

CASE STUDY FOR SUMBA ICONIC ISLAND PROGRAMME

SUMMARY

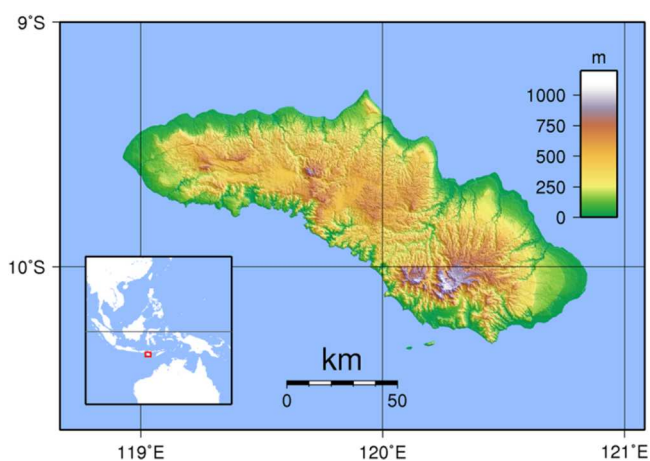
Hivos developed the 'Women and Renewable Energy' programme to improve the quality of lives of women and communities on Sumba Island in Indonesia. It forms an component of the overall Sumba Iconic Island programme that aims to reduce dependency on fossil fuel by introducing 100 per cent supply of renewable energy by 2025.

This study describes how five nongovernmental organisations (NGOs) as Hivos implementing partners significantly improved their planning, analysis and project implementation as a result of a capacity strengthening programme.

By applying a range of approaches to training that linked theory to practice, a facilitation team with different areas of expertise worked with participants in workshop settings as well as providing one-to-one technical support and on-site coaching over 12 months between 2014 and 2015.

CONTEXT

Sumba is an island in eastern Indonesia. It has an area of 11,153 square kilometres (4,306 square miles), and a population of 656,259 at the 2010 Census. Historically, the island was known as *Sandalwood Island*. It was colonised by the Portuguese in the sixteenth century and became part of the Dutch East Indies in the nineteenth century. It came under Dutch administration in the twentieth century.



Sumba is rich in history and culture. There is an emerging tourist industry that attracts surfers, but overall Sumba is considered to be one of the poorest regions in Indonesia. The Eastern part of Indonesia is undeveloped compared with the rest of the country, and in the past the region received less development assistance from the government.

The rainy season only lasts for between three and four months a year, which has a negative effect on the availability of clean potable water – only half the total population has access to clean water. Knowledge about sanitation is weak and 41 per cent of households have no pit latrines; they therefore defecate in the open, sometimes close to their households. Malaria is widespread, access to health services is poor and basic education is limited to a quarter of the island's children.¹

The land is rugged and largely composed of coral limestone with a thin cover of topsoil, which affects the quality of agriculture and livestock breeding – yet 96 per cent of the population are

¹ Source: <http://www.sumba-information.com/>

farmers who struggle to produce in this challenging environment. Electricity usage is restricted to those who can afford it and about 98 per cent of the population rely on firewood for cooking – only 9 per cent use kerosene stoves.

As well as being the main food providers, women are engaged in raising livestock and subsistence farming, seeking water, collecting firewood and caring for households. Some women also work in crafts such as weaving, which is time consuming and yields a very low income. Traditional practices, a strong patriarchal and caste system, lack of access to education and the exclusion of women from decision making and asset ownership all contribute to ongoing poverty and gender inequality on the island.

BACKGROUND

In 2010, Hivos introduced the “Sumba Iconic Island (SII)” initiative to provide access to reliable renewable energy for the population by 2025. It is a bold and ambitious plan to showcase how people on a poor, isolated island can take on their own development by reducing their dependency on fossil fuel and relying instead on a supply of 100 per cent renewable energy. The initiative is based on a study conducted by Hivos and Winrock in 2010 which shows that the island has low access to energy – with an electrification ratio of only 24.55 per cent – in spite of its strong renewable energy potential of water, bioenergy, wind and solar energy. The SII initiative is supported by the government, private sectors, NGOs and media.

