

2023

FINAL REPORT

EXTERNAL EVALUATION

Adaptation Fund Project Entitled:

***"Community Adaptation for Forest-Food Based
Management in Saddang Watershed Ecosystem"***

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CONTENTS

9COVER.....	i
CONTENTS	ii
INTRODUCTION.....	1
OBJECTIVES	1
METHODOLOGY	2
A. Program Achievement	2
B. An overview of the evaluation instruments	3
C. An overview of the Theory of Change	5
D. Outputs of the evaluation.....	6
EXTERNAL EVALUATION OF THE ADAPTATION PROJECT:.....	6
A. Program Achievements	6
B. An Overview of the Evaluation Instruments.....	31
C. An overview of the Theory of Change	45
D. Learning and Recommendations.....	46
1. Lessons Learned	47
2. Recommendations	48
REFERENCES.....	51

INTRODUCTION

Evaluation of programs plays a critical role in shaping better development outcomes. Evidence from evaluation and critical thinking evaluation can support and play a crucial role in helping decision-makers and communities ensure policies and programs deliver positive, lasting results for people and the planet (OECD,2021).

Thus, development projects conducted by the KAPABEL Consortium are important because they require monitoring and evaluation activities so that donors can find out the actual circumstances of implementation of the project and provide information on how they can be improved to make them more beneficial.

As the Saddang Watershed Ecosystem Community Adaptation Project Based on Forest Food Management, provided by the KAPABEL Consortium, reaches its final phase, it is necessary and mandatory to evaluate the project, which covers North Toraja, Tana Toraja, and Enrekang Regencies in the upstream and Pinrang District in the downstream. A key objective of this project is to strengthen the Saddang Watershed ecosystem community's climate resilience and make them more capable of coping with climate change.

In line with that, this report presents the findings, lessons learned, and recommendations of an evaluation of the KAPABEL Consortium project funded by the Adaptation Fund. As a result of the information presented in this report, it will be possible to improve future efforts to strengthen civil society in developing countries, especially in Indonesia.

OBJECTIVES

The final evaluation ensures that all KAPABEL Consortium activities support the Fund's goals and fully adhere to all quality standards and implementation procedures. Accordingly, this report integrates six evaluation criterias (OECD, 2021; OECD, 2023) developed by the OECD¹ with the framework and principles desired by the Adaptation Fund.

This report also explores the objectives listed in the Final Evaluation TOR document, which seeks three outcomes:

1. Provide data and information on project progress based on measurable achievements (effectiveness, process, and performance);
2. Evaluate and describe the processes and contributions of programs and management in achieving the objectives of adaptation funding, as well as assessing the factors that directly and indirectly affect achievement;
3. Mapping the changes that occur as planned with those that are unplanned.

¹ The link for document access:

(1) <https://www.oecd.org/dac/applying-evaluation-criteria-thoughtfully-543e84ed-en.htm>

(2) <https://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm>

METHODOLOGY

A. Program Achievement

The scope of the evaluation will be national, regional (both Provincial and District), and local. In this final evaluation, we will actively collect data through an action research approach. Action research is participative and collaborative which is undertaken by individuals with a common pursue (Clark et al., 2020). This approach emphasizes a two-way interaction between the researcher (in this case, the evaluator) and the respondents (Islam et al., 1994; Kemmis, et al., 2014; Clark et al., 2020)

Furthermore, it emphasizes the sharing of experiences between evaluators and respondents. The respondents included KAPABEL Management, Beneficiary Communities, the National/Central Government (Balai Perhutanan Sosial dan Kemitraan Lingkungan and Balai Pengendalian Perubahan Iklim dan Kebakaran Hutan dan Lahan Wilayah Sulawesi), Regional Government (Provincial and District Government) and Local Governments (Village). A minimum of one village from each regency was chosen for evaluation, and the findings was triangulated with local, regional, and national/central government opinions.

This evaluation use snowball sampling for each respondent above. Initially, the evaluator examine each respondent's significant contributor, get their statements, and dig deep for other (minor) participants to verify those statements. Table 1 presents each the number of participans for each respondent.

Respondents	Number of Participants	Level	Sidelight
KAPABEL Management	<ol style="list-style-type: none"> 1. 1 person represents the institutional of the Consortium 2. Project Coordinator 3. Project Managers 4. Project Facilitators 	National	-
Balai Perhutanan Sosial dan Kemitraan Lingkungan	1 person related to the project	National	-
Balai Pengendalian Perubahan Iklim dan Kebakaran Hutan dan Lahan Wilayah Sulawesi	1 person related to the project	National	-
South Sulawesi Provincial Government	1 person related to the project	Regional	-
District Government (Tana Toraja, Toraja Utara, Enrekang and Pinrang)	1 person related to the project for each district	Regional	-

Respondents	Number of Participants	Level	Sidelight
Village Government	1 person related to the project for each village	Local	-
Beneficiary Communities	1 group for each district	Local	Triangulate the statements between the elite person in group (group management) with their members

B. An overview of the evaluation instruments

An initial stage of implementing the evaluation involves reviewing holistically the ToC prepared by KAPABEL at the beginning of the project, how it has changed (if it has changed), and how it was accomplished. In order to measure achievement, the available documentation related to achievement is examined, and these documents are triangulated with semi-structured interviews with KAPABEL management, the KEMITRAAN PARTNERSHIP evaluation section, and other parties involved in the project interventions. During the process of evaluating the results of the interviews, direct observation was used at the site level to verify the results.

As part of the evaluation, the evaluator will examine and elaborate on the project using the six criterias provided by the OECD. The OECD DAC Network on Development Evaluation (EvalNet) has defined six evaluation criteria: relevance, coherence, effectiveness, efficiency, impact, and sustainability (OECD, 2023).



Figure 1. The six evaluation criteria of OECD²

² Image source: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

The key concepts for each of the criteria are defined as follows (OECD, 2021):

1. Relevance refers to how the intervention's objectives and design reflect beneficiaries' needs and priorities and align with national, global, and partner/institutional policies and priorities. Based on the AF Guidance in Support of the operationalization of the evaluation policy (2023), the key question of relevance is “were the project’s outcomes consistent with the AF Goal, objectives, and strategic priorities?”
2. The concept of coherence examines whether other interventions (particularly policies) support or undermine an intervention. Among them are internal coherence (within an institution or government), compatibility with international norms and standards, and external coherence (with other actors' interventions in the same context). Coherence includes concepts of complementarity, harmonization, and coordination and the extent to which the intervention adds value while avoiding duplication of effort. Based on the AF Guidance in Support of the operationalization of the evaluation policy (2023), the key questions of coherence are: 1) how well the intervention is compatible with other interventions in a country, sector, or institution? 2) do the theory of change, governance structure, interventions, and M&E system align with project objectives?
3. Effectiveness will look at the extent to which the intervention achieves or is expected to achieve, its objectives and results while considering the relative importance of the objectives. It will encourage analysis of differential results across groups and the extent to which the intervention contributes to or exacerbates equity gaps. Based on the AF Guidance in Support of the operationalization of the evaluation policy (2023), the key question of effectiveness is “are the actual project outcomes commensurate with the original or modified project objectives?. Within this criteria, this evaluation is putting the equity-related question which is “how well the benefits of the intervention are shared fairly between groups and geographies?”
4. Efficiency helps evaluators determine whether an intervention will deliver results in an economical and timely manner. The term "economic" refers to converting inputs into results in the most cost-effective manner. In the AF updated definition, "timely delivery" is included. Through this criterion, we will elaborate on whether the intervention’s resources can be justified by its results. Based on the AF Guidance in Support of the operationalization of the evaluation policy (2023), the key questions of efficiency are 1) how well the resources available to the project/intervention were used? 2) were alternatives considered?
5. Impact is the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, high-level effects. Impact addresses the intervention’s ultimate significance and potentially transformative effects – holistic and enduring changes in systems or norms. Based on the AF Guidance in Support of the operationalization of the evaluation policy (2023, the impact criterion extends beyond effectiveness and encourages consideration of the big “so what?” question. An evaluator will look at whether or not the intervention created to achieve the desired change matters to people and give the long-term nature of impacts.
6. Sustainability is the extent to which the net benefits of the intervention continue or are likely to persist. Depending on the timing of the evaluation, this may involve analyzing the actual flow of net benefits or estimating the likelihood of net benefits occurring over the medium and long term. Based on the AF Guidance in Support of the operationalization of the evaluation policy (2023), sustainability is the degree to which the project is likely to generate continued positive (or negative) intended and unintended impacts on environmental and natural systems. Within this criteria, this evaluation is putting another

two questions: 1) how well the project is responsive to change in context and implementation conditions?, 2) Can the interventions be replicated on a broader scale, as well as in other contexts?

The project's Logical Frameworks (from the output through the components) will be evaluated according to the criteria above in order to provide specific information about 1) achieving the project's goals, 2) assessing the sustainability of the project, 3) processes that influence results, including financial management, 4) contributing to the achievement of the AF funding objectives, and 5) monitoring and evaluation system.

C. An overview of the Theory of Change

Practical program evaluation systematically improves and accounts for program actions involving six criterias: relevance, effectiveness, impact, coherence, efficiency, and sustainability. The framework is a practical, non-prescriptive tool designed to summarize and organize the essential elements of program evaluation. The framework comprises steps in evaluation practice and standards for practical evaluation. Adhering to these steps and standards will allow an understanding of each program's context and improve how evaluations are conceived and conducted. The framework inherently maximizes payoffs and minimizes costs because it is a template for designing optimal, context-sensitive evaluations.



Figure 2. Modified framework for programm evaluation³

The six connected steps of the framework (CDC, 2023) provide a starting point to tailor an evaluation for a particular program at a particular time. All of these steps are interdependent and may occur in a nonlinear sequence; however, they must be completed in the order listed above; earlier steps provide the foundation for subsequent steps. Consequently, decisions regarding how to execute a step are iterative and should not be finalized until previous steps have been thoroughly addressed. The steps are as follows:

1. Engage stakeholders
2. Describe the program
3. Focus evaluation indicators in each project component
4. Gather credible evidence
5. Justify conclusions
6. Ensure the use and share lessons

³ The origin source of image: <https://www.cdc.gov/evaluation/framework/index.htm>

D. Outputs of the evaluation

In summary, the results/outputs are as follows:

1. The preliminary/inception report at least includes the proposed scope of activities, evaluation methods, instruments, analysis, and outputs.
2. First draft evaluation report;
3. The second draft of the evaluation report;
4. Final report and presentation documents.

EXTERNAL EVALUATION OF THE ADAPTATION PROJECT: COMMUNITY ADAPTATION FOR FOREST-FOOD BASED MANAGEMENT IN SADDANG WATERSHED ECOSYSTEM

A. Program Achievements

Evaluation Findings of the Project Concept

KAPABEL launched a "Community Adaptation for Forest-Food Based Management in the Saddang Watershed Ecosystem" project in 2020. The Adaptation Fund provided funding for the project. It is philosophically based on ensuring that the Saddang Watershed area's residents, who are vulnerable to climate change-related impacts, own economic resilience. To put it another way, this project aims to assist the community living within the Saddang Watershed in building resilience to climate change's dangerous impacts⁴.

“The objective of the KAPABEL project is to strengthen forest food systems as a means of adaptation, while also building community resilience in response to declining food production⁵. This project wants to integrate interventions from the upstream to downstream areas of the Saddang watershed. It is consistent with the Adaptation Fund's goal of assisting developing countries in developing their resilience and adaptability to climate change.”⁶

After comparing with the general policies in Indonesia, the objective of the KAPABEL program is in line with the following policies of the Indonesian government:

1. Indonesia's National Action Plan on Greenhouse Gas Emission Reduction (RAN-GRK): This plan outlines the country's commitment to reducing greenhouse gas emissions and includes targets, strategies, and action plans for various sectors;
2. Indonesia's Nationally Determined Contributions (NDCs) under the Paris Agreement: Indonesia submitted its NDCs, which outline the country's voluntary climate change mitigation and adaptation goals;
3. Indonesian Climate Change Sectoral Roadmap (RPJMN): The RPJMN provides a roadmap for integrating climate change into national development planning across sectors, aiming to promote low-carbon and climate-resilient development;
4. National REDD+ Strategy (Reducing Emissions from Deforestation and Forest Degradation): This strategy focuses on reducing emissions from deforestation and

⁴ KAPABEL Proposal Document

⁵ KAPABEL Proposal Document, KAPABEL Annual Report 2021, and KAPABEL Final Report

⁶ <https://www.adaptation-fund.org/>

- forest degradation, promoting conservation, sustainable forest management, and enhancing forest carbon stocks;
5. Forestry Law: Indonesia has laws regulating forestry activities and the management of its forest resources to address deforestation and its impact on climate change;
 6. National Energy Policy: Indonesia's energy policy aims to enhance energy efficiency, increase the share of renewable energy sources in the energy mix, and promote energy conservation;
 7. Climate Change Adaptation and Disaster Risk Reduction Measures: Various policies and regulations are in place to enhance the country's resilience to the impacts of climate change, including the management of climate-related disasters.

