

Achievements and Challenges in Strengthening the Indigenous Movement in Asia



Evaluation of the
Asia Indigenous Peoples Pact
2005-2011





AIPPP

Asian Indigenous Peoples Pact

ACHIEVEMENTS AND CHALLENGES
IN STRENGTHENING THE
INDIGENOUS MOVEMENT IN ASIA

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- Borok Indigenous/Tribal Peoples Development Centre (BITODC), Bodo Women's Justice Forum and Naga Peoples Movement for Human Rights (NPMHR);
- Network of Indigenous Peoples of Thailand (NIPT) and Inter-Mountain Peoples' Education and Culture.



We wish to also thank all the members of AIPP who participated in the evaluation through questionnaires and interviews, etc.

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Joan Carling
Secretary General



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LIST OF ABBREVIATIONS

A

ACHRP	African Commission on Human and Peoples Rights
ADB	Asian Development Bank
AICHR	ASEAN Intergovernmental Commission on Human Rights
AIPP	Asia Indigenous Peoples Pact
AMAN	Aliansi Masyarakat Aadat Nusantara
ASEAN	Association of Southeast Asian Nations
ARMS	Asia Human Rights Monitoring Systems
AU	African Union
AWN	Adivasi Women's Network

B

BIRSA	Bindrai Institute for Research Study and Action
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C

CBD	Convention on Biological Diversity
CCMIN	Climate Change Monitoring Information Network
CERD	Committee on the Elimination of Racial Discrimination
CIYA	Cambodia Indigenous Youth Association
CLPIL	Center for Legal Pluralism and Indigenous Law
CMLN	Collaborative Management Learning Network
COT	Community Organizing Training
CPA	Cordillera Peoples Alliance
CPFP	Carbon Partnership Facility Program
CSDM	Centre for Sustainable Development in Mountainous Areas



CWEARC Cordillera Women's Education Action Research Centre

D

DANIDA Danish Agency for International Development

DoCIP Indigenous Peoples' Center for Documentation,
Research and Information

E

EC European Commission

EMRIP Expert Mechanism on the Rights of Indigenous Peoples

F

FAO Food and Agricultural Organization

FPIC Free, prior and informed consent

G

GA General Assembly

GAPE Global Association for Peoples and Environment (GAPE)

GEF Global Environment Facility

H

HRCPA Human Rights Campaign and Policy Advocacy

I

IASG Inter-agency Support Group

ICCO Interchurch Organization for Development Cooperation

ICOLT Indigenous Community Organizing and Leadership Training

IFAD International Fund for Agricultural Development

IFC International Finance Corporation

IFI International finance institutions

ILI Indigenous Learning Institute



ILO	International Labour Organization
IMPECT	Inter-Mountain Peoples' Education and Culture in Thailand
IPF	Indigenous Peoples' Foundation on Education and Environment
ITCIP	International Training Centre for Indigenous Peoples
IWFNEI	Indigenous Women's Forum of Northeast India (IWFNEI)
IWGIA	International Work Group for Indigenous Affairs

L

LT	Leadership Training
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M

MoU	Memorandum of Understanding
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N

NCIP	National Commission on Indigenous Peoples
NEFIN	Nepal Federation of Indigenous Nationalities (NEFIN)
NIWF	Nepal Indigenous Women's Federation
NORAD	Norwegian Agency for Development Cooperation

O

OHCHR	Office of the High Commissioner for Human Rights
OSI	Open Society Institute

P

PACOS	Partners of Community Organizations
PC	Program Committee

R

REDD	Reducing Emissions from Deforestation and Forest Degradation
RIPP	Regional Indigenous Peoples Program



S

SAARC	South Asian Association for Regional Cooperation
SBSTTA	Subsidiary Body on Scientific Technical and Technological Advice
SG	Secretary General
SPNS	Sinui Pai Nanek Sengik
SSNC	Swedish Society for Nature Conservation

T

ToT	Training of Trainers
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U

UNCHR	United Nations Commission on Human Rights
UNDP	United Nations Development Program
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples
UNEP	United National Environment Program
UNFCCC	United Nations Framework Convention on Climate Change
UNREDD	United Nations Collaborative Reducing Emissions from Deforestation and Forest Degradation
UNPFII	United Nations Permanent Forum on Indigenous Issues
UPR	Universal Periodic Review

W

WB	World Bank
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1 EXECUTIVE SUMMARY

Two-third of the world's indigenous peoples live in Asia, representing an enormous diversity of languages, cultures, histories, institutions and livelihood practices. Many are victims of human rights violations, discrimination, dispossession of land and development aggressions. Their institutional capacity to counter this pressure and to deal with an ever-increasing international, regional and national agenda on indigenous peoples' rights is stretched to the limits.

Asia Indigenous Peoples Pact (AIPP) represents and collaborates with genuine and legitimate indigenous peoples' organisations in the region and draws its strong mandate and legitimacy from this constituency. It is a unique, effective and highly relevant organization, which responds to a clear need for coordination, collaboration and joint action of its constituents. AIPP has empowered its constituents, enhanced their capacity to work locally and nationally and significantly contributed to raising the visibility and promoting their aspirations, including through research, documentation, publications, advocacy and networking at regional and international levels. AIPP makes effective use of existing and emerging opportunities for policy advocacy and has been instrumental in building solidarity of indigenous peoples in the region and beyond, including by facilitating common positions within the global indigenous movement and inspiring other regions by example. Impact is reflected in substantial policy influence and cooperation with UN agencies, donors, human rights organisations, NGOs and,

to some extent, governments. There is a high degree of ownership and institutionalization of policy-oriented results, indicating a high degree of sustainability.

As a network organization, AIPP does not duplicate or substitute the role of its constituents and thus fosters solidarity and collaboration rather than competition. It has strong and strategic leadership and is guided by principles of democracy, transparency, accountability and gender equality, which contributes to a very high level of credibility and trust. AIPP has experienced a rapid growth, in terms of membership, geographical coverage, staff, donors, funds, programs and advocacy outreach, which puts an enormous pressure on AIPP members, governance structures and Secretariat

Members have high expectations to AIPP, particularly with regards to receiving assistance for capacity-building and fund-raising, while AIPP seeks opportunities for decentralization, assistance and leadership from its constituents. The pressure is felt at all levels and there is a need for a comprehensive and long-term strategy to expand the capacity of the network through training, capacity-building and institutional support at all levels, throughout the region.

AIPP has strong governance structures in place to ensure responsiveness to the key priorities of its constituents. Overall priorities are set by the General Assembly (GA), which also elects the Executive Council (EC) and the Secretary General (SG). Program Committees (PCs) are established in relation to prioritized programs and the Thai Board oversees the functioning of the Secretariat in Chiang Mai. While adequate governance structures are in place, some PCs are dormant and some EC and PC members face challenges in complying with requirements for commitment and input. There is an aspiration that an increasing involvement of the EC can resolve some of the capacity constraints of the AIPP, but the Charter does not provide clear rules for eligibility, substitution or delegation to EC members and it is yet to be seen, whether constituents can 'afford' to let key leaders work outside their own organization. There may be an underutilized potential for the Thai Board to contribute more to AIPP activities.

Constituents are organized in 6 sub-regions, which play a key role as an intermediate priority-setting mechanism between the regional and the local levels. However, the current funding pattern does not allow the AIPP to fully respond to these priorities. Also, some of the sub-regions are somewhat artificial constructs and have de facto merged with other sub-regions.

The Secretariat is struggling to cope with increased requirements for highly specialised knowledge and analytical, technical and language skills. This implies an unsustainable workload, in particular for the SG, and in general pose a risk



to the sustainability of operations. Further, the pressure on the Secretariat is felt by members in terms of non-responsiveness and weak follow up to events. The Secretariat translates the priorities adopted by the governance structures into strategic plans and work plans, but these could be strengthened to better reflect expected impact, and to specify indicators, tasks and timeframes. The Secretariat is organized in thematic teams, but an increased focus on sub-regional programming would eventually lead to a structure, where staff would be primarily working in a thematic program area but also have responsibility for one or several sub-regions.

Given the scope of activities and institutional operations, the overall budget is very modest and indicates a high degree of cost efficiency; costs are kept at a minimum and implementation is undertaken by local organisations and activists. The current funding pattern is characterized by limited core-funding and short-term activity-based funding, which undermines the prioritization of AIPP governance structures, puts a heavy burden on the Secretariat in terms of fund-raising, reporting and management and pose a risk to the sustainability of some program interventions and achievements. AIPP has strong and reliable administrative and financial management systems in place and it has a proven track record of complying with diverse donor criteria. Thus, donors can rely on AIPP's own administrative and finance system, which should greatly facilitate the gradual transition into more sustainable funding arrangements.

AIPP program interventions are focused on 9 thematic areas, which are all relevant but some programs are dormant, reflecting the unpredictable pattern of funding made available. Compared to the needs, program outreach is still limited in scope but generally evaluated very positively in terms of results and efficiency. For some programs, there are concerns about effectiveness, impact and sustainability. The recently approved EU project will ensure stable funding of the human rights program over the coming years and increase AIPP financial sustainability by establishing a printing press. Also, merging some of the thematic areas, could potentially simplify the organization and strengthen the programmatic focus of the Secretariat. Most activities are implemented by constituents but some have weak institutional capacity, implying an extra workload for the Secretariat to ensure compliance with donor requirements.

International advocacy is an area where AIPP has had enormous impact in terms of raising visibility, issues, concerns, recognition and opportunities. Constituents value the internationalization of their concerns as one of the most important outcomes of their engagement with AIPP and can also point to country-level impact of the international engagement. However, this is an area where tough



prioritization is needed, as AIPP cannot participate in all events and processes under an ever-increasing international agenda. Prioritisation should be assessed based on the closeness and importance for AIPP priorities as well as the possibility to link advocacy to implementation mechanisms on the ground.

The evaluation points towards two main recommendations, regarding institutional capacity and program consolidation:

- ↳ Take immediate action to strengthen prioritization and consolidate institutional capacity to handle the increase in demands and workload;
- ↳ Gradually pursue long-term partnerships and funding arrangements that will allow AIPP to respond to the needs and priorities of its constituents in a more systematic and sustainable way.

AIPP cannot tailor its interventions to individual situations of its constituents but it can further strengthen sub-regional programming and governance structures. It is therefore recommended to:

- ↳ Combine thematic programs with sub-regional planning to gradually move towards sub-regional programs, addressing the combination of issues that are prioritized by the given sub-region;
- ↳ Reduce the number of sub-regions from six to four, which would gradually have more operational functions in terms of program implementation.

It is recommended that the role and responsibilities of EC members are reviewed and strengthened:

- ↳ Request the General Assembly to assess the feasibility of having working EC members, and define criteria for eligibility, substitution and delegation to EC members.



Consolidation and strengthening of the capacity of the Secretariat to deal with the rapidly increasing pressure and work load, is the most urgent necessity of the AIPP:

- ↳ Formulate an integrated strategic plan, based on the priorities indicated by the GA and adjusted to the available funding, with clearly defined objectives, results, activities and measurable indicators;
- ↳ Elaborate a roadmap for the strengthening of the Secretariat, building on a series of interlinked steps and initiatives;
- ↳ Strengthen institutional policies regarding acceptable working hours, e.g., by instituting a mandatory leave day after working or traveling over weekends;
- ↳ Combine the thematic organisation of the Secretariat with sub-regional focal-points, gradually moving the Secretariat from a purely thematic to a combined thematic/sub-regional structure, based on the capacity and skills of Secretariat members.

The evaluation concludes that the current funding patterns is a key constraint for the organization and its long-term sustainability, and therefore recommends to:

- ↳ Organise an annual donor forum and request donors to actively pursue the principles of ownership, alignment and harmonization of efforts in their support to AIPP.

In order to simplify program management and implementation, it is recommended to:

- ↳ Merge the nine prioritized programs into five broad program areas: Human Rights; Capacity Building; Environment; Women; Research and Information-sharing.

AIPP has achieved impressive results and impact within the field of human rights and advocacy, but there is a need to strengthen prioritization and sustainability. It is recommended to:

- ↳ Review the human rights program, to embed the EU project in a larger strategic framework, setting priorities for the international engagement and pursuing efficiency and sustainability of ongoing initiatives for human rights documentation, database and the Human Rights Defenders Network.

Research and information-sharing is a key area, but also fundamentally different from the need to ensure effective communication within AIPP structures. It is recommended to:

- ↳ Review and further refine AIPP strategies for research and information-sharing and communication, with a view to simplifying and enhancing effectiveness of communication and making information accessible in a simplified and flexible way.

Capacity-building is the key priority of all AIPP constituents and it is thus recommended to:

- ↳ Elaborate a comprehensive capacity-building strategy, diversified to the needs of the sub-regions, and present it to donors in a coordinated manner as the key priority of AIPP.





AIPP evaluation sessions in Northeast India, Indonesia, Thailand and AIPP Secretariat.

Photo credit: AIPP



2 INTRODUCTION TO THE EVALUATION

Asia Indigenous Peoples Pact (AIPP) is a regional network of indigenous peoples' organization and movements. AIPP was founded in 1988 and established its Secretariat in Thailand in 1992. Particularly over the last 5 years, it has considerably expanded its membership basis, its programs and scope of advocacy. Therefore, AIPP decided to undergo an external evaluation in 2011 to:

- Assess the efficiency, effectiveness, responsiveness, sustainability and impact of AIPP strategies and programs;
- Review the institutional capacity of AIPP, particularly its strategies and activities for institutional strengthening, and;
- Identify challenges and lessons learned and provide key recommendations to improve and define AIPP institutional strategies and program development.