It is with this background that Hivos developed the ‘Women and Renewable Energy’ programme as a component of the overall SII. The vision of the programme is

‘to ensure the supply and use of new and renewable energy sources which may drive inclusive and gender equitable economy in conjunction with improving the community welfare in Sumba Island.’²

An initial scoping exercise was conducted by Hivos to identify potential implementing partners for the ‘Women and Renewable Energy’ programme. Seven organisations were invited to submit proposals for Hivos funding. These were NGOs already working to improve gender equality through skills and economic development initiatives. In the process it became clear that their capacity for proposal writing was very weak.

CAPACITY DEVELOPMENT

Hivos then contracted the KAIL³ facilitation team, based in Jakarta. KAIL is made up of consultants, well known to Hivos, with different specialist areas of expertise. Their task was to develop a capacity development programme to which the NGOs were invited.

² Sumba Iconic Island Secretariat Report, Sept. 2014.

³ KAIL stands for Kuncup Padang Ilalang which means ‘nurturing buds of flowers in the pasture’. It symbolises KAIL’s mission – strengthening activists to be change agents.

The initial planning for the training involved:

'... firstly ... listening to participants' hopes/expectations/vision and then [we] compare them with the current condition of the organisation and identify the gaps. From these we designed the curricula, which was hoped to be able to fill the gap and improve the capacity of the organisation to take action towards their goals/visions' – KAIL trainer.

The overall capacity development programme had two phases. The first was a five-day workshop with the seven participating NGOs that focused on proposal development for Hivos. The workshops used 'Theory of Change' as a framework and included systems thinking, visioning and budgeting.

Theory of Change here refers to the understanding an organisation, project, network or group of stakeholders has about how political, social, economic, and/or cultural change happens, and its contribution to such a change process.

<http://www.theoryofchange.nl>

A comparison between the proposals submitted before and after this workshop showed improvement in terms of:

- Identifying challenges faced by local communities and target beneficiaries
- Elaboration of strategies and approaches to be used
- More realistic targets identified with regard to time and available resources
- More refined and measurable indicators
- Improved selection of beneficiaries.

Hivos then selected five organisations and granted €10,000 for specific projects to each of them. In addition it allocated funding for a second phase of capacity development. Two of the final proposals were unsuccessful owing to their weakness in logic and presentation.

This second phase of the programme took place over a year, and focused on strengthening the NGO's capacity for project implementation.

The objectives of the second phase training were:

- *To strengthen the capacity of the selected NGOs to carry out the activities in their proposals.*
- *To increase the awareness of the selected NGOs of the perspectives and skills needed to run social transformation towards a fairer and more sustainable Sumba.*
- *To improve the ability of the selected NGOs to explore ideas and innovation in order to improve the quality of life and quality of nature in Sumba.*
- *To facilitate shared learning among NGOs in Sumba to enhance the learning and campaign process, directly and through Internet-based communication.*

Between 14 and 18 participants attended 11 training workshops representing the five selected NGOs (this number slightly exceeded the initial agreement that a maximum of two representatives from each NGO should attend the training modules). The following five NGOs attended the training:

Yayasan Bahtera, a rights-based community development organisation which was set up in 2002. The Hivos-supported project is a women’s weaving group that aims to improve the quality and quantity of their products for income generating purposes through women’s leadership training, developing market strategies and strengthening organisational capacity.

Lembaga Pelita Sumba has been running since 2005 and is an environmental rights-based organisation. The project aims to strengthen seven women farmers’ groups by providing technical assistance in organic agriculture production, post-harvest processing and marketing strategies.

Yasalti, established in 2002, aims to respond to the political, social, economic and cultural challenges experienced by vulnerable groups such as the poor, women, children and the disabled. It has a strong gender justice focus and the project supports women’s weaving groups through the provision of small loans, skills development and marketing strategies.

Sandika started in 2001. It focuses on strengthening 33 women salt producers in Watumbaka Village, East Sumba. The NGO has three main strategies: group organising, capacity improvement and salt production business development with a renewable energy focus.

Yayasan Sosial Donders is one of the longest-established NGOs in Sumba. The project supports two women’s weaving groups by improving the quantity and the quality of their products and setting up strategies for collective marketing. They are now including men, with the aim of improving gender equality in their community.

