



CARING FOR **NATURAL,** **CULTURAL AND** SPIRITUAL DIVERSITY...

**Samdhana Institute
Strategic Plan
2019-2028**



An Asian Center for Social and Environmental Renewal

SAMDHANA, IN SANSKRIT,
MEANS **HEALING, UNITING,**
AND **PEACEMAKING.**

SAMDHANA INSTITUTE STRATEGIC PLAN (2019-2028)

Vision

A region where natural, cultural and spiritual diversity are valued and where communities have access, control and responsibility over their territories and well-being.

Mission

For communities to have clear and secured rights to manage their territories/places, adequate access to information, recourse to the law, leadership and organizing skills, information/media, and funding and technical support for their own development and well-being.

TIMELINE

2003

- Samdhana was formed and duly registered in the Philippines.
- Samdhana became the Southeast Asia Partner of Global Greengrants Fund, and carried over the grantmaking program for the region.

2005

- In 2005 Perkumpulan Institut Samdhana was registered in Indonesia.
- Total of 23 grants were given amounting to US\$ 106,000.

2007/2008

- Samdhana started work in Papua with local staff assigned under the Landscape and Livelihood Support Project together with the local government and local forestry agency and the Pro-poor REDD project with local communities.

2014

- Samdhana initiated the Early Recovery and Resilience Building Project, which supported Calamianes Tagbanwa on adaptation and livelihood initiatives in the aftermath of Typhoon Haiyan.

2013

- Constitutional Court Ruling No. 35 recognises indigenous territories as non-state land and provides legal framework for indigenous peoples to claim their territories in Indonesia.

2010/2011

- Increased Samdhana small grants making in Laos and Philippines
- sourced from new donors- a US based foundation and local foundation, respectively.

2015

- Based on changing context and needs of the social and environmental movement in the region, Samdhana began refining its strategic direction and programmes.
- The Learning and Media Network Project (LMN) was designed to develop youth, staff from non-profit associations, and other community volunteers with life skills.

2017

- Review of the 20 years of implementation of the Indigenous Peoples Rights Act of the Philippines show significant gaps.
- Samdhana started as the National Executing Agency for the Dedicated Grant Mechanism Indonesia on request of partners.

2018

- Samdhana defined our pillars of work as: capacity development, grants making, policy support, community resilience building, and learning and land and seascape innovation/management.
- Samdhana Fellows, Board and staff form the foundation and support of the Institute's programs.

SAMDHANA INSTITUTE CONTRIBUTES AND IS A PART OF THE SOUTH EAST ASIAN MOVEMENTS

Samdhana is a duly organized, registered and accredited non-stock, nonprofit organization existing under the laws of the Republic of the Philippines and Republic of Indonesia, with offices in both countries. It operates in South East Asia.

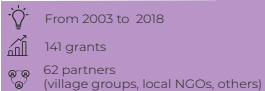
In 2003, a group of individuals, conservationists and development practitioners formed Samdhana. They were the first Samdhana Fellows. Moved by the same commitment of 'giving

back' to the next generation, they brought together skills, knowledge, experiences, networks, colleagues and friends thereby delivering maturity, strength and sustainability to the organization.

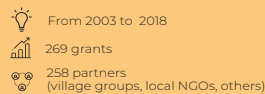
At present, there are around 60 Fellows. They have various roles such as project activity leaders, advisors for small grants, and supporters in the implementation of Samdhana programs

SAMDHANA GRANTS MAKING

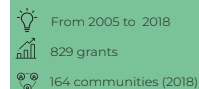
MEKONG SMALL GRANTS



PHILIPPINES SMALL GRANTS



INDONESIA GRANTS



Urgent action grants (across the SEA region) 2017-2018 = 23 small grants = US\$ 53,536.66

SAMDHANA'S STRATEGIC PLAN, A RESPONSE TO THE RAPIDLY **CHANGING SOCIAL,** **POLITICAL AND ECONOMIC ENVIRONMENT**

The strategic plan addresses four key questions: Who are we as an institution? Where do we want to go? How can we get there? How can we tell if we have arrived?