Time wise, the scope of the evaluation is 2005 to present. The main focus is on the institutional functioning of AIPP, which is mainly funded by three donors that provide core funding: Interchurch Organisation for Development Cooperation (ICCO), International Work Group for Indigenous Affairs (IWGIA), and Swedish Society for Nature Conservation (SSNC). In addition, the evaluation made an overall assessment of the impact of programs and activities not included in the core funding arrangement. The evaluation team was composed

of Ms. Birgitte Feiring (team leader) and Dr. Sumitra M. Gurung. The evaluation was carried out in May-June 2011 and comprised the following steps:

- Desk review of core funding and program documents, selected publications and recent evaluations of the AIPP Indigenous Community Organizing and Leadership Training (ICOLT), the project for Capacity building on the UNDRIP as well as the 2011 financial review of AIPP;
- Consultations with AIPP international partners in the context of the 10th Session of the UN Permanent Forum on Indigenous Issues (UNPFII), 18-19 May 2011;
- Consultation with members, partners and Executive Council member in Kathmandu, 4 June 2011;
- Participation in AIPP sub-regional meeting for member organisations in South-East Asia (East-Timor, Indonesia, Malaysia and the Philippines), organized in Bali 7-8 June 2011;
- Consultations with member organisations in North-East India; Manipur 11 June and Assam 12-13 June 2011;
- Consultations in Chiang Mai with the Secretariat and Board of AIPP, as well as Thai and Burmese member organisations, 14-16 June 2011;
- Debriefing and discussion with Secretariat and AIPP chairperson, 17 June 2011;
- Dissemination of questionnaire to AIPP members in Bangladesh, Cambodia, India (mainland), Japan, Taiwan/China and Vietnam and analysis of received responses (9).

The evaluation has evidenced the tremendous diversity of languages, cultures, histories and aspirations within the AIPP network as well as the pressures and human rights violations faced by indigenous peoples in the region. The team is grateful to all members, partners and staff who generously shared their knowledge and experience. Although a short evaluation report cannot capture the wealth of information provided, we hope that the findings, conclusions and recommendations will contribute to reflection and further strengthening of AIPP in its pursuit of human rights and development for the indigenous peoples of Asia.



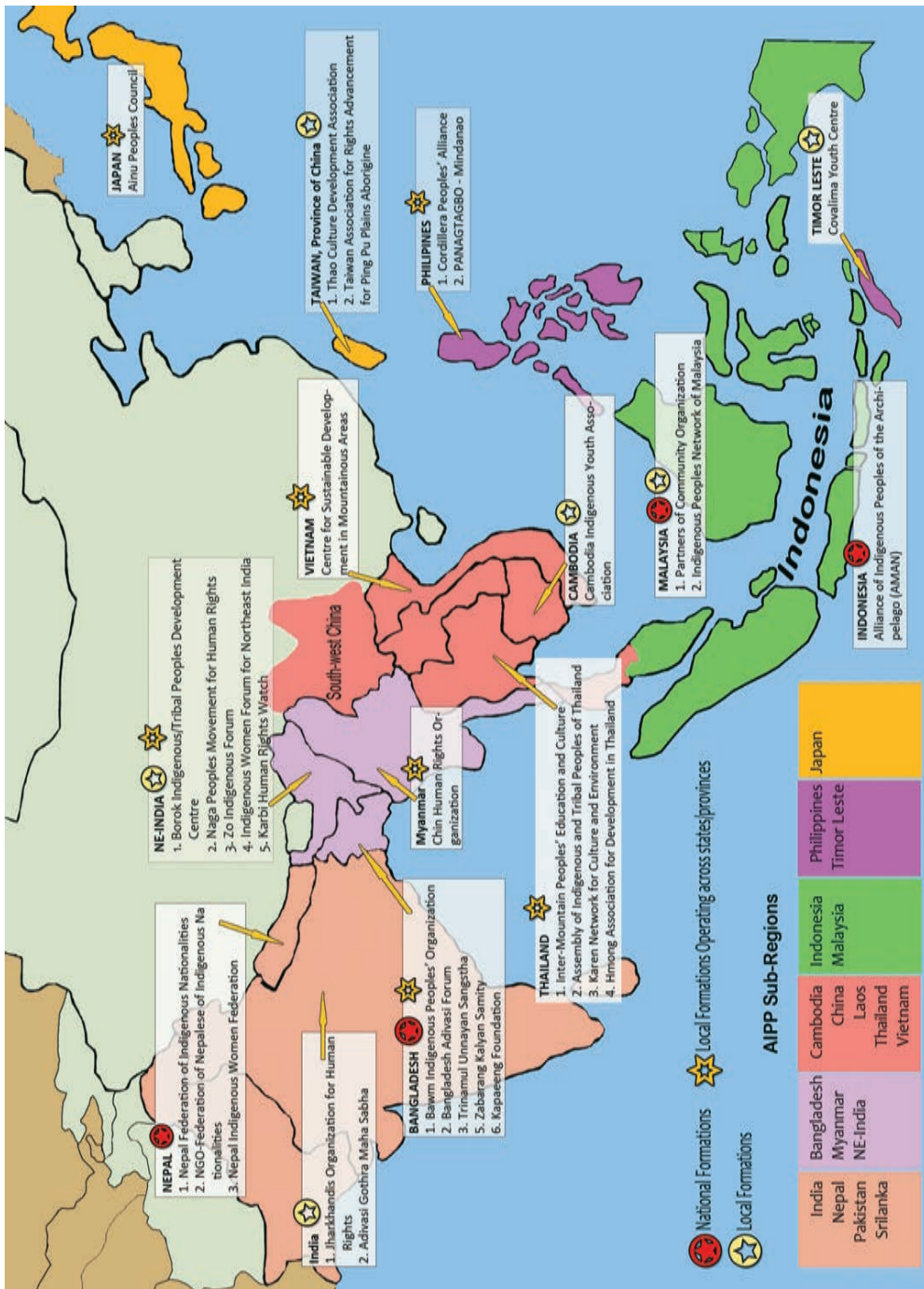
3 THE REGION AND THE ORGANIZATION



Context

Asia is home to approximately two-third of the world's 5000 indigenous peoples, constituting a population of at least 250 million, with distinct languages, cultures, histories, institutions and livelihood practices. While this constitute invaluable knowledge systems, beliefs and practices, the vast majority of these peoples have lost control over their own development through processes of colonization and state-building and form non-dominant sectors of society. Many are victims of human rights violations, discrimination, dispossession of land and so-called 'development aggression'. For some, their continued existence as distinct peoples is under threat.

Globally, there is increasing international recognition of indigenous peoples' rights, visibly reflected in the 2007 adoption of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP). This recognition opens up new spaces and opportunities, particularly at the international level, where indigenous peoples' rights has become an integral element of negotiations and policy processes relating to climate change, REDD+, poverty, women's rights, health, education, state reconstruction, food security, etc. Further, it is reflected in the adoption of policies and safeguard mechanisms by an increasing number of UN agencies, development agencies and international finance institutions.



At the country-level, Asia presents an uneven level of recognition of indigenous peoples' rights. While the Philippines has adopted national legislation and Nepal has ratified ILO Convention No. 169, other countries do not even recognize the existence of indigenous peoples. The countries also differ greatly in economic development and political situations; some have recently entered the category of 'middle income countries'; some are suffering under military rule or armed struggle while others are in the process of state reconstruction and consolidation of democracy. In some countries, indigenous peoples constitute a small minority of the population while in others, they constitute up to 40% of the total population.

Most Asian indigenous organisations are relatively young and in the process of consolidating and expanding their membership. In some countries, indigenous peoples have established national organizations and networks while in others, local organisations are recently emerging. Common for all is that their institutional capacity to counter the pressure on indigenous communities and to deal with an ever-increasing international, regional and national agenda on indigenous peoples' rights is stretched to the limits. In many cases, even basic access to communication facilities and language skills pose a major challenge. Further, militarization and criminalization, repression and extra-judicial killings of indigenous leaders are the sad realities in some countries.

A description of the complexities and diversity of situations, which Asia indigenous peoples have to deal with, is far beyond the scope of this report. However, this is the diversity that AIPP attempts to embrace as a regional network and the evaluators want to emphasize the importance of this context for a proper understanding and analysis of the relevance, results, efficiency, effectiveness and impact of AIPP.

AIPP Key Features

AIPP was established in 1988, as a membership organization for indigenous peoples' organizations and movements from Asia. It currently has 32 members¹ from 13 countries. A number of these are national or sub-national organisations and networks, which, in turn, have a broad-based constituency and network. Further, the AIPP network expands to a large number of more local organisations and networks, which equally benefit and collaborate with AIPP, without



formally being members. AIPP represents and collaborates with genuine and legitimate indigenous organisations in the region and draws its strong mandate and legitimacy from this constituency. It is guided by good governance principles regarding democracy, transparency, accountability and gender equality and has strong and strategic leadership, born out of long-term Asian indigenous activism. Due to the above-mentioned factors, AIPP has generated a very high level of credibility and trust among its constituents; among institutions and partners at the regional level; and among all major actors, including indigenous institutions, UN agencies, international NGOs and donors at the international level.



Indigenous Peoples' Day March in Chiang Mai, 2011.

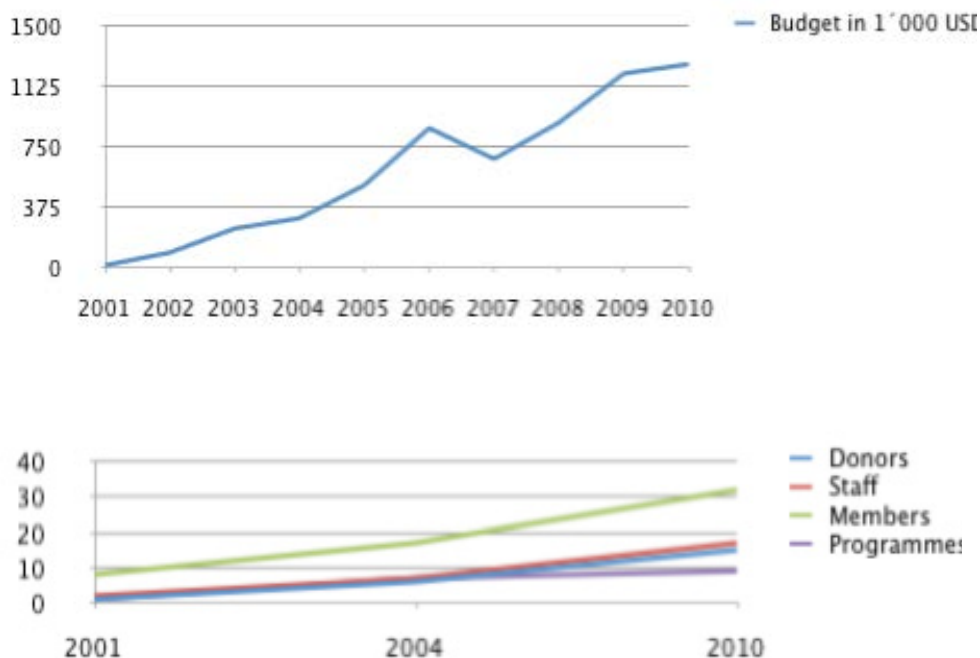
Photo credit: AIPP

AIPP is engaged in multi-faceted, multi-region and multi-level work. This is reflected in the vast geographical coverage and ethnic diversity of the organization; the multitude of issues and themes addressed, and; the participation in numerous fora and processes, from local to global levels.

The overall Plan of Action of AIPP is determined by the General Assembly (GA). The 2008 GA decided upon a Plan, which comprises 7 strategic programs.² Some of these programs are inactive due to lack of funding while an additional

program on Climate Change and REDD was initiated in 2009 and a program on International Finance Institutions (IFI) is about to start (2011).

Over the last 10 years, AIPP has experienced a rapid growth, reflected in an increase in membership, geographical coverage, staff, donors, funds, programs and advocacy outreach, as illustrated by key figures below:



AIPP has a well-established Secretariat in Chiang Mai, Thailand, with well-developed administrative policies and guidelines, including for financial management. Although the number of staff has been considerably increased over the last years, it is evident that the capacity of the Secretariat is stretched to the limits, as staff is struggling to cope with the requirements for highly specialised knowledge and analytical, technical and language skills. This implies an unsustainable workload, in particular for the Secretary General (SG) and in general pose a risk to the sustainability of operations. The rapid growth is also reflected in the budget of AIPP, which increased from US\$14,786 provided by a single donor in 2001, to \$1,263,634 provided by 14 different donors in 2010. Core

funding for institutional functioning, including the operations of the Executive Council (EC) and sub-regional meetings amounts to approximately \$137,000/year. Given the scope of activities and institutional operations, the overall budget is very modest and indicates a high degree of cost efficiency.

It is expected that the rapid growth of AIPP will continue, as the European Union (EU) has recently approved substantial funding for the human rights program. In addition, a number of other donors are currently negotiating support to AIPP. Moreover, the opportunities and requests directed to the AIPP for participation, input, program collaboration and support from regional and international NGOs, UN agencies, IFIs and bilateral donors are ever-increasing. Keeping up with this rapidly growing international and regional agenda, along with increasing demands and expectations from members, obviously puts an enormous pressure on AIPP members, governance structures and Secretariat.