Organisation	Number of participants
Yayasan Bahtera	4
Lembaga Pelita Sumba	4
Yayasan Yasalti	3
Yayasan Sandika	2
Yayasan Sosial Donders	5

The 11 workshops took place between December 2014 and September 2015. Each workshop had a thematic focus and varied in length between one and five days. The training used a range of approaches. In addition to regular workshops it included one-on-one coaching, field visits, the provision of direct technical support and distance e-learning.

Learning themes included participatory mapping and community organising; gender mainstreaming in community organising; women’s leadership; theory of change; household financial management and time management; principles of sustainable development; selecting sustainable technology and economic systems and value chain analysis.

As the training progressed, however, it became evident to the KAIL team that additional capacity support was required in areas such as gender, developing and using blogs, systems thinking, environmental sustainability and lifestyle and climate change. Shorter training sessions were tagged on to the thematic workshops. For example, 30 minutes were spent at the beginning of each day at one of the five-day workshops to focus on healthy and ‘green’ lifestyles, household composting, growing and management of household waste.

A field trip was held to learn about food processing and the impact of large scale industrial development on the quality of people’s lives – and how this affects environmental sustainability – using Bandung City and Java in general as case studies. A key learning experience for participants was highlighting the danger of a negative environmental impact and the possible future implications for Sumba.

Printed handouts were distributed to all the participants. Four videos were produced and a blog developed, so that participants could access training modules electronically in future if they wanted to do so.⁴

The following box indicates participants’ rating of which three themes they found to be most useful:

Theory of change	67%
Principles of sustainable development	44%
Value chain analysis	33%
Gender trainings	33%
Monitoring and evaluation (M&E)	22%

Developing a theory of change was found by participants to be the most useful of all the training themes. The practical knowledge and approaches that participants said they implement most in practice were participatory mapping and community organisation, gender mainstreaming and value chain analysis. These were provided in the form of individual coaching – which indicates that this approach can make significant impact in the longer term. Participants have passed these skills on to colleagues and community members.

At the initial planning stage, some assumptions about unintended results of the capacity development programme were identified. One of the aims was to increase production, yet this might result in an added burden on women’s already existing heavy daily workloads. It was envisaged that training in time management and redressing the gender imbalance of work at household level would mitigate this risk.

Another assumption was a ‘do no harm’ approach in projects where women’s empowerment is the focus. Awareness is required of the implications and the results of change in attitudes, behaviour and beliefs among men, as well as women. It has been found in some cases and contexts that an unintended result of development initiatives has been negative reactions from male partners or community leaders. This resulted in an increase in domestic violence because men felt threatened and feared losing power and control. It is therefore important to ensure the participation of men so that they come to understand that it is in the positive interests of households and communities when women become empowered economically and have a stronger voice.

CHANGES – WHAT DO PEOPLE OR ORGANISATIONS DO DIFFERENTLY?

This study has drawn on data from the KAIL training report, evaluation report, and interviews and correspondence with Hivos programme and KAIL consultancy team coordinators.

⁴ www.cerita-dari-sumba.blogspot.com Noted that the website is in Indonesian and not English.

There is greater analysis and objectivity for development amongst the participants. They also have the knowledge that joint planning, problem solving and project management skills enriches their workplaces and also within their communities – Evaluation Report.

The KAIL training report states that the results of before and after tests indicate that the training participants gained new knowledge from each thematic module. Participants were asked about the learning from each module, and whether and how they have put theory into practice.

Participatory mapping and community organising: A key learning experience for participants lay in the participatory approach used in the training workshops, where discussions and shared experiences added a lot of value.

‘The “from heart to heart” approach in community organising has meant that everything is not measured in money terms any more’ – Participant.

Participants also learned that using clear language helps, as do creative learning approaches that include the use of rocks, soil and wood and visual representation of community needs, relationships and community assets. Visits to partners, to demonstrate participatory planning approach by the facilitators/team were found very helpful.

Sustainable development: Participants now know the principles of practical recycling and waste management. Some have introduced practices changes in their communities that are more environmentally friendly – for example, recycling plastic bottles and stopping the practice of burning household waste that adds harmful carbon to the atmosphere. Others now know about efficient food production with greater nutritious value. One participant intended initiating permaculture and energy conservation techniques to increase food production on the land adjoining his household. Two community savings groups were formed as a result of the training.

‘The most significant change was at a personal level of the participants. They embody the changes in different aspects and levels. Some of them apply the changes not only for their work in their organisation, but also in their personal and community life (as they are also part of the community – in different place from their field work location)’ – KAIL training report.

