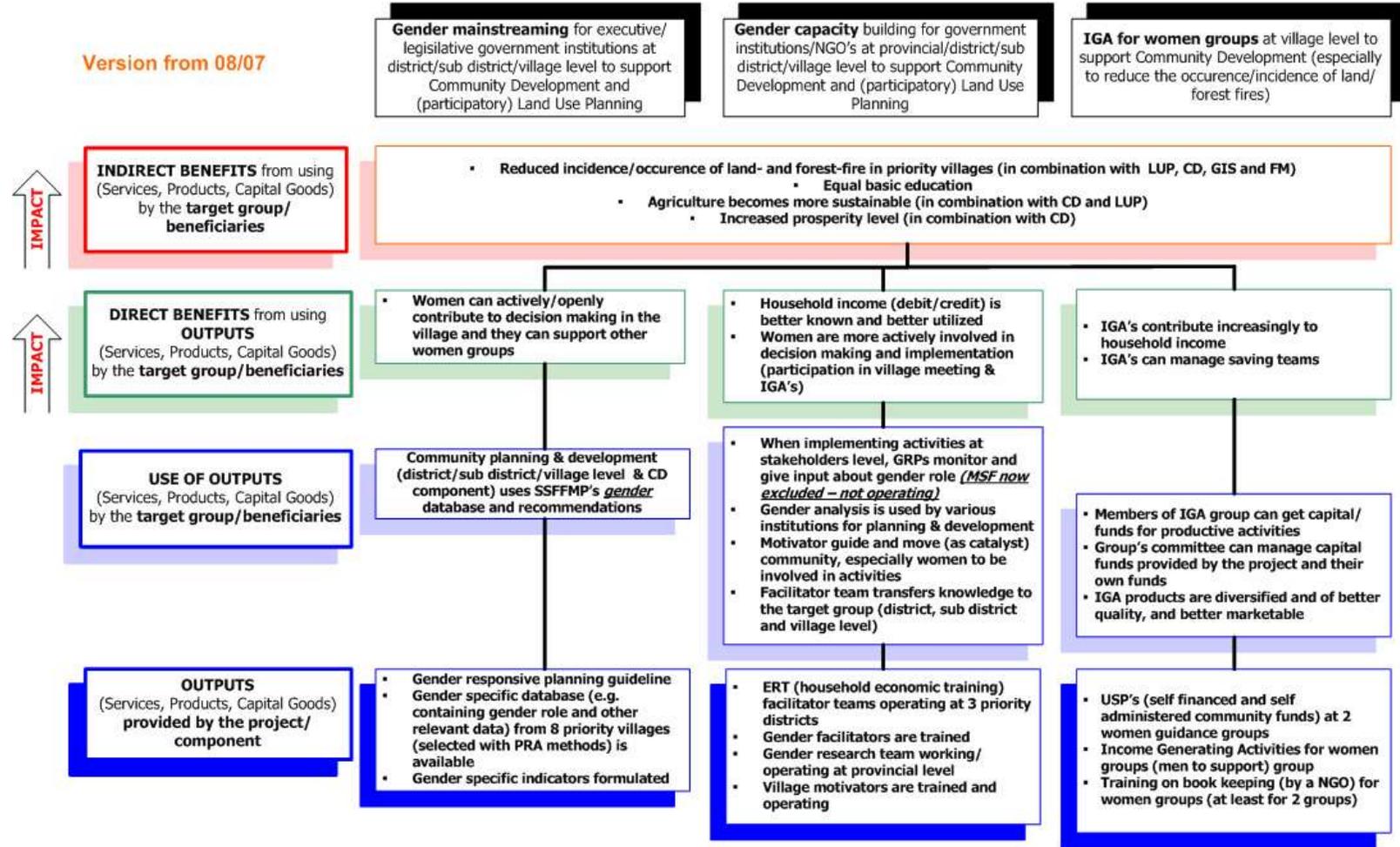
Connections to the two MDG's where the project pays a significant contribution towards their achievement, have been added.

A special comment on the Impact Chain of Land Use Planning

The 'Summary Report of Results and Achievements - Land Use Planning' does not explicitly connect to the SSFFMP Results as they are used in the Impact Chains/Project Planning Matrix, but are termed as 'projects focus'. In order to provide (reading) consistency and to relate them to the 'Impact Chain', the blue numbers in the 'Results' boxes are used as a 'link'.

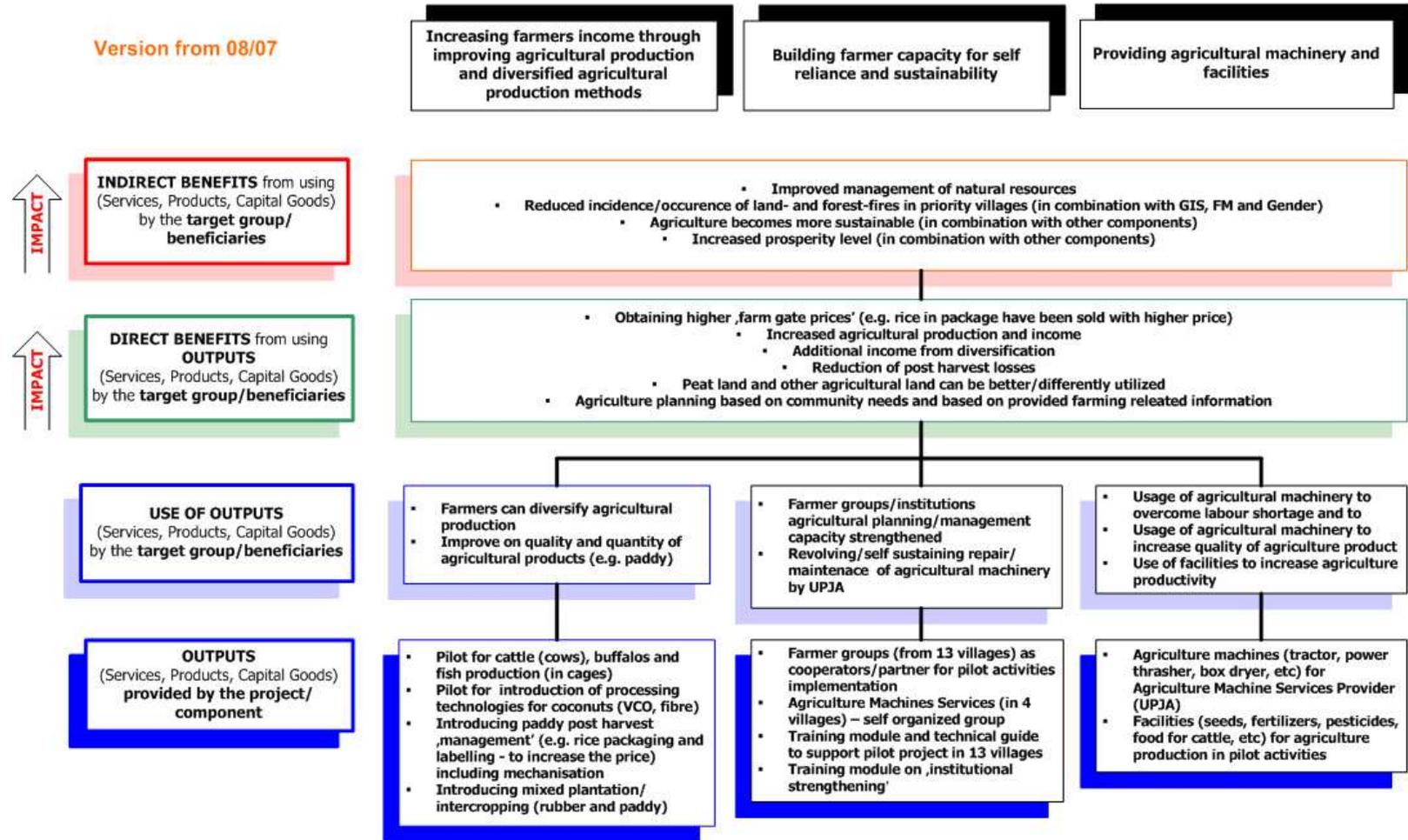
- Project focus 1 = **(1)** Capacity & Institutional Development (government agencies, village governments, rural communities, NGO's)
- Project focus 2 = **(2)** Support and facilitate the build up and application of improved spatial data and information for the purpose of land use scenario planning
- Project focus 3 = **(3)** Develop and promote a land use planning concept that involves the village community directly in coordination with higher planning authorities in developing a village land use plan
- Project focus 4 does not appear explicitly in the Impact Chain but is assumed as taking place as an Activity: 'Networking & Stakeholder Interaction' – and feeds in at all Impact Chain 'Output' boxes.

The Review step three, Revised Impact Chain - Gender Development Component



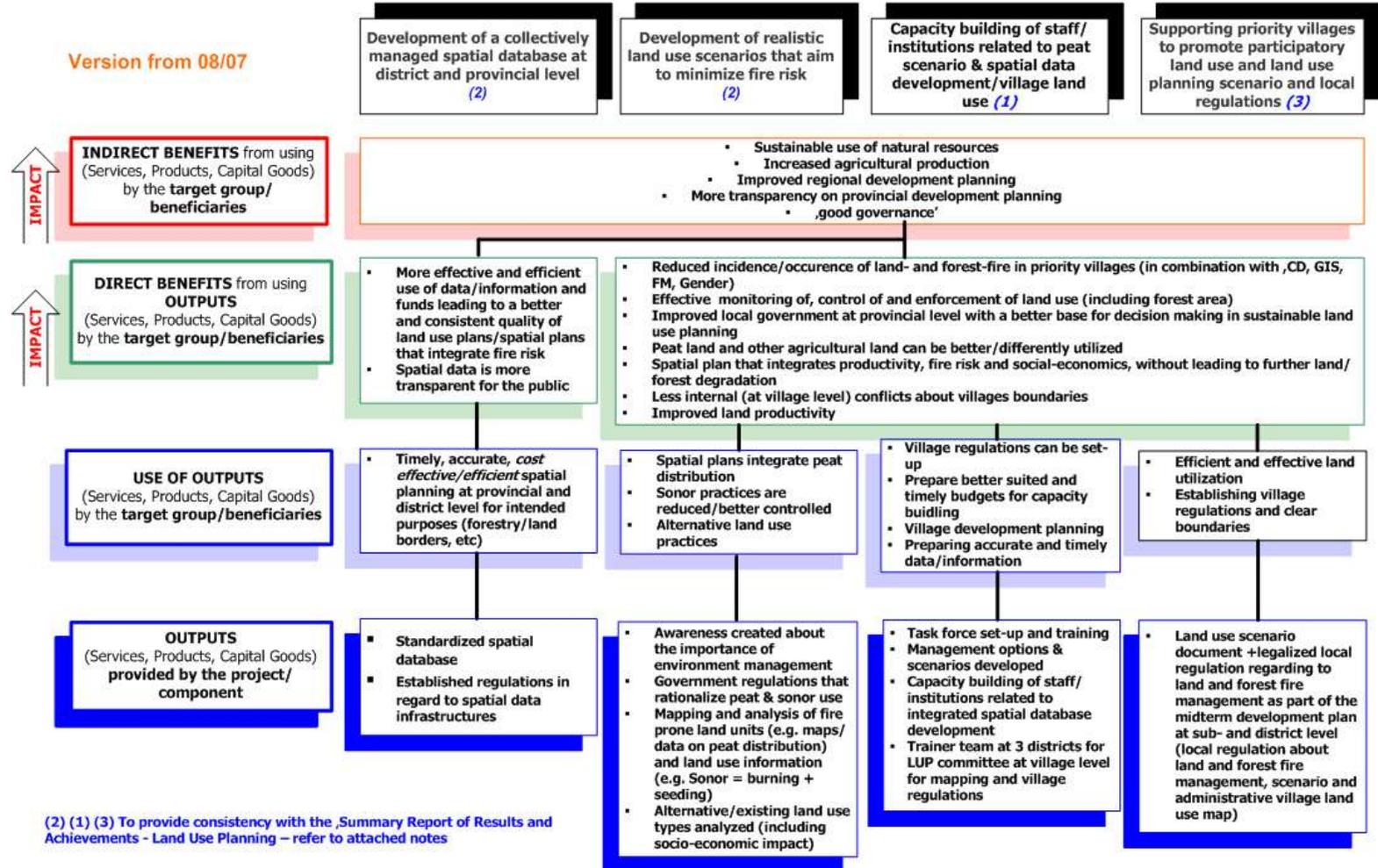
Edited and compiled by: Axel Böhm, Ade Indriani Zuchri, Faisal Djalal, Eva Engelhardt-Wendt and Wardah Masoud

The Review step three, Revised Impact Chain - Community Development Component



Edited and compiled by: Axel Böhm, Djoko Setijono, Ade Indriani Zuchri, Faisal Djalal, Eva Engelhardt-Wendt and Wardah Masoud

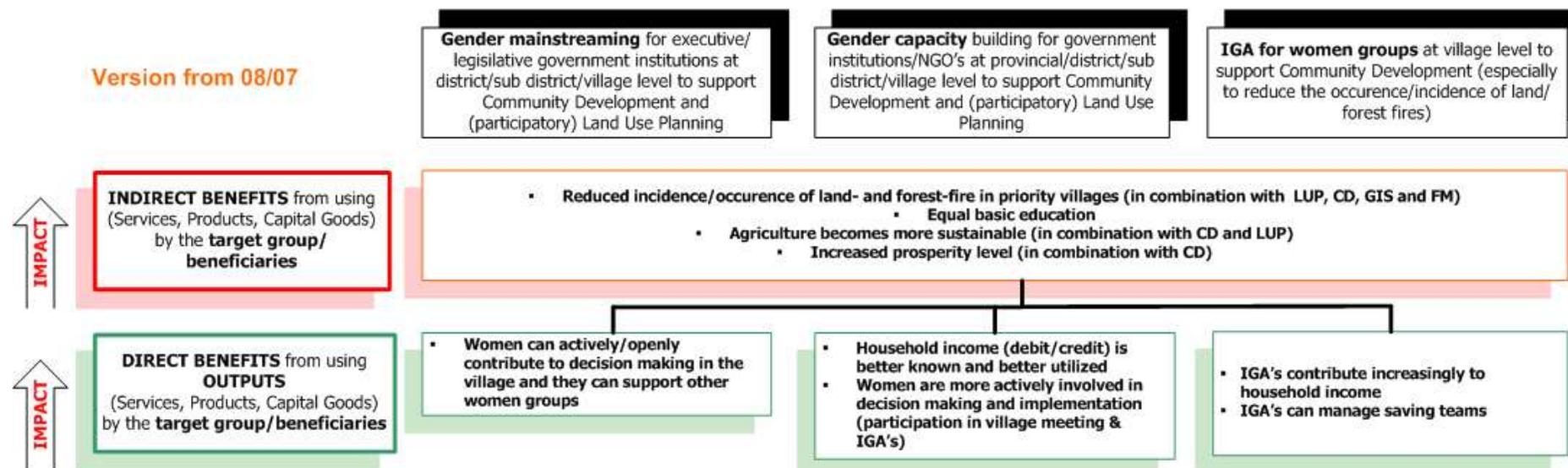
The Review step three, Revised Impact Chain – Land Use Planning Component



Edited by Axel Böhm, Paul Kimann, Eris Achyar, Wardah Mas'ud, Faisal Djalal, Ade I. Zuchri, Eva Engehardt-Wendt,

The Review, step four

Measuring Direct and Indirect Benefits of the Gender Component



Impact Indicators for Gender component

Impact Indicators used	Means of data collection	How often & by whom conducted	Monitoring/Summary and documentation of data by whom and how often	RESULTS (incl. type of data that is available/missing)	Recommendations
Participation of women (increased)	List of attendance	Each meeting; organizers	Component (LUP, CD, Gender); 6 monthly (end of June);	Attendants lists of CD, LUP, Gender 2006 Percentage of female participation:	Get data for 2007 As mentioned before, this

Impact Indicators used	Means of data collection	How often & by whom conducted	Monitoring/Summary and documentation of data by whom and how often	RESULTS (incl. type of data that is available/missing)	Recommendations
			Ade/Wardah	CD 24 % (only!) LUP 20 % Gender 57 % Women involved in: 1. meetings 2. training workshops 3. exchange visits or comparative studies (which are most attractive) Data of 2007 to discover whether there is a positive trend showing that woman's participation increases/ decreases).	
Gender motivators apply competence and expand areas of work	Workshop results monitoring matrix Self assessment by questionnaires at meetings Motivators self-assessment regarding: knowledge about	Once a year; Organizers (gender team); Once a year; Motivators (at least 50 %)	Gender section; once a year; Ade/Wardah	2 lists filled by MTV's during workshops in 2005 and 2006 Lists show that motivators are involved in many village activities No gender differentiation for motivators.	Go back to primary data and reproduce results of 2005, differentiating between genders. Results of 2006, differentiating men and women. Produce a third list in MTV workshop 2007.