Overall Conclusions and Recommendations

The detailed findings, conclusions, opportunities and recommendations will be presented in the following sections of the report, but based on its overall analysis, the evaluation team draws the following key conclusions:

Relevance

- » AIPP has a strong and growing membership and network, constituted by legitimate and genuine indigenous peoples' organisations that are struggling for the recognition of their rights under very difficult conditions;
- » AIPP responds to a clear need for coordination, collaboration and joint action of its members and has provided Asian indigenous peoples with a strong voice at the regional and international levels.

Effectiveness

- » AIPP has strong governance structures in place to ensure it addresses the key priorities of its constituents;
- » AIPP program interventions are relevant but limited in scope and its ability to systematically pursue these priorities is somewhat limited due to the current funding pattern;



- » AIPP makes effective use of existing and emerging opportunities for policy advocacy at the regional and international levels;
- » Efficiency;
- » AIPP is very cost efficient, as costs are kept at a minimum and implementation is undertaken by local organisations and activists;
- » AIPP has solid administrative and financial management capacity, including institutional systems, procedures and guidelines;
- » The capacity of the Secretariat and governance structures must be enhanced to cope with the increasing workload and requirement for highly specialised and technical skills and capacity;
- » A complicated funding pattern, with limited core-funding, combined with ad hoc, short-term activity-based funding undermines the prioritization by the AIPP governance structures and puts a heavy burden on the Secretariat in terms of fund-raising, reporting and management.

Results

Evaluated against its institutional objectives, the AIPP has produced significant results:

- » AIPP has brought indigenous peoples of the region together and clearly served 'as a forum for sharing aspirations, ideas and experiences, consolidating cooperation and solidarity and coordination';
- » AIPP has significantly contributed to raising the visibility and promoting the aspirations of Asia indigenous peoples, including through research, documentation, publications, advocacy and networking at regional and international levels;
- » AIPP has contributed to empower member and network organisations and enhanced their capacity to work locally and nationally on their priority concerns.

Impact

- » AIPP has achieved increased international and regional understanding and recognition of indigenous peoples' rights, reflected in substantial policy influence and cooperation with UN agencies, donors, human rights organisations, NGOs and, to some extent, governments;
- » AIPP has been instrumental in building solidarity of indigenous peoples in the region and beyond, and facilitated the definition of common positions, e.g., in the context of climate change policies;



- » AIPP has been successful in bringing civil society leaders together with underground groups in situations of conflict;
- » AIPP is inspiring indigenous organisations and movements from other regions, particularly Africa and Latin America, by example.

Sustainability

- » There is a high degree of ownership and institutionalization of policy-oriented results among members, agencies and partners, indicating a high degree of sustainability;
- » The current pressure on the institutional capacity of AIPP members, governance structures and Secretariat could be unsustainable and will have to be urgently addressed in order to pursue long-term institutional sustainability;
- » The current funding patterns of short-term and activity-oriented support make it difficult to respond to members' needs and priorities in a systematic way and pose a risk to the sustainability of some program interventions and achievements.

The overall impression of the evaluation team is that AIPP is a unique, effective and highly relevant organization, which is achieving considerable results and impacts. The main concerns are related to the institutional efficiency and sustainability, as follows:

- The capacity of the organization to cope with the rapid expansion of 1) opportunities for advocacy and policy influence, particular at the international level, and the related expectations and pressure from the international community for input and participation, and 2) expectations and demands from members and network organisations for technical assistance, program interventions, visits, resources, etc;
- The funding pattern, which undermines the prioritization of the governance structures and makes it difficult for the organisation to pursue its goals in a structured and systematic way.

Overall, the evaluation indicates that prioritisation is a main challenge of AIPP, as it seeks to balance:

- The priorities, needs and demands of its constituents versus the available funds and technical capacity of the Secretariat;
- The immediate priorities of its constituents at local and national levels versus the opportunities emerging at the global level, which may lead to structural impact in the longer term;



- The undeniable legitimacy and commitment of indigenous activists versus the need for highly technical skills and capacity.

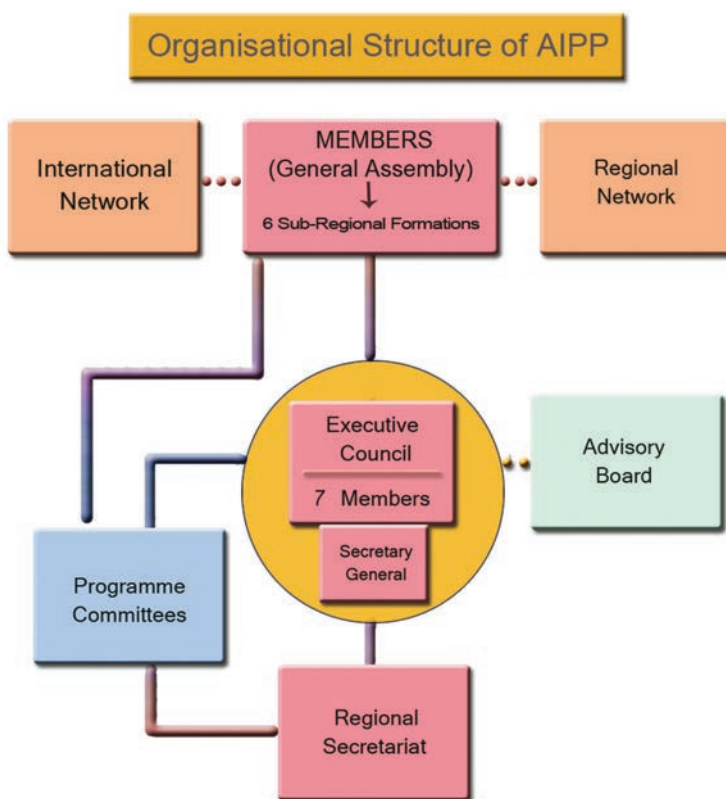
Based on this overall analysis, the evaluation points towards two main recommendations, regarding institutional capacity and program consolidation:

- ↳ Take immediate action to strengthen prioritization and consolidate institutional capacity to handle the increase in demands and workload;
- ↳ Gradually pursue long-term partnerships and funding arrangements that will allow AIPP to respond to the needs and priorities of its constituents in a more systematic and sustainable way.

The following sections will provide more detailed analysis and recommendations, related to 1) the governance and institutional capacity, and 2) the program areas of AIPP.

4 MEMBERSHIP AND GOVERNANCE STRUCTURES

Overview of the Structures



As illustrated above, AIPP is a membership organization with a well-developed institutional structure. The General Assembly (GA) is the supreme body, which meets every 4 years to provide strategic directions. Members are organized in 6 sub-regions, which meet every 2nd year. At the GA, each sub-region appoints one representative to the Executive Council (EC). The Secretary General (SG) is chosen by the GA and is the chief functionary of the Secretariat as well as a member of the EC. Further, there are thematic Program Committees (PC) for each of the 7 program areas, which should function continuously and meet once a year. An advisory board (known as the Thai Board) is established to oversee the legal function of the regional Secretariat in Chiang Mai, Thailand.

ICCO, IWGIA and SSNC provide support to the functioning of the governance structures, conceptualised as a specific 'program for organizational strengthening'. The program comprises coordination of participation in regional/international meetings, administrative functions, support for the EC, PC and sub-regional workshops and consultations.

In the view of the evaluators, this core functioning should not be regarded as a separate program but as the fundamental institutional budget, to which all donors should ideally contribute. Further, it is suggested that the coordination of participation in international/regional events should be included as an integral element of the thematic programs, depending on the topics (human rights, climate change etc).

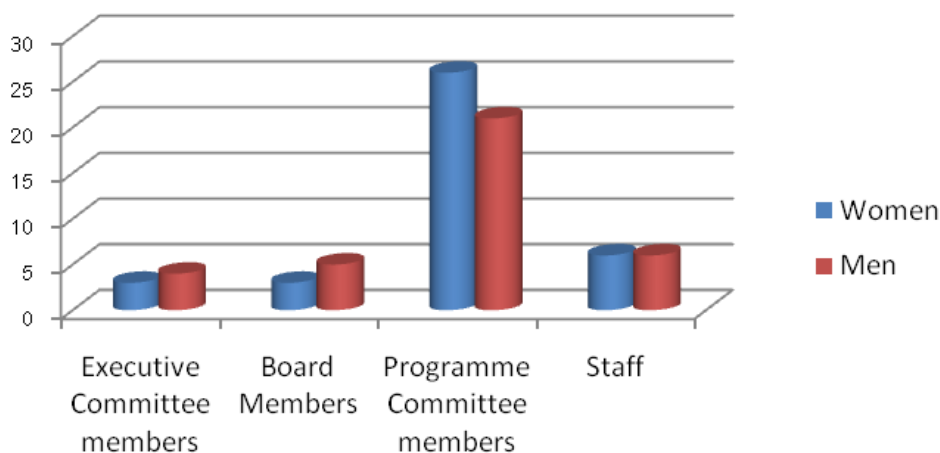
Governance Principles

AIPP has a strong commitment to good governance principles regarding democracy, transparency, gender equality and human rights. Members set the strategic direction through the GA, they democratically elect the EC, the SG and appoints representatives to the PC. Further, the sub-regional meetings in-between the GA provide an opportunity for members to review program implementation and provide recommendations for priorities. AIPP annual reports give an overview of funds, programs and activities and members can, at any point, request additional detailed information from the Secretariat about program implementation. Through its governance structures and information-sharing, AIPP ensures accountability towards donors, members and constituents, which caters for the legitimacy and trust that AIPP enjoys as an organisation. Further, the constant



reflection through the governance and accountability mechanisms makes AIPP a learning organization, with a high degree of reflection and capacity for innovations and adjustments.

Gender composition in the various bodies of AIPP (as of 2010)



	Women	Men
Executive Council members	3	4
Board Members	3	5
Program Committee members	26	21
Staff	6	6

AIPP is committed to gender equality and all data regarding representation in governance structures, staffing, participants and beneficiaries of programs is disaggregated by gender. Members reported that the principle of gender equality has greatly facilitated women's participation in AIPP meetings and events. Despite these positive developments, women are still in a disadvantaged position and, for example, constitute only approximately 34% of the participants in training programs. There are thus strong reasons for AIPP to maintain and strengthen the implementation and compliance to its policy on gender equality.

Membership Basis and Network

As a network organization, AIPP is conscious about not duplicating or substituting the role of its members and not going beyond the mandate, extended by the members. For example, it is specific about its constituents, and does not claim to represent indigenous peoples in Asia in a general manner. AIPP works in an inclusive manner with both members and affiliated network organisations. While the latter do not participate directly in the governance structure, they do benefit from activities and program collaboration. For example, 7 of 19 implementing partners of the various programs in 2010 were non-members. The focus on serving its constituents' interests and needs, along with the inclusiveness, is instrumental in ensuring that AIPP fosters solidarity and collaboration rather than competition among its members. This is a unique feature, in a context where many other indigenous networks have failed as they were seen as being dominated or captured by particular interests. This is also the reason why AIPP is mentioned as a source of inspiration for indigenous peoples from other regions, where legitimate network organisations are yet to emerge.

The membership basis of AIPP is diverse; some members are national-level network organisations that negotiate directly with governments and UN agencies and implement programs on behalf of AIPP while others are local organisations, struggling to just uphold basic communication and recently learning about internationally recognised rights. Some are project implementers while, for example, the Naga Peoples Human Rights Movement wishes to keep its focus on human rights violations without engaging in project cooperation. However, most constituents express a wish to project partners, in a manner suited to their priorities, issues and capacities. Many constituents are not given legal recognition by government authorities, which implies severe limitations to their work. Given the diversity and differentiated needs, it is obvious that AIPP cannot tailor its interventions to the capacity and specific set of issues affecting individual members.

AIPP membership is currently organized in 6 sub-regions, mediating between the regional and the national/local levels. The sub-regions meet in-between the GA as an intermediate priority-setting mechanism. However, the current lack of institutional funding does not allow the AIPP to fully respond to these priorities. Further, some of these sub-regions are somewhat artificial constructs (e.g., Japan constitutes a sub-region on its own while East Timor and Philippines have never met as a separate sub-region but de facto merge with South-East Asia). It is the assessment of the evaluation team that it would strengthen AIPP if the 6 sub-



regions are merged into 4, more functional, sub-regions (see p. 34 regarding the implications of this suggestion for the selection of EC members).

Regardless of their focus and capacity, all members are pressurized by the many issues affecting indigenous communities and experience an urgent need to expand their capacity as well as the scope and intensity of activities. It is evident that members have high expectations to AIPP, in terms of the assistance it should offer members, particularly with regards to capacity-building and fund-raising. On the other hand, AIPP seeks opportunities for decentralization, assistance and leadership contribution from its members as it experiences a similar pressure on its institutional capacity. Those member organisations who have contributed leaders and staff to the AIPP have done so 'for the greater purpose' but also feel that their current possibilities for offering more is limited. It should be realized that the pressure on indigenous peoples' organisations and movements is felt at all levels and there is a need for a comprehensive and long-term strategy to expand the capacity of the network through training, capacity-building and institutional support at all levels, throughout the region.

Increased decentralization to member organisations and/or establishment of sub-regional Secretariats have been mentioned as possible mechanisms to ensure more presence and anchorage of AIPP in the sub-regions. However, the generalized pressure on both AIPP and members' institutional capacity implies that further decentralization of program and functions will have to be carefully considered and match the 'carrying capacity' of these organisations. It is further the impression of the evaluators that establishment of sub-regional Secretariats will require considerable efforts on behalf of the EC and Secretariat in terms of facilitating establishment, funding, monitoring, etc. On the other hand, decentralization is desirable as it is a way of bringing the AIPP closer to the needs and priorities of its members and would enhance effectiveness, efficiency and sustainability. The evaluators suggest that decentralization should be regarded as a long-term goal, while some immediate steps should be taken to gradually strengthen the sub-regional programming.