At the local government level, neither the South Sulawesi Government nor the District Governments in all project intervention areas have specific regulations regarding climate change adaptation. It is borne out by the results of interviews conducted with respondents from all levels of government. Even so, they emphasized that local governments have implemented a variety of programs to address climate change. Therefore, based on their Proposal Document, KAPABEL strives to support institutions that foster policy and regulation development.

In the project, KAPABEL aims to incorporate an integrated watershed approach. It is an approach that focuses on the boundaries of watershed ecosystems over the boundaries of regional regions. Indonesia is relatively new to addressing cross-regional environmental issues, such as this one, through watershed-based intervention projects. In many sectors, including those dealing with climate change, there remain sector-specific bureaucratic problems.

The achievements of the project, based on their reports, state that the project is completely finished and has significant results. In order to clarify, the evaluator strives to identify the consistency between the proposed documents and the knowledge of the implementation team, starting from the level of the consortium members to the level of the project managers.

“The information (pertaining to the problem, scope, and goals of the project) contained in the proposal document matched the statements of all the stakeholders in the consortium, including the KAPABEL consortium management.”

Even, it has a good pattern of information distribution too. It is a sign of good institutions (Aoki, 2007; Smiraglia, 2014; Uphoff, 1992). However, a few important notes need to be clarified with respect to the knowledge of the beneficiary community.

In a number of the interviews with respondents was difficult to express their responses to questions related to academic terms including climate change, forest food, adaptation, and resilience (for the record, one farmer was well qualified to explain the questions posed by the evaluator in Sese Salu Village).

The community, however, is able to identify the signs of climate change impacts if we dig deeper.

*“.....susah mendapat kopi sekarang untuk diolah lebih lanjut, dijual di pasar (lokal desa) saja sedikit. Sudah beberapa tahun susah kopi. **Mungkin karena tidak menentu hujan, dulu jelas bulannya sekarang biar itu musim kering tetap saja ada hujan deras.....”***

-petani kopi di Desa Paku-

translation:

*“.....it's hard to get coffee now for further processing, only a few are sold at the (local village) market. It has been difficult for (producing) coffee for several years. **Maybe it's because it rains erratically at this time, it's different from before which had a regular pattern of seasons, now even though it's the dry season, it still rains often.....”***

-The coffee farmers of Paku Village-

*“.... petani kopi sekarang maunya langsung uang cepat, tidak mau menunggu untuk dibantu diolah, dikemas, dan dijualkan untuk jadi kopi bernilai lebih tinggi. **Apalagi susah kopi ini 3 tahun terakhir memang, itu yang dibilang pendampingnya KAPABEL perubahan iklim karena tidak menentu hujan.....”***

-ketua gapoktan di Desa Bokin-

translation:

*“....Coffee farmers now want instant cash, they don't want to wait to be assisted in processing, packaging and selling it to make coffee with a higher value. **Especially since coffee has been hard for the last 3 years, that's what KAPABEL's counterpart called climate change because of the erratic rain.....”***

- The leader of the Gapoktan⁷ community in Bokin Village -

⁷ Gapoktan means farmer group associations

“.....jelasmi karena perubahan iklim itu kak. Memang berkurang produktivitasnya, tapi kalau pintar petani pasti bisa beradaptasi. Saya itu kucatat ki, kuperhatikan betulki tidak kayak banyak petani (kopi) lain yang banyak tinggalkan (tanaman) kopinya. Ini saya lagi coba ajar-ajar anak muda lain di kampung untuk ikut kembangkan kopi supaya tetap ada di desa tidak banyak lagi yang pergi merantau.....”

“sekretaris desa di Desa Sese Salu”

translation:

“.....obviously because of climate change bro. Indeed reduced productivity, but if the farmers are smart they can definitely adapt. I write a lot (about the process and phenomena) and give more attention to my plant, contrary to many other (coffee) farmers who leave a lot of their coffee (plants). Here I am again trying to teach other young people in the village to participate in developing coffee so that there are not many more who go (migrating) abroad....”

“the village secretary in Sese Salu Village”

*“.....kalau banjir disini, hancur lagi itu jagungnya orang pak. Terisolasi juga, tidak bisa pergi ke kota (Pinrang). **Biasa tiba-tiba saja hujan deras kayak kemarin itu kayak badai yang kasih banyak hancur bibit mangrove yang ditanam teman-teman kemarin.....***

“anggota KPPI Binanga Saddang di Desa Bababinanga”

translation:

*“.....If it floods here, it's destroyed again, it's the corn, sir. We also isolated, can't go to the city (Pinrang District). **It's normal for a sudden downpour like yesterday to be like a hurricane that destroyed the mangrove seeds planted by friends yesterday....”***

“member of KPPI⁸ Binanga Saddang in Bababinanga Village”

The comments above indicate clearly that there is a risk of disruption to people's income as a result of unpredictable rainfall. According to the results of numerous literacy studies, one of the harmful effects of climate change is irregular rainfall, which has an adverse effect on the productivity of agricultural and plantation crops (Schroth, et.al., 2009; Syaukat, 2011; Legave, et.al., 2013; Fagariba, et.al., 2018).

⁸ KPPI is the acronym of Kelompok Peduli Perubahan Iklim which means Climate Change Awareness Group

Along with public opinion, climate change, whose impact is discussed above, is also being acknowledged by the government, both at the national level, which is the Ministry of Environment and Forestry through the Social Forestry and Environmental Partnership Agency (BPSKL), as well as at the provincial level through the Bappeda and Forestry Services of South Sulawesi Province, and even at the district level through the Bappeda of Enrekang Regency.

.....**The problem of climate change and forest degradation is formally recognized by Enrekang District.** Programs are already heading there. Floods and landslides I think the people of Enrekang really felt. The political will of the district can also be seen from the emergence of the Enrekang District Social Forestry Working Group which he directly led and even now the concept of IAD (short for Integrated Area Development) is starting to be drafted and developed....

-Bappeda⁹ Secretary in Enrekang District-

According to the presentation of the project documents and the information provided by the project beneficiary communities and the government in charge of the project areas, conclusions regarding problems at the site level as well as the need for project interventions to strengthen food security tend to align with each other.

The only questionable aspect of this concept is the use of the term "forest food". In the upstream region (Tana Toraja, North Toraja, and Enrekang District) the concept of forest food and a strong program clearly encourage the improvement of forest food commodities. The term forest food is not clearly defined in the downstream context.

“...when submitting the AF proposal, there were only three thematic options for the project, and it seemed that one of them had to be chosen: (1) Food security, (2) Water management, (3) Disaster risk reduction, if I'm not mistaken. We take food security as the most relevant, because the issue at Saddang is crop failure, both upstream and downstream (due to flooding)....”

- KAPABEL Program Manager in the Upstream area -

..... Diversification of food is the basic concept. In upstream, we use forest food, while in downstream, we tend to generalize it. We are concerned that requiring forest food to be sourced from forests, such as mangrove forest products, may be in conflict with the wishes and habits of the people....”

- Director of the TLKM Foundation¹⁰ -

⁹ Bappeda is the acronym of Badan Perencanaan dan Pembangunan Daerah which means Regional Planning and Development Agency

¹⁰ TLKM Foundation is the KAPABEL consortium leader.

The TLKM Foundation acknowledges the need for clarification of the above discourse as a semantic matter. Efforts to strengthen community food security through food diversification are still the basic concept of this project. **A possible improvement note is to consider the flexibility of thematic choices when submitting proposals so that it is not constrained by semantic issues, for example, in one project proposal, it may be possible to select more than one theme choice.** It is also worth mentioning that climate change is not a problem that can be solved by a single theme on its own.

Conclusions

Considering the analysis and commentary provided above, it is evident that stakeholders have high expectations for the KAPABEL project. Therefore, this project should take into account the following statement:

“The pilot project can certainly contribute to science and policy by providing alternative institutional modeling of climate change countermeasures in a region if it is truly capable of providing solutions to community resilience and adaptation. On the other hand, if this pilot project fails, maladaptation may occur or at the very least all stakeholders will return to their normal way of life”.

Evaluation Findings of the Project Achievements

A workshop was conducted by KAPABEL management to disseminate the program design as outlined in the proposal document. As part of this activity, various stakeholders with a direct relationship to the project were brought together to provide input that could enhance the quality of the project and contribute to the achievement of its objectives. Although KAPABEL management prepared the basic content of the project empowerment program, this workshop demonstrated the company's efforts to ensure that the program met the element of inclusiveness.

The achievements of the above activities resulted in an "inception report" document. According to the document review results, the South Sulawesi Provincial Government proposed additional commodities. Porang became the main focus among the proposed commodities and was recognized by the Department of Food Security, Crops, and Horticulture of South Sulawesi as being part of the Governor's program. Their main motivation for proposing this was the relatively high prices and market availability.

As a note, despite the government's efforts to promote Porang plants, the promises regarding the availability of markets at high prices turned out to be very different from reality. Compared to the early days of the plant's virality, both the difficulty of the market and the price have decreased significantly. During the evaluation, the evaluators found information that the Porang program was failing. Falling prices over the past year were the main indicator that respondents from relevant provincial and district level government institutions (who did not allow mentioning their name and their institutions) justified this.

Further exploration of these inclusivity efforts led the evaluators to discover some important findings:

1. The consortium was able to engage many stakeholders in the workshop process, including the village level, the district level, the province level, as well as national government representatives.
2. This activity involved elements of the village, but the representatives who attended were still at the top of their respective hierarchical levels. As outlined above, the formal structure plays an important role in representing the community.
3. Over the course of only one day of discussion, efforts were made to understand the latest reality of the socio-cultural condition of the community, especially in light of the pandemic.

The evaluator then worked to confirm and triangulate the information available in the documents, the above notes, and the comments of the participants, who were randomly selected:

1. As a result of the workshop, all respondents were able to clearly understand what the KAPABEL activity plan entails. There were, however, instances of misinformation between stakeholders regarding the strategy for preparing the Regional Adaptation Plan (RAD) document involving the South Sulawesi Provincial Bappeda and the Directorate of Climate Change Control of the Ministry of Environment. It was initially assumed by the consortium that the PPRKD Working Group would be responsible for developing the Regional Action Plan for Climate Change, but in reality, this function was only able to be performed by the Climate Change and Forest and Land Fire Control Centres of the Sulawesi Region, as well as the Regional Environment Offices located at the district and provincial levels. Consequently, KAPABEL made extra efforts to communicate with both institutions in order to convince them to participate in the project. This, however, did not have a significant impact since the consortium was able to develop the desired policies in a series of programs with both agencies.
2. There are still key actors (not village office holders) at the community level who could potentially provide information and suggestions in proposing project commodities but were not involved in the workshop process. These key actors have actually been well mapped in the Baseline Survey document, but it is recognized that due to limited access coverage, community representation is reduced to a formal structure-based representation. Due to this limitation, the consortium attempted to communicate the results of the meetings back to all the beneficiaries (including the key actors above) for their feedback. People who did not attend the workshop appreciated this step since the KAPABEL program provided transparency that has never been achieved by other programs.
3. In recognition of the importance of reassessment efforts, KAPABEL management took the strategic step to conduct an assessment in conjunction with the implementation of the initial program carried out by village facilitators during the initial phases of their interaction with the community. The information contained in some of the monthly reports that they produce provides information about the socioeconomic, cultural, and cultural conditions of the community.

Following the workshop process above, KAPABEL focused on implementing the program plans within the time frames they had set in order to achieve their respective objectives. Evaluation results of these outcomes are described below:

1) Strengthening of Social Forestry in encouraging for forest food in the upstream of Saddang watershed

The achievement of this outcome was generally successful. The monthly and annual reports prepared by KAPABEL management have shown that the project implementation has followed the initial planning.

Following the verification at the community level, when asked about the specific structure and timeline of the project interventions they received, they were unable to recall the specific structure and timeline of implementing all activities related to the achievement of this outcome, though the approximate range of months they provided tended to match the timelines provided in the documents.

a) Existence of legal access and strengthening of the Social Forestry scheme.