Impact Indicators used	Means of data collection	How often & by whom conducted	Monitoring/Summary and documentation of data by whom and how often	RESULTS (incl. type of data that is available/missing)	Recommendations
	gender; facilitation skills; support women in meetings; own participation in meetings; cooperation with local government; support to IGA's			<p>Do not combine the figures but show them extra for each year for to discover a possible trend</p> <p>Motivators assessed themselves mostly as "good" to "very good" in all points.</p> <p>Worse ranking given on support of IGA's</p>	<p>Compare all three lists and interpret trends.</p> <p>Self assessment may be a bit too positive.</p> <p>Qualitative explanations:</p> <p>How often did they facilitate meetings? Which meetings?</p> <p>How did they support women in meetings?</p> <p>How do they cooperate with local government?</p> <p>Cross checking own assessment with perceptions of/by others.</p> <p>Compile results of two open questions of MTV questionnaire:</p>

Impact Indicators used	Means of data collection	How often & by whom conducted	Monitoring/Summary and documentation of data by whom and how often	RESULTS (incl. type of data that is available/missing)	Recommendations
					<p>What would you still like to learn?</p> <p>What would you recommend to increase the participation of women in decision making?</p> <p>Use MTV workshop 07 to collect qualitative data</p> <p>Cross check with other perceptions, for example: What did BPTP observe? What did NGO observe? What did Dinas observe?</p>
Quality of women participation increased (Remark: Baselines studies available; village survey Jutta's report, PSW)	Motivators assess quality, project verifies in two villages per district	Once a year; motivator workshop, project team (Ade, KHS, Wardah) + outsourced	Organizer Service contract + team Once a year End 2006 July 2007 Organizers + consultants	<p><i>Motivators assess quality.</i></p> <p><i>Project verifies in two villages per year</i></p> <p><i>Baseline studies are available</i></p> <p><i>Results not yet known</i></p>	
Farm households benefit from IGA's	Group accounts	After season or production cycle for 2 years	LSM + Gender Yandriani, CD Djoko;	Group accounts Are there other non	Interview members: - How they individually

Impact Indicators used	Means of data collection	How often & by whom conducted	Monitoring/Summary and documentation of data by whom and how often	RESULTS (incl. type of data that is available/missing)	Recommendations
		Gender: 4 groups CD: 4 groups	2 times; Consultant IMT;	economic benefits? e.g. more competences or involvement in other activities besides SSFFMP	benefited from IGA's. - Do they perceive any positive changes? Data from group accounts is needed as well and 'income' needs to be calculated.
Gender awareness with stakeholder institutions increased	Questionnaires to counterparts participants of gender activities Self assessment of 13 counterparts and stakeholders who ranked 3 aspects 1 Gender knowledge, 2 knowledge gender, mainstreaming, 3 Importance in work. Yes-no for 3 other aspects: 1 implemented in work 2 share knowledge with colleagues 3 women involved in	In 2006 Gender team (can be outsourced)	Gender team; Once a year; Wardah	Self assessment ranking: medium Respective for part two: 84 % yes 92 % yes 92 % yes Some qualitative information such as examples or case studies are missing. How did you implement gender activities in your area of work? How did your institution involve women in planning?	This should not only be done through a questionnaire, but by direct observation as well (e.g. checking of planning documents, loans given, women groups/ representatives invited during decision making etc.!

Impact Indicators used	Means of data collection	How often & by whom conducted	Monitoring/Summary and documentation of data by whom and how often	RESULTS (incl. type of data that is available/missing)	Recommendations
	planning				
Women contributed to LUP activity	Number of women in LUP activity at village level (4 villages in 3 districts) Attendance list of women's involvement in LUP	Once a year LUP Team	LUP team; Once a year; Ade	One women in each land use committee Two women out of 10 in the technical team in OKI Two women out of seven in the legal drafting team (28%) Which year was observed? Was it in 2006 and could be compared to 2007 or an earlier year?	Interview female representatives about their experiences in these teams

Impact Monitoring Gender Component, general recommendations:

- Ensure that data collection and interpretation is statistically sound.
- Use an additional Impact Indicator that measures for example the number of submitted project proposals and which address directly 'gender issues' and are financed out of the 5% of the BPP budget.

A suitable Output that still could be delivered by the Gender Component is to train women groups at village and provincial level on how to design and write suitable 'project proposals'. This would as well add to sustain the 'gender efforts'.

- Communicate the implications of your Impact Monitoring findings/results in a timely fashion to the other project components and to major stakeholders/beneficiaries and integrate them where applicable in planning and re-design.
- Intensify the integration of gender specific monitoring in the other project components.
- In order to monitor trends, it is necessary to:
 - Compare at least 3 figures/years, assuming that the necessary data is available e.g. 2005 -2007!
 - Include projections as well!
- Continue to hold focus group discussion in selected pilot villages and include the topic 'Which changes (related to your component) have you observed during the last 4 years on individual, family and village level?'

Impact Monitoring Gender Component, details elaborated by Eva Engelhardt-Wendt¹

Conclusions

SSFFMP successfully integrated gender aspects into CBFiM

Women played an important part in SSFFMP CBFiM approach. All in all, SSFFMP successfully integrated gender aspects into project activities which were monitored.

Women of the pilot villages have direct benefit of SSFFMP outputs.

¹ Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

The **impact observed** regarding indicators above are:

- Women and men earn additional income
- Women were involved and know about improved paddy production and post harvest activities
- More women participate more in village-based discussions
- A number of women know now how to organise groups and how to administer group accounts.
- Some women were trained as fire fighters and know how to dig fire trenches.
- Women in the pilot villages are empowered to play a stronger role in public meetings as well as in their own homes.

In reference to the SSFFMP “Impact Chain” for the gender component one can conclude that the implementation contributed indirectly to:

- an increased prosperity level, by implementing Income Generating Activities together with the Community Development Component
- more sustainable agricultural practices by motivating women to participate actively in Land Use Planning and Community Development
- more equal education because more money can be spent on children education
- reduced incidence/occurrence of land – and forest fire in priority villages (in cooperation) with other SFFMP components.

SSFFMP successfully developed and implemented a model how gender aspects can be integrated as a cross-cutting issue.

Some weaknesses:

Women’s qualitative participation can still be improved

Figures indicate that women participate in village meetings more than before. However, in some cases the quality of their participation can still be improved.

For example, some women who were Land Use Planning sessions attended because they were sent. They did not know what to contribute and just listened silently.

Some (male) implementers complained that women did not participate on a voluntary basis but only because they had to fulfil the indicators defined by SSFFMP. Women's capacity building has started in motivators training workshops and is an on-going process. Women participate easily in their women's groups but still need regular capacity building to be empowered to talk in front of men, especially if they have a lower social status.

Easier to work bottom-up than top-down

In general, government employees had not yet been introduced to the gender concept before SSFFMP arrived. Neither key persons from the village level, nor stakeholder from related government institutions had an idea how to consider women's and men's specific roles and interests in forest fire management and others areas of their work.

A series of gender workshops were conducted for all levels, including village, sub district, district and provincial level. It turned out that it was easier to conduct gender trainings for the village level than to disseminate the idea to the higher levels. It was easy to invite Village Heads and key persons from the village and sub districts to meetings. They participated actively, were interested in the concept and brainstormed how to transfer the gender ideas to their own areas of work. That is why Village Heads of SSFFMP priority villages nowadays invite women to the village meetings. Some also encourage women to give their opinions during the meetings.

It was more difficult to disseminate the gender concept to technical experts from higher government levels. On the one side they were unwilling to listen to the new concept which did not always fit to the existing ideology and approach. It was difficult to reach the decision-makers from the government services. Participants' lists from initial and follow up workshops, conducted by SSFFMP gender component, showed that there was a high turn-over of participating government employees. Only few people followed up the whole sequence and logic of the different workshops. But they just understood bits and pieces of the sessions they attended.

SSFFMP gender component took a lot of effort to send elaborate invitations mentioning workshop objectives and schedule to “entice” high ranking officers to attend. However, high ranking officers often sent “wrong” participants, who had little interest, no power and little influence in the department. So these people could report about what they learnt, but not take any decision to integrate gender issues into the department, for example how to plan the financial budget in a gender-sensitive way.

Some high ranking officers just attended the opening session and left after the first session. They only received the very basic gender definitions and did not learn about the application of instruments. Sometimes “planners” were invited to learn about gender analysis and gender-sensitive planning. But instead of the planners, “implementers” attended the gender workshop who were not involved in planning at all. So, they could not transfer their knowledge to their areas of work.

Recommendations for monitoring SSFFMP gender component:

Impact monitoring is not an objective in itself but should be used to redirect projects activities in order that objectives are met. Following up impact monitoring results some recommendations can be made how to use the projects last months or extension period for further consolidation.

Continue to collect impact monitoring data

All 7 indicators defined for the Gender component were useful and practical. The IMT managed very well to collect data and to summarize and interpret them. It is recommended to continue with the same indicators, but the last one referring to LUP.

Leave out indicator “Women contributed to LUP activity”.

LUP can collect its own gender-specific data of people’s participation. So this does not have to be repeated.

Use the same means of collecting data

It was easy and practical to use attendance list to access data of gender specific participation. This successful approach can be carried on and even be extended. Government institutions at all levels should be advised to include the two extra columns for the sexes into their attendance lists and to follow up the results in their statistics. These group data can be used for later monitoring purposes. Gender specific data are collected and interpreted. This is a very good basis for further action. The Gender component can approach the BPP and others in order to discuss the integration of gender specific indicators in planning.

Follow up results from impact monitoring

Further action needed an interpretation of available data and giving feedback to the stakeholders who are involved or responsible. For example, when the participation in LUP does not reach the proposed indicators of 20% what should be done in order to reach the indicator?

Again, it should be clarified that setting up gender-specific indicators in the AWP is not a unique exercise but should be always done. Collecting gender specific monitoring should not be a unique attempt but an on-going activity.

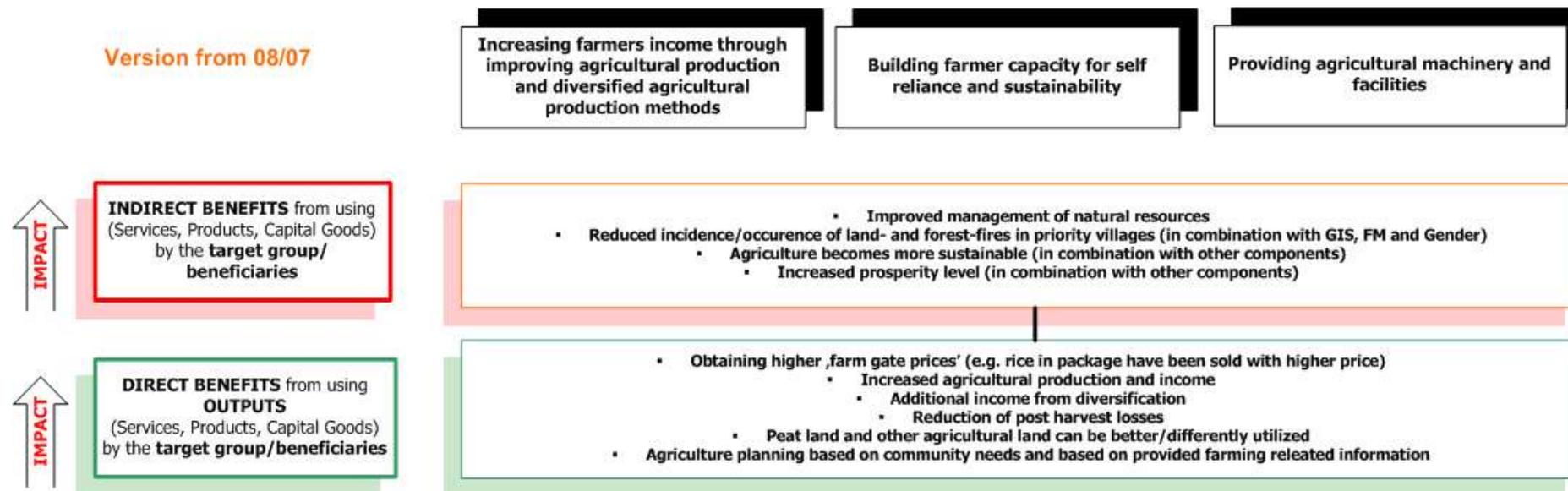
Continue with the same means of data collection

It is recommended to use the same means of collecting data in order to maintain the same procedure. This will increase the validity. Data from 2007 can easier be compared to data from 2008.

All in all, the IMT – assisted by international experts - has successfully managed to identify impact chains and indicators and to implement data collection and interpretation. As mentioned in the beginning impact monitoring was designed as a learning-by-doing exercise. The IMT has got a basic understanding of impact monitoring and it is recommended to use the extension time to continue with the exercises.

The Review, step four

Measuring Direct and Indirect Benefits of the Community Development Component



Indicators for Community Development (CD) component

Impact Indicators used	Means of data collection	How often & by whom conducted	Monitoring/Summary and documentation of data by whom and how often	RESULTS (incl. type of data that is available/missing)	Recommendations
Reduced incidence of fires (in combination with other project)	Questionnaires from CD workshop in 2006 Question 7 of a	Twice in 2006 Ade + Wardah	Wardah + Ade Impact Monitoring Team	78 % said they observed a decrease in hotspots and land and forest fires	Contact other sources to get information about hotspots and fires in the areas of project villages.

Impact Indicators used	Means of data collection	How often & by whom conducted	Monitoring/Summary and documentation of data by whom and how often	RESULTS (incl. type of data that is available/missing)	Recommendations
components)	questionnaire distributed to 100 participants		Once, end of September 2006	Data from more "neutral" sources to verify these subjective observations, for example GIS	Cross check with other people or GIS Twice would be better e.g. beginning of year/season and end of year/season!
Income of supported group increased, on a yearly basis by at least (20 %)	Secondary data/BPTP Survey in April 2007 Data from book keeping Question 2 and 3 of questionnaire (B and C)	Once in 2007 Provider + University + Impact Monitoring Team	Contractor + Wardah Impact Monitoring Team Once, end of June 2007	B: 90 % answered that SSFFMP led to an increase of group income. C: 92 % said the new technology introduced by SSFFMP increased farmers income.	Physically check group accounts. Twice would be better e.g. beginning of year/season and end of year/season!

Impact Monitoring Community Development Component, general recommendations:

- Ensure that data collection and interpretation is statistically sound.
- Enrich data and information by including more Gender aspects. Questions that could be asked are e.g. :
 - How do men and women co-operate in mixed IGA's (e.g. cattle);
 - How do women participate in agricultural planning at village level
 - How much did women contribute to additional income (including from non farming activities) in the farm households;
 - How are women involved in post harvest activities; and

- How are women involved in the management of cooperatives?
- Communicate the implications of your Impact Monitoring findings/results in a timely fashion to the other project components and to major stakeholders/beneficiaries and integrate them where applicable in planning and re-design.
- In order to monitor trends, it is necessary to:
 - Compare at least 3 figures/years, assuming that the necessary data is available e.g. 2005 -2007;
 - Include projections as well.
- Continue to hold focus group discussion in selected pilot villages and include the topic 'Which changes (related to your component) have you observed during the last 4 years on individual, family and village level?'
- Use as well the Impact Indicators of MDG 7

Some additional results² as provided by the CD component (for further details, please refer to the report)

To get a **quantitative and qualitative general picture** of the components impact (resulting from its interventions since 2003), a brief questionnaire survey (between August-September 2006) was conducted. The questionnaire was completed by participants of CD workshops in three different districts. The participants of the CD Workshops had been:

1. MSF and working groups representatives
2. CD related institutions at provincial and districts level
3. Sub districts offices
4. Village motivators & Local Volunteer Extension Workers Group
5. Farmer groups & women groups

² Taken from the DRAFT: As per July 25, 2007 (Final Report, Results and Achievements of SSFFMP Community Development Component)

- 6. University representatives
- 7. Other related institutions

Table: Impact Monitoring Survey conducted with participants in three workshops in 2006

Districts	Monitoring date	Number of participants		
		Total	♂	♀
Banyuasin	August 24, 2006	40	26	14
Oki	September 16, 2006	32	16	16
Muba	September 20, 2006	28	18	10
Total		100	60	40
Percentage		100 %	60 %	40 %

Method of data collection

Data was gathered from answered questionnaires that had been distributed to participants. The questionnaires consisted of one open and seven closed questions.