Samdhana's work lies at the intersection of pressing social, political, economic, ecological and cultural issues. The "common thread" in all of Samdhana's work is the urgency of dealing with the root causes of the widening inequality based on the non-recognition of rights of IPLCs to

land/seas and limited access to resources.

The growing economic inequality has resulted in what is known as the "Champagne Glass Effect" which illustrates that the gap between the rich and the poor continues to grow. The growing inequality and poverty are not measured only in income but also in land distribution, welfare and other human development parameters.

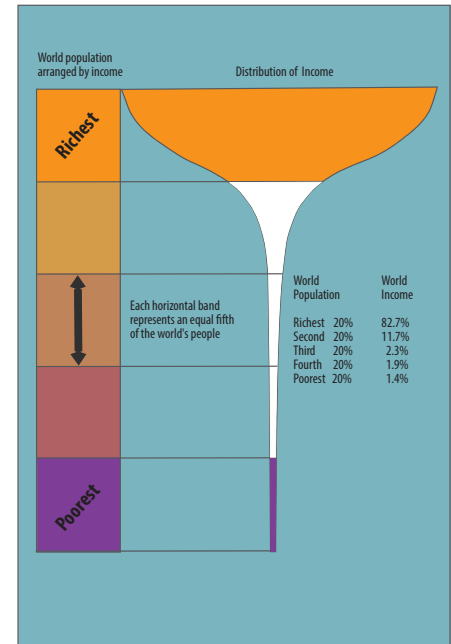
Samdhana's strategic plan also considers its possible contribution to arrest biodiversity loss, ecological degradation and climate change, particularly in Southeast Asia, with the most diverse regions in the planet. These biologically diverse regions are currently threatened by many climate and human-related factors, among which are urbanization, rampant development pressures, chronic poverty, unsustainable agriculture and mineral extraction, and loss of rights over resources.

According to Asia Indigenous Peoples Pact, there are approximately 123 million Indigenous Peoples in Southeast Asia, yet they remain "invisible" since their identity is more often than not ignored in national censuses. Without identity and secure rights, indigenous communities and their territories/ places remain vulnerable to resource extractive economy.

With rising inequality, the ongoing degradation of the environment, and the urgent need to address climate change, there is much to be pessimistic about. Nevertheless, this has not stopped many indigenous and local communities, with support from civil society organizations, to mobilize in order to defend and secure their rights and lands.

In its effort to contribute to building a just and equitable society, Samdhana is responding to the above challenges by committing to support work to secure and defend the rights of Indigenous Peoples and Local Communities (IPLCs) to have access, control and responsibility over their territories and well-being; the promotion of sustainable livelihoods; and the development of community-based institutions and their networks to strengthen local initiatives for sustainable resource management and effective governance.

Diagram : The Champagne Glass Effect



STRATEGIC GOALS (2019-2028)

GOAL 1

To support **indigenous peoples, local communities and individuals** (including all **gender** and **abilities** and the **youth**) in defining, securing and asserting their rights over their territories/places and its governance and management.

GOAL 2

To contribute to **building resilient and well-governed communities** for climate adaptation, risk reduction, and environmental sustainability through **integrated land and seascape management**, economically viable **livelihoods** and other effective means.

GOAL 3

To support **social and environmental movements** in the region by **nurturing** individuals, communities, organizations and networks and strengthening their capabilities to contribute to the successful realization and enjoyment of IPLC rights.

GOAL 4

To develop an **innovative, caring, sustainable, effective, and efficient organization** that fosters integrated **learning and movement building**.