Executive Council

Executive Council (EC) members, with the exception of the SG, are elected by the sub-regions during the GA. This implies that all EC members have the same 4-years term and may lead to a lack of continuity as all EC members may be changed the same time. EC members assume the position as voluntary work, with an allocation of \$100/month for upholding communication. The regular meeting of the EC is once a year. However, it has been meeting twice a year to ensure prompt actions and collective decisions to emerging organizational and program development concerns. Further, the SG is in weekly contact with the EC on such matters. EC members are assigned to different program committees and are supposed to provide comments and substantial input to a range of documents, processes etc.

The level of engagement and activity of EC members varies, due to their institutional and personal situations. Some EC members have become inactive due to limitations such as language barrier, which impedes the EC member to communicate directly in English or temporary detachment from the host indigenous organization. Other EC members have a growing engagement, as the chairper-



AIPP Chairperson presenting the Asia Caucus statement in the 10th session of the UNPFII (2011) during the interactive dialogue with the Special Rapporteur of the Rights of Indigenous Peoples.

Photo credit: AIPP

son has taken on representative tasks vis-à-vis UN agencies (UNEP, GEF and FAO) and a member has assumed responsibility for the ASEAN-related work.

The Charter of AIPP does not provide clear rules for eligibility, substitution or delegation to EC members and there is therefore no mechanism for addressing the problem when EC members become inactive. On the other hand, there is an aspiration that an increasing involvement of EC members can resolve some of the capacity constraints of the AIPP. Concretely, it is suggested that 2-3 EC members could assume part- or full-time work for the AIPP and take on specific tasks, particularly liaising with the sub-regions and representing the AIPP in regional and international processes. While this is a desirable and attractive solution to alleviate the burden of the Secretariat, it is yet to be seen, whether it is feasible for member organisations to 'let go' of key leaders and led them work outside their primary organisational structure. The feasibility should be carefully assessed by the GA, before raising too many expectations to this capacity-expansion modality.

Program Committees

Program Committees (PCs) are established by the GA to conceptualize and plan the implementation and fund-raising strategies for the prioritized programs, thereby ensuring that these are not driven by the Secretariat but by members, and are adapted to local circumstances. There is a lack of stability of PCs, as some are active while others are dormant. This is largely related to the availability of funds (and consequently activities) under the various program areas and to the rapid turn-over of PC members; many find it difficult to find time to respond to demands for input while the Program Coordinators are constantly pushing for response.

While the PCs do play an important role in linking Secretariat and members, it is the view of the evaluation team that they could be strengthened if they were reduced in numbers and only established in connection with fewer key program areas (see recommendation in p. 36) Also, the function of the PCs could be discussed by the GA to explore how these could even further serve the members' interests in cross-fertilisation and exchange of experiences. It should also be clarified how much is expected from PC members in terms of response and advise on program implementation, fund raising opportunities, etc. during



the year, while the annual meetings could increasingly be designed to serve as real working sessions, e.g., as 'write-shops' to elaborate concept notes, training materials, etc.

Advisory (Thai) Board

The establishment of the Board was motivated by the legal requirement to foundations established in Thailand but the 7 board members (including the SG) are all renowned scholars and/or indigenous leaders with the potential of contributing substantial input and guidance to the organization. Some members have participated in activities and events on an individual basis; others have done translation Thai-English. The board members are highly appreciative of the role AIPP has played in order to open space for addressing indigenous peoples in Thailand and in the context of ASEAN. Board members also report how the work of AIPP has inspired scholars and students to reflect and increasingly address indigenous issues in their work.

The Board will play a crucial role for the planned establishment of an AIPP training center in Chiang Mai, but there may also be other areas, where the AIPP can make more use of the expertise of Board members. The evaluation team thus encourages the Board and the EC to further reflect upon such opportunities.

Recommendations for AIPP Governance Structures

The evaluators suggest that the functioning and strengthening of AIPP governance structures be conceptualized as an integral element of the basic institutional operation, to which all donors should ideally contribute. Given the diversity in capacities and needs, AIPP cannot tailor its interventions to the individual situation of its members but it can further strengthen its sub-regional programming and governance structures and identify the points of convergence between the regional and the individual needs, priorities and capacities. It is therefore recommended to:



- ↳ Combine thematic programs with sub-regional planning to gradually move towards sub-regional programs, addressing the combination of issues that are prioritized by the given sub-region;
- ↳ Reduce the number of sub-regions from six to four sub-regions, which would gradually have more operational functions in terms of program implementation.

While further decentralisation may be a longer-term goal, some immediate steps would imply to:

- Define more specifically what is the role of AIPP in the various sub-regions, e.g., in context where there are strong national networks and where constituents are emerging local organisations;
- Increase the participation of AIPP-EC in members' assemblies and activities (funding has recently been made available);
- Request members at the sub-regional levels to delineate individual/country specific and common issues and clearly define, which are the prioritized common issues that AIPP should address;
- Identify the points of convergence between regional and sub-regional priorities, assess these against existing and potential funding, and gradually tailor programs to respond to sub-regional needs and priorities in a systematic manner. This implies gradually moving towards sub-regional programs that would address a contextualised mix of priorities, rather than purely thematic programs.
- Provide focused and increased support to members' capacity-building on project implementation and decentralized fund-raising efforts.
- Reduce the number of program areas and related PCs (see p. 51) and discuss how PCs can further serve the purpose of cross-fertilisation and exchange of experiences among members

The current seven sub-regions are the basis for the selection of EC members and this arrangement would consequently have to be reviewed, if the number of sub-regions is reduced. One possible solution would be for each sub-region to select two EC members, thereby enlarging the EC to nine members (8 mem-

bers selected by the sub-regions plus the SG). This would have to be discussed by the forthcoming GA in 2012. In general, it is recommended that the role and responsibilities of the EC members are defined with more precision:

- ↳ Request the GA to assess the feasibility of having working EC members, and define criteria for eligibility, substitution and delegation to EC members.

Finally, the evaluators would encourage AIPP to explore opportunities for further involving members of the Thai board in tasks and activities.

5 SECRETARIAT

The AIPP Secretariat is headed by an elected SG and an assistant to the SG, and has 11 other staff, of which 5 are program coordinators. The Secretariat is organized in accordance with the thematic program areas of the AIPP, with program coordinators for human rights, regional capacity-building, climate change and REDD, research and communication, and indigenous women. Program areas on youth and development and indigenous knowledge and biodiversity are unstaffed, as no funding is available. Three staff work on administration and finance. Three new staff members are expected to join shortly; one working on IFI, one administrative staff and a senior staff, who can in certain areas function as a deputy for the SG. The staff is recruited among indigenous activists and professionals and characterized by a very high degree of commitment. The Secretariat is a closely-knit unit characterized by solidarity and mutual support. Recently, priority has been given to teambuilding, including through a joint staff visit to the Philippines organized by the SG.



The Secretariat has expanded rapidly over the last couple of years. However, one of the key challenges is to identify qualified candidates who can fill the vacant positions. Further, there has been a rather rapid turn-over of staff, as many have returned to their home countries/communities for personal reasons or because of difficulties in adapting to the requirements of regional/international work. Given the work load, staff experiences the need to be fully operational from the outset, without adequate introduction and time for adjustment and learning. It is the impression of the evaluators that the Secretariat is facing severe challenges related to:

- Rapidly increasing and imbalanced workload as many tasks exceed the technical skills of staff members and fall back on the SG and ASG;
- Problems in recruiting and sustaining skilled indigenous staff;
- Ad hoc working modalities and heavy burden related to reporting and fund-raising;

- Time spent by the entire Secretariat in planning and coordination meetings and in meetings with visitors, which reduces the time available for accomplishing tasks;
- Limited responsiveness of members and network organisations in communicating with the Secretariat;
- Overlap or duplication of certain tasks, e.g., when a task has to be taken over by another staff who has the required skills;
- Postponement of activities, resulting in a backlog of activities.

This situation affects the strategic planning and smooth implementation of programs, optimization of opportunities and complementation of activities and efficient internal coordination, resulting in frustrations, tensions and stress. Further, most staff members experience limitations in terms of skills and capacity. A much appreciated skills-development scheme has been initiated, e.g., offering English-language training to staff and educational seminars. However, there is still a tendency that the SG and SG assistant have to step in and take over responsibilities. This adds to an already excessive work load of the two and it makes staff feel limited and demotivated, as they are not able to alleviate the burden. Leave days to compensate for traveling and work over weekends can be given upon request to the EC, but this is hardly ever used as most staff feel it would be an indication of lack of commitment.

The evaluators have real concerns about the sustainability and health implications of this situation. Further, the pressure on the Secretariat is felt by members in terms of weak follow up to events and non-responsiveness.

The Secretariat has earlier identified compartmentalization in individual programs (rooted in work methods, attitudes and skills) as a weakness and has established weekly staff meetings to further integration among programs by discussing inter-program activities, schedules and key developments.

The evaluators believe that this process should be further strengthened over the coming years, by gradually combining the current thematic program focus (human rights, women, etc.) with a sub-regional focus (Mekong, South Asia, etc.) to gradually move towards sub-regional programs with a combination of themes (see recommendation in p. 36). This would eventually lead to the structuring of the Secretariat as a kind of matrix organization, where staff would be primarily working in a thematic program area, but with particular responsibility for one or several sub-regions.



Salaries and Benefits

The salary-level of staff in the Secretariat is a recurrent issue of discussion and while staff is motivated by their commitment to the cause, they should of course also be able to have a decent living and comply with their family responsibilities. The salaries are set at a certain level, with an annual automatic increase and additional allocation for seniority and performance. It is outside the mandate and competence of the evaluators to assess whether there is a need to review the standard salary-level, but if the need is there, it is suggested that the chairperson, the SG and a designated staff member jointly assess the level, based on comparison with similar civil society organisations. Such an assessment may also look into the need for differentiated salary levels related to differentiated responsibilities and work load.

Additionally, staff receives non-salary benefits in the form of health insurance as well as communication allowance and annual home travel for international staff. These benefits are allocated for the staff member and not for dependents (spouse and children). This may contribute to making the positions in AIPP less attractive for staff with family responsibilities. It is therefore suggested to assess the possibility of extending certain benefits, e.g., health insurance and school fees for staff with direct family responsibilities. Again, the chairperson, SG and a designated staff could look into this.

Programming and Planning

The GA determines the overall priorities of AIPP, which are then translated into strategic plans, spanning a period of 4 years. However, as the plan is not funded, its actual implementation depends on the success in fund-raising. The strategic plans indicate objectives, outputs and the foreseen process to reach these, but are not specific with regards to impact and do not specify indicators to measure progress. Thus, these plans could be strengthened if objectives were reformulated to better reflect the desired impact and expected results and activities were related to measurable indicators.

The strategic plan is translated into an overall annual work, which is subsequently reflected in annual and monthly work plans of the thematic programs.



The evaluation found that there is a tendency that these work plans:

- Comprise both funded and non-funded (tentative) activities;
- Do not integrated targets and indicators derived from the logframes of the various projects;
- Do not reflect ongoing tasks contributing to the general functioning of the Secretariat, such as receiving visitors or participating in staff meetings;
- Do not specify the tasks of individual staff members, with a tendency that there is overlap or even duplication of work (relevant for the human rights team).

Planning could be further strengthened if work plans are revised to only reflected confirmed activities and also take into account the hitherto 'non-registered' work load and tasks. Work plans should also specify the tasks of individual staff members in connection with a given activity, fostering collaboration between staff members to make better use of differentiated competences and skills. Further, staff should make a tentative estimate of time allocated for the various tasks to assess the feasibility of their work plan. This should also help the teams prioritizing, e.g., to avoid that too much time is spent on activities with no direct reference to the core tasks of the team.



Community consultation and monitoring visit in Mondul Kiri Province, Cambodia.

Photo credit: AIPP

Financial Management and Cost Efficiency

The evaluators have not undertaken a detailed assessment of the institutional procedures and policies for administrative and financial management but, to a large extent, based their assessment on the detailed Financial Review of AIPP, undertaken by SwedBio in December 2010. Overall, the assessment concludes that Guidelines for financial management are well developed and that the system for follow-up and financial management is handled in a sufficient way. The assessment notes that budgeting is done as per the individual programs and recommends that AIPP prepare an overall annual budget for the whole organization, in order to facilitate ownership and control of the overall financial situation and sustainability of the organization. Based on an analysis of the budget, the assessment indicates that most donors only support programs and projects and do not include funding for the administration and overall management of AIPP. The assessment concludes that this is 'a constraint for the organization and its long-term sustainability'. The evaluation strongly confirms this conclusion.

Both the assessment and the evaluation conclude that AIPP has strong and reliable administrative and financial management systems in place and it has a proven track record of complying with diverse donor criteria. Thus, donors can rely on AIPP's own administrative and finance system, which should greatly facilitate the gradual transition into more sustainable funding arrangements (see p. 45).

AIPP is also in the process of building its financial independence from donors. The main initiative in this regard is the establishment of a printing press, as an integral element of the EU-funded human rights project. This is a highly innovative initiative which, according to the feasibility study, should provide AIPP with an independent income to enhance financial and institutional sustainability. Following this strategy, AIPP could consider ways of generating funds through donations and selling of publications and other promotional materials.