Open question:

1. *According to your knowledge and information available, how would you describe the impacts of SSFFMP interventions (from 2003 till now 2006)?*

Closed questions:

1. *In your opinion is there any major change since 2003 till 2006 in the SSFFMP supported villages?*
2. *In your opinion did the income of groups supported by SSFFMP increase?*
3. *Did the new technology introduced by SSFFMP increase efficiency and increase farmer incomes?*
4. *Since the start of implementation of activities by SSFFMP in priority villages, is there any village progress/improvement?*

- 5. *Did capacity and the competence of group members increase (facilitation, book keeping, etc)*
- 6. *Are women more actively involved in village activities?*
- 7. *Since SSFFMP implemented activities in priority villages, did hotspot/land and forest fires decrease?*

Table: Results from three districts of Banyuasin, Oki and Muba

Question No	Answer	Districts			Average (%)
		Banyuasin	OKI	MUBA	
1	yes	97	94	96	95.7
	no	3	0	4	2.3
	abstain	0	6	0	2.0
2	yes	92	87	92	90.3
	no	5	0	4	3.0
	abstain	3	13	4	6.7
3	yes	92	90	96	92.7
	no	5	0	0	1.7
	abstain	3	10	4	5.7
4	yes	95	94	96	95.0
	no	5	0	4	3.0
	abstain	0	6	0	2.0
5	yes	92	75	85	84.0
	no	8	9	4	7.0
	abstain	0	16	11	9.0
6	yes	72	97	74	81.0
	no	25	3	22	16.7
	abstain	3	0	4	2.3
7	yes		84	74	79.0
	no		16	15	15.5
	abstain		0	11	5.5

The conclusion was in general positive, that is to say SSFFMP's intervention lead to an increase of farmer's income and was reducing fire occurrences.

From an impact monitoring meeting conducted in March 2006, stakeholders came up with conclusions that Direct Benefits and Indirect Benefits gained from CD activities are:

Direct Benefits:

- a. Farmer groups institutions at villages enhanced
- b. Obtaining higher "farm gate prices"
- c. Increased agricultural production and income
- d. Additional income from diversification
- e. Reduction of post harvest losses

Long term and Indirect Benefits:

- a. Reduced incidence/occurrences of land- and forest-fires in priority villages (*in combination with other components*)
- b. Improved management of natural resources
- c. Agriculture becomes more sustainable (*in combination with other components*)
- d. Increased prosperity level (*in combination with other components*)

At present SSFFMP is in the process to further consolidate and deliberate results on the following impact indicators for the CD component:

1. Reduced incidents of fires (in combination with other Project components)
 2. Income of supported group increased
-

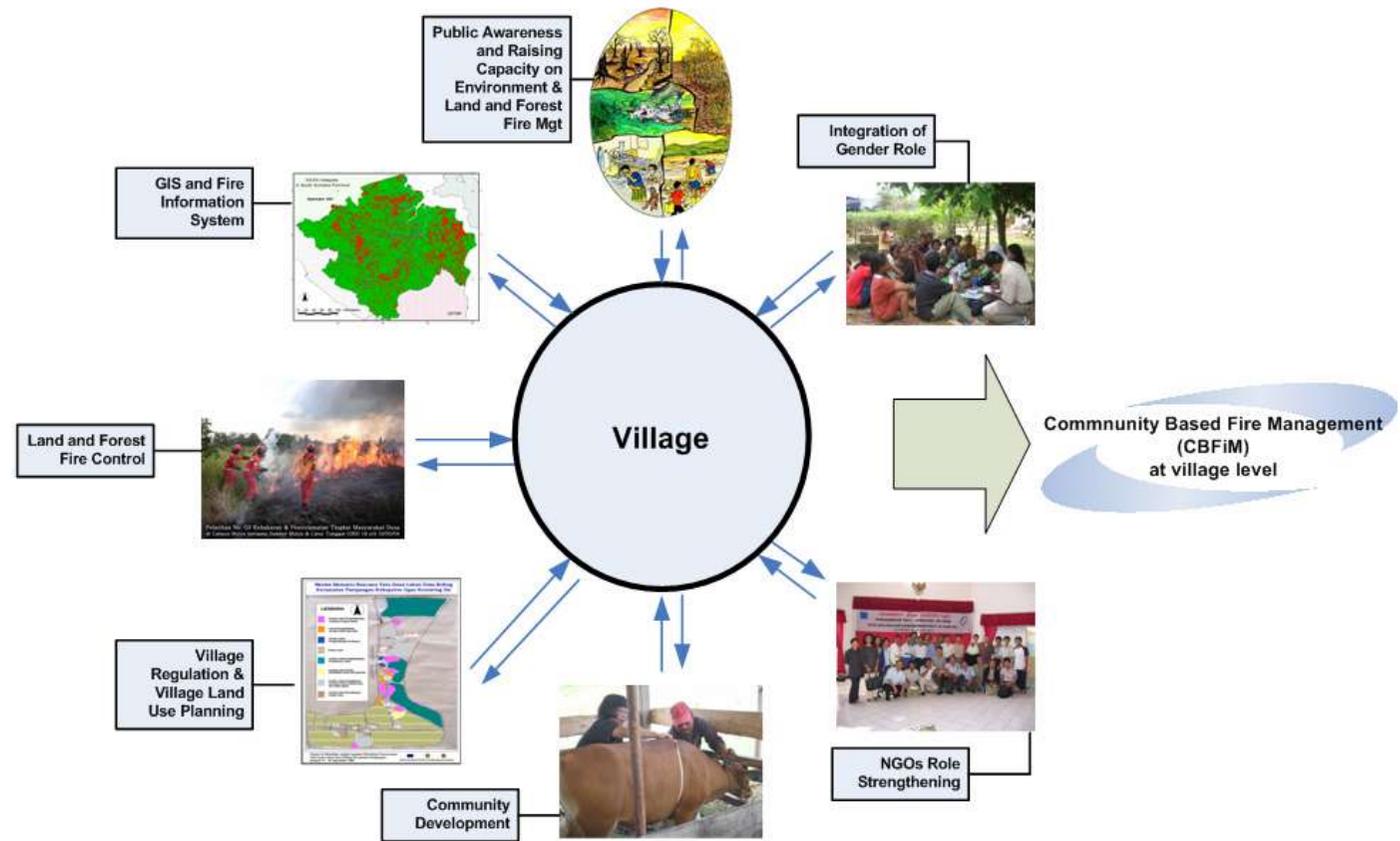
Long term and Indirect Benefits to be gained from project intervention at selected villages are shown in the matrix below:

Village	Long term & Indirect Benefits
Ds Ulak Kemang	<ol style="list-style-type: none"> 1. Enhanced fishery management and <i>purun</i> handicraft home industry as an alternative to Income generating activities compared to <i>nglebung</i> and <i>sonor</i> with burning practices. 2. Conservation of peat swamp area surrounding villages as habitat of <i>purun</i>, local name swamp weed, as raw material for <i>purun</i> based handicrafts home industry
Ds Riding	<ol style="list-style-type: none"> 1. Enhanced water buffalo rearing management as an alternative to income generating activities rather than <i>sonor</i> practices. 2. Peat swamp area of Riding village, formerly used for <i>sonor</i> cultivation with burning, conserved for water buffalo grazing area with no burning
Ds Ujung Tanjung	<ol style="list-style-type: none"> 1. Enhanced cattle breeding management as an alternative to income generating activities compared to/rather than <i>sonor</i> practices. 2. Farmer group institutions established would enable farmers to gain further support/access to government's agencies and/or other supportive stakeholders.
Ds Simpang Tiga	<ol style="list-style-type: none"> 1. People are changing from <i>sonor</i> with burning practices to proper paddy cultivation with no burning in peat swamp areas.
Ds Upang	<ol style="list-style-type: none"> 1. Husk-fuelled paddy dryer technology has proved and can solve farmer's problems on paddy drying during rainy harvest season. 2. Post harvest management enhanced, farmers' farm gate prices increased 3. Farmers motivated to utilize and cultivate bare lands and intensify paddy cultivation. 4. Optimized utilization of village bare lands, with thick biomass, would reduce potential fuel for land and forest fires.
Ds Muara Telang	<ol style="list-style-type: none"> 1. Trade off between proper paddy cultivation technologies with higher yielding paddy varieties compared to low yield, environment unfriendly <i>sonor</i> traditional paddy cultivation. 2. Farmer group institutions established enabled farmers to gain further support/access to government's agencies and/or other supportive stakeholders.
Ds Talang Lubuk	<ol style="list-style-type: none"> 1. Diversification and Integrated coconut processing technology, handicrafts know how would give rooms and alternatives of income generating activities. 2. These available alternatives could change easy habits of just selling raw coconut and conduct <i>sonor</i> practices with burning.

Village	Long term & Indirect Benefits
Ds Prajen Jaya	<ol style="list-style-type: none"> 1. Proper paddy cultivation technology with higher a yield in peat swamp area would change locals' perspective on traditional low yield <i>sonor</i> paddy cultivation with burning. 2. Farmer group institutions established would enable farmers to gain further support/access to government agencies and/or other supportive stakeholders.
Ds Muara Medak	<ol style="list-style-type: none"> 1. Proper paddy cultivation technology with higher yield results and RMU existence would motivate locals to utilize and cultivate bare lands intensively rather than clearing new lands to conduct slash and burn practices. 2. Farmer group institutions established enabled farmers to gain further support/access to government agencies and/or other supportive stakeholders.
Ds Kali Berau	<ol style="list-style-type: none"> 1. Hi-breed rubber clone seedlings with high yield results commonly used by smallholders would increase farmer's income per unit of plantation. 2. High yield of hi-breed rubber clone seedlings and intensified smallholders rubber plantations would reduce the desire to conduct slash and burn practices.
Ds Pagar Desa	<ol style="list-style-type: none"> 1. Livestock management (goat), proper paddy cultivation technology and RMU existence, would motivate locals to cultivate bare lands intensively rather than to conduct slash and burn practices.
Ds Bayat Ilir	<ol style="list-style-type: none"> 1. Proper livestock management (cattle & goat), horticulture cultivation technology with higher yield, would motivate locals to cultivate bare lands intensively rather than conduct slash and burn practices. 2. Farmer group institutions established would enable farmers to gain further support/access to government agencies and/or other supportive stakeholders.
Ds Mangsang	<ol style="list-style-type: none"> 1. Proper livestock management (cattle breeding) with high returns as an alternative to income generating activities, compared to slash and burn practices, would contributes wildfire prevention. 2. Revolving agreements mechanism between Project and farmer groups implemented would ensure the spreading and sustainability of the activities. 3. Farmer group institutions established, enables farmers to gain further support/access to government agencies and/or other supportive stakeholders

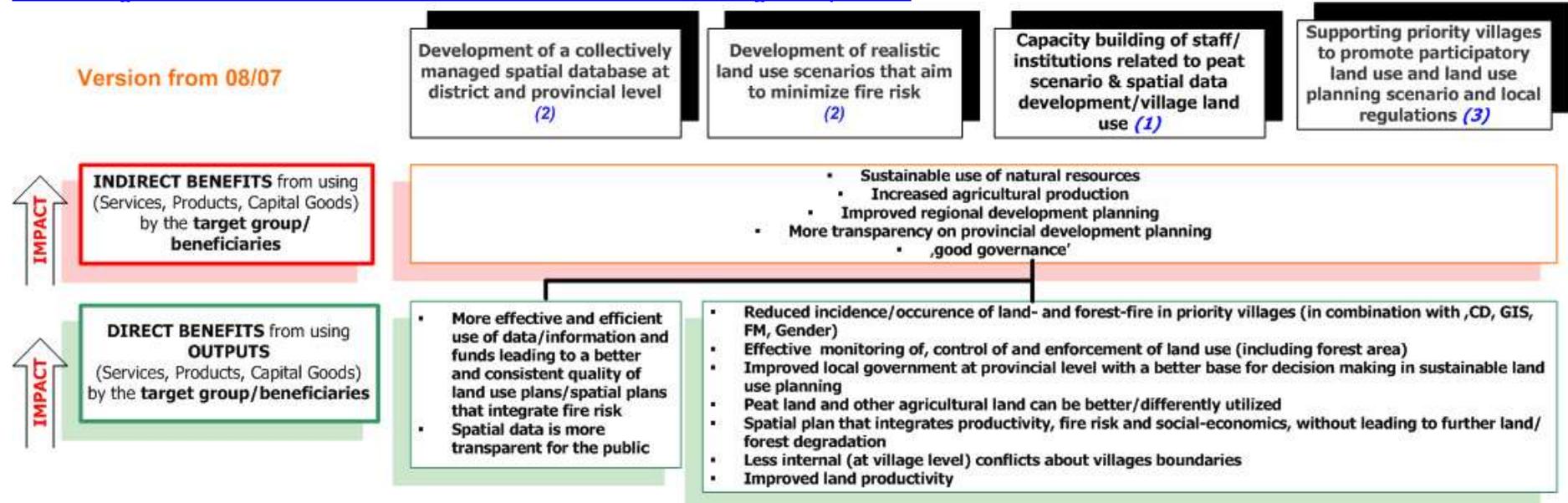
Development Strategy Community Based Fire Management System (CBFiM) at Village Level

How the entire project system should work at village level (original prepared by SSFFMP).



The Review, step four

Measuring Direct and Indirect Benefits of the Land Use Planning Component



Indicators for Land Use Planning (LUP) component

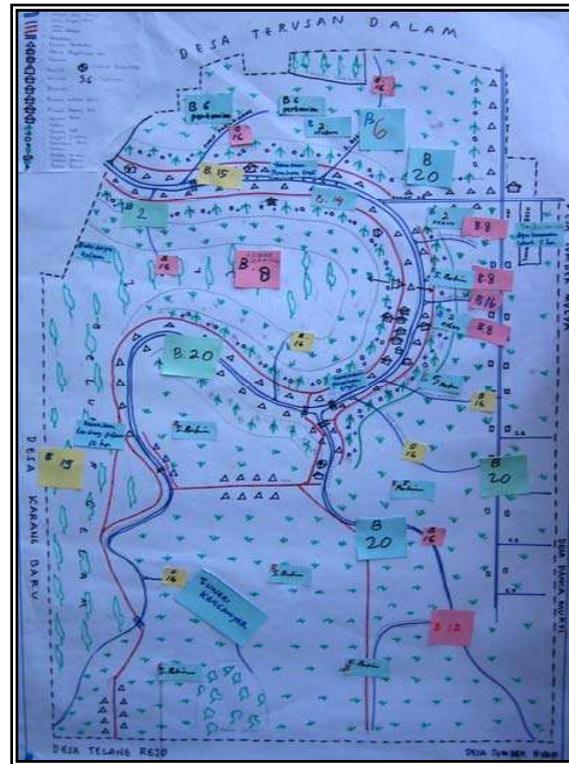
Impact Indicators used	Means of data collection	How often & by whom conducted	Monitoring/Summary and documentation of data by whom and how often	RESULTS (incl. type of data that is available/missing)	Recommendations
Increased matching of land use types with land use suitability	Second village sketch map in early 2007 & comparison with map from 2003	Early 2007 in at least 3 LUP villages LUP Team + IM (Ade)	LUP team + IM (Ade) Once, after comparison IM Team		

Impact Indicators used	Means of data collection	How often & by whom conducted	Monitoring/Summary and documentation of data by whom and how often	RESULTS (incl. type of data that is available/missing)	Recommendations
	Change in agricultural land from statistics of Pertanian (BPS)	Once in 2007/ten years period Ade / BPS	LSM member + Ade Early 2007, once IM Team		
Reduced incidence of fires (in combination with CD, FIS ++	Trend analysis with groups from at least 3 villages	Once, after sketches are available Provider + Ade	Provider + Ade Once, latest in May 2007 IM Team		

Impact Monitoring Land Use Planning, general recommendations/further questions:

- Prevent overlaps with other project components and those of partner institutions.
- Ensure that data collection and interpretation is statistically sound.
- Communicate the implications of your Impact Monitoring findings/results in a timely fashion to the other project components and to major stakeholders/beneficiaries and integrate them where applicable in planning and re-design.
- Enrich data and information to show/establish more inter-linkages with CD and Gender Components. Questions in regard to gender that could be asked are e.g. :
 - How did women participate in LUP committees?
 - How are women involved in alternative land use practices?
 - To which extend are women involved in LUP trainer teams?
 - Use as well the Impact Indicators of MDG 7.