A review of the documents demonstrates KAPABEL's success in involving the community in the Social Forestry initiative. In this scheme, forest communities are granted access rights to manage state forests under certain conditions. KAPABEL facilitated the legal access and strengthening of social forestry schemes in the districts of North Toraja, Tana Toraja, and Enrekang. In total, the project intervened in 10 villages and provided 3,590 hectares of access rights (new proposals) to the communities and 1,701 hectares of post-licensing technical assistance to the communities. The project was able to reach 1,031 people (84% of males and 16% of females) in the facilitation of the establishment and institutional strengthening of Forest Farmer Groups and was able to reach 349 people (54% of males and 46% of females) in the context of Social Forestry Business Groups. The amount exceeds KAPABEL's intended target.

In response to these achievements, the provincial and district governments recognized and appreciated that the process of proposing the Social Forestry Scheme with the assistance of KAPABEL could be achieved very quickly. It has been reported in the past that respondents from the local government (PEMDA) had experienced a lengthy and complicated process before formal approval could be granted. This shows the effectiveness of the KAPABEL Program.

The community had a wide range of opinions regarding this output. Our survey of the community's opinions regarding the proposals they received or their opinions regarding post-permit assistance revealed both optimism and pessimism:

"...Puji Tuhan bersyukur sekali ada KAPABEL, banyak bantuannya dibawa sama Pak Dadang itu kemarin, membantu sekali masyarakat itu pengetahuannya, tidak pusing juga petani kopi sekarang dengan polhut...."

-petani di Desa Bokin-

translation:

"....Praise God, I am very grateful for KAPABEL, a lot of assistance was brought by Mr. Dadang yesterday, it really helped the community's knowledge, coffee farmers are not dizzy now with the forest rangers...."

-coffee farmer of Bokin Village-

"...cuma itu bagaimana nanti kalau tidak ada KAPABEL, masih bingung masyarakat, bisakah diperpanjang lagi itu pak?..."

-petani di Desa Paku-

translation:

"...That's just how it will be if there is no KAPABEL, the community is still confused, can it be extended again, sir?..."

-farmer in Paku Village-

...saya jujur sekali sangat berterima kasih sekali sama KAPABEL fasilitasnya secara keseluruhan membantu kapasitas masyarakat dan sangat berharap bisa ada lagi lanjutan. Jarang ada mau datang di desaku pak dan tinggal lama memberdayakan masyarakat, susah jalannya memang andai tadi (pagi) hujan deras pak mungkin besok baru bisa pulang...

-petani di Desa Sese Salu-

translation:

...I am honestly very grateful to KAPABEL for the facilities as a whole to help the capacity of the community and really hope that there can be more. It is rare to come to my village sir and stay for a long time to empower the community, the road is difficult indeed and if it was (morning) heavy rain sir, maybe tomorrow I can only go home....

-farmer in Sese Salu Village-

...semoga ada kelanjutannya, bagus sekali programnya KAPABEL itu saya lihat ada izin ada juga bantuan semuanya betul-betul lama pendampingannya. Butuh masyarakat kelanjutan sampai bisa mandiri memasarkan kalau tidak pasti kembali lagi ke kebiasaan dulunya, apalagi ini kencang-kencang bawang lagi...

-petani di Desa Tungka-

translation:

...I hope there will be a continuation, the KAPABEL program is very good, and I see that there are permits and assistance, all of which really take a long time to assist. It takes the community to continue until they can independently market if not, they will definitely return to their old habits, especially since these onions are tight again....

-petani di Desa Tungka-

Clearly, the response of the community indicates that KAPABEL activities are taking place in the village to facilitate community members in obtaining social forestry permits and strengthening the social forestry scheme. The BPSKL and South Sulawesi Social Forestry Working Group (Pokja PS Sulse) acknowledged following discussions that several programs had communicated and collaborated about proposing new permits and facilitating community institutional strengthening in several villages in the Tana Toraja, North Toraja, and Enrekang districts.

b) Increased forest land cover

Technically, KAPABEL intends to meet this output by constructing seedling houses, exploring and planting critical lands, and training village communities on agroforestry management.

Identifiable evidence of nursery construction can be found at each sample site. In general, these nurseries are in poor condition since they were constructed as semi-permanent facilities for project purposes. Based on the findings of the evaluation, only one nursery was able to operate and exist out of the eight locations visited. Bokin Village was the only functioning nursery house, with some minor repairs financed by Gapoktan.

It is due to the fact that most people believe that a nursery will only be necessary when crops need replanting, which is estimated to take place in five to ten years. Furthermore, they explained that building a nursery ahead of replanting years is more cost-effective than continuously maintaining an existing nursery. Another reason is that the community could not yet find a sustainable market for the nursery business.

Optimization of the coffee marketing system is what makes Bokin Village unique. As a result of the relatively stable demand and the open interaction with buyers, the community was concerned about the decreasing quantity and quality of coffee products they were producing. This group was already experiencing a sense of fear over the possibility of losing its loyal customers. As a result, a nursery was still required

to prepare seedling reserves to be used in case of problems with the crops, and they were prepared to deal with those issues in advance.

Besides physical evidence in the form of seedling houses, evaluators also found food crops planted on community plantation land that has grown throughout the project site. Interviews with the community have also confirmed that the seedlings (food crops and wood plant seedlings) have been planted in KAPABEL-supported sites, particularly on community-owned lands and some in state forest areas.

There was a focus on critical land during the planting, particularly in state forest areas. A KAPABEL document states that data collection on critical land was done in conjunction with the community. However, the process of collecting the data is not adequately explained.

A detailed analysis of the process of collecting data on critical land in all sample sites demonstrated that this activity was acknowledged by the beneficiary communities. The community is indeed involved in this process but acts as a guide and verifier regarding the area boundaries. As part of the project program, no knowledge transfer related to the critical land assessment process using technology has been provided to the community.

In the absence of knowledge transfer related to critical land assessment methods, especially in terms of the use of the latest technology, communities are still reliant on other parties in order to learn about the latest conditions pertaining to their environment. Since they have not been able to map the level of vulnerability they face independently, they are strongly dependent on others to provide data, interpret data, and develop data-based programs.

2) Strengthened actors and institutions of Social Forestry schemes in support of climate change adaptation

As a whole, the achievement of this outcome can be considered a successful implementation. In this document, there are some field notes pertaining to this achievement.

a) Increased capacity of facilitators and local communities in Social Forestry scheme

Achievement results in the internal M&E document and annual report show the successful achievement of this output. The evaluators also sought information from village facilitators about their attendance in the process and all village facilitators interviewed acknowledged being involved as participants. They even acknowledged that during their participation in the process carried out by KAPABEL from start to finish, there was an improvement in their facilitation skills and especially in their writing capacity. They demonstrated this by showing their written works, both books and journals, to the evaluator which is (1) *Petaka dan Prakarsa di Sungai Saddang* (book), (2) *Adaptation From Maladaptation: A Case study of Community-Based Initiatives of the Saddang Watershed* (article), (3) *Injustice against Women in a Social Forestry Program: Case Studies from Two Indonesian Villages* (article), (4) *Living*

through crises due to successive commodity booms and busts: Investigating the changing peasants' farming style in rural Indonesia (article).

Furthermore, there appears to be some technical knowledge and understanding of forestry terms at the community level, particularly in the process of submitting license proposals, including Anggaran Dasar dan Rumah Tangga (Articles of Association and Bylaws), Rencana Kerja Umum (General Workplan), Rencana Kerja Tahunan (Annual Workplan), and participatory mapping. Although they admit that they are not perfect in explaining these terms, they admit that they have begun to understand them. An example of one of the community's answers can be seen below:

“...pemetaan partisipatif yang sama-sama kemarin lihat kawasan, batasnya, ukur, dibantu juga KAPABEL buat kan petanya....”
-anggota Gapoktan di Desa Bokin-

translation:

“...participatory mapping (that we already did) together yesterday, see the area, its boundaries, measure it, KAPABEL also helped make the map.”
-Gapoktan member in Bokin Village

b) Increased capacity of stakeholders in sustainable forest management.

Overall, the process of achieving this outcome has been well executed. Annual reports, final reports, and internal monitoring and evaluation documents have noted the success of activities that support the achievement of outputs. Pokja Perhutanan Sosial South Sulawesi (Pokja PS Sulse), which participated in several series of activities, also validated the existence of this activity.

According to interviews with several members of the South Sulawesi PS Working Group, the impact of the multi-stakeholder forum facilitation assistance was significant. This assistance contributed to improved relationships between stakeholders and an improved understanding of the issues at hand. The group was able to reach a consensus and develop a plan of action for the future.

The introduction of the Integrated Area Development (IAD) concept to strengthen Social Forestry is another facilitation that is considered to make a significant contribution. This will help to create a balance between economic development and environmental protection by bringing together various stakeholders to work together. IAD will also create new job opportunities in rural areas and will help to improve the quality of life in those areas.

These comments can serve as input for multistakeholder capacity building and can be displayed below, as determined by the evaluators:

....Peningkatan kapasitas ini sangat baik dan bermanfaat, namun kalau dilakukan secara parsial saja sulit untuk memberikan dampak yang bisa dirasakan. Baiknya peningkatan kapasitas seperti ini memiliki grand design dan roadmap yang jelas sehingga ada struktur dan timeline untuk mengejar visi perbaikan tata kelola kehutanan dan juga adaptasi perubahan iklim....

-anggota Pokja PPS Sulsel-

translation:

....This capacity building is valuable and useful, but if it is done partially, it is difficult to have an impact that can be felt. It is better for such capacity building to have a clear grand design and roadmap so that there is a structure and timeline to pursue the vision of improving forestry governance and climate change adaptation.....

-member of Pokja PPS Sulsel¹¹-

As indicated above, assistance should be provided to strengthen the Pokja PS institution so that this organization is able to run effectively as well. A combination of the young age of the organization (the effective institution has only operated for the past two years) and the very high bureaucratic dynamics that affect those who are delegates of the relevant agencies makes this organization also susceptible to hibernation.

c) Increased support from the stakeholders in encouraging Social Forestry scheme

The final report showed the extraordinary results of KAPABEL management getting multi-party support from the national to the district level. It was demonstrated by KAPABEL management by showing all the formal documents they had facilitated. Having achieved this output in excess of the target plan illustrates the success of the program.

District	Village	Forest Farmer Group (KTH)		Farmer Group Association (est by project)
		Before Project	After Project	
North Toraja	Kelurahan Bokin	0	3 ↑	1 ↑
	Lembang Sapan Kua-Kua	0	3 ↑	1 ↑
	Lembang Karre Limbong	3	3	0
Sub Total		3	9 ↑	2 ↑
Tana Toraja	Lembang Paku	0	2 ↑	1 ↑
	Lembang Perindingan	0	1 ↑	1 ↑
	Lembang Randan Batu	0	1 ↑	
	Lembang Sesesalu	0	6 ↑	2 ↑
Sub Total		0	10 ↑	4 ↑

¹¹ Pokja PPS is an organization that brings together many parties and focuses on discussing, providing solutions, and facilitating policies that can strengthen the existence of Social Forestry schemes.

Enrekang	Desa Pundilemo	1	1	0
	Desa Paladang	0	4 ↑	1 ↑
	Desa Tunga	0	2 ↑	1 ↑
	Desa Ranga	0	6 ↑	2 ↑
Sub Total		1	12 ↑	4 ↑
Total		4	28 ↑	10 ↑

Through the KAPABEL project, the number of social forestry licenses was increased from 4 to 28 schemes for forest farmer groups in three districts. A further contribution was made by the facilitation of the issuance of 10 licenses to forest farmer associations. The project was able to do this by providing technical assistance and support to the associations. This helped them develop the necessary documents and obtain approvals from a number of authorities.

3) Strengthened actors and institutions of Social Forestry schemes in support of climate change adaptation

In general, this goal was achieved. Directly involved parties - especially farmers affected by climate change - can benefit from new skills related to processing techniques, new technological inputs, and new market networks.

- a) Increased skills of Forest Farmer, Women and Vulnerable Group in managing sustainable forest food.

In essence, this output has been achieved successfully. The assimilation of new knowledge and skills, particularly within the community, has been documented in formal documents and recognized by all stakeholders, particularly the beneficiaries.

This skill improvement was observed through interviews with KAPABEL management and the community. As a result of these interviews, farmer groups have been able to prepare documents proposing the granting of access rights under the PS scheme (including supporting documents such as work plans). A number of groups within the Home Industry were able to manufacture coffee products that meet standards and quality that provide added value to the market. In order to provide them with alternative markets, they were introduced to market networks.