Value chain analysis: Participants are now thinking more deeply about the patterns of labour, making processes more efficient and seeing the different ways of linking producers and consumers directly. It is understood that in these ways more benefit should go to the producers rather than to big business.

Gender analysis and mainstreaming: Participants came away with a deeper understanding that gender is about women, men and children and analysis is about structural influences that affect gender inequality and poverty. They now recognize the need for greater balance in roles and work distribution between women and men, as well as factors that contribute to increase women’s bargaining position, participation in decision making and increased economic empowerment. The value of women coming together to form collective approaches to production and community development is also appreciated and in some instances put into practice.

Additional comments from participants about results of the gender training are that:

- The workload of women has decreased as men have begun to cooperate in household chores and child minding, for example. Men have been motivated by the success of women.
- Production has become more efficient as a result of the division of labour between women and men.
- Women are involved in decision making about what crops to grow as a result of training. They are better able to give a reason, as well as provide advice about alternative types of local plants in accordance with the conditions of the field.
- More women have the courage to voice their opinion at village decision making fora.
- More women are using mobile phones purchased through selling their weaving, in order to support activities and communication among group members.

Household financial management and time management: The introduction of basic book-keeping skills has resulted in clearer analyses of income and expenditure and of budget planning, as well as recognising the need for regular saving for the future. The content of this training workshop was applied, and in practice it translated quite effectively to some participant's daily and home lives. One participant has set a daily limit for expenses and has started growing her own vegetables instead of buying them. Daily time management between work and home is reported to have improved as well.

Leadership and personal changes: The sessions where participants shared their personal lives also made a contribution to their self-development, and to increased confidence in change. They put it this way:

'The leader does not have to always be in front but can be behind the scenes as well as being in the middle of the people.'

'Understanding how my personal and past experience can affect current conditions. I feel able and motivated to get going again.'

Some participants also indicated that they now have increased confidence in making efforts to improving literacy and numeracy skills.

'More women have started writing with their signature.'

Another participant acknowledged the importance of self-care and has started reducing her working hours to a maximum of six hours weaving per day.

An unexpected result is that one participant was invited by another NGO to become a paid resource to pass on his new-found skills and teach about the knowledge he had attained as a result of the training.

Negotiation skills also improved as a result of the training. Some of the weavers' groups stated that advocacy for transparency around resource management has resulted in them now solving problems independently.

Training content and sustainability: Some participants have modified, simplified and applied some of the training materials in practice in their personal lives, as well as with their organisations

and communities. In this way, the impact of the training was felt not only by participants but also by those working in their organisations and living in their communities.

All five NGOs continue to be involved in women and renewable energy advocacy work using GALs (Gender Action Learning tool), with communities and local government officials as an important component of the Sumba Iconic Island programme.

For example, Yayasan Pelita is involved in managing the revitalisation of solar PV installations; Yayasan Sosial Donders is assisting the Umma Pande Community in Dikira to set up a cooperative by providing assistance in organisation management, implementation of agriculture practices and promoting the use of bioslurry from biogas; and Yayasan Sandika assists other NGOs in scaling up the use of improved cooking stoves.

‘The difference of women’s leadership style is that it is more accommodating, better at communicating, there is more equitable distribution of power and control with a collective working approach.’ – Participant

CHALLENGES TO THE PROJECT

An independent evaluation commissioned by Hivos was conducted in December 2015, immediately after the training was completed. Unfortunately this did not allow sufficient time to measure the longer-term impact of implementation. In addition to a document review, the evaluator interviewed the HIVOS representative and two KAIL staff members and conducted a one-day focus group discussion (FGD) with eight training participants and management representatives of the five NGOs.

The evaluation report was based on the 5 C framework provided by Hivos.

On an important issue the KAIL training report and the evaluation report concurred. Both reports found that a challenge lay in the varied capacity of participants’ decision making powers in their various organisations and their ability to effect changes during and after the training. Some of the participants were implementing staff, and very few held decision-making, leadership or senior management positions.

The evaluator explained that a contributing factor is the influence of a strong culture of a deeply entrenched caste system that is highly institutionalised and integrated into work and community life on Sumba. This has implications for NGO capacity development, as senior management tend to be from a higher more educated caste, and junior staff of a less educated lower caste. As a result some senior management members consider themselves to be sufficiently experienced, and have already been ‘saturated’ with training. In addition, they considered that further training would take them away from other management priorities.