- Use LUP maps (i.e. 'Results of village priority data and information from Oki district – 2007- on planning and management of participative Land Use Planning³) for Impact Monitoring to relate the findings to relevant (baseline) data.
- Impact Monitoring Surveys conducted need to better documented



³ Ringkasan data dan informasi desa-desa prioritas kabupaten ogang komering ilir dalam manajemen preencanaan tataguna lahan secara partisipatif Thau 2007 SSFFMP

Some additional results ⁴ as provided by the LUP component (for further details, please refer to the report)

Two important indicators of changes in the villages include:

- 1) Land suitability for particular purposes, and
- 2) Fire occurrence and the emerging social conflict due to fire. Forest and land fires under these circumstances are those deliberately ignited, including both controlled and uncontrolled fires. Controlled fires mean those that are carried out according to local wisdom.

Monitoring the impact of such practices was conducted in two villages Ujung Tanjung, Oki and Talang Lubuk, Banyuasin.

The monitoring was conducted as follows:

- a. Initiated with discussions using the village map. The discussion was attended by twenty participants including female participants. The participants included the Head of Village (Kades) the Head of Village Representative Board (BPD) and representatives of P3LD Steering Committee, the Village Technical Team, the Village Fire Brigade, Village Motivators, Farmer Groups and the Steering Committee
- b. Field check together with Village Technical Team and
- c. Results of the discussions were then compared with numbers and distributions of hotspots in the priority village detected from 1997 to 2006.

⁴ Summary Report of Results and Achievements, Land Use Planning, August 2007

Summary of Findings and Analysis

Increases in land suitability for appropriate land uses.

1. Land suitability for particular purposes is influenced by land characteristics in each village. Land types in Ujung Tanjung Village included dry land and peat, while those in Talang Lubuk Village were dominated by lowland. In general land has been managed properly by the community. The dry lands in Ujung Tanjung were intercropped with food crops and rubber trees, and part of the peat lands were planted with paddy during the dry season. Most of the lowlands in Talang Lubuk have been converted in to permanent paddy fields. In addition, some parts of the lowlands were also mounted, forming surjan or guludan (mounted soils) to overcome water excess. The surjan or guludan were planted with orange tree. The soil analysis was made by experts from Sriwijaya University and disseminated through a workshop on 'Results and Recommendations of Land Suitability' followed by in depth discussions with the local community.
2. Peat lands in Ujung Tanjung were predominated by bushes, Gelam (*Melaleuca caiuputi*) and Perpat (*Scyphyphora hydrophyttaceae*). These areas were a fishing point for the local people and converted into a Sonor area in the dry season. Lack of capital and insufficient knowledge are two main constraints faced by the local people to manage these areas productively.
3. Although there has been an agreement in the spatial design of the village explaining that some parts of the area in the village should be assigned for protection purposes, such as forest, a number of the people still did not fully accept it because they believed that all parcels of land should be occupied or they considered that forest is just a source of pests (wild pigs, monkeys, birds and mice). These pests can potentially destroy paddy fields.

Occurrence of Forest and Land Fires and Social Conflict Potential

1. The occurrence of uncontrolled fires in dryland of Ujung Tanjungh has significantly declined. On the other hand, peat in this village burn uncontrolled n every dry season as shown in the graphic and hotspot map. Restricted fires in Talang Lubuk in 2006 increased as compared with those in the previous years.

2. Controlled burnings were mostly used for land clearing for agriculture, plantation and fishing. Development and rejuvenation of rubber trees in Ujung Tanjung were influenced by the increasing local price of latex at the beginning of 2006. Due to water-logging, there was no fire in peat land of Ujung Tanjung in 2006. Burning in Talang Lubuk to clear new land for paddy fields was conducted in 2006. It is predicted that fire occurrence will decline in 2007 because all land in the village has been opened and are in use already.
3. Although local people in Talang Lubuk are still burning to clear their land, the burning is restricted to small scale and short periods (fast burning). Such fires can not be detected as hotspots.
4. Post-fire conflicts once occurred in Ujung Tanjung, causing around 2000 productive rubber trees to go up in flames. The conflict was resolved by compensating the burnt plantation with another productive rubber plantation.
5. Some members of the Technical Team in Ujung Tanjung who had been trained, have started implementing their competency by determining village boundaries and helping one farmer to establish the size and boundaries of the rubber plantation.

Impact Indicators, other important additions and recommendations

It is suggested that for the following areas:

- Knowledge Management;
- Institutional Development; and
- Health (related to forest fires)

Impact Indicators are developed and used in addition to the already existing ones.

- Knowledge Management Impact Indicators as a prove of sustainable integration of all findings (data, information, models developed, etc.) and recommendations made

Possible details:

- Communication aspects (exchange within the project team – making use of existing individual/group knowledge);
 - Knowledge Management in partner institutions/organisations); aspects of 'learning organisations'; transfer of appropriate technology to village level;
 - Subscription to related web based data/information sources and the immediate action taken by using this data/information;
 - Staff applies 'Knowledge and Skills' learned and show an improved level of action and interaction with the target group.
- Institutional Development Impact Indicators

Possible details:

- Cost effectiveness;
 - Timeliness;
 - Compliance (applying and sanctions) with standards;
-

- Best practices in forest fire management and related issues are applied;
 - National/provincial policies contain elements of tested approaches developed by the project are utilized;
 - Interests and demands of rural communities are increasingly met by national/provincial policies;
 - Capacities (organisational, systems and operational) is improved and leads to more timely planning, monitoring and learning from program implementation (problem solving);
 - Coherence, quality synergy and efficiency of development activates at district and village level;
 - Provincial government actively promotes lessons learned and duplicates them in other villages/sub-districts/districts.
- Including Health Measurements related to Forest Fires as an Impact indicator

Possible details:

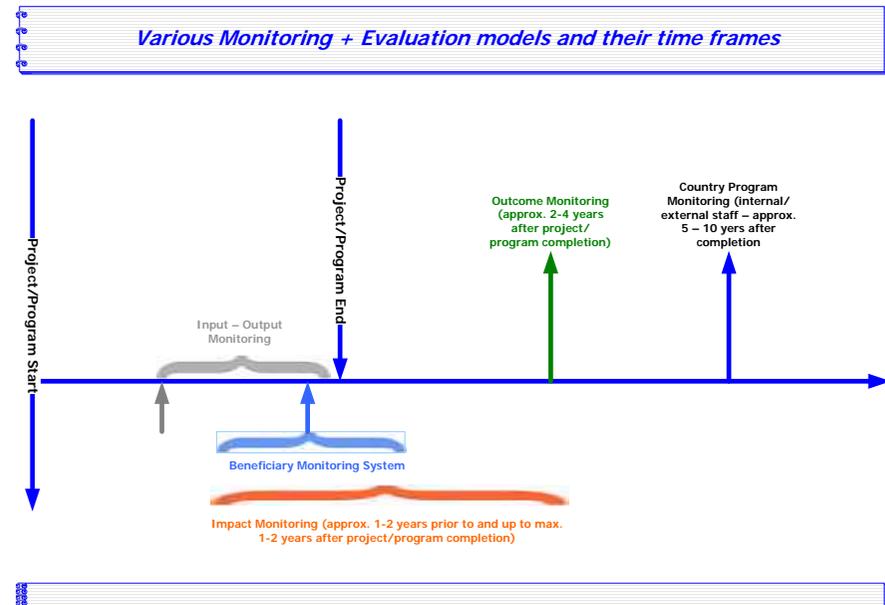
- The Indonesia Family Life Survey (IFLS) is a longitudinal socio-economic and demographic survey which collects detailed information on an array of health indicators. These survey data have been combined with satellite-based aerosol measures to produce a rich data source with which they examined the immediate effects of the fires. It is possible to use data from this source (the project does not have to collect additional data) and the indicators that are under development/or available as a result of this survey.
- Use in addition the Indicators for the Millennium Development Goal number 7: Ensure environmental sustainability' (same numbering as in MDG publications)
 25. Proportion of land area covered by forest
 26. Ratio of area protected to maintain biological diversity to surface area
 27. Energy use (kg oil equivalent) per \$1 GDP (PPP)
 28. Carbon dioxide emissions (per capita) and consumption of ozone-depleting CFCs (ODP tons)
 29. Proportion of population using solid fuels

Recommendations Impact Monitoring the Roles, Functions, Responsibilities, Placement and Timeline

Impact Monitoring and Evaluation (IM+E) at the project level has four major objectives to:

- 1) Monitor and evaluate results and impacts;
- 2) Provide a basis for decision making on necessary amendments and improvements;
- 3) Promote accountability for resource use; and
- 4) Document, provide feedback on and disseminate lessons learned.

- Translate Impact Strategy and Chains into Bahasa Indonesia and distribute them within the project and to relevant partners and use them as a tool for 'Best Management Practices'.
- Establish a more 'formal' Impact Monitoring Team – taking as well into account that staff is leaving the project -, with clearly defined roles, functions and responsibilities at the project level. Define and use for this purpose the job description that is attached as an example in annex 2.
- Actively sell Impact Monitoring in general and locate Impact Monitoring in partnering organisations and try to integrate it in their structure and processes.
- Foster a stronger involvement of partnering organisations by directly involving them in the design of the monitoring process and during monitoring exercises as well.
- Ensure that Impact Monitoring does not end prematurely, due to resource or other constraints (see graphic above).



Recommendations on Impact Monitoring aspects, crosscutting over all three components

Project management aspects

- To measure the required Impact at the organizational/institutional level, additional Knowledge Management and Institutional Development Impact Indicators should be used.
- The Project Planning Matrix (PPM) and Annual Work Plans (AWP) need to be consistent and coherent with the Impact Chains, e.g. stated 'Results' and their 'Outputs' (and the related activities) should have the same interrelationships.
- Impact Monitoring and its set of Indicators do not replace any other existing monitoring activities that the project is currently carrying out.
- Use LUP maps (i.e. 'Results of village priority data and information from Oki district – 2007- on planning and management of participative Land Use Planning⁵) for Impact Monitoring to relate the findings to relevant (baseline) data.
- Use in addition to focus groups and data collection, the tool 'village mapping' as well. It is a convenient tool that additionally helps to relate/overlay the data/information back to LUP maps and CD Impacts. Plus it shows the achieved impact from the farmer's perspective.

Learning project/organization

- Carry out joint (project, partnering institutions and target group) reviews of the Impact Chains and Indicators on a regular basis (at least twice per year) at provincial and village level.

⁵ Ringkasan data dan informasi desa-desa prioritas kabupaten ogang komering ilir dalam manajemen preencanaan tataguna lahan secara partisipatif
Thaun 2007 SSFFMP

- Publish jointly 'more' success stories and use them as 'best practices models'.
- Analyse and publish as well negative lessons learned: e.g. Multi Stakeholder Forum, Virgin Coconut Oil, Coconut Fibre Processing, Fish Breeding and Fish Food Production and use them as a 'best practices model' as well.

This will prevent costly follow-ups and or implementation of technologies with high dissemination costs e.g. drying of rice grain, tidal swamp management, and distribution of high yielding rice varieties or others.

- Ensure integration of all components, e.g. at this stage only approximately 25 % of the priority villages have joint activities; and not all 13 villages are monitored on a regular basis.

Survey design, data collection and storage

- Ensure scientific and statistical correct survey design and data collection.
- Use the expertise of institutions within easy reach e.g. University of Sriwijaya (UNSRI) and BPS Statistics Indonesia and UN.
- Redesign questionnaires to make them more precise/specific and gender sensitive.
- Ensure timely data collection and feedback on findings (information) to those involved in the process.
- Measure 'Impact' in non SSFFMP villages as well.
- Conduct Impact Monitoring in all 13 priority villages in the project area.
- Build a commonly usable and easily accessible data/information base.

Recommendations, capacity building: Project staff and target group/stakeholder/beneficiaries

The project had used the following definitions in capacity building⁶. The same ones are used here as well, to describe what additional training (skills and competencies) is needed to ensure a smooth further continuation/implementation of the Impact Monitoring approach.

Required capacity building

	Project staff	Target group/stakeholders/ beneficiaries
Organizational capacity	Clearing roles functions and responsibilities of/for Impact Monitoring	Clearing roles functions and responsibilities of/for Impact Monitoring Adopt and integrate Impact Monitoring in partner institutions
Systems capacity	Advanced training on Impact Monitoring (see Annex 3)	Basic and advanced Impact Monitoring Training (see Annex 3)
Operational capacity	Microsoft certified training in advanced Excel, basic data base development and maintenance Basic and advanced surveying techniques (e.g. questionnaire design, sampling - data collection, data interpretation) and basic statistics	Basic and advanced surveying techniques (e.g. questionnaire design, sampling - data collection, data interpretation) and basic statistics

⁶ Adapted from SSFFMP Summary Report of Results and Achievements – Land Use Planning - August 2007

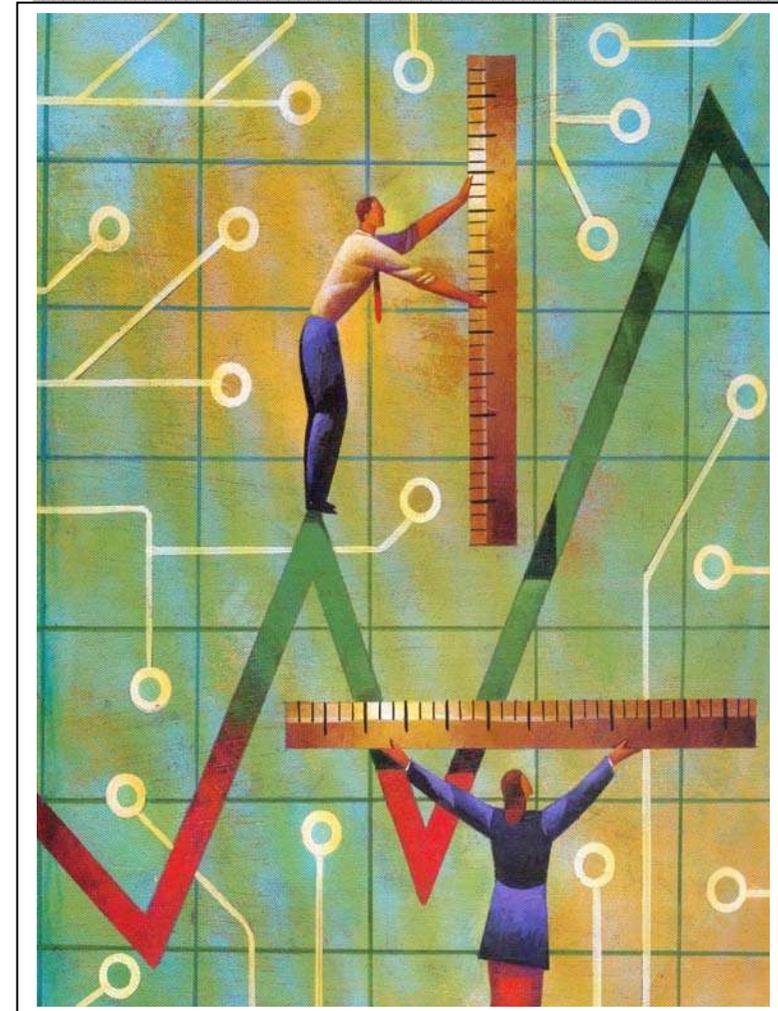
Capacity, Definitions

Organizational capacity covers the effectiveness of the organizational structure: what departments, sections, functional groups etc. are there and/or are needed and what functions/roles do they have.