OUR VALUES

JUSTICE & EQUITY

respect for individual rights and perspectives
treat individuals and partners with fairness and impartiality
observe due process

INTEGRITY

manage resources with prudence, honesty and intolerance against
fraudulent actions mutual respect and trust avoid conflicts of interest
practice and promote good governance

INCLUSIVENESS & DIVERSITY

Samdhana will not discriminate against individuals or organizations on
the basis of ethnicity, nationality, gender, status, sexuality, religion,
creed, color, abilities or age encourage diversity in the workspace and
with its partners practice and promote gender equity/balance/sensitivity

TRANSPARENCY & ACCOUNTABILITY

adheres to internationally-recognized standards of good practices and
good governance ensure compliance encourage effective, timely,
accurate feedback and reporting

Urgent action grants (across the SEA region) 2017-2018 = 23 small grants = US\$ 53,536.66

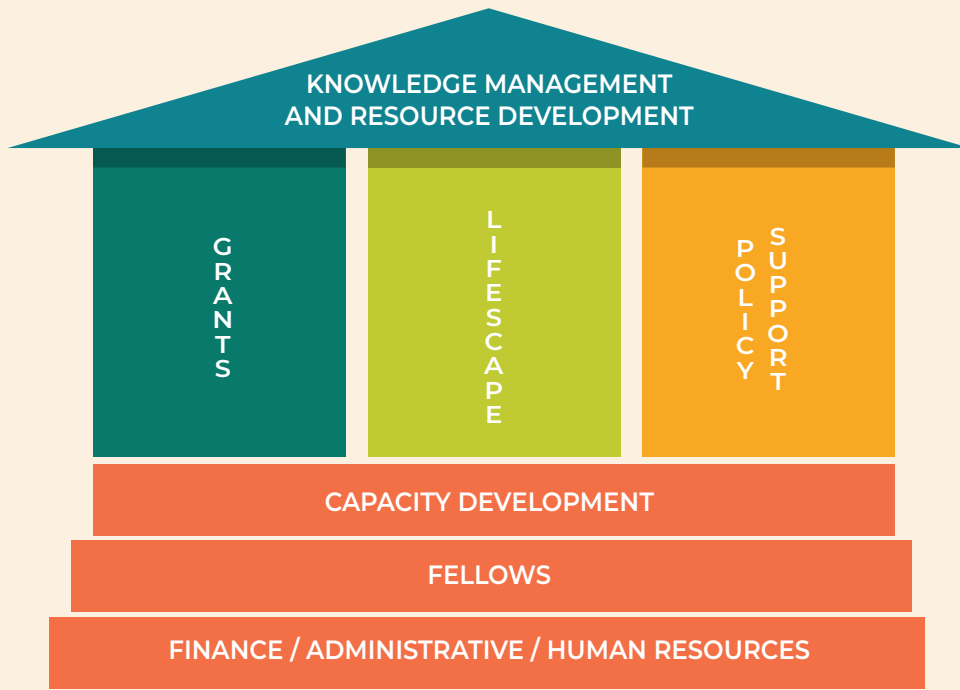
OUR APPROACHES

- **Samdhana facilitates and links** resources, knowledge, expertise and networks and link these to individuals, organizations and communities towards stronger practices and better accountability.
- **Samdhana collaborates: “bergandengan tangan” “kapit bisig or kapit kamay”**. We envision and work together with Partners.
- **Samdhana values continuous learning**, support learning processes and exchanges amongst individuals, organizations and communities in SEA.

- **Revival and rediscovering traditional knowledge** and practices is important to us. We support traditional knowledge and complement these with modern knowledge towards effective governance and sustainable development practices.
- **Samdhana complements and supplements** capabilities of partner individuals and organizations to develop their effectiveness, accountability and leadership succession amongst communities they support.
- **We offer retreats and reflections** as opportunities and support for individuals and groups to remove themselves from the pressures of daily life, reflect upon and communicate ideas and experiences. These retreats may also take the form of short sabbaticals (1-2 months) for individuals who need time to reflect, renew and strengthen their commitments to social and environmental development.

HOW ARE WE ORGANIZED TO ACHIEVE OUR VISION AND MISSION?

SOCIAL MOVEMENT



Urgent action grants (across the SEA region) 2017-2018 = 23 small grants = US\$ 53,536.66

STRATEGIC OBJECTIVES

SAMDHANA FELLOWS

- 1 To renew the Fellows Programme so that it continues to act as an intellectual powerhouse and driver of change in the complex SEA policy environment.
- 2 To clarify the process, roles and responsibilities of Fellows with regard to involvement in Samdhana funded projects activities, Fellow-led initiatives, and other related actions.
- 3 To initiate a new Fellow recruitment approach to infuse new blood and ideas into Samdhana.