By providing the community with experience during the project period, the project has attempted to provide a new alternative pattern. As a result of this experience, it is expected that the community will change their old habits for the better by utilizing all the facilitation that has been provided by KAPABEL management.

It is also imperative to note that this is a short experience that has not yet reached two years. It has not even reached the rotation period for commodities such as coffee plants. The community will likely face many challenges in the future in maintaining the good habits that they have developed as a result of the project. For example, community trust, government policies, changing consumer preferences, pest and disease pressure, water scarcity, labor shortages, market price volatility, climate change and its variability, and quality control and certification.

Based on our discussions with stakeholders, we have identified the following explanation of the challenge:

- **Community trust:** The community has become accustomed to the methods used by the government and other parties in managing projects. Various programs often enter only temporarily and change within a short period of time. As a result, they adapt by maximizing short-term gains from these projects.
- **Government Policies:** Policies related to land tenure, taxation, and trade can have a significant impact on the coffee sector. Producers may face challenges if policies are not supportive of sustainable and profitable coffee production
- **Changing Consumer Preferences:** As coffee consumer preferences evolve, producers may need to adapt by diversifying coffee varieties and exploring new processing methods to meet market demand
- **Pest and Disease Pressure:** Coffee crops in Indonesia are susceptible to various pests and diseases, including coffee leaf rust (*Hemileia vastatrix*) and the coffee berry borer. Climate change can exacerbate these issues by creating more favorable conditions for these pests and diseases.
- **Water Scarcity:** Water availability is crucial for coffee cultivation. As climate change affects precipitation patterns, water scarcity can become a significant concern, particularly in regions that heavily rely on rainfall.
- **Market Price Volatility:** The global coffee market is subject to price fluctuations, which can impact the income of coffee farmers. Producers often struggle with low prices, making it challenging to invest in sustainable farming practices and improve their livelihoods
- **Climate Change and Variability:** Increasing temperatures, unpredictable rainfall patterns, and more frequent extreme weather events can negatively impact coffee yields and quality. Coffee plants are sensitive to temperature and moisture, making them vulnerable to changing climate conditions.
- **Quality Control and Certification:** Meeting quality standards and obtaining certifications, such as organic or Fair Trade, can be difficult for some farmers. These certifications can open up access to premium markets but require adherence to specific standards. Without proper facilitation, they will lead to a struggle.

b) Available facilities and infrastructure of forest food processing technology

In all KAPABEL project intervention areas, technology and infrastructure inputs were provided to accelerate community adaptation to climate change. At the site level, it appears that most of these facilities are still in good condition and exist.

The reality in the field indicates that all KAPABEL tools were stored in the homes of the group leaders. However, only one group, that of Sese Salu village, was observed using the tools provided by KAPABEL. Others in the community had not utilized the tools to their full potential, and they tended to be stored neatly in the group leader's house.

"...butuh modal pak, petani maunya kopi langsung dibeli..."
 - ketua KPS di Desa Paku -

translation:

"... need capital sir, farmers want coffee directly purchased ..."
 - group leader in Paku Village -

"...sekarang ini petani adanya kopi, disitu juga dikasih uang, tidak mau menunggu biar harga lebih tinggi...."
 -ketua KPS di Desa Bokin-

translation:

"....Now that farmers have coffee, they also have to be given money, they don't want to wait for higher prices....."
 -group leader in Bokin Village-

"....susah kopi sekarang, kurang juga modal beli kopinya masyarakat, jadi tidak terlalu terpakai alat-alat...."
 -ketua KPS di Desa Sapan Kua-Kua-

translation

"....coffee is difficult now, there is also less capital to buy coffee from the community, so they don't really use the tools"
 -group leader in Sapan Kua-Kua village-

The above community statements confirm the condition of their tools, which were usually neatly stored in the secretariat or the location of the head of each KPS/KUPS. Low coffee production and a substandard marketing system are identified as the main problems in the upstream area by the evaluator.

These conditions illustrate the effectiveness of the tools provided by KAPABEL:

Villages	Machine	Utilization		Condition
		Yes	No	
Sese Salu'	Pulper	√		Good. Intensive usage.
	Huller	√		Good. Intensive usage.
	Packaging	√		Good. Intensive usage.
	Roasting	√		Broken. Making a new purchase through group self-help
	Grinder	√		Broken.

				Making a new purchase through group self-help.
	Grading	√		Good. Rarely usage.
	Water measurement	√		Good. Rarely usage.
	Blower	√		Good. Rarely usage.
1) Bokin 2) Sapan kua-kua 3) Paku	Pulper		√	Good. Stored.
	Huller		√	Good. Stored.
	Packaging		√	Good. Stored.
	Roasting		√	Good. Stored.
	Grinder	√		Good. Intensive usage
	Grading		√	Good. Stored.
	Water measurement		√	Good. Stored.

c) Absorbed forest food products to the market

All project intervention areas produced their products successfully, which were subsequently absorbed by the market. A significant contribution to this output achievement was the sale of processed products resulting from KAPABEL's assistance in several ceremonial processes, both nationally and locally. This was done in order to increase the income of small farmers and to ensure that they benefited from the project. The project was successful in reaching its goals and the farmers were able to reap the rewards of their hard work.

As a result, the project was able to achieve its objectives and improve the lives of the farmers. This was a testament to the impact KAPABEL had in the region and showed the potential of such projects to improve the livelihoods of local communities. The project provided the farmers with the technical skills and resources they needed to increase their agricultural productivity, as well as the ability to access markets and gain access to finance. This gave them the opportunity to improve their incomes and become more resilient to external shocks.

However, there are also some potential drawbacks to such projects. For example, if the farmers become too dependent on the resources and technical assistance provided by the project, they may be less able to adapt and respond to changes in the future. Additionally, if the project fails to properly support the farmers after it ends, they may be worse off than before.

Following the review of the documents and interviews with the group members, all validated the successful completion of this output. However, we would like to highlight some important points:

1. Product absorption is characterized only by short-term success.
2. There is still a dependence on seasonal events for sales.
3. Communities still did not fully trust their products as their primary source of income. It was a scourge for them to change since they have been traumatized by past failures. To change from old habits to new habits, people often require examples of small victories. The process will take a considerable amount of time.

4) Strengthened coastal human resources and natural resources in the downstream of Saddang watershed in increasing coastal carrying capacity

The KAPABEL Management had essentially implemented this outcome well. The upstream area had an urgent need to intervene directly with the people who were directly involved with land management, who are predominantly adults who have productive working periods. Typically, young people and women are targeted in the downstream area.

- a) Established and running Climate Change Care Group (KPPI) as the driving force at the village and sub-district levels

Several young people have been formally institutionalized by KAPABEL. A constitution, ground rules, and reports of several activities involving KPPI, such as leadership training, mangrove planting, and the like, provide sufficient evidence of the achievement of this output.

Furthermore, observations made at the site level corroborated the findings in the document mentioned above. In Bababinanga village, the evaluator met some members of the KPPI, which all respondents confirmed to exist. KPPI is, however, highly dependent on project funding, and after the project was completed, there were no more KPPI activities.

This highlights the importance of long-term and sustained funding for such initiatives. Without funding, the members of KPPI will not be able to continue their activities to support the community. This will result in a loss of important knowledge and resources for the people of Bababinanga village.

As their activities are not supported by any government or private funding, KPPI relies on the local community to provide financial assistance. Without long-term funding, KPPI will not be able to sustain its activities, resulting in a lack of resources and knowledge for the people of Bababinanga village.

In terms of the implementation of the plan, this output can be considered successful. KAPABEL's management strength remains limited during the project's timeline. This project was not able to achieve sustainable institutional change for KPPI and will require a separate intervention model in the future.

Based on discussions with village leaders and KPPI members who are still in their respective villages, it appears that it would be beneficial to establish an annual

recruitment and regeneration system to support the existence of this institution. To strengthen KPPI's institutional existence and sustainability, the discussion participants agreed on the need for a minimum of three years leading to three generations of KPPI. This will ensure that the knowledge, skills and experiences of the previous generation will be passed on to the next. This will also provide a mechanism to ensure that the KPPI remains relevant and effective in its goals and objectives.

- b) Increased capacity and skills of KPPI and stakeholders in improving coastal governance and carrying capacity downstream of watershed.

In general, KAPABEL was successful in implementing this output. A review of the monthly, annual, and final documents indicated that all activities supporting the achievement of this output had been successfully completed. Interviews with KPPI members also confirmed the accuracy of KAPABEL's implementation of its activities.

Furthermore, the evaluators examined the quality of the activities implemented, as well as their understanding of climate change adaptation insights, and concluded that the members' capabilities were quite good. Despite the language style and Indonesian grammar that were not very good, they were able to recognize the term climate change, identify signs of climate change and rationalize the dangerous effects of climate change.

A similar situation exists with women, who often tend to be assigned the role of being the caregivers of the home and family. Through the KAPABEL project, it was possible to encourage women to take on more household responsibilities. There was no cultural contradiction to this condition, and by men it was even considered to be very beneficial for the welfare of the household.

The only note of caution in the achievement of this output is the lack of dynamic at the **government level in forming a joint policy to address the issue of climate change. At present, there is no organization responsible for facilitating the parties, and the KPPI institution that was established did not offer sufficient assistance to strengthen downstream institutions. In particular, the establishment and strengthening of an institutional system that brings parties together may be a viable proposal for improvement.**

- c) Rehabilitated coastal areas downstream of Saddang Watershed

As a result of the document review, it was determined that the activities which support the achievement of this output have been successfully implemented. During our interview with the Program Manager, who is responsible for the upstream area, he confirmed the same statement. According to him, the planting of mangrove plants involved and was followed by a number of parties.

The results of the field investigation, the existence of mangrove plants, did not appear to be as much as mentioned as an achievement in several documents provided by KAPABEL. After planting, there was a major flood followed by strong winds that significantly affected the number of seedlings that survived

"...angin kencang dan naik air laut....sebagian besar (bibit yang ditanam) tertimbun pasir laut pak..."

-anggota KPPI di Desa Bababinanga-

translation:

"...strong winds and rising seas.... most (planted seedlings) were buried by sea sand Sir...."

-KPPI member in Bababinanga Village-

....hampir semua itu hilang hasil penanaman kemarin gara-gara hujan badai (sambil memperlihatkan video ombak dan disertai angin kencang di wilayah lokasi pada saat kejadian)...

-Program Manager wilayah Hilir KAPABEL-

translation:

.... almost all of the planting was lost yesterday because of the rainstorm (while showing a video of waves and strong winds in the area at that time)....

-Downstream Program Manager of KAPABEL-

The results of interviews with KAPABEL and clarifications with several KPPI members who claimed to have participated in the planting process revealed that the process was conducted three times. The reason for this was primarily due to the fact that the first planting stage was challenging due to strong winds and large waves that battered the plants. The second process was successful, however, it was decided that a third process should be conducted to ensure that the plants were properly planted. Finally, the third process was a success and the plants were safely planted in the area.

Village	Phase 1		Phase 2	Phase 3
	Total		Total	Jumlah Bibit
	Seedlings	Propagule	Bibit	Bibit
Bababinanga	5.420	8.480	4.250	-
Salipolo	3.000	-	-	-
Paria Pantai	4.820	-	-	1.080
Paria Sungai	1.000	400	-	-
Total	23.120		4.250	1.080

Compared to the results of the monthly and annual reports published by KAPABEL management, the responses of the respondents are relatively similar. Furthermore, observations were made by the evaluators of the planting areas (whose locations were provided by KPPI), and they found contrasting conditions between the sites planted in the first phase with the second and third phases areas. In the first phase of planting, some plants appeared to be irregularly spaced with large spacing between them, whereas in the second and third phases, the spacing seemed to be more regular and tightly spaced.

This condition illustrates the impact of strong winds and large waves on the success of mangrove seedling planting. These elements can cause the seedlings to be uprooted and washed away, leading to a decrease in the success rate of mangrove planting programs. Additionally, the strong winds and waves can also damage the seedlings, reducing their chances of survival.

5) Increased community income in the downstream of Saddang Watershed through environmentally friendly creative businesses and food diversification

- a) Improved skills of KPPI, forest farmer, women and vulnerable groups in the development of creative business and food diversification

The on-site review validated KAPABEL's success statements. There was a creative business established in the community, and it was acknowledged by the community that KAPABEL provided direct assistance to the community through its facilitators during the program period, and that training was provided to strengthen their business and institutional structures during the assistance period. These products are still being used, especially when the government conducts big events at the district, provincial, and national levels.