Systems capacity covers the effectiveness and efficiency of the system of work planning and implementation. More specifically, this does concern the working methods, work flow (procedures and procedures) and control/monitoring mechanisms (to ensure consistency and quality of output). System capacity is about what exactly needs to be done (different stages of output) and how it is done.

Operational capacity covers the availability of material resources an institution needs to be able to implement its roles, responsibilities and tasks. Such resources include operational budget, specific equipment, etc.

Human Resources capacity covers the number, quality (performance) and potential of the total staff of an institution, that are needed to implement the roles, tasks and responsibilities (and performance standards) of the institutions.



Work Plan, recommendations

Priority #	Work Plan – Recommendations	Who is in charge/ responsible/ takes action	To be completed latest by	Costs	Additional remarks
	<p>Impact Monitoring Gender Component, general recommendations</p> <ul style="list-style-type: none"> ● Ensure that data collection and interpretation is statistically sound. ● Use an additional Impact Indicator that measures for example, the number of submitted project proposals which address directly 'gender issues' and are financed out of the 5% of the provincial governmental budget. ● A suitable Output that still could be delivered by the Gender Component is to train women groups at village and provincial level on how to design and write suitable 'project proposals'. This would as well add to sustain the 'gender component' of the project. ● Communicate the implications of your Impact Monitoring findings/results in a timely fashion to the other project components and to major stakeholders/beneficiaries and integrate them where applicable in planning and re-design. ● Intensify the integration of gender specific monitoring in the other project components. ● In order to monitor trends, it is necessary to compare at least 3 figures/years, assuming that the necessary data is available e.g. 2005 -2007 and to include projections as 				

Priority #	Work Plan – Recommendations	Who is in charge/ responsible/ takes action	To be completed latest by	Costs	Additional remarks
	<p>well.</p> <ul style="list-style-type: none"> ● Continue to hold focus group discussion in selected pilot villages and include the topic ‘Which changes (related to your component) have you observed during the last 4 years on individual, family and village level?’ 				
	<p>Impact Monitoring Community Development Component, general recommendations</p> <ul style="list-style-type: none"> ● Ensure that data collection and interpretation is statistically sound. ● Enrich data and information by including more Gender aspects. Questions that could be asked are e.g. : <ul style="list-style-type: none"> - How do men and women co-operate in mixed IGA’s (e.g. cattle); - How do women participate in agricultural planning at village level; - How much did women contribute to additional income (including from non farming activities) in the farm households; - How are women involved in post harvest activities; and - How are women involved in the management of cooperatives? ● Communicate the implications of your Impact Monitoring findings/results in a timely fashion to the other project components and to major stakeholders/beneficiaries and integrate them where applicable in planning and re-design. 				

Priority #	Work Plan – Recommendations	Who is in charge/ responsible/ takes action	To be completed latest by	Costs	Additional remarks
	<ul style="list-style-type: none"> ● In order to monitor trends, it is necessary to: compare at least 3 figures/years, assuming that the necessary data is available e.g. 2005 -2007 and to include projections as well. ● Continue to hold focus group discussion in selected pilot villages and include the topic 'Which changes (related to your component) have you observed during the last 4 years on individual, family and village level?' ● Use as well the Impact Indicators of MDG 7. 				
	<p>Impact Monitoring Land Use Planning (LUP), general recommendations/further questions</p> <ul style="list-style-type: none"> ● Prevent overlaps with other project components and those of partner institutions. ● Communicate the implications of your Impact Monitoring findings/results in a timely fashion to the other project components and to major stakeholders/beneficiaries and integrate them where applicable in planning and re-design. ● Enrich data and information to show/establish more inter-linkages with CD and Gender Components. Questions that could be asked are e.g. : <p>- How did women participate in LUP committees?</p>				

⁷ Ringkasan data dan informasi desa-desa prioritas kabupaten ogang komering ilir dalam manajemen preencanaan tataguna lahan secara partisipatif Thaun 2007 SSFFMP

Priority #	Work Plan – Recommendations	Who is in charge/ responsible/ takes action	To be completed latest by	Costs	Additional remarks
	<ul style="list-style-type: none"> - How are women involved in alternative land use practices? - To which extend are women involved in LUP trainer teams? ● Use LUP maps (i.e. ‘Results of village priority data and information from Oki district – 2007- on planning and management of participative Land Use Planning’) for Impact Monitoring to relate the findings to relevant (baseline) data. ● Use as well the Impact Indicators of MDG 7. 				
	<p>Impact Indicators, other important additions</p> <p>It is suggested that for the following areas:</p> <ul style="list-style-type: none"> ● Knowledge Management; ● Institutional Development; and ● Health (related to forest fires) <p>Impact Indicators are developed and used in addition to the already existing ones.</p>				
	<p>Recommendations Impact Monitoring the Roles, Functions, Responsibilities, Placement and Timeline</p> <ul style="list-style-type: none"> ● Translate Impact Strategy and Chains into Bahasa Indonesia and distribute them within the project and to relevant partners and use them as a tool for ‘Best Management Practices’. ● Establish a more ‘formal’ Impact Monitoring Team – taking as well into account that staff is leaving the project -, with 				

Priority #	Work Plan – Recommendations	Who is in charge/ responsible/ takes action	To be completed latest by	Costs	Additional remarks
	<p>clearly defined roles, functions and responsibilities at the project level. Define and use for this purpose the job description that is attached as an example in annex xx.</p> <ul style="list-style-type: none"> ● Actively sell Impact Monitoring in general and locate Impact Monitoring in partnering organisations and try to integrate it in their structure and processes. ● Foster a stronger involvement of partnering organisations by directly involving them in the design of the monitoring process and during monitoring exercises as well. ● Ensure that Impact Monitoring does not end prematurely, due to resource or other constraints. 				
	<p>Recommendations on Impact Monitoring aspects, crosscutting over all three components</p> <p><u>Project management aspects</u></p> <ul style="list-style-type: none"> ● To measure the required Impact at the organizational/institutional level, additional Knowledge Management and Institutional Development Impact Indicators should be used. ● The Project Planning Matrix (PPM) and Annual Work Plans (AWP) need to be consistent and coherent with the Impact Chains, e.g. stated 'Results' and their 'Outputs' (and the related activities) should have the same interrelationships. 				

⁸ Ringkasan data dan informasi desa-desa prioritas kabupaten ogang komering ilir dalam manajemen preencanaan tataguna lahan secara partisipatif Thaun 2007 SSFFMP

Priority #	Work Plan – Recommendations	Who is in charge/ responsible/ takes action	To be completed latest by	Costs	Additional remarks
	<ul style="list-style-type: none"> ● Impact Monitoring and its set of Indicators do not replace any other existing monitoring activities that the project is currently carrying out. ● Use LUP maps (i.e. 'Results of village priority data and information from Oki district – 2007- on planning and management of participative Land Use Planning⁸) for Impact Monitoring to relate the findings to relevant (baseline) data. ● Use in addition to focus groups and data collection, the tool 'village mapping' as well. It is a convenient tool that additionally helps to relate/overlay the data/information back to LUP maps and CD Impacts. Plus it shows the achieved impact from the farmer's perspective. <p><u>Learning project/organization</u></p> <ul style="list-style-type: none"> ● Carry out joint (project, partnering institutions and target group) reviews of the Impact Chains and Indicators on a regular basis (at least twice per year) at provincial and village level. ● Publish jointly 'more' success stories and use them as 'best practices model'. ● Analyse and publish as well negative lessons learned: e.g. Multi Stakeholder Forum, Virgin Coconut Oil, Coconut Fibre Processing, Fish Breeding and Fish Food Production and use them as a 'best practices model' as well. 				

Priority #	Work Plan – Recommendations	Who is in charge/ responsible/ takes action	To be completed latest by	Costs	Additional remarks
	<p>This will prevent costly follow-ups and or implementation of technologies with high dissemination costs e.g. drying of rice grain, tidal swamp management, and distribution of high yielding rice varieties or others.</p> <ul style="list-style-type: none"> ● Ensure integration of all components, e.g. at this stage only approximately 25 % of the priority villages have joint activities; and not all 13 villages are monitored on a regular basis. <p><u>Survey design, data collection and storage</u></p> <ul style="list-style-type: none"> ● Ensure statistical correct survey design and data collection. ● Use the expertise of institutions within easy reach e.g. University of Sriwijaya (UNSRI) and BPS Statistics Indonesia and UN. ● Redesign questionnaires to make them more precise/specific and gender sensitive. ● Ensure timely data collection and feedback on findings (information) to those involved in the process. ● Measure 'Impact' in non SSFFMP villages as well. ● Conduct Impact Monitoring in all 13 priority villages in the project area. ● Build a commonly usable and easily accessible data/information base. 				

Priority #	Work Plan – Recommendations	Who is in charge/ responsible/ takes action	To be completed latest by	Costs	Additional remarks
	<p>Recommendations, capacity building: Project staff and target group/stakeholder/beneficiaries</p> <p>Project staff</p> <ul style="list-style-type: none"> - Clearing roles functions and responsibilities of/for Impact Monitoring. - Advanced training on Impact Monitoring (see Annex 3). - Microsoft certified training in advanced Excel, basic data base development and maintenance. - Basic and advanced surveying techniques (e.g. questionnaire design, sampling - data collection, data interpretation) and basic statistics <p>Target group/stakeholders/ beneficiaries</p> <ul style="list-style-type: none"> - Clearing roles functions and responsibilities of/for Impact Monitoring. - Adopt and integrate Impact Monitoring in partner institutions. - Basic and advanced Impact Monitoring Training (see Annex 3). - Basic and advanced surveying techniques (e.g. questionnaire design, sampling - data collection, data interpretation) and basic statistics. 				

Summary and Conclusions

SSFFMP started the process of establishing Impact Chains and Impact Monitoring as a voluntary effort in 2006. In order to make this pilot a really successful one, the project would have to 'take up the loose ends' and complete the efforts it has started. The report provides the necessary details should the project choose to do so.

The greatest achievements of this process are, that the project 'streamlined' for three of its components the implementation efforts and focussed more on delivering 'its goods to the needs' of the target group(s)/beneficiaries.

The impact chains that had been designed in the year 2006 are still valid (with some minor changes) in 2007 and provide the team with a clear direction on how to achieve major Results/Outputs and Activities. They helped as well to provide a 'clearer' guideline for all participating partners, on how to improve development management and co-operation in the project area.

The data collection results for Impact Monitoring are 'mixed', but show in general positive trends. Some components delivered 'data' in the short period between 2006 – 2007 in greater detail than others. They indicate a reasonable trend to underline the 'success' the project had in implementing its enormous amount of activities and that the overall 'Impact Strategy' the project had chosen (for this pilot) was/is sound.

Annexes

Annex 1 Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

Annex 2: Terms of Reference Monitoring and Evaluation Specialist

Annex 3: Training Course – Impact Monitoring

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

Introduction: Impact Monitoring as a learning process

The Gender component introduced impact monitoring in the training workshops of village motivators in 2005. Motivators were trained to set up objectives and indicators in their action planning and to use indicators during evaluation after one year. An intern developed an easy method to use participants attendance lists, filled in during each SSFFMP activities, to find out participation of men and women. At the same time, the Gender TA and her staff learnt in a "learning-by-doing approach" the basics of impact monitoring.

These were some of the reasons why the Gender component was chosen to take part in SSFFMP impact monitoring. LUP and CD were the other two SSFFMP components which were included in the impact monitoring exercise.

SSFFMP established an Impact Monitoring Team (IMT) which was composed of the team leader and two staff members, one of the Gender component, one of LUP. The IMT received a 5 days training in impact monitoring techniques in Thailand, in 2005, and impact monitoring as such was introduced as a learning process.

In 2006, an International consultant screened available statistical data and conducted focus group discussions in selected priority villages. Based on these findings impact chains were formulated based on the ground work of the International Consultant.

Later, the indicators were defined on the basis of these impact chains. In 2006, a Monitoring matrix specifying indicators, means of verification and responsibilities was developed.

The IMT implemented the matrix, considering data from 2006 and some of 2007. The following chapter will summarize the results from this monitoring exercise.

Methodology

A mix of methods was used in order to collect quantitative and qualitative data. Different stakeholders were involved in interviews to include different perceptions and to cross-check information. Means of data collection were:

- Attendance lists of the three project components, LUP, Gender, and CD.
- Questionnaires with closed and open questions filled in by 23 village motivators, trained by SSFFMP gender component
- Questionnaires with closed and open questions filled in by 100 participants of CD workshops
- Questionnaire to be filled in by 13 stakeholders, such as government employees, NGOs, counterparts and others (2006).
- Results from group discussions in Village Motivators workshop, 2007.
- Monitoring matrix filled in during Village Motivators workshops, 2005-2007.

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

- Questionnaires with closed and open questions filled in by participants of CD activities.
- Personal interviews with SSFFMP staff, counterparts, NGO members, government employees, village motivators and other stakeholders.

Overview:

Indicator 1: Quantitative Participation of women increased

Women's overall participation in SSFFMP activities

Number of Female Participants in selected SSFFMP components

LUP - More women at village meetings than in technical training

CD - More women in trainings than in meetings

Gender component - "Women's only" activities dominant

Number of female facilitators increased

Indicator 2: Gender Motivators apply competence and expand areas of work

Motivator's self-assessment

Indicator 3: Quality of women's participation increased

Women and men involved together in IGA's promoted by CD

Female and male group members own assets together
"Success story"

Women participate more in decision making and group management

Women's involvement in village meetings improved

Indicator 4: Farm Households benefit from IGA's

Additional income generated

Gender-specific patterns in spending additional household income

Indicator 5: Gender Awareness of stakeholder institutions increased

Stakeholders Self-Assessment regarding gender knowledge

Successful transfer of knowledge to stakeholders work places

Indicator 6: Women contribute to LUP activity

Involvement of women and men in LUP activities at target group level

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

Conclusions

Methods of data collection

Quantitative data were collected by evaluating participants list and other project documents. Questionnaires with closed questions were filled in by motivators and government stakeholders.

Qualitative information was collected by interviews with individual stakeholders and by group discussions during motivators training.

The same questions were put to different people in order to get information and opinion from the different angles of the involved stakeholders.

Sources were:

- Data sheets, designed by Julie Becu, to generate gender-differentiated data from participants' lists of the three project components, LUP, Gender, CD.
- Questionnaires with closed questions filled in by motivators and stakeholders distributed and evaluated by SSFFMP Impact Monitoring Unit.
- Results from group discussions in Village Motivators workshop.
- Matrix filled in during Village Motivators workshops, 2005-2007.
- Personal interviews with SSFFMP staff, NGO members, village motivators and other stakeholders.

Indicator 1: Quantitative Participation of women increased

Women's participation in LUP, CD and Gender

A gender sensitive target group analysis was conducted in 3 SSFFMP priority villages in 2004. Results and recommendations provided the basis for the gender components planning and implementing of activities. This study discovered that in 2004 only very few women participated in project activities. This fact even applied for the Income Generating Activities (IGA) on village level. The study pointed out that women were very interested to be involved in project activities, especially in IGA's, but also in other project activities.

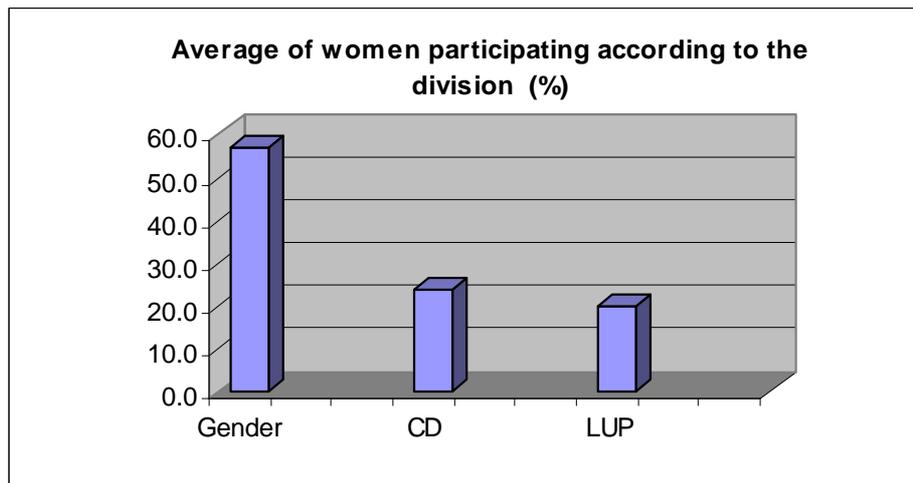
SSFFMP adopted a gender policy in 2005 which demanded the active participation of women in all project components. Indicators in the Annual Work Plans included a quota which demanded a minimum percentage of women's participation. The quota requested that 20% of all participants and trainers should be female, in 2004. It was defined quite low because women's participation in fire management was new and stakeholders had to be convinced that this was possible.