GRANTS MAKING

- 1 To elaborate and formalize new management and administrative protocols able to deal with the increase in funding and more complex donor fiduciary risk management requirements.
- 2 To strengthen Samdhana Institute's financial management capacity and oversight role by management and the Board.
- 3 To ensure adequate human resources support including but not limited to advisers to ensure continuing flexibility and effectivity in grants making; and
- 4 To maintain the current level of funding through funds raised for DGM-I, and other current sources of relatively flexible small grant making.

CAPACITY DEVELOPMENT

- 1 To develop a more systematic capacity development approach to strengthen IPLCs and the social-environmental movements in the region;
- 2 To support the development of network(s) of capacity development providers to channel support to IPLCs, Samdhana partners and other social-environmental activists in SEA;
- 3 To support key individuals and organizations from partner IPLCs in improving their knowledge, skills and attitude in governance and managing their territories and in enabling them to become capacity development providers; and

STRATEGIC OBJECTIVES

LIFESCAPE

- 1 To develop integrated land and seascape strategies for priority land and seascapes in Indonesia and the Philippines;
- 2 To implement sustainable land and sea management initiatives in pilot areas in Papua, West Papua, Calamianes and Northern Mindanao;
- 3 To document and share lessons learned from priority land and seascapes initiatives across the social-environmental movement in the region.

POLICY SUPPORT

- 1 To support the assessment of the state of tenure security in Southeast Asia;
- 2 To contribute in clarifying and addressing policy gaps and processes in securing tenurial rights of the IPLCs in the rural areas, and in managing natural resources in Indonesia and Philippines; and
- 3 To provide continuing policy support to selected partners to accelerate the security of tenure in the region as needed.

KNOWLEDGE MANAGEMENT & RESOURCE DEVELOPMENT

- 1 Establish and implement a Knowledge Management System, and support the learning and sharing amongst Samdhana partners, fellows, and staff as contribution to the building of the socio-environmental movements in Southeast Asia.
- 2 Develop and implement a communication plan that will reach out internally to staff and fellows, and externally to the public, social and environmental activists, partners and prospective supporters in the region.
- 3 Develop and implement a resource mobilization plan for Samdhana's sustainability; test actions focused on building unrestricted resources for Samdhana; and develop, advocate and pilot new but flexible sources of funding for IPLCs and the social-environmental movements in the region.

WHAT WE DO (THEMATIC AREAS OF WORK)

Tenure and Natural Resource Conflict Resolution

Securing tenurial rights to territories and places underpins cultural and social security, a necessary condition for sustainable development of IPLCs across Asia

Indigenous Peoples and Local Community Natural Resource Management

Integrate indigenous rights and interests into policies and programs for land and resource management

Sustainable Livelihoods and Food Security

Support development of community livelihoods and other resource management activities that result to increased food security and sovereignty

WHAT WE DO (THEMATIC AREAS OF WORK)

Mitigating and Adapting to Climate Change

Assist in protecting, negotiating and safeguarding tenure rights to landscapes earmarked for low emissions development in response to climate change; communicating and clarifying rights holders' understanding of climate change, their roles as guardians of the landscape, and the institutional and economic potentials of carbon sequestration

Gender Awareness and Social Inclusion

Giving importance to the roles and contributions of women vis-à-vis men to a particular resource or activity. Facilitating spaces, esp. for indigenous women, to express these roles and understand the context of their own struggles in tenure recognition and sustainable livelihoods. Social inclusion focuses not only on the binary relationship of men and women but also the inclusion of different genders, differently abled people and of young and old in sustainable development.

Governance and Leadership Development

Assist civil society and grassroots organizations, community leaders and activists to reflect upon their experiences and strengthen their leadership skills. Peer learning, systems thinking, reflection and mentoring approaches are used.



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COVER STORY : Mollo women heading to the spring to get water.
Photo by Sadhu Damar