The 5 C framework provided by Hivos assesses the following aspects:

The capability to act and to commit.

The capability to deliver on development objectives.

The capability to adapt and self-renew.

The capability to relate to external stakeholders.

The capability to achieve coherence.

‘(Participants) needed to have the adequate level of authority to drive the changes. The pre and post test results show that they gained new knowledge after the training. However, mastering the skills needs continuous practice, time and commitment, not to mention the need for a conducive learning environment at the workplace.’- Evaluation report

The period of one year planned for the entire intervention included monthly workshops. There was a conflict of priorities for some participants in terms of consistent attendance, as workshops happened alongside NGO daily project management requirements. Only one of the NGOs decided to fund an extra staff member to attend the entire training. The following are further comments from the evaluator:

'It would have been better if the same person attended all of the capacity building process.'

'Some NGOs considered it their right to decide and choose who should attend training workshops and when. It is common to find some elitist practices where opportunities to travel and attend training in another district away from the area of work is considered to be a bonus.'

In summary, although major learning took place as indicated in the changes section of the study, the evaluator and the KAIL team concurred that there were three main challenges to the capacity development programme. This is despite agreements between KAIL and NGOs at the planning stage as to who should attend, and a commitment for participants to attend all scheduled workshops.

The first is related to the weak capacity and limited development experience of some participants, as it was mostly junior NGO staff that attended the training rather than those in decision-making leadership positions. Secondly, inconsistent attendance was affected by a conflict in schedules among participants that had unexpected work demands. Thirdly, there were logistic challenges of transport and choice of training locations.

REFLECTIONS

All of the participating organisations are currently engaged as implementing partners by promoting women and renewable energy in the SII programme. Participatory mapping and community organisation, gender mainstreaming and value chain analysis were found to be the most useful approaches learned from the capacity development programme. These were provided in the form of individual coaching, which indicates that this approach can make a significant impact in the longer term.

Although absorption at a personal level is usually perceived as low-level impact, it can also be considered as an investment in future leader/generation of the organisation or building up a foundation for future collaboration as programme implementers. On reflection, the sustainability of the training at organisational level will depend on whether participants have sufficient power to integrate results in the workplace.

The issue of strengthening the M&E capacity of NGOs to measure qualitative change in their work as well as capturing quantitative data arose from this study. Measuring qualitative change requires a different set of skills: for example, listening to the stories that target groups can tell about changes, and capturing these in different ways through recording or the use of video.

In learning from this case study, Hivos could consider working at two levels of capacity strengthening support, one with management and the other at implementer level, in order to both influence the organisation and implement change. There is also a need to be cautious about donor dependence and to focus on longer-term strategies for sustainability so that partners 'stand on their own feet'.

Recommendations of the evaluation to Hivos and KAIL from the 'Capacity building for women and renewable energy capacity building programme' were as follows:

- Conduct individual baseline organisation capacity assessments at the outset, from which to measure change and results. Then, as part of the planning process, have an overall facilitator/trainer/team meeting to make a better connection among capacity building topics that meet organisation gaps.
- This should be followed up with a pre-meeting with participants to discuss the process and commitment required in terms of time, so that the timing of training workshops fit in with participating NGOs' schedules.
- Reduce the number of training days, particularly for smaller NGOs whose senior staff cannot attend all workshops and are accountable to a number of external stakeholders as well as having management responsibilities.
- Aim for more in-depth coaching and technical support with individual organisations that was proved to have yielded significant impact.
- Agree action plans for participants that have adequate levels of organisational authority to drive the changes learned during training.

Documents consulted:

Evaluation report of the 'Women and renewable energy capacity building programme', September 2015.

Sumba Capacity Building Final Report, KAIL team, September 2015.

Sumba Island workshop report, July 2014

Women Advocacy Strategy and New and Renewable Energy Sumba Iconic Island report, October 2014.

Sumba Iconic Island Secretariat Report, September 2014.

People interviewed:

Gita Meidita, Hivos Programme Officer, Jakarta, Indonesia.

Shintia D. Arwida, Consultant external evaluator, Jakarta.

Any Sulistyowati, Lead facilitator, KAIL consultancy team, Jakarta.