The community income increased significantly during the project period. They were, however, dependent upon seasonal events for their income following the completion of the project. Community members acknowledged that the community lacks the entrepreneurial skills to cooperate with the market. Therefore, they could not be able to effectively manage their marketing efforts.

- b) Available technology facilities and infrastructure in encouraging creative business and food diversification.

KAPABEL assisted the community in procuring facilities and infrastructure as part of this output achievement. **Observations at the site level indicate that these tools were readily available and neatly stored in their respective secretariats.**

Physically, the main production equipment is in excellent condition. The reason for this condition is that the intensity of tool usage has not yet reached its optimal level. A limited number of events can be associated with product processing.

In other words, it indicates that the use of these tools has not been optimal due to a low level of marketing sustainability. While these tools were used relatively effectively during the project period, the community has not been able to replicate their marketing capabilities afterward. A statement obtained from one of the group administrators was provided:

“...kami siap melakukan pengembalian kalau memang diminta, lengkap semua alat-alatnya pak, ini juga laporan dan dokumennya pak....memang kurang digunakan sekarang alatnya karena kurang permintaan...”
-Sekretaris Home Industry di Desa Bababinanga-

translation:

“...we are ready if asked to return, complete all the tools above sir, this is the file and report too sir.... less orders so it hasn't been used much ...”
-secretary of Home Industry Groups in Bababinanga Village-

c) Existing marketing network for creative business and food diversification

In all project intervention areas, products have been successfully produced and absorbed by the market. The achievement of this output was marked by the sale of processed products that were the result of KAPABEL's assistance in several ceremonial processes held at both the national and local levels.

All community groups validated the success of this output achievement after reviewing documents and conducting interviews. However, there are a few important points to note:

- 1. Only through short-term success that the product was absorbed into the market. Currently, there are no long-term sales contracts that can support marketing activities after the project is completed.**
- 2. The success of sales is still dependent on seasonal events.**
- 3. Communities still did not fully trust the products as their primary source of income.**

6) Strengthened cross-cutting policies in ensuring the sustainability of climate change adaptation

It is necessary to improve the achievement of this outcome. Meetings to seek collective agreements are becoming more common, especially at the government level at the national, district, and local levels. As a result of the meetings listed above, a draft climate change action plan has been produced.

In defining the achievement of outputs, however, there are important notes regarding the weaknesses of the achievement of this outcome, particularly with regard to the achievement of policy targets.

a) Strengthening Work Group Team of South Sulawesi Regional Low Carbon Development Plan (POKJA PPRKD)

According to KAPABEL, this output has been achieved through various discussion activities regarding climate change mitigation and adaptation measures. As a result of the above discussions, a workplan draft document was developed. The evaluators noted that, in addition to the draft follow-up plan, the real achievement in this output was the strengthening of the PPRKD Working Group network. Through multi-stakeholder meetings held several times, both online and offline, the PPRKD Working Group has interacted with parties who are expected to use their draft policies, especially the Regional Government. As of the time of the evaluation, the discussion relating to the draft Regional Regulation concerning Regional Action Plan of Climate Change Adaptation for Tana Toraja Regency had made the most progress that could be facilitated through the KAPABEL program.

The existence of Pokja PPRKD had been obscured in the past, both in terms of pushing policies and seeking cross-sectoral communication. With the help of the KAPABEL project, stakeholders and policies were identified one by one, and they were engaged in discussions to harmonize their respective roles and functions.

An important idea of the multi-stakeholder meeting was the input from academics who criticized and saw the Pokja PPRKD of South Sulawesi's workplan focused on mitigation activities. It follows that government thinking, through its agencies, tends to link climate change to the improvement of facilities and infrastructure. Through the involvement of experts and academics, KAPABEL was able to offer suggestions for improvements to the working group's workplan and include elements related to climate change adaptation.

There emerged a plan to strengthen Pokja PPRKD by establishing Pokja PPRKD at the district level and facilitating the preparation of their respective work plans. At the district Pokja institution level, the work plan also incorporates aspects related to climate change adaptation and mitigation. The plan also includes the development of a monitoring and evaluation system as well as the provision of technical assistance and capacity building for Pokja PPRKD. Furthermore, the plan also encourages the involvement of relevant stakeholders in the decision-making process.

b) Internalized API to Local Government policies within the regional plan

KAPABEL claims to achieve this output through two activities: (1) the development and dissemination of a vulnerability assessment document for stakeholders and (2) hosting a climate change adaptation workshop.

The documentary evidence resulting from these activities suggests that KAPABEL led stakeholders into participating in the development of a climate change adaptation plan. However, KAPABEL was unable to facilitate legal documents or formal documents used by regional or local governments.

Despite its success in communicating with many parties to develop a draft work plan, the dynamics within the South Sulawesi PPRKD Working Group were not as dynamic as those within the South Sulawesi PS Working Group facilitated in the upstream region. Thus, the draft action plan resulting from the workshop was limited to the ideas proposed by various parties and was not incorporated into a formal document..

It should be noted that the achievement of this output was not effective and that more effort needs to be made in order to internalize the National Action Plan for Climate Change Adaptation formally at the regional level. In spite of the fact that KAPABEL programs such as land rehabilitation (both upstream and downstream) have been a part of the National Action Plan, there has been no direct action taken by the local government or the formed organizations such as Provincial or District of Pokja PPRKD to review the progress of the facilitation efforts.

Despite the fact that both projects were facilitated by the South Sulawesi Government and of course supported by the KAPABEL Project, attempts were made to replicate the success of the South Sulawesi PS Working Group. However, there is a stark contrast between the progress made by the South Sulawesi PS Working Group and the South Sulawesi PPRKD Working Group. Social Forestry support tends to be improved by national policies (the PS National Working Group is currently chaired by a political figure with the ability to influence national policy), however, the South Sulawesi PPRKD Working Group was not able to leverage any such support.

The Pinrang district government, however, often mentions a desire to create an Integrated Area Development (IAD), which is inspired by the climate change discourse echoed by KAPABEL management. The IAD approach involves collaboration between various stakeholders in the district, such as the local government, businesses, and civil society organizations. As a result of the project, sustainable and inclusive solutions will be developed to meet the challenges posed by climate change in a particular geographical area.

- c) Existing Climate Change Adaptation monitoring system that supports the strengthening of policies implemented by the stakeholders

Through both documents and direct interviews, KAPABEL can provide proof of this output to evaluators in the form of a website (www.simpas.id) and the prototype monitoring system application (<https://lontara.org>).

In spite of the fact that the website was initiated by Pokja, and not originally created by KAPABEL project, KAPABEL claims that they have strengthened the use of this available system and can be utilized at present. The key role of this project is to communicate the parties' willingness to share their data through the website and to be open to the public's use. In this context, the KAPABEL project has been successful in promoting the accountability of forest management data.

Different conditions apply to applications made directly to KAPABEL. As of today, the proof of achievement is still in the form of a prototype and has not been utilized by the community. In light of the experience of website assistance, this prototype may certainly be used in the future, but it is important to emphasize that the development of this prototype requires its own specific strengthening program.

7) Strengthened stakeholder capacity and understanding through the process of dissemination and early warning system for climate change adaptation

- a) Disseminated program to strengthen and encourage policies and alignments

The output achievement presented here is impressive. On the beneficiary community level, several modules are easily accessible and are written in a language that is relatively easy to understand. It has resulted in a number of publications (articles and policy briefs), some of which have been published in internationally recognized journals from which the government and the academic community can benefit. In terms of general public interest, a book containing the experiences of field facilitators in scientific popular writing can be an interesting read, especially for practitioners who are engaged in community empowerment.

- b) Existing early warning system platform for Climate Change Adaptation among Sadding Watershed Ecosystem Community

KAPABEL can provide proof of this output to evaluators in the form of the prototype monitoring system application. As of today, the application has not been utilized by the community. It is important to emphasize that the development of this prototype requires its own specific strengthening program.

Furthermore, KAPABEL informed the evaluator that it had prepared two proposed innovations to develop the achievements of this section through (1) Climate Smart Community and (2) Adaptive Coffee and Ecotourism Innovation in Tana Toraja. These two proposed innovations will support the prototype monitoring system application in order to realize the performance of each achievement so that it can be implemented optimally.

The Climate Smart Community program aims to continue the development of the climate-smart community system developed in component 4. Program objectives include capacity building, strengthening facilities and infrastructure, and policy advocacy for the climate-smart community system that was initiated by the previous project. The program will also aim to improve the education system to ensure that the community is informed and equipped with the necessary knowledge and skills to effectively implement the climate-smart community system. Finally, the program will work to increase public awareness of climate change and the need for climate-smart solutions.

Meanwhile, Tana Toraja's adaptive coffee and ecotourism innovation program was created as a result of declining coffee productivity in Toraja. Hence, the project aims to encourage adaptive coffee plants in Toraja as well as enhance social forestry schemes there, as well as develop PS-based ecotourism. The program is designed to help Toraja farmers find alternative sources of income, such as ecotourism, as coffee production in the area has become increasingly unprofitable. The program also seeks to introduce more adaptive coffee plants that are better suited to the local climate, which can increase yields and profitability. Additionally, the program seeks to promote

social forestry schemes, which could help to protect the local environment and attract more tourists to the region.

Conclusions

A significant portion of the project's accomplishments were based on the implementation of participatory actions and strengthening inclusion. It is through such processes that the government and beneficiary communities are able to accept and understand the project's objectives on a very high level. In spite of this, implementing these actions posed a significant challenge, as stakeholders, particularly the community, were unfamiliar with collective actions that adhered to the principles of inclusion.

KAPABEL generally achieved its objectives well with sufficient evidence at the site level in terms of achieving outcomes. It was concluded that three main challenges arose following the completion of the project: (1) stakeholders were unable to sustain collective action patterns, (2) the youth regeneration system was still minimal, and (3) stakeholders did not have the proper ability to adapt to technology-based programs.

B. An Overview of the Evaluation Instruments

This section provides an overview of how the project has been evaluated in light of the six evaluation criteria developed by the OECD. These criteria are relevance, coherence, effectiveness, efficiency, impact, and sustainability.

1) Relevance

“Evaluating relevance helps users to understand if an intervention is doing the right thing. It allows evaluators to assess how clearly an intervention’s goals and implementation are aligned with beneficiary and stakeholder needs, and the priorities underpinning the intervention. It investigates if target stakeholders view the intervention as useful and valuable.”

-OECD, 2021-

Evaluation Findings

Indonesia, a sprawling archipelagic nation in Southeast Asia, faces significant challenges and opportunities in addressing climate change through its national policies. The Indonesian government has recognized the importance of tackling climate change to safeguard its environment, economy, and the well-being of its citizens. The national policy on climate change in Indonesia is primarily guided by its commitment to international agreements such as the Paris Agreement and its own development priorities.

One key aspect of Indonesia's climate policy is its focus on mitigating greenhouse gas emissions. The country is one of the world's largest emitters of greenhouse gases due to factors such as deforestation, peatland degradation, and industrial activities. To combat this, Indonesia has implemented initiatives to reduce emissions from deforestation and forest degradation, known as REDD+ (Reducing Emissions from

Deforestation and Forest Degradation). Through REDD+ programs, Indonesia aims to protect its valuable rainforests and peatlands while promoting sustainable land use practices.

Another vital component of Indonesia's climate policy is its commitment to sustainable energy development. The country recognizes the need to transition from fossil fuels to renewable energy sources like solar, wind, and hydropower. Indonesia has set targets to increase the share of renewable energy in its energy mix, aiming to reduce its reliance on coal and decrease emissions from the energy sector.

Furthermore, Indonesia's climate policy emphasizes adaptation and resilience-building efforts. Given its vulnerability to climate impacts such as sea-level rise, extreme weather events, and changing rainfall patterns, Indonesia is investing in projects that enhance the resilience of its communities, infrastructure, and ecosystems. This includes initiatives to improve water management, coastal protection, and disaster preparedness.

To implement and coordinate these policies effectively, Indonesia has established dedicated institutions and frameworks. The National Action Plan on Greenhouse Gas Emission Reduction and the National Medium-Term Development Plan lay out strategies and targets for climate action. Additionally, the Ministry of Environment and Forestry, along with various other ministries and agencies, play crucial roles in coordinating and implementing climate-related programs.