Funding

As has been mentioned numerous times in this report, the current funding pattern, with unpredictable, short-term and activity-related funding, undermines the prioritization by AIPP governance structures; deviates the focus from members' priorities to donors' supply; jeopardises sustainability; and adds to the pressure on the Secretariat.

Three NGOs (ICCO, IWGIA and SSNC) provide core funds for the functioning of the AIPP governance structures, designed as a project component entitled 'organisational strengthening' (this is in addition to funds for regional capacity-building provided by the same NGOs). In 2010, the amount received was \$148,696. These funds cover not only some staff salaries, but also the meetings of the EC, the sub-regional meetings, the program committee meetings, staff development, as well as networking and advocacy activities. In the context of short-term and activity-oriented funding modalities, the importance of this institutional support cannot be overestimated. This is an absolutely vital contribution to the functioning of the AIPP.

The evaluators find it crucial that all AIPP donors realize the institutional challenges related to the current funding patterns and do their outmost to adhere to the following principles of aid effectiveness:

- Ownership is with the AIPP, implying full respect for the priorities established by AIPP governance structures;
- Alignment of support to AIPP strategic plan, reporting cycles as well as management, administrative and financial procedures;
- Harmonisation among donors, e.g., by coordinating funding, missions, evaluations.



Recommendations for AIPP Secretariat and Donors

It is the opinion of the evaluators that the consolidation and strengthening of the capacity of the Secretariat to deal with the rapidly increasing pressure and work load, is the most urgent necessity of the AIPP. The importance of this cannot be overestimated as it is the prerequisite for consolidating and continuing the impressive work and achievements. It is thus recommended to:

- ↳ Formulate an integrated strategic plan, based on the priorities indicated by the GA and adjusted to the available funding, with clearly defined objectives, results, activities and measurable indicators;
- ↳ Elaborate a roadmap for the strengthening of the Secretariat, building on a series of interlinked steps and initiatives;
- ↳ Strengthen institutional policies regarding acceptable working hours, e.g., by instituting a mandatory leave day after working or traveling over weekends.

The evaluators also recognize that the above-mentioned recommendations will require a series of simultaneous steps and adjustments. The evaluators suggest the following steps to be considered:

- Request the EC and the GA to provide guidance on the prioritization of international/regional engagement, which in itself has grown to more than full-time work for the SG;
- Prioritize tasks by distinguishing what has to be done and what would be nice to do—and give absolute priority to the former;
- Review the division of tasks between staff members and the distribution of time per task. Again, this should lead to prioritization and focus and, for example, reduce the time the entire Secretariat spends in meetings—while ensuring tight inter-program coordination, team work and avoiding compartmentalization;



- Gradually implement a clearer management structure, where 'team leaders' can take on some of the staff management functions of the SG and establish a broader management team that would also comprise the leader of the finance and administration team;
- Continue the staff development scheme to enhance the skills of staff, e.g., related to language, technology, program management, evaluation techniques, etc.);
- Expand the Secretariat with the foreseen additional staff (3), including a senior official who can alleviate the burden of the SG. If decided by the GA, this should later be instituted as a Deputy SG;
- Review recruitment procedures, qualification requirements, family benefits and other conditions, which may pose a hindrance for attracting qualified indigenous candidates;
- Give new coming staff a thorough introduction to the AIPP and their area of work and allow an adjustment and learning period, before staff is requested to assume full responsibility;
- If budget allows, consider employing a person with expertise in project development/elaboration, logframes and budgeting, who can assist coordinators and members in fund-raising;
- If budget allows, further explore opportunities for outsourcing technical tasks, such as editing, design, translations and documentation;
- Further explore opportunities for establishing partnership with other institutions, e.g., training centers, legal resource centers, etc;
- Further build the human resource database on individual and organizational expertise among indigenous peoples in Asia, and engage these for specific tasks/consultancies, whenever possible.
- Establish a database of 'friends of the AIPP,' i.e., non-indigenous resource persons who can act as volunteers for AIPP on different tasks (logframe, editing, translations, technical input, etc.);
- Reactivate the internship program, both for indigenous and non-indigenous persons with a clear potential for learning and contributing. Interns could be assigned to AIPP Secretariat or member organisations and indigenous interns should be given as much exposure as possible to regional and international processes. This should match the capacity of the Secretariat to ensure proper supervision of interns and not be



an additional burden for the Secretariat in terms of supervision and logistics support. The immediate priority should be for interns who have needed skills while developing the capacity of the Secretariat to supervise interns for learning.

In view of the recommendation to gradually move into more sub-regional programming, it is recommended to:

- ↳ Combine the thematic organisation of the Secretariat with sub-regional focal-points, gradually moving the Secretariat from a purely thematic to a combined thematic/sub-regional structure, based on the capacity and skills of Secretariat members.

If the Secretariat decides to follow this suggestion, it should be a gradual transition and implemented in a way, which would not simply add more tasks to already overloaded coordinators. In order to test the approach, it would be recommendable to start with appointing sub-regional focal points within the human rights team, which is currently the biggest team. As the number of staff in other teams increase, the modality of sub-regional focal points could gradually be expanded. The Secretariat already has one positive experience in this regard, as one staff is serving as focal point for collaboration with the Thai members. This arrangement is highly appreciated by all, as it has facilitated coordination and communication. Below is a schematic model of such a matrix. It is based on the recommendations of the evaluation team, to reduce the number of sub-regions to four and the number of thematic areas to five (see pp. 36 and 68).

Theme/	Human rights	Environment	Capacity building	Research, Documentation	Women
Sub-region					
Sub-region 1					
Sub-region 2					
Sub-region 3					
Sub-region 4					

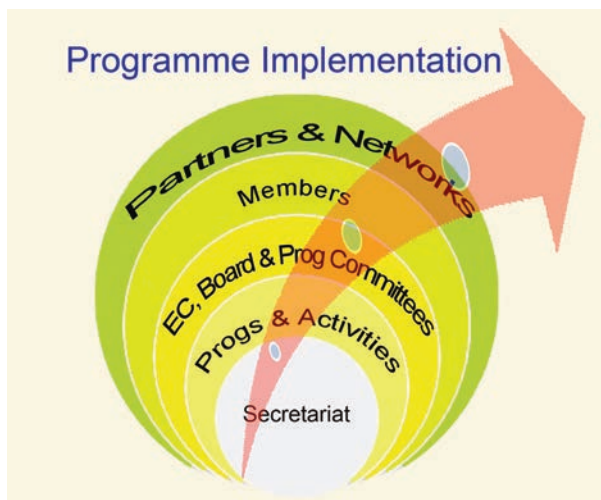
The evaluation concludes that the current funding patterns is a key constraint for the organization and its long-term sustainability, and therefore recommends to:

- ↳ Organise an annual donor forum and request donors to actively pursue the principles of ownership, alignment and harmonization of efforts in their support to AIPP.

The evaluators acknowledge that it will be a gradual process to change the current funding modalities into more sustainable institutional arrangements, particularly because of the diverse constraints faced by the donors. Ideally funding should be provided in the form of direct budget support, fully aligned with AIPP policies and plans. Particularly the current core funders should be encouraged to apply this modality. The current project funders should be encouraged to move into more programmatic collaboration, providing funding towards the programmatic priorities in AIPP strategic plan. All donors should be encouraged to coordinate and harmonise their support, particularly by attending the annual donor forum recommended by this evaluation. In the transition phase, it is suggested donors with different institutional constraints pursue the following minimum steps:

Donors with constraints to:	Should as a minimum:
Move beyond activity funding	Include an allocation for the institutional functioning of AIPP in activity-based funding
Move beyond project funding	Adjust the project support to support one or several priorities under AIPP strategic plan

6 PROGRAM AREAS



It is beyond the scope of the evaluation to make an in-depth and detailed analysis of AIPP programs, but the team has found it important to share the most important findings and recommendations that emerged from the interviews and field visits. However, it should be kept in mind that the evaluators had very little information about some of the program areas, so this will not provide a full picture.

Given the vastness of the region and the needs of indigenous peoples, AIPP's program outreach is still quite limited. In 2010, the overall budget for the programs (excluding administration and organizational strengthening) was \$1,105,945. Considering the huge number of activities, results and

impact of interventions, AIPP should be applauded for a very high degree of cost efficiency.

The priorities for AIPP program areas are set by the democratic governance structures of the institution. There are currently 9 program areas. The evaluators find that all programs are relevant to the overall needs and priorities of indigenous peoples of Asia, although the specific needs and priorities vary greatly within the various sub-regions, countries and local contexts. One issue that is not explicitly addressed, but was highlighted as central by many constituents, is conflict transformation and peace-building. However, the evaluators suggest that instead of adding new program areas, these should rather be merged or simplified into fewer key programs, which could encompass a number of sub-themes. This would simplify the organization and potentially strengthen the programmatic focus of the Secretariat.

With the exception of parts of the regional training program, most activities are implemented by member or network organisations and are generally evaluated very positively in terms of results and efficiency. Some members have difficulties in engaging in project cooperation, as there are government restrictions and special permits are required from security-related authorities. Other implementing organisations have weak capacity, which implies a huge work load for the Secretariat, to ensure that partners comply with donor requirements.

For some of the programs, and for different reasons, the evaluators have some concerns about effectiveness, impact and sustainability. These concerns will be raised in the sub-sections on specific program areas below.

When it comes to distribution of funds, the nine prioritized areas present a highly differentiated picture. In 2010, the human rights program accounted for 25% of the total funding of the organization, climate change 13% while the programs on women and on research and communication accounted for only 3% each. The program on youth was totally inactive. In 2011, this picture has already changed drastically as, for example, the women's program has been reactivated thanks to funding made available from UNIFEM, while the funding for climate change and REDD has been reduced. The youth program remains inactive. Rather than reflecting AIPP's own prioritization, the in- and decrease of activities reflect the pattern of funding made available during that particular year. The evaluators find that this has serious implications for the AIPP in terms of:

- » Pushing the organization towards a supply and donor-driven approach, undermining AIPP's own institutional mechanisms for governance and



priority-setting and the possibility of pursuing longer-term priorities in a systematic manner;

- » Pushing the Secretariat staff to focus on fundraising, donor relations and micro-project management rather than working on their thematic areas of responsibility and expertise;
- » Jeopardizing the sustainability and impact of programs.

Generally, the funding made available for AIPP programs is increasing. A recent and very positive development is that the European Union (EU) has approved substantial funding for the human rights program, and more donors seem to follow. Moreover, the EU project includes the establishment of a printing press, which is foreseen to be an important contribution to AIPP's independence and financial sustainability. This positive trend should be used to move AIPP from a short-term activity and project-oriented approach into a more long-term programmatic approach. This will require an effort of donors to avoid detailed earmarking and move into a more institutional or programmatic partnership with AIPP (through budget support or basket-funding of key program areas).

As a regional network, it cannot be expected nor is it desirable that AIPP directly responds to the numerous and diverse needs and priorities on the ground. Rather, the role of AIPP is to support and strengthen the program outreach of its constituents and there are high expectations that AIPP should facilitate and support members' fund raising efforts. While this is certainly recommendable and to some extent already happening, a more systematic approach will be required, including to strengthen the capacity of the Secretariat to provide such support.

Human Rights

The overall objective of the Human Rights Campaign and Policy Advocacy (HRCPA) program is to promote the respect, recognition and protection of the individual and collective rights of indigenous peoples through capacity building, campaign, advocacy, and lobby work at the national, regional and international levels.

The program comprises a large number of activities including capacity building, lobby and advocacy and regional events, workshops and seminars, along with campaigns and urgent appeals, publications and compilations. The HRCPA



has responsibility for supporting the Human Rights Defenders Network and the database on human rights violations. Only in 2010 did the HRCPA organize 27 major activities, including 6 international, 9 regional and 5 national workshops and 7 capacity-building events.



During 2010, the HRCPA did not have any long-term funding but depended entirely on activity-based contributions from a variety of donors. This, obviously, hampered strategic program implementation, sustainability and follow-up, and implied a heavy burden in terms of fund-raising and reporting. Starting July 2011, HRCPA will be implementing an EU-funded project on human rights and support to human rights defenders. The project provides a budget of 1.2 million euros over 3 years and signifies an excellent opportunity for the HRCPA to work in a planned and systematic manner with longer-term objectives. It is also evident that implementation will be challenging, as EU requirements to administrative and financial management are notoriously strict and the capacity of many of the implementing partners is weak. This will imply a drastic change in the tasks of the team, as it will have to provide technical input and guidance to partners. The Secretariat has adequately prepared for this by organizing a partnership meeting

in August 2011, which will also be part of a regional training on organization and financial management.

The initiation of the EU project provides a unique opportunity for the AIPP to review its HRPA program, including work plans and distribution of tasks among team members and maximize efficiency and sustainability.

International, Regional and National Involvement

The HRCPA coordinates the participation of AIPP in the numerous international events related to human rights and brings members' concerns to the international level. The representation of AIPP is mainly undertaken by the SG and, to a lesser extent, EC members.

This is an area where AIPP has had enormous impact in terms of raising the visibility, issues, concerns, recognition and opportunities of Asia indigenous peoples. This impact is well-documented and acknowledged by all major stakeholders, including the global indigenous movement, which is increasingly requesting AIPP participation and leadership to add legitimacy and compensate for organizational deficits in other regions. Indigenous leaders from other regions highlight the capacity of AIPP for diplomacy, both with governments and in terms of seeking common positions among indigenous peoples at a global scale.