Following up the projects policy and indicators all attendance lists included two extra columns to specify sex.

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

Attendance lists from January until December 2006 were used to get information regarding women's participation in activities of three project components. In Community Development 24 % of all the participants were female, in LUP almost 20% were female in Gender 57% were female.

Compared to the very low participation in 2004 there is a very big change in comparison to the figures of 2006.



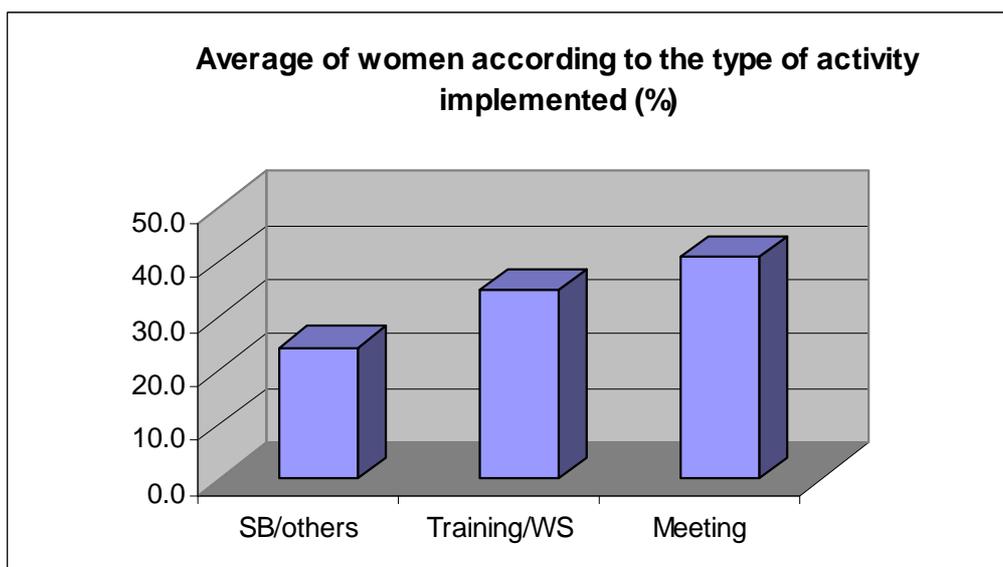
The percentage of female participants was evaluated in three different types of activities, exchange visits, so-called "comparative studies" (CS), training workshops and meetings.

Almost 40 % of the participants in meetings were women. This may be due to the intervention of the village motivators, trained by the SSFFMP gender component. It was one roles of the village motivator to inform women about public meetings and to encourage them to participate actively.

Over 30% of the participants in trainings and workshops were female. This number is a bit lower, because many training workshops dealt with technical subjects, which were still considered to target men.

Only 21% of the participants who travelled to other areas for exchange visits were female. This low percentage indicates in the first place that men are more mobile and can easily leave their homes to travel because they have less family duties. On the other sides, when government employees were involved and when the project did not set up clear selection criteria regarding status and gender, government services often sent male officers.

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt



Number of Female Participants in selected SSFFMP components

Period 2006 (Jan - Des)

		Facilitator	Target group	SB/others	Training/WS	Meeting	Division average
Gender	CS/others	30	36.7	33.35			56.7
	Training/WS	52.6	61		56.8		
	Meeting	67.6	92.1			79.85	
CD	CS/others	25.14	25.14	25.14			23.5
	Training/WS	33.33	17.61		25.47		
	Meeting	19.23	20.74			19.985	
LUP	CS/others	12.0	16.7	14.3			19.8
	Training/WS	18.6	26.4		22.5		
	Meeting	13	32.0			22.495	
		30.2	36.5	24.3	34.9	40.8	

LUP - More women at village meetings than in technical training

Figures from **LUP** show, that in meetings as well as in trainings about 22% of participants were female. Regarding comparative studies and "other activities" only 14,3 % of the participants were female. The reason for this discrepancy may be that the "other activities" included practical activities, for example village walks and field practices using GPS. Those are still regarded as a "mans world". So one can conclude that women were invited to the village meetings and also participated, but they hesitated to become involved in technical implementation.

When activities were conducted directly at the village level and sub-district level, women had a better chance to become involved. As soon as higher levels were involved, fewer women were represented. The village motivators and NGOs guided

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

and monitored activities on village level and continuously reminded the Village Heads to invite women.

Higher levels are usually represented by male key persons. SSFFMP does not have this strong guiding role at higher levels. SSFFMP would touch villages 6-8 times a year, but only see people from the district level once or twice a year in meetings. That is why the idea of achieving a gender balance was easier implemented at village than at district level. Women participated in all levels, but their number was bigger on village level than on district level.

CD - More women in trainings than in meetings

In **CD** there were 25 % female participants in comparative studies and in training workshops, while there were only about 20% women in meetings. Women's attendance during CD meetings was low because even when they became involved as group members, they were still a minority. Male members still dominated the meetings.

In trainings and comparative studies a higher percentage of women participated. One reason for this may be that there was closer monitoring from the projects side. For example, proposals had to include names and sex of participants. Proposals were rejected when there were not enough women.

Technical trainings were implemented by male technical advisors who targeted at men. So, until today the number of men is bigger in "mixed" income generating groups. However, the good news is that the NGO guidance managed to involve more women. Meetings and working in mixed groups was a fundamental change for all people involved. This new development has to be appreciated as an innovative step and a big success in itself initiated by SSFFMP.

"Women's only" activities dominant in the gender component

Gender has the highest female participation in all categories.

In meetings about 80% of participants were female, because all income generating groups initiated by the gender component were "women's only" groups. The 20% male participants consist of male motivators and delegates of the village government. Sometimes the husbands of group members joined the meetings to understand better what their wives were doing.

In training workshops a very good gender balance was achieved because participants were selected by purpose to reach a gender balance. Sometimes male representatives were invited from other components so that they were involved in gender awareness raising activities. In household economic trainings always couples were invited and a perfect gender balance was achieved.

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

Figures regarding women's participation in comparative studies were quite low because stakeholders from the district level were also invited. Important stakeholder positions of district and sub-district level are still dominated by men.

There were comparative studies when Gender component chose all participants by itself and could consider whom to invite. That is when the gender balance was improved.

While more than half of the participants in trainings were female, only 34 % of people travelling to comparative studies were women.

Number of female facilitators increased

Looking into the quantitative representation of female **facilitators**, one can see that in average there were 30% women. However, if one has a closer look one recognizes big disparities. In the gender component almost 70% of the facilitators were female, while in CD and in LUP the number is much lower.

Most of the people involved in organising and facilitating gender-related activities are women. That is why the figure became high. Looking at **LUP** one can directly see that there are few women involved in the facilitation side. This applies to facilitators from SSFFMP as well as to delegates from universities. Women with good knowledge and experience in LUP are still missing.

Also in CD there are surprisingly few women involved. **CD** works closely with implementing agencies such BPTP whose members are mostly men. That is why their facilitation teams were usually dominated by men Training workshops in CD often specialized on technical issues which were implemented by BPTP and again male facilitators were involved.

NGOs usually guided the mixed IGA's once a month. NGO members are often female. So that is how the percentage of women increased. On the other side those female NGO members had already basic knowledge in women's promotion and gender. They attended additional gender awareness trainings of SSFFMP and integrated this knowledge into their activities at village level. This strategy helped the NGO members to develop a good practical approach and the gender concept was successfully adapted to the villagers needs. NGOs often deal with book keeping and other administrative skills, the backbone of a successful IGA's, which were often considered a "women's field".

Indicator 2: Village Motivators apply competence and expand areas of work

Village Motivators Self-Assessment

23 village motivators were asked to assess their gender competences and to fill in a questionnaire.

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

Table: Village Motivators Self-Assessment

	How do you assess your knowledge about gender?	How much are you involved in facilitating meetings	How good are you in supporting women to speak up during meetings?	How do you assess your own participation at village meetings?	How do you assess your cooperation with local governments?	How do you assess your support for IGA's?
Very good	6	5	10	3	8	3
Good	13	10	10	15	11	15
Fair	4	4	1	4	3	2
little	-	2	2	-	1	3
Very little	-	-	-	1	-	-
Not at all	-	2	-	-	-	-

Results show that most village motivators assessed their competence as good or even very good.

Village Motivators have more self-confidence

NGO members and village motivators observed that most female motivators are more self-confident to talk in public in front of men and women. They have gained some knowledge about the gender concept and the idea of equal chances for women and men. They know how to explain the gender concept to other people.

Some IGA members participated in journeys to other places and became acquainted with foreign people. They shared their experience, got more technical knowledge and learnt about new strategies. So their perspectives broadened. Some women participated in exhibitions and learnt how to present and promote their products in front of a public audience. They are proud of their achievements and like to talk about them.

Village motivators trained by SSFFMP know now how to behave in groups. They know how to organise, set up agendas and moderate group meetings. They have basic knowledge about book keeping and financial accounting which is very important for managing groups and starting successful IGA's.

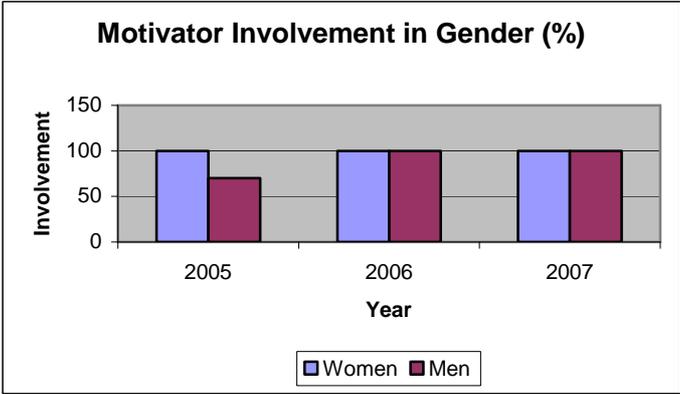
Application of competence and expansion of areas of work

Male and female village motivators attended several gender training workshops which included topics such as awareness raising about gender roles, facilitation and leadership skills, application of gender analysis, planning and evaluation activities on

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

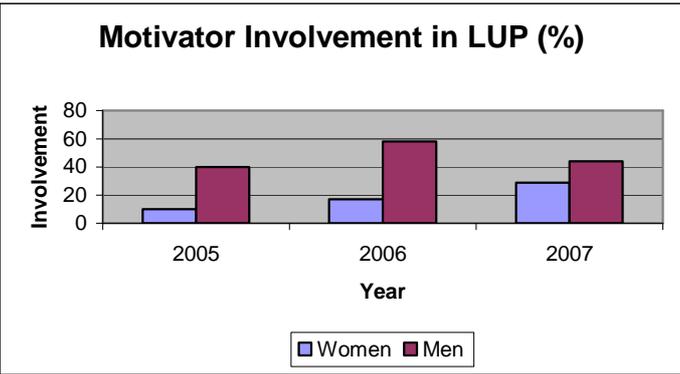
village level. Each workshop also included information regarding forest fire management.

The following data about village motivator’s involvement are based on information from impact matrices of three years.



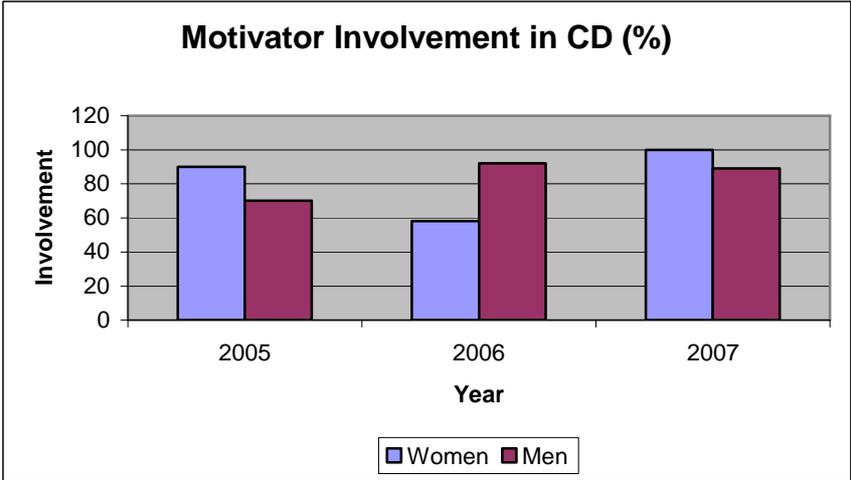
In 2005 already 70% of the male motivators were involved in activities of the Gender component. The male motivators were little involved in women’s groups IGA’s, but mainly worked as facilitators in capacity building and awareness raising workshops. These figures indicate a change in the overall perception, which usually related “gender” with “women”.

The following graphs indicate that village motivators did not only organise and facilitate meetings related to the gender component, but also used their competence to become involved in other SSFFMP components and even activities outside of SSFFMP.



In 2005 only few female village motivators participated in LUP activities. There is a clear trend that indicates that female village motivators got more and more involved in LUP activities. This information can be related with the “quantitative participation” of women in LUP activities provided above. Female village motivators used their new self-confidence and skills to attend village meetings discussion village boundaries and other LUP related subjects.

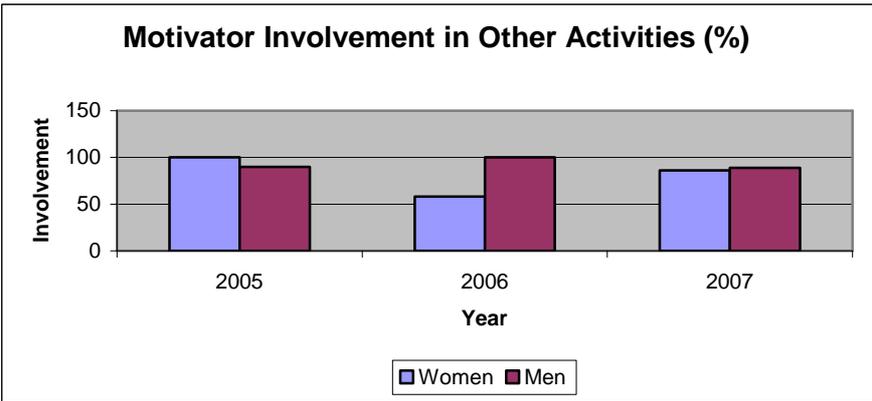
**Annex 1: Impact Monitoring of the Gender Component,
by Eva Engelhardt-Wendt**



The trends for CD are not so clear, for both women and men. There is a considerable increase for female motivators' involvement in CD activities, mainly mixed IGA's, between 2006 and 2007.

The same trend can be seen for the involvement in "other activities".
"Other activities" include involvement in village functions such as Village Heads or Village secretaries as well as setting up new saving schemes or other group activities.

NGO members and motivators observed that men still dominate the political positions in the village government. However, female motivators got involved in a number of new groups. At least 7 new saving and credit schemes were started. New income generating activities were set up, for example a "multipurpose business scheme" which included different kinds of activities, such as tailoring, chips production and processing agricultural produce.



Village women participate more actively in village meetings

Participants of CD workshops in the 3 project districts (60 male, 40 female) saw an improvement in women's participation since SFFMP interventions started.

**Annex 1: Impact Monitoring of the Gender Component,
by Eva Engelhardt-Wendt**

Question: Are women more actively involved in village activities according to your observation?