It is imperative to note that the above findings are consistent with the objectives of the KAPABEL Consortium project. This aims to reduce climate change's environmental impact by establishing a forest food system in the Saddang Watershed Ecosystem. The project also works to increase local communities' benefits through the development of sustainable livelihood practices. Additionally, it seeks to raise awareness about the importance of protecting the environment and promoting natural resource preservation. The project also works to build capacity and strengthen the local government's (both provincial and district) ability to manage natural and forest resources in the ecosystem.

The project also works to improve community forestry institutions (mainly community-forest schemes) and policies to ensure that rural people have access to natural or forest resources. This includes providing technical and financial support to local communities, as well as working with local governments to develop policies that support sustainable forest management. Additionally, the project works to improve watersheds and promote reforestation and agroforestry. It also works to protect biodiversity and improve the livelihoods of local communities by providing alternative sources of income.

In the downstream area of the project (Pinrang District), KAPABEL management has been successful in introducing climate change issues to vulnerable groups, in this case, young people and women, inviting them to form groups to develop alternative income streams. In order to achieve this engagement, discussion processes were used that accommodated the aspirations of various layers of the community and proved successful in strengthening the KAPABEL programs.

The women's home industry is one of the most successful initiatives in Pinrang District. It has allowed women from different socio-economic backgrounds to come together and create their own businesses, such as producing handmade items and selling it. This has not only provided them with an income but also empowered them to become more self-sufficient and independent.

Meanwhile, young people in the district have also developed their leadership skills. This has included mentorship, networking, and training, which have enabled them to become more confident and engage in decision-making roles within their communities. This has resulted in a greater sense of purpose and belonging among the youth. It has helped to foster a culture of positive change and innovation in the district. It has also inspired many young people to become more active in their communities and seek out opportunities to make a difference.

Furthermore, an early warning system has also been established and introduced to the government in addition to the KAPABEL program. The use of this system can certainly be an option in the future as a preventative measure, though it is not currently regarded as a top priority by policymakers in the intervention areas of the program right now. Therefore, it is important to continue researching the potential of the early warning system and other preventative measures in order to help improve the effectiveness of the KAPABEL program and its intervention areas

The evaluator also discovered another interesting fact regarding relevance. As indicated in the previous chapter (see section: the project scope and goals), the funder and the implementer have a good institutionalization relationship. This positive condition was followed by KAPABEL's ability to build a very strong database, both in pre-project and project implementation documents, and to distribute it as written documents to practitioners, academics, and the public (scientific journals, modules, books, policy proposals).

A strong database such as that described above is used as a basis for developing programs at the planning stage as well as for self-evaluation (program output becomes an integral part of internal monitoring and evaluation documents) carried out by KAPABEL management.

Having a good ability to determine local conditions (community conditions and their dynamics of problems), makes the program prepared by KAPABEL relevant to local needs.

Apart from the site-level analysis, the evaluator also examined the KAPABEL program in relation to policies at the national, regional, and local levels. According to the baseline survey document, the full proposal, and the annual report prepared by the KAPABEL management, policymakers were involved in the process of developing the project program.

In fact, during its implementation, the actors involved in KAPABEL management were assimilated into several non-governmental institutions recognized by the government to support their policies, such as the Social Forestry Working Group (POKJA PS) at the

Provincial level (which was already in place prior to the implementation of the KAPABEL program) and at the District level (which was just formed as a result of the KAPABEL program). By assimilation, the project's programs are being accepted by the government and its supporting organizations.

"....program KAPABEL selaras dengan tujuan pencapaian organisasi ini yang ingin melindungi hutan melalui pemberian hak akses kepada masyarakat sekitar hutan..."

- anggota POKJA PPS -

translation:

"....KAPABEL's program is aligned with the organization's goal of protecting forests by granting access rights to forest communities...."

- member of POKJA PPS –

...salah faktor kunci untuk menekan laju emisi, yang memiliki peran besar terhadap terjadinya perubahan iklim, berada di hutan oleh karenanya hutan harus mampu dijaga dan dikelola dengan layak. Jadi cukup tepat dikatakan bahwa program intervensi KAPABEL yang menasar tata kelola kehutanan yang baik dapat berkontribusi positif terhadap perubahan iklim...

-dosen Universitas Hasanuddin-

translation:

...Forests play a key role in reducing emission rates, which have a significant impact on climate change, therefore they must be managed effectively. In light of this, it is reasonable to conclude that KAPABEL intervention programs that focus on improving forestry governance could have a positive effect on reducing climate change....

-lecturer of Hasanuddin University-

....KAPABEL is very helpful in achieving the national goal, Mr. Jokowi's target for the Ministry of Environment and Forestry, is to achieve 12 million hectares of forest area access rights granted to communities through several alternative social forestry schemes....

-a member of BPSKL, Ministry of Environmental and Forestry-

....cocok sekali dengan programnya Pinrang ini, produk UMKM yang dibuat ibu-ibu di Desa bisa juga menjadi produk yang dipromosikan seperti yang banyak terlihat itu di supermarket, kafe-kafe

-salah seorang ASN di Kabupaten Pinrang-

translation:

.... very suitable with this Pinrang program, MSME (micro, small and medium enterprises) products made by women in the village can also be promoted as many are seen in supermarkets, cafes....

-a member of Pinrang District civil servants-

Conclusions

As a result of all the evidence and recognition provided above, it is evident that KAPABEL's programs are relevant to national and local policies that need to be strengthened. Furthermore, KAPABEL management seems to be aligning the programs they design with the needs of local governments.

Particularly local needs which in this case are represented by the needs of the Village Government could be clearly seen in North Toraja District and Enrekang District. As stated in the RPJMDes of the villages in North Toraja District, KAPABEL synergized its program design with the village's plan to develop a coffee business (instead of just producing and selling raw or semi-finished coffee). As a result of the collaboration between KAPABEL and the local government, the development of a new coffee brand owned by KAPABEL-assisted community groups in Lembang Bokin (branded KAAMELO) and Lembang Sapan Kua-Kua (branded KOIPA) illustrates the synergy between the program developed by KAPABEL and the local government. In Enrekang District, a capital cooperation contract has been established between the groups formed by KAPABEL and the Village-Owned Enterprises for the distribution of liquid palm sugar and candlenuts.

Even further, the products developed by Pinrang District's women's groups are in line with the local policy of the district head, which provides for the promotion of MSME products in public locations such as restaurants, cafes, coffee shops, and other public spaces. This policy provides an excellent opportunity for women's groups to showcase their products and reach a wider audience.

In light of Indonesian national policy, all of the KAPABEL programs described above are relevant to existing regulations. In addition to policies in the forestry and environmental sectors, the evaluator also found regulations that are highly relevant to the KAPABEL program. Referring to the Regulation of the Head of the Creative Economy Agency of the Republic of Indonesia Number 2 of 2020 concerning the National Creative Economy Master Plan for 2020-2024, the (national) government explicitly states that one of their main policies is "Strengthening Entrepreneurship and Micro, Small and Medium Enterprises (MSMEs) and cooperatives which are implemented with strategies including (1) increasing business partnerships between Micro and Small Enterprises and Large Medium Enterprises, (2) increasing business capacity and access to financing for entrepreneurs, (3) increasing the creation of business opportunities and start-ups, (4) increasing the added value of social enterprises".

These evidence indicate that the KAPABEL programs have not only met the needs of the community but has also met the needs of the government at national, provincial, district, and even village or lembang levels.

Accordingly, KAPABEL's only weakness is that its management is not sensitive to the historical livelihood context of the local community. **The community's struggle with various government projects in the past ultimately poses a challenge to the sustainability of this project in the future.** In the section on sustainability, an explanation for this struggle will be provided.

2) Coherence

“In today’s world, greater attention must be paid to coherence, with an increased focus on the synergies (or trade-offs) between policy areas and the growing attention to cross-government co-ordination. This is particularly the case in settings of conflict and humanitarian response, and when addressing the climate emergency”

- OECD, 2021 -

Evaluation Findings

The evaluator found that the interventions implemented by KAPABEL sought to synergize various parties to solve problems related to climate change. Several parties were able to coordinate through the efforts made, extending to the policy realm.

KAPABEL is unique in that it combines two contexts: watershed management and climate change. Based on KAPABEL's investigation, climate change has a negative effect on communities surrounding watershed areas, which makes watershed management more challenging.

As a formal matter, watershed affairs are directly related to the Watershed and Protected Forest Management Center (BPDASHL), which is directly affiliated with the Ministry of Environment and Forestry (KLHK). While climate change affairs are handled by the Climate Change and Forest and Land Fire Control Center (Balai PPI and Karhutla), which is part of the same institution.

Although both institutions are under the same ministry, KAPABEL is required to develop a program that is relevant to each of their institutional interests and is able to achieve a greater common goal. As a result, this big goal is achieved in a number of interrelated objectives: community adaptation through the strengthening of forest food. This is the reference for the KAPABEL project coherence.

As mentioned in the previous sub-chapter, the big goal above was also able to target other parties outside KLHK. In order to develop forest food commodities in the intervention area, the project has established a participatory process in which the agricultural sector has been involved. As an example of accommodating the interests of parties outside the MoEF, the porang commodity, which was a target of the South Sulawesi Provincial Agriculture and Food Security Office, has been included in the KAPABEL program (even though it is not a KAPABEL flagship program due to the results of the KAPABEL management review of other commodities). Based on the results of the evaluator survey, this commodity is still surviving and being developed by the community (not yet harvested, but giving the community hope for a decent harvest in the future).

As a result of KAPABEL's management's ability to forge policy relationships across sectors (forestry, environment, agriculture, and plantations) and across regions (national, provincial, district, and village), the above interests were easily harmonized. KAPABEL was able to see the institutional potential of the South Sulawesi Province PS Working Group to expedite the achievement of the project work program in the upstream Saddang watershed. KAPABEL assisted the South Sulawesi Provincial

Government in developing cross-sectoral planning to facilitate community access to forests by strengthening the PS Working Group. Cross-sectoral planning refers to a method of obtaining funding for the forestry and environment sectors from non-forestry and environmental agencies.

This type of interconnection within bureaucratic institutions is less common in the bureaucratic world. However, it was successfully utilized by KAPABEL without compromising other parties' goals. This achievement at the provincial level was well received at the district level as well. Due to the local government's desire to replicate the acceleration displayed by the South Sulawesi Provincial Government, the PS Working Group was formed at the district level during the project.

As well as the issue of strengthening social forestry institutionally, the KAPABEL Program seeks to encourage the availability of derivative regulations of the National Action Plan on Climate Change (RAN-API) in the form of Regional Action Plans on Climate Change (RAD-API). It is expected that this regulation will encourage synchronization between stakeholders across districts so they can jointly address the impacts of climate change. This approach, however, has a number of challenges. It requires a lot of coordination between various stakeholders while being limited by a short amount of time.

Additionally, there is evidence of coherence between the community and government in the downstream area. Efforts to establish an early warning system and monitoring system for current climate change conditions are clearly supporting this achievement. According to the explanation in the previous sub-chapter, this achievement is still in its infancy and has not been able to be utilized by the community in a sustainable manner.

Conclusions

In conclusion, KAPABEL is contributing to the coherence of thoughts and actions among multi-stakeholders to address climate change problems, especially community adaptation, through participatory and multi-sectoral programming. It is not only the goal of the KAPABEL project to accommodate multi-stakeholder thinking, but it also invites parties (spanning sectors) to work together in order to determine how to adapt to climate change based on their respective responsibilities.

3) Effectiveness

“Effectiveness helps in understanding the extent to which an intervention is achieving or has achieved its objectives. It can provide insight into whether an intervention has attained its planned results, the process by which this was done, which factors were decisive in this process, and whether there were any unintended effects. Effectiveness is concerned with the most closely attributable results and it is important to differentiate it from impact, which examines higher-level effects and broader changes”

- OECD, 2021 -

Evaluation Findings

As mentioned before, Social Forestry (SF) in South Sulawesi issued 731 Social Forestry Permits or Approvals covering an area of 175,802.42 ha to 426 groups and individuals. In addition, 847 social forest business groups (KUPS) were formed with 58,043 beneficiaries. It is estimated that the total area of the SF increased by 4,145.98 ha for 28 groups or 1227 beneficiaries with an emphasis on climate change adaptation after the program ran for 22 months from October 2020 to July 2022.

As can be seen in its various proposals, the KAPABEL program has attempted to establish an effective framework. This program provides knowledge enhancement facilitation and tool assistance in order to facilitate product diversity and value in its efforts to increase community income rapidly (implemented in less than two years) without implementing extreme changes (commodity changes). In other words, the project program was able to leverage community income in a relatively short timeframe.