The capacity of AIPP to internationalise the concerns of indigenous peoples is valued by members as one of the most important outcomes of their engagement. Members can also point to impact of the international engagement at the country level. In spite of capacity-building efforts, many members still lack clarity about the mandates, opportunities and limitations of the various human rights and how to make use of the international system and instruments. In this context, the elaboration of simplified information materials, posters, etc., is much appreciated by constituents.

It is a challenge to achieve multiplier effects and ensure that internationalization has impact on the ground in the short term. Through the UNDRIP advocacy training, AIPP is helping members to elaborate follow-up strategies and assist them in meeting the UN agencies at country-level. The engagement with UN agencies at the country level is closely related to the readiness, capacity and level of organisation of constituents, with some national federations engaging with UN agencies at varying degrees. In other cases, AIPP is assisting its constituents by facilitating communications and coordination of certain activities with UN agencies at the country level. Here, international advocacy efforts have contributed



to enlarging the opportunities as more and more UN agencies have specific policies and programs in support of indigenous peoples. Also, the existence of country-level implementation mechanisms could serve as one parameter for prioritizing and guiding international advocacy. By combining the focus on international advocacy and implementation mechanisms, AIPP could ensure a better balance between the global and the local engagement.

At the regional level, the work with ASEAN, and particularly the AICHR, is gaining momentum. Members have also expressed interest in engaging with the South Asian Association for Regional Cooperation (SAARC) but so far, this has not been concretised, also SAARC does not provide opportunities for direct engagement, unlike the ASEAN. This is one area where AIPP can learn from the African indigenous peoples, who have generated positive experience working with the African Commission on Human and Peoples Rights (ACHPR) under the African Union (AU). At the national level, AIPP is increasingly engaging with national human rights institutions, including in collaboration with the OHCHR.

Documentation, Human Rights Defenders Network and Database

Training on human rights documentation was organised in collaboration with Indigenous Peoples Center for Research, Documentation and Information (DOCIP) in 2008, on data collection, cross-check of information, identification of perpetrators, etc.). In order to operationalize the learning, follow-up in the field would have been necessary, but funding was not available. The Human Rights Defenders Network, started functioning late 2010, established after the second human rights training on documentation and advocacy. Some resources are available from Open Society Institute (OSI), but only for South-East Asia.

The database of human rights violations of indigenous peoples in Asia was initiated in 2010, supported by the OSI, and launched in the first half of 2011 as part of the Asia Human Rights Monitoring Systems (ARMS) website (www.asia-humanrights.com). The original target was to upload 200 cases, but the database is still in customization stage and only 18 cases were uploaded. Apart from the technicalities of the database, the bottleneck is the time-consuming verification of cases, which require work of both database and human rights staff.

All of these initiatives will be sustained by the EU project over the coming 3 years and beyond, as the establishment of a project-supported printing press will hopefully generate regular income for AIPP.



Research and Communication

Research and communication is a strategic area, intrinsically connected with capacity-building and organizational strengthening, networking and advocacy. Main activities under this program are the commission of case studies, elaboration of publications, and sourcing and dissemination, including through list serves and website. Until late 2009, the program also comprised a component for translation and dissemination of key information at national level, but this was abandoned due to the irregularity of translations and the difficulties in getting feed-back and monitoring impacts. The translation was replaced by the publication of info-posters on UNDRIP, which are being translated and disseminated within the network. This is highly appreciated by recipients. Also AIPP publications are highly relevant and strategic, including training manuals and guiding materials on key issues such as REDD+ and climate change.

AIPP necessarily have to take multiple factors into account, when developing a strategy for this area:

- The language barriers between the regional and the national and the national and the local levels;
- The limited access to basic communication facilities (internet, phone) of many constituents;
- The difficulties and high costs of distributing printed materials;
- The sensation of 'information overload', as constituents have difficulties in digesting and differentiating the disseminated information (e.g., through the different list-serves operated by AIPP and other network organisations). The differentiated levels of awareness of their rights, international processes etc. of the diverse constituents.

Access to information was valued as positive and important by all constituents but this is an area where needs are very different and it is impossible to develop a model that fits all. This leads to a request from members to receive customized information, which will also not be possible, given the magnitude and diversity of constituents. Further, AIPP has not received systematic feed-back, also because of change of coordinators and the fact that the Program Committee for research and communication has not functioned well.

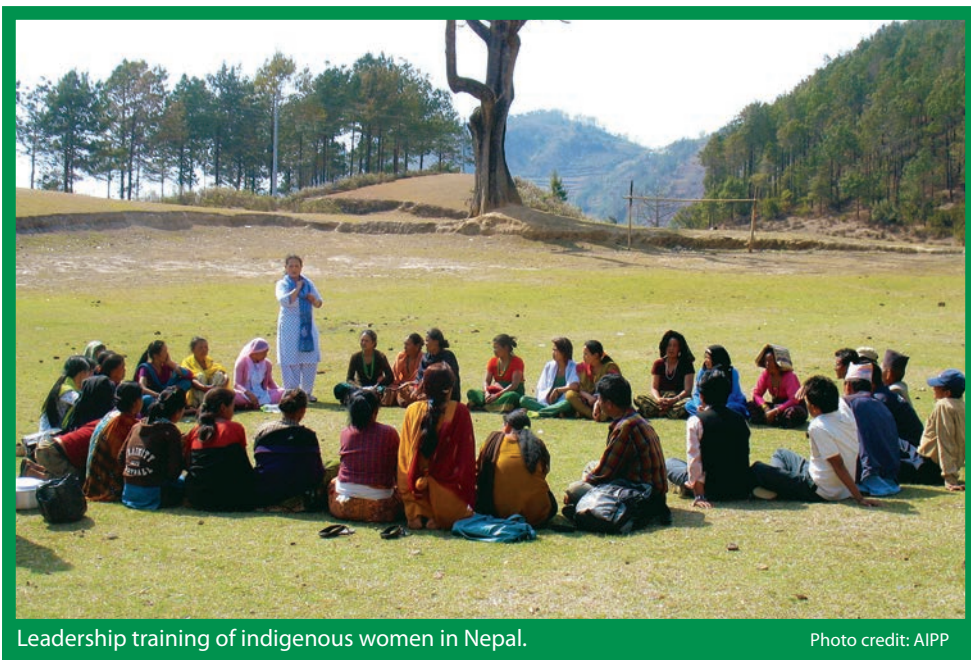


Overall, it may be useful for AIPP to clearly distinguish between communication within AIPP structures and constituents (communication that recipients need to have, to reflect upon and respond to) and information-sharing (information that can enrich and inspire the work of constituents but which does not require response or follow-up). Based on this distinction, communication is an integral element of the functioning of the organisation and its governance structures; it concerns everybody and should be as effective as possible. Research and information-sharing can be regarded as a specific program of strategic importance for all other thematic program areas.

Indigenous Women

The program aims to empower indigenous women through networking, education and capacity building, and raise awareness for the recognition of indigenous women's rights and effective participation in decision making. The program was largely dormant until a project on Empowering Indigenous Women in Traditional Customary Institutions was initiated in September 2010, with the support of UN Women (formerly UNIFEM). The goal is to empower indigenous women at the grassroots level and advocate and lobby for their rights, with a focus on violence against women. The project is implemented in India, Nepal and Philippines by Cordillera Women's Education Action Research Centre (CWEARC), Adivasi Women's Network (AWN), Indigenous Women's Forum of Northeast India (IWFNEI) and Nepal Indigenous Women's Federation (NIWF).





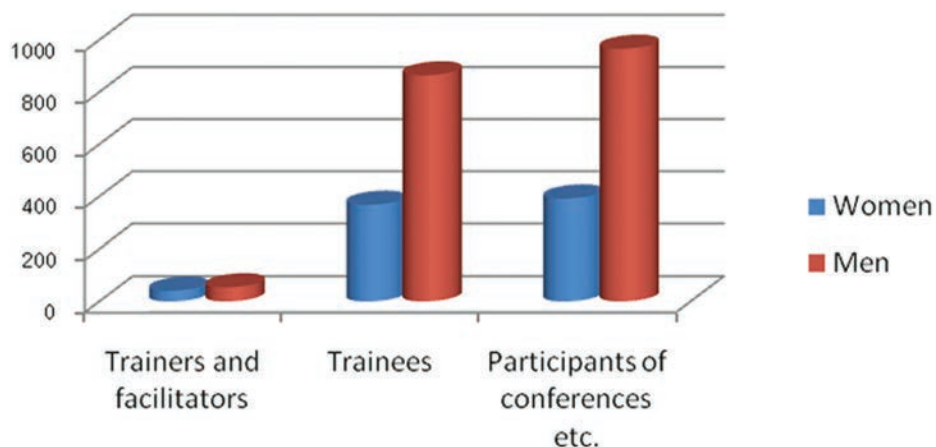
Leadership training of indigenous women in Nepal.

Photo credit: AIPP

As the project has been recently initiated, it is premature for the evaluation to assess progress and impact. However, the following issues were highlighted by constituents:

- Program on indigenous women is highly relevant and much appreciated; awareness raising on equal rights allows indigenous women to speak out their concerns in public;
- When women organize and come together, as in Northeast India, they can mobilise and bring communities together and actively addressing conflicts and build peace between communities;
- Most women's organisations are recently emerging and still have weak institutional capacity and face limitations as they are not officially recognized. Efforts are made through voluntary work and self-funding but the resources, time and seriousness of matters is often not recognized by others.

Disaggregated data of gender participation in activities implemented by AIPP and its local partners (2010)



The chart represents the trainings, workshops/conferences/meetings organized by AIPP Secretariat and local partners at the local, national, sub-regional, regional and international levels.

	Women	Men
Trainers and facilitators*	41	54
Trainees	368	864
Participants of conferences etc.	392	966

**incomplete data of the number of trainers and facilitators in the activities implemented by local partners*

Climate Change

The program aims to promote the recognition of the right of indigenous peoples in mitigation and adaptation actions in relation to climate change at the local, national, regional and international levels, with a focus on REDD (Reducing Emission from Deforestation and forest Degradation). The program includes awareness-raising, capacity building, lobbying, advocacy and networking activities at various levels in relation to REDD and climate change. The program is implemented in Indonesia, Laos, Nepal, Vietnam and Thailand by Aliansi Masyarakat Aadat Nusantara (AMAN), Global Association for Peoples and Environment (GAPE), Nepal Federation of Indigenous Nationalities (NEFIN), Centre for Sustainable Development in Mountainous Areas (CSDM) and the Indigenous Peoples' Foundation on Education and Environment (IPF).

The Climate Change and Monitoring Network (CCMIN) was established in 2009, to share and disseminate information among partners and constituents.

AIPP and constituents, in particular AMAN, have been instrumental in raising attention and recognition of indigenous peoples' rights in international climate change-related processes, which is also increasingly being translated into impact at the country-level.





Community-based carbon monitoring training in session, Thailand. Photo credit: AIPP



Indigenous Peoples' Knowledge and Biodiversity

The program was largely dormant in 2010, due to absence of a coordinator and funding. Most activities were related to the Collaborative Management Learning Network (CMLN), funded by SwedBio and MacKnight Foundation. This project also came to an end in December 2010, which gives raise to sustainability concerns related to the continued support to the community forest patrols organized through the program. Also, the specific website of the CMLN was closed but key documents transferred to AIPP w website.

Other activities were related to the 10th Conference of the Parties (COP) of the Convention on Biological Diversity (CBD), where AIPP acted as the regional host for the International Indigenous Forum on Biodiversity (IIFB).

Indigenous Youth and Development

The program is basically inactive as there is no staff or funds available. Previously, the program has facilitated youth-elder dialogues, which have been much appreciated. If the program is closed, the concern for youth and inter-generational transmission of knowledge and values could be integrated as a cross-cutting priority in AIPP program collaboration.

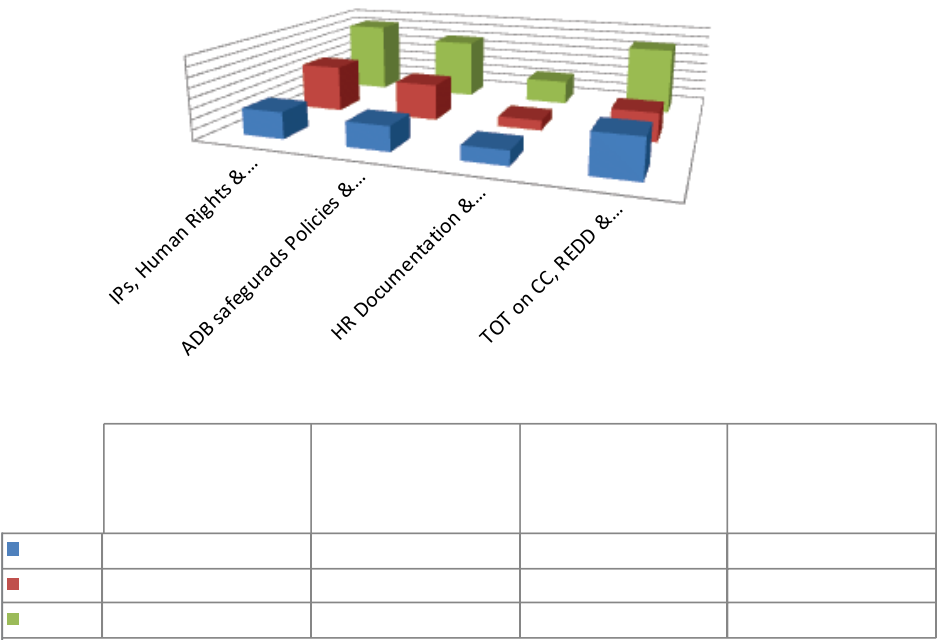
Regional Capacity-Building

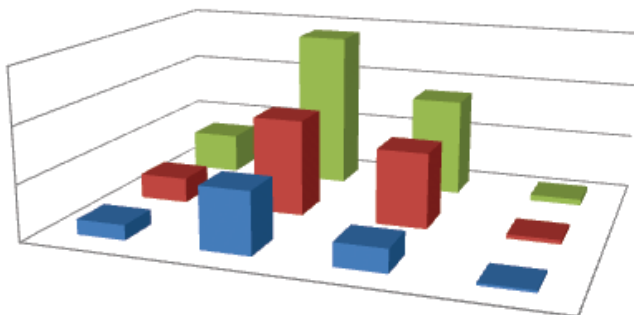
Capacity building is the main priority for most AIPP constituents and the lack of skilled and experienced human resources is one of the most significant limitations for the further expansion of the scope and impact of AIPP. Most AIPP activities therefore have a capacity-building dimension beyond their thematic focus. AIPP currently has three main training programs, under the overall umbrella of the Indigenous Learning Institute (ILI): 1) Community Organisers Training (COT); 2) Leadership Training (LT); and 3) Promotion of UNDRIP and Advocacy.