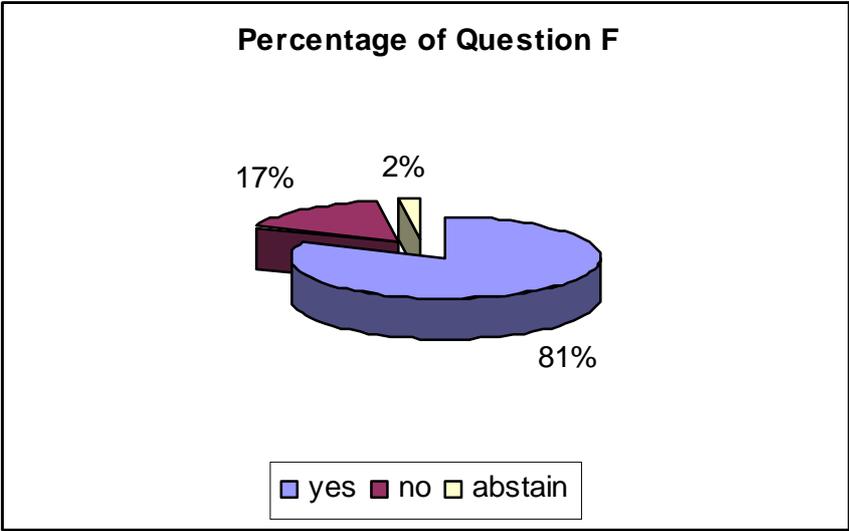


Table 6. Percentage of participants assessing active women participation in villages.

Indicator 3: Quality of women’s participation increased

Community Development promoted IGA’s for women and men

The target group analysis conducted in 2004 indicated that women were not involved in IGA’s initiated by SSFFMP. Men were the official group members. They attended the meetings, took all decisions and were invited to technical workshops related to their IGA’s. Women were silently involved in implementing IGA’s, for example, they collected grass and cleaned stables in the cow project.

Villagers were used to “women’s only” groups before SSFFMP started gender activities. By that time, women’s groups concentrated on reproductive activities closely related to their household duties. They were responsible for preparing and serving meals during village meetings, but rarely participated actively in the discussions. Women’s groups had no saving schemes by that time. Productive activities which generated income were associated with male farmers before SSFFMP intervened.

Mixed IGA’s were a completely idea in this traditional set up. That is why the gender component and NGO members facilitated a number of gender awareness raising sessions to explain this new idea and to gain acceptance by the male members. A big change took place in the project pilot villages because men and women got used to run the IGA’s together.

However, changes need time. It was observed that women will still go back to their household chores as soon as needs arise, for example, when a new child is born. So,

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

even when men “allow” their wives to join productive IGAS, some women will choose to go back to the reproductive if family duties request it.

Female and male group members own assets together

Group members of the newly created IGA’s were all men and all assets belonged to them before the SSFFMP gender component intervened. A survey, conducted by the gender component in 2004, discovered that women were involved in implementing many practical work connected with the IGA’s. They were used to help their husbands in different ways, for example feeding the fish, cutting grass and cleaning the cages.

That is why the male group members did not object when SSFFMP proposed to include female members into the IGA groups and the ownership of the assets. Now, after SSFFMP gender components’ intervention, in some IGA’s assets belong to couples, for example cows in Mansang and Ujung Tanjung.

Ownership of assets is linked to the status of the group member. When only men were recognized as full group members the item belonged to men, for example the fish baskets at Ulak Kemang. When women were group members, then items belonged to women, for example the cattle in Bayat Ilir.

“Success story”

At the end of 2006, in Simpang 3 (OKI) a field previously used for paddy production based on “sonor” (clearing with fire) and “lebak lebung” (creating access to natural fish ponds using fire) was now changed into an area where SSFFMP introduced a new system of paddy production. A complete production cycle was carried out, starting with land preparation, clearing not using fire, planting improved seeds and using fertilizer. A simple machine for post harvest activities, removing rice grains from the stalk, was introduced as well.

The land is still under the ownership of the village government, but distributed to farmers groups who prove that they are able to perform in the new system successfully. Farmers groups included female members because they copied examples in the neighbourhood, where SSFFMP had started mixed IGA’s and a female NGO members had raised the awareness. In the new farmers group both sexes, women and men, have equal access to the distributed land and seeds and training in cultivation. Women can also participate in exchange visits to the Province of Jambi.

Women participate more in decision making and group management

According to NGO member’s observations, women’s participation has increased considerably in regard to quality and quantity after SSFFMP interventions.

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

Women are more involved actively in delivering ideas during decision making in group meetings. Women also contribute to policy making in some cases. This observation applies to priority villages in all 3 districts covered by SSFFMP.

However, women can “contribute” their ideas and opinions and the male group members listen. But women would rarely oppose men in public and most final decisions are still taken by men. This behaviour goes in line with the local culture, where women should respect the husband, because he is the head of decision making in the family.

In the beginning, women attending meetings of mixed IGA’s, often only sat and listened to the information, but left the active jobs to the men. Some village motivators, trained by SSFFMP, intervened and encouraged women to speak up. They themselves demonstrated this type of role model. It was observed that men got used to listen more to the women’s’ advice because women perform a lot of practical work and know the situation very well, sometimes better than the male members.

So, in mixed groups the communication between men and women on productive subjects and group management has increased, which has to be seen as a big change and success.

In some IGA’s, women equally participate in decision making in the groups. For example, men proposed to collect 2000 Rupee from each member in a month to set up a groups saving fund. Female groups members proposed to raise the figure up to 10.000 Rupee. The proposal was accepted by the plenary meeting.

In general, one can say that the awareness of men has increased. They listen more to the women and they usually do not reject their proposals. They respect women for their contribution to the income.

Women on the other side learn how to speak up and bring in their points of view.

Women’s involvement in village meetings improved

NGO members observed a real change in meetings at village level after SSFFMP intervention. They attend village meetings when invited. They listen to the information and ask questions. Some contribute their opinions during discussions. There are more women who also take part in decision-making.

Many government officers became used to invite women to meetings now. Village Heads who were sensitized during gender workshops usually invite women to meetings nowadays. This is a real progress.

More husbands have no objections and allow women to attend village meetings. It seems men are now open for changes in regard to women’s roles.

More women actively join the meetings and give opinions and ideas when requested.

**Annex 1: Impact Monitoring of the Gender Component,
by Eva Engelhardt-Wendt**

If meetings are only for women, women are really brave and have no problems to talk.

In mixed village meetings only a small number of women dare to speak up.

When the chairperson asks a question women will only speak up when they are given the word in the first place and men follow later. If men speak at first, women are shy to speak and remain quiet. But if a woman starts speaking and sets a good example the atmosphere changes and other women will join in.

Women are not the same but also differ according to their social and educational status. There are more powerful women such as Village Heads wives, who are PKK members, teachers or midwives who have few problems to talk in public. However, there are still many women, who were not involved in motivators’ trainings and still participate only in the “logistics” of the meetings, which means they are cooking and serving food.

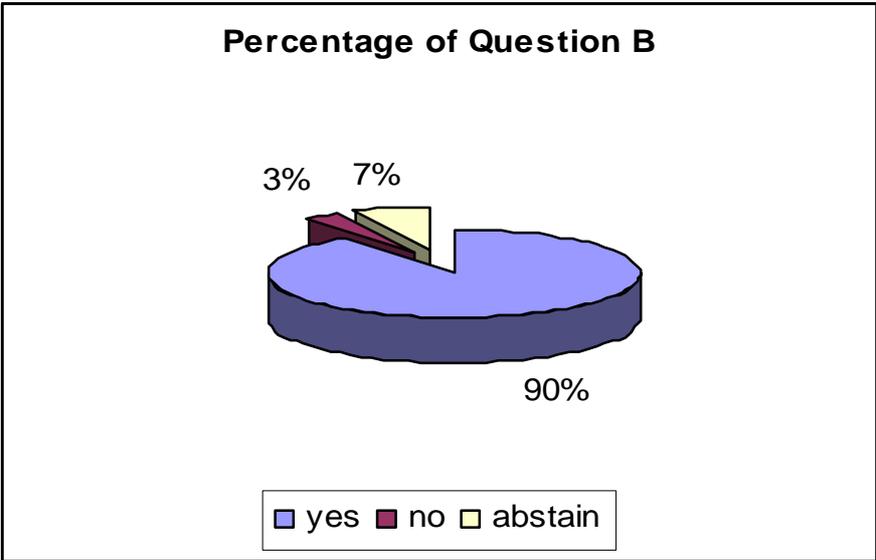
There are also other projects from international donors which insist that women must be involved. So SSFFMP opened the door for other activities for women. It also prepared the village leaders to be open and competent handling this new development.

Indicator 5: Farm Households benefit from IGA’s

Additional income generated

100 participants (40% female, 60 % male) from the 3 project districts filled in a questionnaire in which they assessed changes at village level.

In your opinion did income of groups supported by SSFFMP increase ?



Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

All IGA's said they earned some additional income, but could not mention the exact amount. Income is different from month to month according to seasonal changes. Talan Lubuk women's group did not earn any income from VCO processing because the Trading house (all male members) did not manage to find a market. Women stopped processing VCO at that moment.

It was difficult to assess exact amounts of income. Group accounts did not specify how much each member received from the income generating activities. Individual members also had problems to name the amounts earned. That is why an indirect way of assessment was chosen, by asking, how the additional income was spent.

Gender-specific patterns in spending additional household income

Traditionally, men hand over the income from the rice fields to their wives. In many families women handle the cash for the household. Men only retain some money for their own expenses, such as cigarettes.

Women are given the duty to manage the family income to which the husband, she and adult children contribute. She has to make ends meet. In reality, women often have to use very little money to solve all problems and expenses.

Women themselves said that it was the men's obligation to supply the family with sufficient money for family needs. Women consider their own contributions as voluntary contributions. This sometimes influences their seriousness and frequency in following up IGA's because they do not see it as fundamental input into the household economy.

The religious leaders say that men have to provide sufficient financial means for their family, while women regard their contributions as an additional bonus. The husband does not have the right to manage their wives income.

When women and men are both members of the income generating group they discuss and decide together how the income should be spent.

Many husbands allow their wives to join IGA's, not only to support the family, but also to earn money for themselves. This maybe due to the fact that husbands face more difficulties to fulfil their responsibility in earning cash to pay for the household needs.

Couples share what they got from IGA's. Village motivators said 90% of the additional income is handed over to the wives who spent in the household. 10 % is kept by the husband for savings for emergency needs, for example, for repair of the motorbike.

When women earn an income it belongs to them and they can decide how to spend it.

**Annex 1: Impact Monitoring of the Gender Component,
by Eva Engelhardt-Wendt**

Spending additional income generated in IGA’s

Women spent money for:	Men spent money for:
Food for the family	Children’s school fees
Children’s clothes	Buying paddy fields
Repairing the house	Buying fields for coconut plantation
Saving money for the future	Buying cattle
Saving money for medicine	Emergencies such as repair of motorbike
Buying golden rings	Buying cigarettes
Paying additional labour force for cultivating the paddy fields	
Buying a small piece of land to plant oranges	
Journey to Bali to attend religious festivity	

One may indirectly assume that there was a considerable amount of income earned because the items bought are valuable, for example golden rings or paddy fields.

In general, there is a clear gender-differentiated perspective how to spend the additional income.

Most women plan to spend their additional income along the traditional lines for daily family expenses, education of their children and repairing of the houses.

Men wanted to buy productive assets, such as land, cows and a motor cycle. So, most additional income is still needed to pay for the families basic needs.

However, some women also invested their income in paying additional labour for rice production. On the one side they could transfer the burden of this heavy work to paid labour. On the other side they had more time to spend on additional income generating activities.

A change of gender relations inside households and between couples was observed. There is better communication with the husband after SSFFMP intervention. The management of the household income is discussed between husband and wives.

Husbands accepts IGA’s and respect women’s income. Some husbands started to implement household work and attend the children when their women have to go for work or meetings.

However, there is a kind of resistance to change the cultural pattern of contributing to household income. Women insist that men still fulfil their traditional roles as bread winners for the basic household expenses. They fear that once men discover that women can fulfil these roles as well they will reduce their contributions to the

**Annex 1: Impact Monitoring of the Gender Component,
by Eva Engelhardt-Wendt**

household expenses. That is why women do not want to disclose the exact of amount of money they earn.

Indicator 5: Gender Awareness of stakeholder institutions increased

Stakeholders Self-Assessment regarding gender knowledge improved

Since 2004 SSFFMP conducted 5 workshops to introduce project stakeholders such as related government employees NGOs University members and other into the gender approach and instruments of gender mainstreaming.

The Impact Monitoring Unit sent 16 questionnaires to SSFFMP Technical Assistants, counterparts and NGOs members. The number was a bit low because stakeholders were only included in the sample, when they had attended at least 2 gender workshops of SSFFMP. There was very good response because out of 16 people addressed 13 filled in the questionnaires and sent it back.

Stakeholders were asked to rank their own knowledge in 5 categories, starting from "very good" ending in "very bad". The self-assessment was very positive. Nobody ranked his or her understanding below medium. Most answered that their knowledge regarding "gender" and "gender mainstreaming" was good or even very good. 8 out of 13 ranked the importance of gender aspects in their areas of work as very high.

Table: Stakeholders self-assessment

	How do you assess your knowledge about gender?	How do you assess your knowledge about the differences between gender and gender mainstreaming?	In you important, how important is it to include gender aspects in your areas of work?
Very good	5	4	8
Good	5	6	2
Medium	3	3	3
Little	-	-	-
Very little	-	-	-

Successful transfer of knowledge to stakeholders work places

In a second part of the questionnaire, stakeholders were asked whether they were able to transfer their gender competence, acquired during SSFFMP workshops, at their areas of work. Here the results were even better than in the first part.

**Annex 1: Impact Monitoring of the Gender Component,
by Eva Engelhardt-Wendt**

Table: Transfer of knowledge

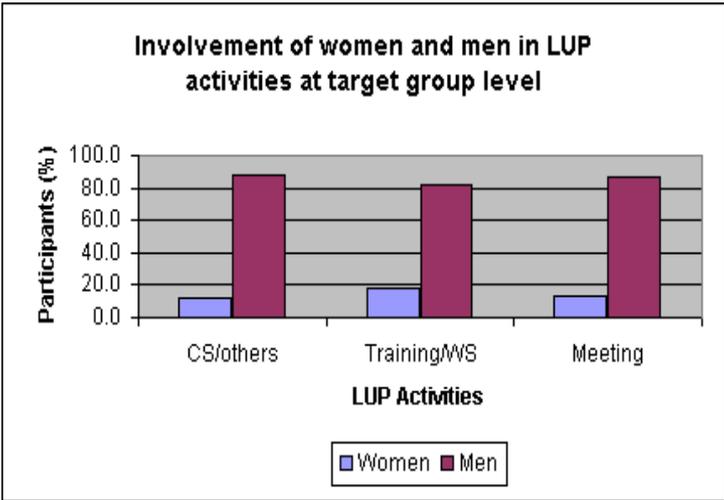
	Did you implement activities and gender aspects in your areas of work?	Did you share your gender knowledge with your colleagues in your areas of work?	Did your institution involve women in planning?
Yes	11	12	12
No	1	1	0
No answer	1	0	1

For example, the planning board of MUBA district (BAPPEDA) said, that among 8 team members 3 were women. These women played an active role in meetings and decision making. It was observed that well educated women worked well, but refused to work overtime due to their family commitments.

Agricultural extension officers mentioned that it was not difficult to involve women in extension activities. They observed that in project priority villages women were usually invited orally to meetings. The Village Head did not refuse to include female members into different kinds of village committees and teams. They recommended raising gender awareness of Village Heads of surroundings villages so that they could follow the example of the priority villages.