Additionally, KAPABEL was able to find and accelerate the performance of the PS Working Group so that it became a crucial actor in achieving the project's outputs and even outcomes. As a matter of fact, achieving improvements in policy within a short period of time is a rare occurrence.

Moreover, both conditions can be achieved with the assistance of field facilitators. A project's acceptance without the facilitator's ability to effectively communicate the idea can certainly impede the achievement of program outputs and outcomes. In Paku Village, the only challenge for field facilitators was communicating and facilitating the program, which was effectively handled by them. Despite having initially rejected the project, the village head was willing to get involved again at the end of the project.

In general, KAPABEL has been successful in implementing most of its outputs and outcomes. This achievement was largely attributed to KAPABEL management's ability to map all parties involved and to establish communication that was acceptable to them all. Based on the above story, only one (Desa Paku) of the intervention sites evaluated had communication ripples that were resolved satisfactorily and at the end of the project both parties were involved in some of the project activities.

KAPABEL management also acknowledged the problem and said effective countermeasures had been taken. KAPABEL management, particularly the field assistants, appears to be prepared to deal with potential conflicts in this context. This is where the training that was provided by KAPABEL management in the early stages of the project for field assistants and facilitators is crucial.

In relation to the important note outlined in the previous section stating that renewable technological knowledge related to critical land assessment has not been well disseminated, it may be because this activity is not a priority listed in the outcome and output achievements, while the project is limited by time constraints. Consequently, KAPABEL management was not developed a training program in this area since it would require additional resources and time.

The ability of KAPABEL Projects to analyze and map the interests of all parties at the beginning of the project is one of the important factors supporting the effective achievement of KAPABEL Projects. In order for the proposed program to be successful, it must be closely related to the achievement of the main tasks and functions of the parties (especially the government) or to the specific interests of certain parties.

This analysis is followed by good communication capabilities possessed by KAPABEL management so that the proposal can be accepted and the program supported. KAPABEL management successfully dealt with and resolved complex and time-consuming bureaucratic issues, which often inhibit the implementation of a project funded by an external entity.

Additionally, KAPABEL's effective communication encouraged the parties to actively participate in any training held. This was both during the material structure formation and as resource persons during training.

Communication, as described above, is mostly conducted informally without burdening the program formally or financially. It is certainly important for funding policymakers to be willing and able to open their administrative systems to support a variety of informal activities that can enhance program success.

A key indicator of success is the development of new skills among the beneficiaries, as well as the availability of supporting tools and the experience of product marketing. Here we can see how KAPABEL management has worked hard to provide experts and practitioners willing to share their expertise and train the community to master new skills, including finding the tools required and markets that can be accessed.

KAPABEL management plays a facilitation role that has not been replicated by users. Ideally, this role would be performed by the government, but it has also not been well integrated into the current bureaucratic culture of government. In this evaluation, effectiveness is measured only in terms of the processes undertaken by KAPABEL management to provide resources, materials, and networks.

In examining the effectiveness above, the management of KAPABEL was able to provide resource persons since they were familiar with qualified resource persons and they were open to receiving input on alternatives to qualified resource persons before deciding on the various alternatives available. There are similar conditions in the provision of tools and markets.

The ability of KAPABEL management to conduct market research and acquire equipment to support the desired processing technology is one of its greatest strengths, particularly in providing facilities and infrastructure as well as marketing community products. This inclusion of activities in the program supporting the achievement of outputs and outcomes further enhances its effectiveness.

Conclusions

In conclusion, the Social Forestry (SF) program in South Sulawesi demonstrated significant progress in issuing permits, expanding the SF area, and benefiting numerous groups and individuals over a 22-month period. The program's focus on climate change adaptation and its rapid income enhancement efforts were commendable.

The KAPABEL program successfully established an effective framework by enhancing knowledge and providing tools, leading to a swift increase in community income without radical changes. Moreover, it effectively engaged the PS Working Group and influenced policy changes within a short timeframe.

KAPABEL's success can be attributed to its skilled field facilitators who effectively communicated and resolved challenges, even in initially resistant intervention sites. The program's management showed exceptional ability in mapping stakeholders' interests and establishing effective communication channels, leading to the achievement of most of its outputs and outcomes.

While there were challenges in disseminating technological knowledge related to critical land assessment, the program's management adeptly analyzed and mapped interests, navigated bureaucratic hurdles, and encouraged active participation through effective communication.

The program's effectiveness was further underscored by the development of new skills among beneficiaries, access to expert knowledge, tools, and marketing opportunities. KAPABEL management played a pivotal role in resource provision, materials, and network building, addressing gaps left by the government. The program excelled in market research, equipment acquisition, and infrastructure development, ultimately enhancing its effectiveness in achieving desired outputs and outcomes.

In essence, both the SF and KAPABEL programs stand as examples of successful community-driven initiatives with commendable achievements, highlighting the importance of skilled facilitation, effective communication, and strategic planning in achieving positive outcomes in a relatively short timeframe.

4) Efficiency

This criterion is an opportunity to check whether an intervention's resources can be justified by its results, which is of major practical and political importance. Efficiency matters to many stakeholder groups, including governments, civil society and beneficiaries. Better use of limited resources means that more can be achieved with development co-operation, for example in progressing towards the SDGs where the needs are huge. Efficiency is of particular interest to governments that are accountable to their taxpayers, who often question the value for money of different policies and programmes, particularly decisions on international development co-operation, which tends to be more closely scrutinised.

- OECD, 2021 –

Evaluation Findings

As mentioned before, the KAPABEL program aims to assist the community living within the Saddang Watershed in building resilience to climate change's dangerous impacts. Although the program locations are located in rural areas with difficult accessibility conditions, the program was completed on schedule despite their location being far from urban areas. Within less than two years, all the planned program was successfully delivered by the consortium. It indicates the efficiency of this program.

Presented below is an overview of how the program's budget was spent over its lifecycle.

PROGRAM	BUDGET (Rp.)	BUDGET USE (Rp.)	Percentage
		Total	%
Component 1	4.491.455.773	4.448.654.202	99,05%
Component 2	2.251.167.550	2.209.709.554	98,16%
Component 3	1.305.875.000	1.270.975.635	97,33%
Component 4	1.280.568.502	1.337.893.496	104,48%
Project/Program Excecuion Cost	925.500.000	986.709.507	106,61%
Grand Total	10.254.566.825	10.253.942.394	99,99%

The table above illustrates that the KAPABEL Program was able to achieve 99.99% budget absorption within their respective timeline. As a result, KAPABEL is also able to plan and implement its program in a financially sound manner. In other words, the KAPABEL program was implemented efficiently from a financial standpoint.

The KAPABEL project appears to have been very efficient in achieving its main objective of influencing non-climate issues, especially stakeholder support. In less than two years, the KAPABEL project brought stakeholders together to discuss and develop a multi-sectoral climate change resolution plan.

During the course of the project, KAPABEL was able to assist communities in navigating the bureaucratic administration process in order to gain access and management rights to forest areas to develop food commodities as an alternative source of income. The rights obtained were then followed up through the policy frame, the availability of facilities and infrastructure, and market networks so that community products could be recognized and utilized by their own districts.

It is difficult to conduct an evaluation process to assess the effectiveness of the land use pattern factor because it requires a long period of time to develop the commodities, particularly those related to forest food, which generally requires a long period of time to develop and harvest. Even so, a cursory examination of all project intervention sites reveals that certain commodities planned for use in forest food development are still available in some community gardens.

Conclusions

In summary, the KAPABEL program in the Saddang Watershed area has displayed commendable efficiency and success. Despite challenging rural locations, the program was completed on time within less than two years, indicating efficient consortium performance.

First, KAPABEL also succeeded in uniting stakeholders and developing a comprehensive climate resolution plan in a short time, emphasizing its effectiveness in non-climate issues.

Second, the program facilitated community access to forest areas for food commodities, followed by policy support and market integration. While assessing land use patterns over a longer period is challenging, preliminary data suggests progress in sustainable food development.

Overall the project highlights KAPABEL's efficiency, financial prudence, a success of stakeholder engagement, and support for sustainable development make it a successful endeavor in enhancing climate resilience within the Saddang Watershed community.

5) Indicative Impact

The impact criterion encourages consideration of the big “so what?” question. This is where the ultimate development effects of an intervention are considered – where evaluators look at whether or not the intervention created change that really matters to people. It is an opportunity to take a broader perspective and a holistic view. Indeed, it is easy to get absorbed in the day-to-day aspects of a particular intervention and simply follow the frame of reference of those who are working on it. The impact criterion challenges evaluators to go beyond and to see what changes have been achieved and for whom.

- OECD, 2021 -

Evaluation Findings

The KAPABEL Program overall had a significant impact on the recruits who worked as field facilitators, the community, and policymakers which in this case were local governments at the district and provincial levels. As far as the field facilitators are concerned, the real impact has been the improvement of their ability to write both popular scientific papers and scientific papers. As for the community, there are several stories of farmers gaining new skills and young people getting the chance to express themselves in the public sphere that illustrate how important a program such as KAPABEL is. Furthermore, the program was able to assist local governments in achieving government targets such as granting and strengthening community access rights through Social Forestry schemes and improving good institutional governance through strengthening the Pokja PS and Pokja PPRKD.

At both the government institutional and community levels, the KAPABEL project's impact can be clearly seen. In some cases, the project influenced policies at the district

and community levels. This is due to the project's focus on changing social norms and encouraging dialogue between local leaders and community members. The project's capacity-building activities also enabled local communities to be more self-reliant and better positioned to make positive changes in their lives.

It is important to note that the KAPABEL project did not affect the existing government structure, but it was able to support and even add supporting institutions to support government work that involved the participation and voices of many parties.

By organizing meetings that bring grassroots voices to government and facilitating them with effective facilitation methods, dominance, inequality of voices, and excessive intervention were minimized. The main community has learned this valuable lesson so that their aspirations (especially in regard to the impacts and problems of climate change) could be expressed to government policymakers.

It was reported that, **in some of the project's intervention locations, the project was able to influence policy, especially at the district level.** As a result of the initiation and formation of the PS Working Group at the district level, many parties and even cross-sectors were involved. It provides a new perspective, as so far districts have tended to solve problems in a sectoral manner.

Although KAPABEL is enabled to impact policy in the form of rules or regulations, efforts have been made to enhance Cross-Sectoral Policies to ensure the Sustainability of Climate Change Adaptation. The forms of policies affected by this activity are policy makers' political will to develop a framework for handling climate change impacts. The MoU between the South Sulawesi Provincial Government, KAPABEL, and KEMITRAAN to jointly strengthen community adaptation to climate change impacts has become the initial foundation and legal basis for joint plans and actions. Evidently, through this, the accelerated performance of the PS Working Group and PPRKD Working Group can be achieved.

Furthermore, it is noteworthy that the Enrekang District, one of the intervention districts, has incorporated a plan to initiate the development of Integrated Area Development (IAD) which also seeks to prepare the community for the impacts of climate change. IAD was one of the key ideas presented in previous KAPABEL project discussions with the goal of improving community food security in the face of climate change.

The project also provides new skills, especially for vulnerable communities and women, for processing products that can be used to generate alternative income. With the availability of supporting infrastructure that was managed collectively, this skill was further strengthened by the KAPABEL project. As a matter of fact, the KAPABEL project addressed the marketing of their processed products for a brief period of time. In some intervention villages, this impact is still apparent, but in some evaluation locations, processing and sales appear to have stagnated.

KAPABEL also targeted youth in its efforts to adapt to climate change. Almost all project activities were carried out by youth during the course of the project in the

downstream area. Some of the youth always offered to be involved in many project activities ranging from activities targeted at them in the project activities such as mangrove nursery processes to volunteering activities such as being the main supporters of mangrove seedling planting in vulnerable areas. Unfortunately, this institutionalization could only last for the duration of the project.

Conclusions

In summary, the KAPABEL Program has had a significant and positive impact on field facilitators, communities, and local government policymakers. It improved the writing skills of field facilitators, empowered the community with new skills and opportunities, and influenced policies at the district and community levels. The project's inclusive approach strengthened community voices in government decisions. It also contributed to cross-sectoral policies for climate change adaptation. Furthermore, while youth engagement was successful during the project, sustaining it beyond the project's duration remains a challenge. Overall, KAPABEL has effectively enhanced capacity, empowered communities, influenced policies, and promoted sustainability in climate change adaptation efforts.