In addition, training courses are organized on specific topics such as ASEAN, climate change and REDD, Asia Development Bank (ADB) safeguards, human rights documentation, etc. The total number of participants in AIPP training in 2010 was 1,196, with the largest number attending community trainings on UNDRIP (567), followed by national-level training on climate change and REDD (353).

Consolidated data of AIPP Capacity Building Trainings implemented in 2010





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Funding for ILI core budget and regional trainings is provided by IWGIA and ICCO (in addition to institutional core funding), while funding for the other activities is mobilized through a diversity of donors, adding the burden of fund-raising and reporting to the coordinator.

Recent evaluations of the COT, LT and UNDRIP trainings indicate the relevance and results of these programs but also raise some concerns related to the effectiveness, impact and sustainability.

The COT methodology was developed by Partners of Community Organizations (PACOS) and first implemented in communities in Sabah/Malaysia and later expanded to Toraya/Indonesia (by AMAN-Toraya) and Peninsular Malaysia by Sinui Pai Nanek Sengik (SPNS) through a ToT approach. PACOS acts as the 'learning centre', providing guidance for other implementing partners. COT addresses selected individuals at the grassroots level, and is particularly targeting less

organized communities. This means that the focus of COT in some areas is below the structures of the AIPP members and network organisations. In this sense, COT addresses grass-roots in a horizontal manner, and does not bridge with the vertical leadership training and capacity-building within AIPP structure.



Community organizer's training in session in Toraja, Indonesia.

Photo credit: Chris Erni

This raises concern about relevance and sustainability as there are no institutional structures, which can absorb the trainees and, in some cases, there is no follow-up to ensure that trainees will remain active in the communities. In addition, the COT approach is quite costly as it builds up the capacity of the trainee over a 6 months period (one batch of 20-25 trainees, of whom many drop out before completion, had a cost of 60,000 euros in 2010).

The LT methodology was developed by Cordillera Peoples Alliance (CPA) and CPA acts as the Lead trainer and learning centre for expanding the training to Thailand, implemented by the Inter-Mountain Peoples' Education and Culture (IMPECT) and to India, implemented by Bindrai Institute for Research Study and Action (BIRSA). The COT and LT training manuals are translated and localized by partner-organizations at the local level. In both cases, the results have been very encouraging in the 'learning centres', where the approaches emerged, but

there have been challenges in transferring the methodology to other contexts. For example, very solid LT results have been achieved in the Philippines, while the manual was felt as being too complicated for the trainees in Thailand. The experience seem to suggest that the methodology, contents and approach need to be even more contextualized to the circumstances, language, experience and priorities of the constituents, e.g., by combining elements of the LT and COT, according to needs.

The program committee has decided not to expand COT and LT to new partners but to consolidate the results, review manuals and do refresher training in Toraya.

It should be noted that AMAN, CPA and PACOS are all long-term partners of IWGIA, and it could therefore be discussed whether it would reduce transaction costs if funds for COT and LT were directly included in partnership agreements with these organisations instead of going through AIPP.

After the 2007 adoption of UNDRIP, AIPP has prioritised translation and awareness-raising on the UNDRIP, to promote its implementation. Through funding from the Christensen Foundation, more than 500 community leaders have received training on UNDRIP, following a ToT approach. A recent participatory evaluation indicates that this training was highly successful and cost efficient.

AIPP constituents have clearly indicated training and capacity-building as their key priority. Training needs include training on fund-raising, project elaboration, institutional development, organizational and financial management, conflict transformation, gender and many more. Some of these capacity building needs can be addressed at a regional scale; others are specific to a given context.

One key element is the construction of a training centre in Chiang Mai, which would serve as the regional knowledge centre for TOT, thematic trainings etc. AIPP has already purchased the land and made plans for the construction, but so far no donors have made a commitment.



International Finance Institutions

AIPP is about to initiate a new and highly relevant program on IFIs, particularly the operationalization of safeguard policies of the WB, ADB and the International Finance Corporation (IFC). The program is yet to start, but the evaluators suggest that this is not made into a separate program but rather included as one component of the human rights program, as it is intrinsically linked to international advocacy and lobbying efforts.

Recommendations for Program Implementation

In order to simplify program management and implementation, it is recommended to:

- ↳ Merge the nine prioritized programs into five broad program areas: Human Rights; Capacity Building; Environment; Women; Research & Information-sharing.

It is suggested not to sustain organizational strengthening as a separate program, but consider it an integral element of the institutional functioning. Networking and advocacy activities could be integrated under the key thematic areas (e.g., human rights and environment). It is further suggested that indigenous knowledge and biodiversity as well as climate change and REDD could come under the overall umbrella of environment, while indigenous youth and development could be made cross-cutting priorities. There would be multiple opportunities for including youth:

- Youth can be involved and included in all training and capacity-building programs;
- Youth can be involved in innovative use of media and technology, also to strengthen trans-generational transmission of knowledge, customs and culture;



- Youth can be given opportunities as interns in AIPP Secretariat and member organisations.

AIPP has achieved impressive results and impact within the field of human rights and advocacy, but there are some sustainability concerns related to some of the current elements of the HRP program. It is recommended to:

- ↳ Review the human rights program, to embed the EU project in a larger strategic framework, setting priorities for the international engagement and pursuing efficiency and sustainability of ongoing initiatives for human rights documentation, database and the Human Rights Defenders Network.

International engagement is an area where some tough prioritization has to be made, as it is simply not possible for AIPP to participate in all. Prioritisation should be assessed based on the closeness and importance of the processes and for the priorities identified by AIPP constituents as well as the possibility to link advocacy to implementation mechanisms on the ground (e.g., by involving UN agencies with programs on the ground).

Research and information-sharing is a key area, but also fundamentally different for the need to ensure effective communication within AIPP structures. It is recommended to:

- ↳ Review and further refine AIPP strategies for research and information-sharing and communication, with a view to simplifying and enhancing effectiveness of communication and making information accessible in a simplified and flexible way.

With regards to information-sharing, AIPP should request more feed-back and input from constituents but use the following ideas conveyed by staff and constituents as a starting point:

- Avoid pure dissemination of readily available information, which is, to some extent duplication;
- Depart from an analysis of already existing information-sharing mechanisms and portals, e.g., Indigenous Portal; Inter Press Service, etc. and assess the possibility for establishing partnerships with these;

- Send out periodic newsletter and generate and disseminate simplified analytical information, 'packaged' with AIPP brand;
- Explore the opportunity for outsourcing such newsletter and information 'packages' to indigenous journalists;
- Establish a website system with subscription modules (RSS), where constituents can subscribe and chose from lists of information;
- Strengthen collaboration with capacity-building and thematic programs and prepare simple briefings on key topics (one-pagers for download, translation and replication) and gradually build up a series of materials (posters, presentations, briefs, booklets) which can be used in a flexible manner by constituents (start from simple materials before moving into more complicated translations of international law);
- Provide funds for constituents for translation, replication and dissemination of simple information and capacity-building materials (this is both effective and cost efficient as it is done at the local level);
- Further pursue innovative use of information technology; radio, film-making, social media. This could potentially also be interesting for youth-elders dialogue.

Regarding communication, AIPP should seek further feed-back and input from constituents in order to elaborate a simple and effective communication strategy, which ensures transparency and facilitate decision-making. This would include, but not be limited to, exploring the following ideas conveyed by AIPP staff and constituents:

- Explore opportunities for contributing funds for members' basic communication to ensure that all have basic access to internet;
- Include training in use of information technology in the EU-funded project for human rights defenders;
- Encourage the use of skype among constituents, also to facilitate conference calls;
- Install a web-based filing system, which will facilitate access to documents and materials for staff and constituents when traveling or based outside the Office, building on the AIPP web-based database.



Capacity-building is the key priority of AIPP constituents and it is thus recommended to:

- ↳ Elaborate a comprehensive capacity-building strategy, diversified to the needs of the sub-regions, and present it to donors in a coordinated manner as the key priority of AIPP.

Capacity-building efforts should be pursued through long-term large-scale partnerships with donors that would allow for systematic, sequential and diverse capacity efforts. It is suggested that the urgency of the need for comprehensive support to the regional capacity-building strategy of AIPP be discussed with donors in a joint manner, if possible at the suggested annual donor forum. Capacity-building efforts should be directed at supporting the vertical structures of AIPP, from local organisations to the top-level of its governance structures and Secretariat. In the view of the evaluators, AIPP should for the time being not prioritise the horizontal expansion of training efforts to more grassroots communities. However, there may be elements of the COT approach and methodology that can be adapted to local-level organisations. It is suggested that the following aspects be taken into consideration when revising the ILI:

- Undertake a training needs assessment of constituents per sub-region, as the basis for the ILI strategy for the coming years;
- Ensure the institutional anchorage of trainees, to make sure that results can be sustained;
- Build the ILI around modules that can be combined in a flexible manner, according to local needs, e.g., modules on institutional development, fund-raising and management; UNDRIP, UN mechanisms, women's rights; conflict transformation; climate change and REDD;
- Elaborate simple training materials, modules, presentations, videos, interviews, sound files, etc. that can be uploaded to website and easily distributed to constituents;
- Use AIPP Secretariat as a learning centre for institutional, administrative and financial management issues; share guidelines, manuals, etc. and offer trainings/internships to constituents;
- Mobilise comprehensive donor support for the establishment of the regional training centre in Chiang Mai;

- Focus on the practical follow-up to training and provide funds for replication, sharing and customizing of materials, etc.
- Where necessary, facilitate constituents' access to locally and nationally available skills-related training (e.g., language, information technology);
- Request UN agencies and the Inter-Agency Support Group to contribute to systematic capacity-building, e.g., by rethinking the approach to the UN indigenous fellowship program;
- Explore opportunities to partner with other institutions/agencies offering training to indigenous peoples, e.g., the International Training Centre for Indigenous Peoples (ITCIP) in Greenland, etc.





ANNEXES



Annex I

Profile of AIPP Regional Secretariat Staff



Ms. Joan Carling
Secretary General

Ms. Joan Carling belongs to the Kankanaey, Igorot tribe from the Cordillera Region, Philippines. She was the Secretary General, and consequently the Chairperson of the Cordillera Peoples' Alliance (CPA) from 1997-2006. She has been an indigenous activist for more than two decades working on human rights, environment and development issues relating to indigenous peoples from the grassroots, national, regional and international levels. Her educational background is in sociology and economics.



Mr. Gam A. Shimray
Assistant to the Secretary General

Mr. Gam A. Shimray is a Naga from Northeast part of India. He is a Member of Naga Peoples Movement for Human Rights (NPMHR) and has been an indigenous activist for the last 15 years. He was the Convenor of NPMHR (Delhi Sector), and also served as the National Coordinator of All India Coordinating Forum of the Adivasi/Indigenous Peoples for five years. His educational background is in history, political science and development studies.



Ms. Bernice Aquino See
Coordinator, Human Rights Campaign and Policy Advocacy

Ms. Bernice A. See is a Kankanaey from the Cordillera Region, Philippines. She worked with the indigenous peoples movement in the Cordillera since the late 60s. From being a student activist, she worked on the indigenous peoples development agenda, indigenous women's movement and moved on to Asia regional work on human rights. She was the Secretary-General of the Cordillera indigenous women's formation, Innabuyog (GABRIELA-Cordillera) since its founding in 1990 until 1999. She finished her studies in mathematics.



Mr. Binota Moy Dhamai
Program Officer, Human Rights Campaign and Policy Advocacy

Mr. Binota Moy Dhamai is a Jumma (Tripura) from the Chittagong Hill Tracts (CHT) in Bangladesh. He obtained his Master's Degree in Philosophy from Dhaka University. Before joining AIPP, he worked with local and national level indigenous organizations to promote the rights of indigenous peoples in Bangladesh. He is a former UN OHCHR Indigenous Fellow and worked as an intern with PRO 169, NORMES Department of ILO in Geneva.