Indicator: Women contributed to LUP activity

Graphic 1. Involvement of women and men in LUP activities at target group level



Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

Graphic 2. Involvement of women and men in LUP activities at facilitators and support staffs level

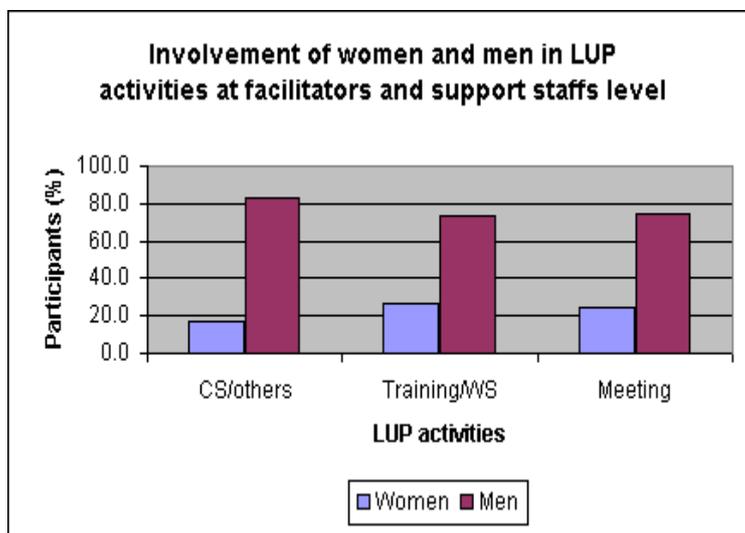
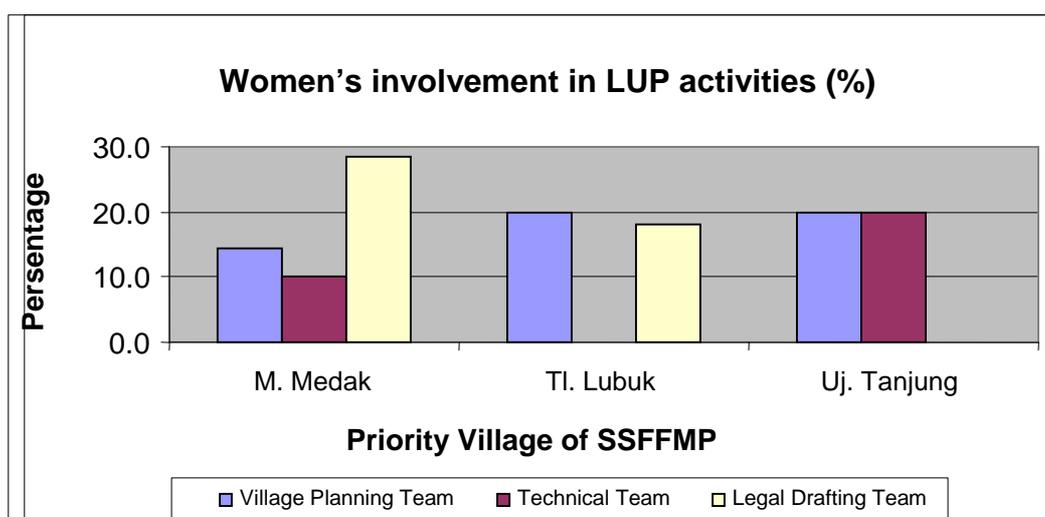


Table .Women's involvement in LUP activities (quantitative data)

No	Village	Village Planning Committee				Technical Team				Legal Drafting Team			
		♂	♀	Σ	% ♀	♂	♀	Σ	% ♀	♂	♀	Σ	% ♀
1	Ds Muara Medak (MUBA)	6	1	7	14.3	9	1	10	10	5	2	7	28.6
2	Ds Talang Lubuk (Banyuasin)	4	1	5	20	5	0	5	0	9	2	11	18.2
3	Ds Ujung Tanjung (OKI)	4	1	5	20	8	2	10	20	-	-	-	-



Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

Looking at the statistical data the SSFFMP indicator of 20% women's participation was not always achieved. More women were involved in facilitation and support because NGOs were often implementing activities which include female members. At village level less than 20% women participated. Female participation was higher in workshops and trainings, because SSFFMP and implementing agencies could influence the choice of participants.

However, the picture improves when qualitative data are considered. According to village motivators and NGO members, some women were actively involved in LUP and implemented activities. They played an active role in discussing and deciding in the legislative committees. Some implement Land Use Planning activities and received technical training. They learnt some basics about village mapping and using GPS. In mixed teams women also give additional opinions.

When the plenary discussions in LUP are moderated in a participatory way women are active and follow up the programme, for example in planning. Some women have been involved in participatory appraisal methods such as "Historical Mapping" and "Seasonal Calendar".

It was assessed that more than 60% of the community members, men and women, know about the process and purpose of LUP. They were most interested in the process of setting up clear village boundaries.

Members of LUP team observed that women also participated actively in meetings and gave their opinions during decision-making. For example, in 2006 a village meeting in Ujung Tanjung was conducted to discuss future agricultural activities. About 25% of the participants were female. The plenary was asked to discuss in sub-groups about their priorities in the tree selection. Women formed their own sub group and had different priorities than men. Men prioritised oil palm trees because of the high income. Women preferred rubber and fruit trees because they were easier to maintain and harvest than the oil palms.

Women who participated the first time in LUP activities were silent and shy. However, once they understood the subject and the methods they had little problems to contribute their opinions. Participatory methods for example discussions in gender homogenous sub- groups helped to discover specific priorities and to integrate these priorities into planning. By this women's motivation to implement activities of land use planning was enhanced.

Conclusions:

SSFFMP successfully integrated gender aspects into CBFiM

Women played an important part in SSFFMP CBFiM approach. All in all, SSFFMP successfully integrated gender aspects into project activities which were monitored.

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

Women of the pilot villages have direct benefit of SSFFMP outputs.

The **impact observed** regarding indicators above are:

- Women and men earn additional income
- Women were involved and know about improved paddy production and post harvest activities
- More women participate more in village-based discussions
- A number of women know now how to organise groups and how to administer group accounts.
- Some women were trained as fire fighters and know how to dig fire trenches.
- Women in the pilot villages are empowered to play a stronger role in public meetings as well as in their own homes.

In reference to the SSFFMP “Impact Chain” for the gender component one can conclude that the implementation contributed indirectly to:

- an increased prosperity level, by implementing Income Generating Activities together with the Community Development Component
- more sustainable agricultural practices by motivating women to participate actively in Land Use Planning and Community Development
- more equal education because more money can be spent on children education
- reduced incidence/occurrence of land – and forest fire in priority villages (in cooperation) with other SFFMP components.

SSFFMP successfully developed and implemented a model how gender aspects can be integrated as a cross-cutting issue.

Some weaknesses:

Women’s qualitative participation can still be improved

Figures indicate that women participate in village meetings more than before. However, in some cases the quality of their participation can still be improved. For example, some women who were Land Use Planning sessions attended because they were sent. They did not know what to contribute and just listened silently.

Some (male) implementers complained that women did not participate on a voluntary basis but only because they had to fulfil the indicators defined by SSFFMP. Women’s capacity building has started in motivators training workshops and is an on-going process. Women participate easily in their women’s groups but still need regular capacity building to be empowered to talk in front of men, especially if they have a lower social status.

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

Easier to work bottom-up than top-down

In general, government employees had not yet been introduced to the gender concept before SSFFMP arrived. Neither key persons from the village level, nor stakeholder from related government institutions had an idea how to consider women's and men's specific roles and interests in forest fire management and others areas of their work.

A series of gender workshops were conducted for all levels, including village, sub district, district and provincial level. It turned out that it was easier to conduct gender trainings for the village level than to disseminate the idea to the higher levels. It was easy to invite Village Heads and key persons from the village and sub districts to meetings. They participated actively, were interested in the concept and brainstormed how to transfer the gender ideas to their own areas of work. That is why Village Heads of SSFFMP priority villages nowadays invite women to the village meetings. Some also encourage women to give their opinions during the meetings.

It was more difficult to disseminate the gender concept to technical experts from higher government levels. On the one side they were unwilling to listen to the new concept which did not always fit to the existing ideology and approach. It was difficult to reach the decision-makers from the government services. Participants' lists from initial and follow up workshops, conducted by SSFFMP gender component, showed that there was a high turn-over of participating government employees. Only few people followed up the whole sequence and logic of the different workshops. But they just understood bits and pieces of the sessions they attended.

SSFFMP gender component took a lot of effort to send elaborate invitations mentioning workshop objectives and schedule to "entice" high ranking officers to attend. However, high ranking officers often sent "wrong" participants, who had little interest, no power and little influence in the department. So these people could report about what they learnt, but not take any decision to integrate gender issues into the department, for example how to plan the financial budget in a gender-sensitive way.

Some high ranking officers just attended the opening session and left after the first session. They only received the very basic gender definitions and did not learn about the application of instruments.

Sometimes "planners" were invited to learn about gender analysis and gender-sensitive planning. But instead of the planners, "implementers" attended the gender workshop who were not involved in planning at all. So, they could not transfer their knowledge to their areas of work.

Recommendations for monitoring SSFFMP gender component:

Impact monitoring is not an objective in itself but should be used to redirect projects activities in order that objectives are met. Following up impact monitoring results

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt

some recommendations can be made how to use the projects last months or extension period for further consolidation.

Continue to collect impact monitoring data

All 7 indicators defined for the Gender component were useful and practical. The IMT managed very well to collect data and to summarize and interpret them. It is recommended to continue with the same indicators, but the last one referring to LUP.

Leave out indicator "Women contributed to LUP activity".

LUP can collect its own gender-specific data of people's participation. So this does not have to be repeated.

Use the same means of collecting data

It was easy and practical to use attendance list to access data of gender specific participation. This successful approach can be carried on and even be extended. Government institutions at all levels should be advised to include the two extra columns for the sexes into their attendance lists and to follow up the results in their statistics. These group data can be used for later monitoring purposes. Gender specific data are collected and interpreted. This is a very good basis for further action.

The Gender component can approach the BPP and others in order to discuss the integration of gender specific indicators in planning.

Follow up results from impact monitoring

Further action needed an interpretation of available data and giving feedback to the stakeholders who are involved or responsible. For example, when the participation in LUP does not reach the proposed indicators of 20% what should be done in order to reach the indicator?

Again, it should be clarified that setting up gender-specific indicators in the AWP is not a unique exercise but should be always done. Collecting gender specific monitoring should not be a unique attempt but an on-going activity.

Continue with the same means of data collection

It is recommended to use the same means of collecting data in order to maintain the same procedure. This will increase the validity. Data from 2007 can easier be compared to data from 2008.

All in all, the IMT – assisted by international experts - has successfully managed to identify impact chains and indicators and to implement data collection and interpretation. As mentioned in the beginning impact monitoring was designed as a

Annex 1: Impact Monitoring of the Gender Component, by Eva Engelhardt-Wendt



learning-by-doing exercise. The IMT has got a basic understanding of impact monitoring and it is recommended to use the extension time to continue with the exercises.

Final Monitoring Workshop in 2008

At the end of the project SSFFMP members and stakeholders can meet again. Available data will be presented and participants can give comments and feedback. In this way qualitative information can be still gained and added.

Annex 2: Terms of Reference Monitoring and Evaluation Specialist

Introduction / background

Impact Monitoring and Evaluation (IM+E) at the project level has four objectives:

- 1) to monitor and evaluate results and impacts;
- 2) to provide a basis for decision making on necessary amendments and improvements;
- 3) to promote accountability for resource use; and
- 4) to document, provide feedback on and disseminate lessons learned.

The Logical Framework matrix provides performance and impact indicators for project implementation along with their corresponding means of verification. These, along with the objectives, procedures and tools described in the M+E plan presented in the project document will form the basis on which the project's M+E system will be built.

General scope of the job

The M+E specialist is responsible for guiding the overall M+E strategy and implementation of related activities within the project and its partners, plus providing timely and relevant information to project managers and project stakeholders. This requires close coordination and communication with:

- project director,
- steering committee representatives,
- representatives from primary stakeholder groups,
- external consultants,
- field staff when appropriate, as well as members of external M+E-related missions.

Critical tasks for the M+E specialist are setting up the M+E system and ensuring it is implemented efficiently and effectively. The M+E system will be based on the project LogFrame and the project M+E plan and will build as much as possible upon existing M+E mechanisms and systems among key stakeholders and by the key stakeholders.

The M+E specialist will report directly to the project manager/director.

Main tasks and responsibilities

I. Setting up the system

Develop the overall framework for project M+E in accordance to the project document M+E plan.

- Guide and coordinate the review of the project LogFrame including: ¹
 - Provide technical advice for the revision of performance indicators
 - Ensure realistic intermediate and end-of-project targets are defined
 - Conduct a baseline study (situation at project start)
 - Identify sources of data, collection methods, who collects data, how often, cost of collection and who analyzes it.
 - Ensure all critical risks are identified
- Identify the core information needs of central project management, the steering committee (or similar body), funding agencies and the cooperating institution.
- Identify the requirements for collecting baseline data, prepare terms-of-reference for and arrange the conduct of a baseline survey, as required.
- Clarify M+E responsibilities of different project personnel.
- Contribute to the development of the Annual Work Plan, ensuring alignment with project strategy, agreement on annual targets and inclusion of M+E activities in the work plan.
- Prepare detailed M+E budget
- Prepare calendar of M+E activities
- Identify other M+E staff that the project needs to contract. Guide recruitment.

II. Implementation of M+E

Oversee and execute M+E activities included in the Annual Work Plan, with particular focus on results and impacts as well as in lesson learning.

- Based on the AWP and in particular the programme budgets, design the framework for the physical and process monitoring of project activities
- Promote a results-based approach to monitoring and evaluation, emphasizing results and impacts.
- Coordinate the preparation of all project reports. Guide staff and executing partners in preparing their progress reports in accordance with approved reporting formats and ensure their timely submission. This includes quarterly progress reports, annual project report, inception report, and ad-hoc technical reports.

¹ Will be completed as part of the Project Inception Workshop

Annex 2: Terms of Reference Monitoring and Evaluation Specialist

- Prepare consolidated progress reports for project management including identification of problems, causes of potential bottlenecks in project implementation, and providing specific recommendations.
- Check that monitoring data are discussed in the appropriate forum (such as the annual tripartite review meeting) and in a timely fashion in terms of implications for future action. If necessary, create such discussion forums to fill any gaps.
- Undertake regular visits to the field to support implementation of M+E and to identify where adaptations might be needed.
- Foster participatory planning and monitoring by training and involving primary stakeholder groups in the M+E of activities.
- Facilitate, act as resource person, and join if required any external supervision and evaluation missions.
- Monitor the follow up of evaluation recommendations
- Identify the need and draw up the TOR's for specific project studies. Recruit, guide and supervise consultants or organisations that are contracted to implement special surveys and studies required for evaluating project effects and impacts.
- Organise (and provide) refresher training in M+E for project and implementing partner staff, local organisations and primary stakeholders with view of developing local M+E capacity.
- Plan and supervise baseline, monitoring, sentinel site and final evaluation data systems
- Enter, clean and analyze all monthly and sentinel site data
- Validate the quality of collected data

III. Lessons learned

Design and implement a system to identify, analyze, document and disseminate lessons learned.

- Consolidate a culture of lessons learning involving all project staff and allocate specific responsibilities.
- Ensure that TOR's for consultants recruited by the project also incorporate mechanisms to capture and share lessons learned through their inputs to the project, and to ensure that the results are reflected in the reporting system described above.
- Document, package and disseminate lessons not less frequently than once every 12 months.
- Facilitate exchange of experiences by supporting and coordinating participation in any existing network, sharing common characteristics. These networks would largely function on the basis of an electronic platform but could also entail other methods and tools such as workshops, teleconferences, etc.

Annex 2: Terms of Reference Monitoring and Evaluation Specialist

Qualifications and experience required

Note: in this sample job description it is not possible to specify exact qualifications as they will depend on the specific circumstances of the project. Generally speaking, suitable candidates should have a degree in a field related to development and/or management and experience in field research. Statisticians are sometimes given the job of M+E coordinator. While statistical skills are essential to include, they do not alone provide the breadth of understanding about reflective analysis to guarantee the candidate would be suitable.

At least several years of proven experience with:

- The logical framework approach and other strategic planning approaches;
- M+E methods and approaches (including quantitative, qualitative and participatory);
- Planning, design and implementation of M+E systems;
- Training in M+E development and implementation and/or facilitating learning-oriented analysis sessions of M+E data with multiple stakeholders;
- Data and information analysis
- Report writing

She/He must also have:

- A solid understanding of environmental management , with a focus on participatory processes, joint management, and gender issues;
- Familiarity with and a supportive attitude towards processes of strengthening local organisations and building local capacities for self-management;
- Willingness to undertake regular field visits and interact with different stakeholders, especially primary stakeholders;
- Computer skills;
- Leadership qualities, personnel and team management (including mediation and conflict resolution);
- Language skills as required.

Desirable:

- Knowledge of the focal area in which the project operates;
- Understanding of development procedures;
- Experience in data processing and with computers.