6) Sustainability

Assessing sustainability allows evaluators to determine if an intervention's benefits will last financially, economically, socially and environmentally. While the underlying concept of continuing benefits remains, the criterion is both more concise and broader in scope than the earlier definition of this criterion. Sustainability encompasses several elements for analysis – financial, economic, social and environmental – and attention should be paid to the interaction between them.

- OECD, 2021 -

Evaluation Findings

In all intervention locations, this evaluation found a tendency for commodity processing to stagnate. Only a few areas were able to process and sell their products consistently. There is an influence of different institutional capabilities of the community in making a change on this condition. Furthermore, the community has experienced repeated disappointment with various community empowerment projects that came before the KAPABEL project. As a result of this trauma, changing the habits of the community requires evidence of repeated small victories.

The same applies to government and policy. Although KAPABEL has demonstrated remarkable effectiveness and efficiency in its achievements, the desire for and efforts to change still require strengthening in order to be able to adjust the good habits that they have acquired through the project assistance process. Pokja PS is a new institution that once existed at the district level, and if not strengthened may become an institution that loses its direction. If political factors are able to influence the post-project IAD policy development plan in Enrekang District, it may be challenged (and rendered powerless). Developing good habits requires repetition, and maintaining pro-environmental policies (including in this case community adaptation to climate change) requires consistent effort.

Conclusions

In summary, the evaluation identifies a stagnation in commodity processing in intervention areas, influenced by the community's institutional capabilities and past disappointments with empowerment projects. Overcoming this stagnation requires building trust through small victories.

Similarly, government and policy change efforts need strengthening, particularly for the new institution, Pokja PS. Political influence may threaten post-project policy development. Both community and policy changes require ongoing and consistent efforts to develop and maintain good habits, including pro-environmental policies and climate adaptation. Overall, sustained commitment and persistence are vital for meaningful transformation in these areas.

C. An overview of the Theory of Change

Evaluation Findings

In general, this program has been successful in achieving the desired changes through its ToC framework. As a result of the facilitation processes in the KAPABEL program, the above conditions can be achieved. The government, as the policy maker, has gradually changed its approach to preparing development programs and internalizing actions that support climate change adaptation. It appears that the community was taking the initiative to develop collective actions to adapt to climate change by improving added value and diversifying forest food commodities.

It is clear from the evaluation results above that KAPABEL has had considerable success in influencing and even inviting various parties to jointly address climate change issues. KAPABEL Program has been instrumental in facilitating the systematic and intensive gathering of key actors. In this case, a clearly defined roadmap or framework has been established and it has been implemented intensively.

It is also clear that policy support for communities that are vulnerable to climate change is evident from the grant of forest area access rights to communities in upstream areas so that they may develop forest food commodities, followed by the facilitation of market access for these commodities by the government (central and regional).

The diversification of food production in downstream areas has been enhanced through the assistance of KAPABEL facilities and infrastructure, along with the assistance of the government in marketing products, demonstrating that it is a positive sign that the community and the government are willing to take action to address the adverse effects of climate change.

Though efforts have been made to rehabilitate land in some critical areas, these activities are not appropriate indicators for justifying their use at a macro level. To properly assess land use patterns requires a long period of time to be able to determine whether people's habits have changed after the project period and whether the rehabilitated plants are capable of growing and being maintained so that they are able to provide ecological and/or financial impacts for the community.

In the context of the KAPABEL project, sustainability looms as a threat to ongoing change.

There are challenges associated with achieving the changes envisioned in the ToC due to new habits at the level of government and traumatized communities in the past. A threat to sustainability is emerging, as evidenced by the stagnation of the processing and marketing of community products assisted by KAPABEL.

This lack of sustainability raises important questions about the future of the KAPABEL project on both a community and government level. As KAPABEL's funds are limited, it has been unable to keep up with the community's demands for marketing its products continuously. This will cause the project to lose momentum, and without a sustainable plan for growth, it is unlikely that the project will be able to continue in the future.

Conclusions

In conclusion, the KAPABEL program has demonstrated significant success in addressing climate change and promoting adaptation measures. The program has effectively influenced various stakeholders to jointly tackle climate change issues, resulting in policy changes and support for vulnerable communities. The initiative has facilitated the diversification of food production and market access, indicating a willingness of both the community and the government to combat the adverse effects of climate change.

However, the sustainability of the KAPABEL project is currently threatened due to challenges related to government policies and past community trauma. There is evidence of stagnation in product processing and marketing, which raises concerns about the project's future. Limited funds have hindered the project's ability to meet continuous community demands, potentially causing it to lose momentum. Without a sustainable growth plan, the long-term viability of the KAPABEL project remains uncertain

D. Learning and Recommendations

Learning and recommendations are integral components of evaluation works. By embracing a culture of learning and implementing actionable recommendations, the institution can continuously improve its programs and initiatives. The insights gained through evaluation work contribute to evidence-based decision-making, enhance performance, and pave the way for better outcomes in the future.

As stated in the TOC, a fundamental problem exists in the Saddang watershed area, namely, "the lack of adaptive capacity of the Saddang watershed ecosystem community to address climate change risks". As a result of the lack of adaptive capacity, the consortium identified six vulnerabilities, including:

1. Forest and land degradation in the upper Saddang watershed.
2. Absence of access to land (forest) management.
3. Declining quality and carrying capacity of coastal areas downstream of the Saddang watershed.
4. Threatened community livelihoods, reduced food availability, and a lack of alternative livelihoods.
5. The absence of cross-sectoral policies related to "climate change adaptation".
6. Low capacity and support of all parties through knowledge management.

A four-step process was developed to resolve all of these vulnerabilities, namely:

1. Strengthening social forestry by encouraging forest food in the upper Saddang watershed as a climate change adaptation scheme.
2. Improving coastal governance and carrying capacity in climate change adaptation efforts in the downstream Saddang watershed.
3. Strengthening institutional capacity and cross-sectoral policies to ensure the sustainability of climate change adaptation.
4. Strengthening the capacity and support of stakeholders through knowledge management.

1. Lessons Learned

In the previous chapter, we already identified and explored all the component's achievements which are part of the step above. We identify learning and recommendations from the program:

1.1. Learnings from the process

In conclusion, we identify the learning from these processes:

1. Despite the consortium being able to strengthen the social forestry program and promote forest food alternatives in the upstream area of the Saddang watershed, we can learn from this process that strengthening social forestry schemes requires multi-stakeholder collaboration, and a single entity can act as a catalyst to bring those parties together;
2. We can learn from all activities related to improving coastal governance and its carrying capacity in climate change adaptation efforts along the Saddang watershed that: a) improving coastal governance needs multi-stakeholder collaboration, and a single entity can act as a catalyst to bring these parties together; and b) women and youth can play an important role in improving household welfare. Strengthening their potential can be accomplished with the right information and facilitation, as well as the right areas for action; c) It is difficult to develop new habits in society if people do not fully believe in them. Changing the community's mindset is critical to making them understand the significance of the habit. Education is an important part of this because it raises awareness about the importance of these new habits and how they can benefit the community (which this program has done). Furthermore, people should be encouraged to practise these new habits so that they become ingrained in their daily lives. Providing small wins for the community over multiple crop rotation periods (planning, land and crop management, and sales) will ensure sustainability.
3. The following lessons and recommendations can be drawn from the process of strengthening institutional capacity and cross-sectoral policies that support the sustainability of climate change adaptation measures implemented through this program, as one of the main entry points for strengthening action plans to adapt and mitigate the effects of climate change, the PPRKD Working Group has become one of the most important groups.
4. There is a lesson learned and recommendation that can be drawn from the tremendous success of the "strengthening stakeholder capacity and support through knowledge management" activity: Knowledge dissemination to the KPPI was extremely effective in motivating them to take action to address climate change. The frequency of knowledge dissemination to these young people has not been extensive, so they are still unfamiliar with the knowledge management

system. The frequency of dissemination among the younger generation is not great, so they are still unfamiliar with the knowledge management system. However, unlike the facilitators of this program who can create their own stories through popular books and articles, these youth find it difficult to engage in knowledge management.

1.2. Learning From the Community

Along with the interviews and observations above, we also found some relevant lessons that can be drawn from the community:

1. Product uptake is only characterized by short-term success. The lesson learned from this is that product developers and businesses should not only focus solely on short-term success metrics, such as rapid sales or immediate market penetration, but also should measuring long term success and sustainability in product development. To ensure sustained success and growth, it's crucial to consider the long-term impact of a product. Factors like customer retention, ongoing user satisfaction, adaptability to changing market conditions, and the ability to meet evolving customer needs are equally important. By placing emphasis on long-term success, businesses can build products that not only gain quick traction but also stand the test of time and contribute to their sustained growth and profitability. In essence, this lesson underscores the need for a holistic approach to product development and evaluation that extends beyond short-term gains.
2. There is still a reliance on seasonal events for product sales. In the business world, it's crucial to diversify sales strategies to reduce reliance on seasonal events. Depending solely on specific times of the year for product sales can be risky and limit a company's overall growth and stability. Instead, businesses should explore year-round sales opportunities, such as expanding product lines, targeting different customer segments, or entering new markets, to ensure a more consistent and sustainable revenue stream. By doing so, they can mitigate the risks associated with seasonal fluctuations and maintain a more stable financial position.
3. Communities still do not fully trust their products as the main source of income. It is a scourge for them to change because they have been traumatized by past failures. To change from old habits to new ones, people often need examples of small victories. The process will take a long time.
4. An organization of young people committed to sustainable climate change cannot be built in a short time. This young generation still needs capacity building to enable them to implement meaningful solutions. This includes equipping them with the necessary skills and knowledge, as well as access to resources.

2. Recommendations

In the realm of climate change initiatives and sustainable development, the pursuit of project success is closely tied to the elevated expectations of stakeholders. This endeavor not only aims to meet these expectations but also holds the potential to contribute to science and policy with alternative climate change countermeasures. However, post-project completion, several key challenges emerge, including sustaining collective action patterns, enhancing youth involvement, and improving technology-based adaptation. Additionally, alignment with local and national policies is vital, emphasizing the importance of understanding the historical context of communities. This introduction

sets the stage for a comprehensive discussion on the intricacies and lessons learned in the pursuit of successful climate change initiatives. Based on the numerous points above, this evaluation recognizes 10 recommendations:

1. Project Success and High Expectations:
 - a. Emphasize the significance of meeting stakeholders' high expectations.
 - b. Success can contribute to science and policy with alternative climate change countermeasures.
 - c. Highlight the need for practical solutions to ensure community resilience and adaptation.
2. Challenges Post-Project Completion:
 - a. Recognize the success of participatory actions and inclusion in project implementation.
 - b. Address three key challenges:
 - 1) Sustaining collective action patterns among stakeholders.
 - 2) Enhancing the youth regeneration system.
 - 3) Improving stakeholders' ability to adapt to technology-based programs.
3. Alignment with Local and National Policies: Need to address the project's weakness in understanding the local community's historical context, which can affect sustainability.
4. Historical Context and Sustainability:
 - a. Program developments should stress the importance of considering the historical context of community-government interactions.
 - b. Propose strategies for overcoming past challenges in government projects.
 - c. Ensure a sustainable approach that factors in historical issues for the project's long-term success.
5. KAPABEL's Multi-Stakeholder Approach:

Consider adopting the multi-stakeholder approach in your own climate change initiatives. Collaborate with a diverse group of stakeholders, including government, NGOs, communities, and businesses, to develop comprehensive climate adaptation plans.
6. Success of the Social Forestry (SF) Program:

Take inspiration from the Social Forestry program's focus on climate change adaptation and rapid income enhancement. When implementing similar programs, emphasize both environmental goals and economic benefits for communities.
7. Efficiency and Success of KAPABEL in Saddang Watershed:

Recognize the efficiency and success of the KAPABEL program in the Saddang Watershed area as a model for similar projects. Emphasize the importance of timely completion, stakeholder engagement, and sustainable development in your own initiatives.
8. KAPABEL's Impact on Field Facilitators and Communities:

Consider implementing inclusive approaches that empower community members, influence policies, and strengthen local voices in decision-making. Work on sustaining youth engagement beyond the project's duration for long-lasting impact.
9. Overcoming Stagnation in Commodity Processing:

Address the challenge of commodity processing stagnation by building trust through small, achievable victories. Invest in building community capabilities and be aware of past disappointments with empowerment projects. Focus on persistence in developing and maintaining pro-environmental policies and climate adaptation efforts.

10. Challenges to KAPABEL's Sustainability:

Pay close attention to the sustainability of climate change initiatives. Develop a clear and sustainable growth plan to address challenges related to government policies, funding limitations, and community trauma. Ensure continuous support to prevent loss of momentum.

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