Mr. Richard Gadit
Human Rights Advocacy Officer

Mr. Richard Gadit belongs to the Tuwali, Ifugao indigenous peoples in the Cordillera Region, Philippines. He joined the Cordillera Peoples Alliance (CPA) as a volunteer while he was a student at the University of the Philippines where he obtained his degree in Community Development. After graduation, he continued working for CPA where he was involved in organizing indigenous youth, advocating for indigenous peoples rights and campaigning on development issues related to indigenous peoples.



Mr. Ashok Kumar Chakma
Coordinator, International Finance Institutions and Indigenous Peoples

Ashok Kumar Chakma is a Jumma (Chakma) from the Chittagong Hill Tracts (CHT) of Bangladesh. He completed his Master degree in Economics from University of Dhaka, Bangladesh. Before joining AIPP, he worked as the Executive Director of Trinamul Unnayan Sangstha (TUS), an indigenous people's development organisation in Khagrachari Hill District, CHT from 2003 to 2008. In 2010 he obtained his Master degree in Development Practice (advanced) in Planning for Social Development from the University of Queensland, Australia. As a development activist, he has expertise in community development, social planning and policy research.



Mr. Kaw Khu Htoo (Kaw)
Human Rights Documentation and Database Officer

Mr. Kaw Khu Htoo is from Myanmar and belongs to the Karen indigenous group. He graduated from the Asian Institute of Technology in 2009 with a Master of Science in Information Management and also has additional educational qualification in Computer Science and Engineering. Kaw Khu Htoo has spent many years of his life teaching and working with various ethnic minority groups in Myanmar. Most recently, before joining AIPP, he was teaching English and job skills to Karen & Burmese refugees in refugee camps along the Thai-Burma border.



Ms. Atina Gangmei
Coordinator, Regional Capacity Building

Ms. Atina Gangmei is a Naga from North-east India. She holds a Bachelor's Degree in Political Science from North Eastern Hills University, India. Prior to joining AIPP, she worked with the Zeliangrong Women's Organization and Ruangmei Luc Phuum, a mass-based women's organization that works to promote indigenous women's rights. She is a former Indigenous Fellow at the United Nations Office of the High Commissioner for Human Rights.

	<p>Mr. Prabindra Shakya Coordinator, Research and Communication Development</p> <p>Mr. Shakya belongs to Newar indigenous group of Nepal. He studied Master of Arts in Inter-Asia NGO Studies at Sungkonghoe University in Seoul. Previously, he worked as a Program and Communications Associate at the Kathmandu office of the International Center for Transitional Justice (ICTJ) that works to enhance the post-conflict justice processes in the country. His educational background is in sociology, anthropology and population studies.</p>
	<p>Mr. Shree Kumar Maharjan Coordinator, Climate Change and REDD</p> <p>Shree belongs to the indigenous Newar community of the Central part of the Nepal. He has completed his Masters in Agriculture specializing in Conservation Ecology from the Institute of Agriculture and Animal Science, Nepal in 2006. Previously, he worked as the Program Coordinator in the Resource Identification and Management Society and as the Program Officer at the Local Initiatives for Biodiversity Research and Development (LI-BIRD). In these organizations, he worked with the Tharu, Chepang and Tamang indigenous communities of Nepal on community-based biodiversity management and participatory vulnerabilities assessment and local adaptation plans of actions (LAPAs) for mainstreaming them into development processes. He was an Executive member of the Kirtipur Volunteer Society (KVS), which worked for building capacities of indigenous youth volunteers on social and environment issues.</p>
	<p>Mr. Lakpa Nuri Sherpa Climate Change Monitoring and Information Network Officer</p> <p>Mr. Lakpa Nuri Sherpa hails from Eastern part of Nepal. He belongs to the Sherpa indigenous community. Sherpa completed his Bachelor's degree in Electronics and Communications from Pokhara University, Nepal. Before joining AIPP, he was actively associated with Nepal Federation of Indigenous Nationalities (NEFIN) as the Research Assistant and later as the Climate Change Monitoring and Information Network (CCMIN) Officer Nepal Federation of Indigenous Nationalities (NEFIN) under the NEFIN-Climate Change and REDD Partnership Program.</p>
	<p>Ms. Shimreichon Luithui-Erni Coordinator, Indigenous Women</p> <p>Shimreichon Luithui is a Naga from Northeast India. She holds a Master of Philosophy in Political Science from the Jawaharlal Nehru University, New Delhi. She was an active member of Naga Peoples Movement for Human Rights for almost two decades. She has for many years worked with indigenous peoples' issues within The Other Media, an organization formed by grassroot-based mass movements, academics and media people of India. She was the Coordinator of the All India Coordinating Forum of the Adivasi/Indigenous Peoples, India. She also worked as the Regional Coordinator of Indigenous Knowledge and Peoples (IKAP), a network in Mainland Mountain Southeast Asia for almost 5 years (until May 2010).</p>





Ms. Kamonphan Saelee
Administrative Manager

Ms. Kamonphan Saelee is a Lisu from Chiang Rai Province, Thailand. She obtained her Bachelor's Degree in Cooperative Economy from Maejo University, Chiang Mai. She has been an indigenous activist for the past seven years and was working with the IMPECT before she joined AIPP. She has expertise in community mapping and environmental issues.



Ms. Pirawan Wongnithisathaporn
Assistant Admin Officer

Ms. Pirawan is a Karen from Chiang Mai, Thailand. She holds a Bachelor's Degree in Home and Community from Chiang Mai University, Thailand. Before joining AIPP, she worked as a trainer on primary health care with the Malteser International, a Health Aids organization working with refugees along the Thai-Burma Borders. She joined AIPP in September 2011.



Ms. Apinya Putipraisakun
Finance Manager

Ms. Apinya Putipraisakun, is a Lahu, from Fang District, Chiang Mai Province, Thailand. She holds a Bachelor's Degree in General Management (accounting) from Chiang Mai Rajabhat University. Before joining AIPP, she worked with Thailand Lahu Baptist Convention looking after finance and accounting for five years.



Ms. Saowaluck Thaluang (Sao)
Assistant Finance Manager

Ms. Saowaluck Thaluang (Sao) is a Pwa Ka Nyaw (Karen) from Mae Hong Son, Thailand. She holds a Bachelor's Degree in Business and Administration from Payap University, Thailand. Before joining AIPP, she worked with the Distri-Thai Ltd as their Sale's Representative. She joined AIPP in January 2008.



Mr. Benjamin Tongpoeng (Ben)
Management Director, AIPP Printing Press

Mr. Benjamin Tongpoeng (Ben) is a Pwa Ka Nyaw (Karen) from Chiang Mai, Thailand. He holds a Bachelor's Degree in Aquatic Science from Burapha University, Thailand. Before joining AIPP, he worked at the Asian Aquaculture Company limited as a Technician Counselor at first, then at Thai Union Feed Mill Company limited as Product Researcher and Developer. In 2005, he completed some courses in computer science at the Strayer University Campus Memphis Tennessee, USA. He joined AIPP in August, 2006.

Annex II

Executive Council Members

Nepal/India/Sri Lanka/Pakistan	Mr. Shankar Limbu NGO-Federation of Nepalese Indigenous Nationalities (NGO FONIN), Nepal
Bangladesh/NE India/Myanmar	Mr. Famark Hlawning (Chairperson) Chin Human Rights Organization (CHRO), Burma
Thailand/Laos/Cambodia/Vietnam/ Southwest China	Ms. Luong Thi Truong Center for Sustainable Development of the Mountainous Areas (CSDM), Vietnam
Malaysia/Indonesia	Ms. Rukka Sombolinggi Alyansi Masyarakat Adat Nusantara (AMAN), Indonesia
Philippines/Timor Leste	Mr. Ergilio Vincente Covalima Youth Center (CYC), Timor Leste
Japan	Mr. Yupo Abe Ainu Peoples Council (APC), Japan
Secretary General	Ms. Joan Carling Cordillera Peoples' Alliance (CPA), Philippines

Annex III

Board Members

President	Chupinit Kesmanee
Vice President	Prasert Trakansupakorn
Secretary	Samart Srijumnong
Treasurer	Sakda Saenmi
Member	Luvingam Luithui
Member	Jannie Lasimbang
Member	Joan Carling
Member	Narumon Arunotai

Annex IV

Member Organizations

Region	Members
East Asia	Ainu Peoples Council (APC), Japan Thao Culture Development Association (TCDA) Taiwan Association for Rights Advancement for Ping Pu Plains Aborigine Peoples (TARA - Ping Pu)
Philippines/Timor Leste	Cordillera Peoples' Alliance (CPA), Philippines PANAGTAGBO - Mindanao, Philippines Covalima Youth Centre (CYC), Timor Leste Kalipunan ng mga Katutubong Mamamayan ng Pilipinas (KAMP)
Malaysia/Indonesia	Alliance of Indigenous Peoples of the Archipelago (AMAN), Indonesia Partners of Community Organisation (PACOS TRUST), Sabah, Malaysia Indigenous Peoples Network of Malaysia (JOAS), Malaysia
Thailand/Vietnam/Laos/Cambodia	Inter-Mountain Peoples' Education and Culture (IMPECT), Thailand Assembly of Indigenous and Tribal Peoples' of Thailand (AITT) Thailand Karen Network for Culture and Environment (KNCE), Thailand Hmong Association for Development in Thailand (MDT), Thailand Indigenous Women's Network of Thailand (IWNT)** Cambodia Indigenous Youth Association (CIYA), Cambodia Organization to Promote Kui Culture (OPKC),** Cambodia Indigenous Rights Active Member (IRAM),** Cambodia Community Knowledge Support Association (CKSA),** Lao PDR Gender and Development Group (GDG),** Lao PDR Centre for Sustainable Development in Mountainous Areas (CSDM), Vietnam
Burma/Northeast India/Bangladesh	Chin Human Rights Organisation (CHRO), Burma Borok Indigenous/Tribal Peoples Development Centre (BITPDC), NE India Naga Peoples Movement for Human Rights (NPMHR), NE India Zo Indigenous Forum (ZIF), NE India** Indigenous Women Forum for Northeast India (IWFNEI), NE India** Karbi Human Rights Watch (KHRW), NE India** Nationalities Youth Forum (NYF), Burma Bawm Indigenous Peoples' Organisation (BIPO), Bangladesh Bangladesh Adivasi Forum (BAF), Bangladesh Trinamul Unnayan Sangstha (TUS), Bangladesh Zabarang Kalyan Samity (ZKS), Bangladesh Kapaeng Foundation (KF), Bangladesh**

India/Pakistan/Nepal/Sri Lanka	Jharkandis Organisation for Human Rights (JOHAR), India Adivasi Women's Network (AWN), ** India Adivasi Gothra Maha Sabha (AGMS), India Nepal Federation of Indigenous Nationalities (NEFIN), Nepal NGO-Federation of Nepalese indigenous nationalities (NGO-FONIN), Nepal Nepal Indigenous Women Federation (NIWF), Nepal
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***Candidate Members*

Annex V

AIPP Capacity-building Initiatives

Sl. No	Activities	Implementing Partners & Countries	Project Period
1	Leadership Training for indigenous Community (LT)	CPA & KALUMARAN in Philippines PACOS in Malaysia BIRSA in India IMPECT in Thailand	Pilot Phase: July 2005- August 2007 Phase 1: September 2007- March 2010 Phase 2: April 2010- March 2012
2	Community Organizing Training (COT)	ICSO in Cambodia TUS in Bangladesh PACOS & SPNS in Malaysia AMANTORAYA in Indonesia	Pilot Phase: July 2005- August 2007 Phase 1: September 2007- March 2010 Phase 2: April 2010- March 2012
3	UNDRIP Advocacy Training	PACOS & JOAS in Malaysia CPA, KASAPI & KALUMARAN in Philippines BIRSA/JOHAR in India MALEYA in Bangladesh IMPECT in Thailand AMANTORAYA in Indonesia	Pilot Phase: 2008-2010 Phase 2: 2011-2012
4	Human Rights Documentation & Advocacy Training	15 IPs organizations from Cambodia, Thailand, Indonesia and Malaysia	2010-2011
5	Training on Indigenous Peoples, Human Rights and Advocacy in the Asia-Pacific Region	In partnership with Diplomacy Training Program, University of New South Wales in Australia	2010-2011

6	Training on Human Rights Based Approach to Development (HRBA)	Partners of Community Organizations (PACOS) TRUST in Malaysia	2009-2010
7	REDD, Climate Change and Indigenous Peoples	Vietnam with CSDM Indonesia with AMAN Nepal with NEFIN Laos with GAPE	2009-2013
8	Training of Indigenous Women in Decision Making (TIWDM)	PACOS Trust in Malaysia, HTNF & TUS in Bangladesh INNABUYOG, CWERC & BAI in Philippines, NYF, Burma, NWUM in Northeast India, NIWF in Nepal, GDG in Laos AMAN in Indonesia	2005-2009
9	Capacity building training of IP women on Customary Law & Local legislation relating to Women's Rights	NIWF in Nepal AWN and IWFNEI in India CWEARC & Sarangani Women Union in Philippines	September 2010 - December 2013
11	Training on community-based forest management and REDD	CSDM in Vietnam AMAN in Indonesia NEFIN in Nepal GAPE in Laos IPF in Thailand	2009-2013
12	Training on FPIC	CSDM in Vietnam AMAN in Indonesia NEFIN in Nepal GAPE in Laos IPF in Thailand	2009-2013
13	Training on Organizational and Financial Management system	AIPP member-organizations in 14 countries	To start by 2012



AIPP has empowered its
constituents, enhanced
their capacity to work
locally and nationally
and significantly
contributed to raising
their visibility and
promoting their
aspirations.



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